



ATTACHMENT BOOK

ORDINARY COUNCIL MEETING
TO BE HELD ON
WEDNESDAY
17 JUNE 2020



WILDFLOWER COUNTRY



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WILDFLOWER COUNTRY



SHIRE OF THREE SPRINGS POLICY MANUAL

UPDATED June 2020



Policy Manual

Policy History

Policy No.	Policy Name	Action	Details (Include OCM date & Council Dec. No.

POLICY MANUAL - OBJECTIVES

It is the policy of the Three Springs Shire Council to maintain a manual recording the various policies of the Council. Policies are to relate to issues of an on-going nature, policy decisions on single issues are not to be recorded in the manual.

The objectives of the Council's Policy Manual are:

- To provide Council with a formal written record of all policy decisions;
- To provide the staff with precise guidelines in which to act in accordance with Council's wishes;
- To enable the staff to act promptly in accordance with Council's requirements, but without continual reference to Council;
- To enable Councillors to adequately handle enquiries from electors without undue reference to the staff or the Council;
- To enable Council to maintain a continual review of Council Policy decisions and to ensure they are in keeping with community expectations, current trends and circumstances;
- To enable ratepayers to obtain immediate advice on matters of Council Policy.

The Policy Manual will be maintained and updated as and when a policy is varied by the Council. A copy of the Policy Manual, together with details of variations as they occur, shall be distributed to all Councillors and appropriate staff and be available on the Shire website (www.threesprings.wa.gov.au).

Changes to Council Policy shall be made only on:

- Notice of motion, or
- An agenda item clearly setting out details of the amended policy.

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LEGISLATIVE

01 Council Policy Management

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The purpose of this policy is to enable the documentation and maintenance of a record of policies adopted by Council and outline processes to be followed for their drafting and implementation.

POLICY

The Local Government Act 1995 prescribes part of the role of a Council is to “determine the local governments policies.”

Policies will provide for the more efficient and effective use of the Shire’s resources and enable the Shire to make decisions based on the principles of equity, fairness, natural justice, transparency of decision making and good government as well as meeting statutory requirements.

Objectives of the Shire’s Policies

1. To provide the Shire with a record of policy decisions.
2. To provide employees with guidelines in which to act in accordance with Council’s direction.
3. To enable employees to act promptly in accordance with Council’s requirements, but without continual reference to Council.
4. To enable council members to adequately handle enquiries from electors without undue reference to the employees or the Council.
5. To enable the Shire to maintain a structured review of Council Policies and to ensure they are in keeping with statutory requirements, community needs, current trends and circumstances.
6. To enable the Community to obtain immediate advice on matters of Council Policy.

Policy Development

A Policy response will be considered where there is either complexity or lack of clarity in one or a combination of any of the following circumstances:

- Legislative requirement
- Industry standards
- Organisational standards
- Strategic objective
- Community need or expectation

A Policy response will only be proposed where it can be demonstrated that the policy will deliver:

- clarity and consistency in decision making,

- improved efficiency and effectiveness
- improved customer / community outcomes

Where it is identified that for purposes of effectiveness, efficiency or clarity in decision making, a new policy or policy amendment may be required, it may be initiated by either:

- a Council resolution
- an employee report to Council

Where Council has resolved that a policy is required to be developed, the Chief Executive Officer is to cause a Council report to be prepared that considers the range of influences on the proposed policy and includes a draft policy.

Requirements for Proposed New Policies and Major Amendment to Existing Policies

Where a new policy or substantial review of an existing policy is commenced, the following key elements will be researched and considered:

- Statutory compliance obligations
- Industry standards, codes of practice, guidelines
- Risk implications
- Customer / community needs and expectations
- Whether it effectively integrates in the Shire's operations
- External stakeholder consultation, where determined appropriate in accordance with the Shire's Community Consultation Manual
- Internal stakeholder consultation (including relevant senior employees and council members)
- Potential resource and budget implications

When the draft new policy or major amendment to existing policy has been prepared it is to be circulated to council members and senior employees, and other relevant employees seeking feedback, prior to inclusion in the Ordinary Council Meeting agenda. Where feedback identifies improvements, these will be incorporated into the final draft presented for Council's consideration and detailed within the report to Council.

Minor Amendments to Existing Policies

Where a proposed policy amendment is considered minor and does not impact on the substantive operation of the existing policy, then the requirements outlined above do not apply and the amendment can be provided direct to Council via a report.

Policy Manual Review

Each Policy adopted is to be assessed using the following risk considerations:

- Implications of statutory requirements
- Implications for operational effectiveness and efficiency
- Potential for negative impact on:
 - operational activity
 - strategic objectives
 - environmental / economic factors
 - reputation
- Complex procedures or technical information
- Change is likely to occur

All Council policies will be reviewed every 2 years:

- This does not, however, limit the review of individual policies during the year if identified as requiring amendment prior to the annual review date.

- Amendment to and revocation of, policies shall be done in accordance with Regulation 10 of the Local Government (Administration) Regulations 1996, with all decisions to be carried by an Absolute Majority of Council.

LEGISLATIVE

02 Audit Committee-Term of Reference

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The *Local Government Act 1995* (the Act) requires that all local governments establish an Audit and Risk Committee (“the Committee”). The Committee plays a key role in assisting a local government to fulfil its governance and oversight responsibilities in relation to financial reporting, internal control structure, risk management systems, legislative compliance, ethical accountability and the internal and external audit functions.

POLICY

The Committee is an advisory committee appointed by and reports to the Shire of Three Springs’s Council (“the Council”). The Committee provides appropriate advice and recommendations to the Council on matters relevant to its Terms of Reference (TOR). This is in order to facilitate informed decision-making by the Council in relation to the legislative functions and duties of the local government that have not been delegated to the Chief Executive Officer (“CEO”).

Policy Objective:

The objectives of the Committee are to oversee:

- The credibility and objectivity of financial reporting
- The effective management of financial and other risks and protect Council assets
- Compliance with laws and regulations as well as use of best practice guidelines relative to audit, risk management, internal control and legislative compliance
- The provision of an effective means of communication between the external auditor, the CEO and Council
- The scope of work, objectivity, performance and independence of the external and internal auditors, and
- The process and systems which protect against fraud and improper activities

Authority:

The Committee is a formally appointed committee of the Council and is responsible to that body. The Committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated authority. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

The Committee has the authority to:

- Review the auditor’s annual audit plans and the outcomes/results of all audits undertaken
- Request the CEO to seek information or advice in relation to matters considered by the Committee
- Formally meet with internal and external auditors as necessary
- Seek resolution on any disagreements between management and the external auditors on financial reporting

- Make recommendations to Council with regards to matters within its scope of responsibility.

Terms of Reference

1. Powers of the Audit Committee

The Committee is a formally appointed committee of Council and is responsible to that body. The committee does not have executive powers or authority to implement actions in areas over which the CEO has legislative responsibility and does not have any delegated authority. The Committee does not have any management functions and cannot involve itself in management processes or procedures.

2. Membership

The *Local Government Act 1995* requires that an audit and risk committee is to consist of a minimum of three (3) members and in that situation, all must be Council members. Where a committee consists of more than three (3) members then a majority of those members must be Council members.

The Shire's Audit and Risk Committee may consist of five (5) members which may include up to two (2) independent external members.

Independent external members will be selected based on the following criteria:

- A suitably qualified person with demonstrated high level of expertise and knowledge in financial management, risk management, governance and audit (internal and external)
- Understanding of the duties and responsibilities of the position; ideally with respect to local government financial reporting and auditing requirements
- Strong communication skills
- Relevant skills and experience in providing independent expert advice

An independent external member will be a person with no operating responsibilities with the Shire nor will that person provide paid services to the Shire.

Appointment and re-appointment of independent external members shall be made by Council after consideration of the CEO's recommendation. The applications of independent external members will be sought through an open and transparent process. The evaluation of potential members will be reviewed by the CEO and appointments will be determined by the Council. Appointments will be for a maximum term of two (2) years.

Independent external members will be required to complete a confidentiality agreement and confirm that they will operate in accordance with the Shire's code of conduct. They will also be required to follow the Shire's policies as pertained to the Committee operations.

The Council may by resolution terminate the appointment of any independent external member prior to the expiry of his/her term if:

- The Committee by majority determines that the member is not making a positive contribution to the Committee
- The member is found to be in breach of the Shire's Code of Conduct or a serious contravention of the Local Government Act 1995
- A member's conduct, action or comments brings the Shire into disrepute

3. Reporting

Reports and recommendations of each Committee meeting shall be presented to the next ordinary meeting of the Council.

4. Duties and Responsibilities

The duties and responsibilities of the Audit Committee will be to:

- Provide guidance and assistance to Council as to the carrying out the functions of the local government in relation to audits
- Develop and recommend to Council an appropriate process for the selection and appointment of a person as the Shire's auditor
- Develop and recommend to Council a list of those matters to be audited and the scope of the audit to be undertaken
- Recommend to Council the person or persons to be appointed as auditor
- Develop and recommend to Council a written agreement for the appointment of the external auditor. The agreement is to include:
 - the objectives of the audit
 - the scope of the audit
 - a plan of the audit
 - details of the remuneration and expenses to be paid to the auditor
 - the method to be used by the local government to communicate with, and supply information to, the auditor
- Meet with the auditor at least once in each year and provide a report to Council on the matters discussed and outcome of those discussions,
- Liaise with the CEO to ensure that the local government does everything in its power to:
 - assist the auditor to conduct the audit and carry out his or her other duties under the Local Government Act 1995
 - ensure that audits are conducted successfully and expeditiously
- Examine the reports of the auditor after receiving a report from the CEO on the matters to:
 - determine if any matters raised require action to be taken by the local government; and
 - ensure that appropriate action is taken in respect of those matters.
- Review the report prepared by the CEO on any actions taken in respect of any matters raised in the report of the auditor and presenting the report to the Council for adoption prior to the end of the next financial year or 6 months after the last report prepared by the auditors is received, whichever is the latest time.
- Review the scope of the audit plan and program and its effectiveness.
- Review the appropriateness of any special internal audit assignments undertaken at the request of Council or CEO.
- Review the level of resources allocated to internal audit and the scope of its authority.
- Review reports of internal audits, monitor the implementation of recommendations made by the audit and review the extent to which Council and management reacts to matters raised.
- Review the local government's draft annual financial report, focusing on:
 - accounting policies and practices
 - changes to accounting policies and practices
 - the process used in making significant accounting estimates
 - significant adjustments to the financial report (if any) arising from the audit process

- compliance with accounting standards and other reporting
- requirements
- significant variances from prior years
- Consider and recommend adoption of the annual financial report to Council. Review any significant changes that may arise after any such recommendation but before the annual financial report is signed.
- Review the annual Compliance Audit Return and report to Council the results of that review, and
- Consider the CEO's reviews of the appropriateness and effectiveness of the Shire's systems and procedures regarding risk management, internal control and legislative compliance, required to be provided to the committee, and report to the Council

LEGISLATIVE

03 Code of Conduct for Council Members and Employees

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Act 1995 (s.5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs 34B and 34C).		

PURPOSE

The Code of Conduct provides Council Members, Committee Members and employees in Local Government with consistent guidelines for an acceptable standard of professional conduct. The Code addresses in a concise manner the broader issue of ethical responsibility and encourages greater transparency and accountability in individual Local Governments.

The Code is complementary to the principles adopted in the Local Government Act and Regulations which incorporates four fundamental aims to result in :-

- (a) *better decision-making by local governments;*
- (b) *greater community participation in the decisions and affairs of local governments;*
- (c) *greater accountability of local governments to their communities; and*
- (d) *more efficient and effective local government.*

The Code provides a guide and a basis of expectations for Council Members, Committee Members and employees. It encourages a commitment to ethical and professional behaviour and outlines principles in which individual and collective Local Government responsibilities may be based.

POLICY

STATUTORY ENVIRONMENT

The Code of Conduct observes statutory requirements of *the Local Government Act 1995 (s.5.103 – Codes of Conduct) and Local Government (Administration) Regulations 1996 (Regs 34B and 34C).*

RULES OF CONDUCT

Council Members acknowledge their activities, behaviour and statutory compliance obligations may be scrutinised in accordance with prescribed rules of conduct as described in the *Local Government Act 1995* and *Local Government (Rules of Conduct) Regulations 2007*.

1. ROLES

1.1 Role of Council Member

The primary role of a Council Member is to represent the community, and the effective translation of the community's needs and aspirations into a direction and future for the Local Government will be the focus of the Council Member's public life.

The Role of Council Members as set out in S 2.10 of the Local Government Act 1995 follows:

"A Councillor:

- (a) *represents the interests of electors, ratepayers and residents of the district;*
- (b) *provides leadership and guidance to the community in the district;*
- (c) *facilitates communication between the community and the council;*
- (d) *participates in the local government's decision-making processes at council and committee meetings; and*
- (e) *performs such other functions as are given to a Councillor by this Act or any other written law."*

A Council Member is part of the team in which the community has placed its trust to make decisions on its behalf and the community is therefore entitled to expect high standards of conduct from its elected representatives. In fulfilling the various roles, Council Members activities will focus on:

- achieving a balance in the diversity of community views to develop an overall strategy for the future of the community;
- achieving sound financial management and accountability in relation to the Local Government's finances;
- ensuring that appropriate mechanisms are in place to deal with the prompt handling of residents' concerns;
- working with other governments and organisations to achieve benefits for the community at both a local and regional level;
- having an awareness of the statutory obligations imposed on Council Members and on Local Governments.

In carrying out its functions a local government is to use its best endeavours to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

1.2 Role of Employees

The role of employees is determined by the functions of the CEO as set out in S 5.41 of the Local Government Act 1995:

"The CEO's functions are to:

- (a) *advise the council in relation to the functions of a local government under this Act and other written laws;*
- (b) *ensure that advice and information is available to the council so that informed decisions can be made;*
- (c) *cause council decisions to be implemented;*
- (d) *manage the day to day operations of the local government;*
- (e) *liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;*
- (f) *speak on behalf of the local government if the mayor or president agrees;*
- (g) *be responsible for the employment, management supervision, direction and dismissal of other employees (subject to S 5.37(2) in relation to senior employees);*
- (h) *ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and*
- (i) *perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO."*

1.3 Role of Council

The Role of the Council is in accordance with S 2.7 of the Local Government Act 1995:

“(1) The council —

(a) governs the local government’s affairs; and

(b) is responsible for the performance of the local government’s functions.

(2) Without limiting subsection (1), the council is to —

(a) oversee the allocation of the local government’s finances and resources; and

(b) determine the local government’s policies.”

1.4 Principles affecting the employment of employees by the Shire

The following principles, set out in section 5.40 of the Act, apply to the employment of the Shire’s employees:

“(a) employees are to be selected and promoted in accordance with the principles of merit and equity; and

(b) no power with regard to matters affecting employees is to be exercised on the basis of nepotism or patronage; and

(c) employees are to be treated fairly and consistently; and

(d) there is to be no unlawful discrimination against employees or persons seeking employment by the Shire on a ground referred to in the Equal Opportunity Act 1984 or on any other ground; and

(e) employees are to be provided with safe and healthy working conditions in accordance with the Occupational Safety and Health Act 1984; and

(f) such other principles, not inconsistent with this Division, as may be prescribed.”

1.5 Relationships between Council Members and Employees

An effective Councillor will work as part of the Council team with the Chief Executive Officer and other members of staff. That teamwork will only occur if Council Members and employees have a mutual respect and co-operate with each other to achieve the Council’s corporate goals and implement the Council’s strategies. To achieve that position, Council Members need to observe their statutory obligations which include, but are not limited to, the following –

- accept that their role is a leadership, not a management or administrative one;
- acknowledge that they have no capacity to individually direct members of staff to carry out particular functions;
- refrain from publicly criticising employees in a way that casts aspersions on their professional competence and credibility.

2. CONFLICT AND DISCLOSURE OF INTEREST

2.1 Conflict of Interest

(a) Council Members, Committee Members and employees will ensure that there is no actual (or perceived) conflict of interest between their personal interests and the impartial fulfilment of their professional duties.

(b) Employees will not engage in private work with or for any person or body with an interest in a proposed or current contract with the Local Government, without first making disclosure to the Chief Executive

Officer. In this respect, it does not matter whether advantage is in fact obtained, as any appearance that private dealings could conflict with performance of duties must be scrupulously avoided.

- (c) Council Members, Committee Members and employees will lodge written notice with the Chief Executive Officer describing an intention to undertake a dealing in land within the local government district or which may otherwise be in conflict with the Council's functions (other than purchasing the principal place of residence).
- (d) Council Members, Committee Members and employees who exercise a recruitment or other discretionary function will make disclosure before dealing with relatives or close friends and will disqualify themselves from dealing with those persons.
- (e) Employees will refrain from partisan political activities which could cast doubt on their neutrality and impartiality in acting in their professional capacity. An individual's rights to maintain their own political convictions are not impinged upon by this clause. It is recognised that such convictions cannot be a basis for discrimination and this is supported by anti-discriminatory legislation.

2.2 Financial Interest

Council Members, Committee Members and employees will adopt the principles of disclosure of financial interest as contained within the Local Government Act.

2.3 Disclosure of Interest

Definition:

In this clause, and in accordance with Regulation 34C of the Local Government (Administration) Regulations 1996 – “interest” means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association.

- (a) A person who is an employee and who has an interest in any matter to be discussed at a Council or Committee meeting attended by the person is required to disclose the nature of the interest:
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the meeting immediately before the matter is discussed.
- (b) A person who is an employee and who has given, or will give, advice in respect of any matter to be discussed at a Council or Committee meeting not attended by the person is required to disclose the nature of any interest the person has in the matter:
 - (i) in a written notice given to the CEO before the meeting; or
 - (ii) at the time the advice is given.
- (c) A requirement described under items (a) and (b) exclude an interest referred to in Section 5.60 of the Local Government Act 1995.
- (d) A person is excused from a requirement made under items (a) or (b) to disclose the nature of an interest if:
 - (i) the person's failure to disclose occurs because the person did not know he or she had an interest in the matter; or

- (ii) the person's failure to disclose occurs because the person did not know the matter in which he or she had an interest would be discussed at the meeting and the person discloses the nature of the interest as soon as possible after becoming aware of the discussion of a matter of that kind.
- (e) If a person who is an employee makes a disclosure in a written notice given to the CEO before a meeting to comply with requirements of items (a) or (b), then:
 - (i) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
 - (ii) immediately before a matter to which the disclosure relates is discussed at the meeting the person presiding is to bring the notice and its contents to the attention of the persons present.
- (f) If:
 - (i) to comply with a requirement made under item (a), the nature of a person's interest in a matter is disclosed at a meeting; or
 - (ii) a disclosure is made as described in item (d)(ii) at a meeting; or
 - (iii) to comply with a requirement made under item (e)(ii), a notice disclosing the nature of a person's interest in a matter is brought to the attention of the persons present at a meeting, the nature of the interest is to be recorded in the minutes of the meeting.

3. PERSONAL BENEFIT

3.1 Use of Confidential Information

Council Members, Committee Members and employees shall not use confidential information to gain improper advantage for themselves or another person or body in ways which are inconsistent with their obligation to act impartially and in good faith, or to improperly cause harm, detriment or impairment to any person, body, or the Council.

Due discretion shall be exercised by all those who have access to confidential or sensitive information. Every matter dealt with by, or brought before, a meeting sitting behind closed doors, shall be treated as strictly confidential, and shall not without the authority of the Council be disclosed to any person other than the Council members and/or employees of the Shire (and in the case of employees only so far as may be necessary for the performance of their duties) prior to the discussion of the matter at a meeting of the Council held with open doors.

Nothing in this section prevents a Council member or officer from disclosing confidential information:

- to a legal practitioner for the purpose of obtaining legal advice; or
- if the disclosure is permitted by law.

3.2 Intellectual Property

The title to Intellectual Property in all duties relating to contracts of employment will be assigned to the Local Government upon its creation unless otherwise agreed by separate contract.

3.3 Improper or Undue Influence

Council Members, Committee Members and employees will not take advantage of their position to improperly influence other Council Members or employees in the performance of their duties or functions, in order to gain undue or improper (direct or indirect) advantage or gain for themselves or for any other person or body.

Council Members, Committee Members and employees shall not take advantage of their position to improperly influence any other person in order to gain undue or improper (direct or indirect) advantage or gain, pecuniary or otherwise, for themselves or for any other person or body. Similarly, Council members, committee members and employees shall not take advantage of their positions to improperly disadvantage or cause detriment to the local government or any other person.

3.4 Gifts - Employees

Definitions:

In this clause, and in accordance with Regulation 34B of the Local Government (Administration) Regulations 1996:

“activity involving a local government discretion” means an activity:

- (a) that cannot be undertaken without an authorisation from the local government; or*
- (b) by way of a commercial dealing with the local government;*

“gift” has the meaning given to that term in S 5.82(4) except that it does not include:

- (a) a gift from a relative as defined in S 5.74(1); or*
- (b) a gift that must be disclosed under Regulation 30B of the Local Government (Elections) Regulations 1997; or*
- (c) a gift from a statutory authority, government instrumentality or non-profit association for professional training;*

“notifiable gift”, in relation to a person who is an employee, means:

- (a) a gift worth between \$50 and \$300; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth between \$50 and \$300;*

“prohibited gift”, in relation to a person who is an employee, means:

- (a) a gift worth \$300 or more; or*
- (b) a gift that is one of 2 or more gifts given to the employee by the same person within a period of 6 months that are in total worth \$300 or more.*

- (a) A person who is an employee is to refrain from accepting a prohibited gift from a person who:
 - (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion.
- (b) A person who is an employee and who accepts a notifiable gift from a person who:
 - (i) is undertaking or seeking to undertake an activity involving a local government discretion; or
 - (ii) it is reasonable to believe is intending to undertake an activity involving a local government discretion,is to notify the CEO, in accordance with item (c) and within 10 days of accepting the gift, of the acceptance.
- (c) The notification of the acceptance of a notifiable gift must be in writing and include:
 - (i) the name of the person who gave the gift; and
 - (ii) the date on which the gift was accepted; and
 - (iii) a description, and the estimated value, of the gift; and
 - (iv) the nature of the relationship between the person who is an employee and the person who gave the gift; and

- (v) if the gift is a notifiable gift under paragraph (b) of the definition of “notifiable gift” (whether or not it is also a notifiable gift under paragraph (a) of that definition):
 - (1) a description; and
 - (2) the estimated value; and
 - (3) the date of acceptance,
 of each other gift accepted within the 6 month period.
- (d) The CEO is to maintain a register of notifiable gifts and record in it details of notifications given to comply with a requirement made under item (c).
- (e) This clause does not apply to gifts received from a relative (as defined in s.5.74(1) of the *Local Government Act 1995*) or an electoral gift (to which other disclosure provisions apply).
- (f) This clause does not prevent the acceptance of a gift on behalf of the local government in the course of performing professional or ceremonial duties in circumstances where the gift is presented in whole to the CEO, entered into the Register of Notifiable Gifts and used or retained exclusively for the benefit of the local government.

4. CONDUCT OF COUNCIL MEMBERS, COMMITTEE MEMBERS AND EMPLOYEES

4.1 Personal Behaviour

- (a) Council Members, Committee Members and employees will:
 - (i) act, and be seen to act, properly and in accordance with the requirements of the law and the terms of this Code;
 - (ii) perform their duties impartially and in the best interests of the Local Government uninfluenced by fear or favour;
 - (iii) act in good faith (i.e. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Local Government and the community;
 - (iv) make no allegations which are improper or derogatory (unless true and in the public interest) and refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and
 - (v) always act in accordance with their obligation of fidelity to the Local Government.
- (b) Council Members will represent and promote the interests of the Local Government, while recognising their special duty to their own constituents.

4.2 Honesty and Integrity

Council Members, Committee Members and employees will:

- (a) observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;
- (b) bring to the notice of the Mayor/President any dishonesty or possible dishonesty on the part of any other member, and in the case of an employee to the Chief Executive Officer;
- (c) be frank and honest in their official dealing with each other.

4.3 Personal Communications and Social Media

- (a) Personal communications and statements made privately in conversation, written, recorded, emailed or posted in personal social media, have the potential to be made public, whether intended or not.
- (b) Employees must not, unless undertaking a duty in accordance with their employment, disclose information, make comments or engage in communication activities about or on behalf of the Local Government, it's Council Members, employees or contractors, which breach this Code of Conduct.
- (c) Council Member comments which become public and breach the *Local Government (Rules of Conduct) Regulations 2007* may constitute a breach of the *Local Government Act 1995* and may be referred for investigation.
- (d) Employee comments which become public and breach the Code of Conduct, or any other operational policy or procedure, may constitute a disciplinary matter and may also be determined as misconduct and be notified in accordance with the *Corruption, Crime and Misconduct Act 2003*.

4.4 Performance of Duties

- (a) While on duty, employees will give their whole time and attention to the Local Government's business and ensure that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on them and on the Local Government.
- (b) Council Members and Committee Members will at all times exercise reasonable care and diligence in the performance of their duties, being consistent in their decision making but treating all matters on individual merits. Council members and committee members will be as informed as possible about the functions of the Council, and treat all members of the community honestly and fairly.

4.5 Compliance with Lawful Orders

- (a) Council Members, Committee Members and employees will comply with any lawful order given by any person having authority to make or give such an order, with any doubts as to the propriety of any such order being taken up with the superior of the person who gave the order and, if resolution cannot be achieved, with the Chief Executive Officer.
- (b) Council Members, Committee Members and employees will give effect to the lawful decisions and policies of the Local Government, whether or not they agree with or approve of them.

4.6 Administrative and Management Practices

Council Members, Committee Members and employees will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

4.7 Corporate Obligations

(a) Standard of Dress

Council Members, Committee Members and employees are expected to comply with neat and responsible dress standards at all times. Accordingly:

- (i) Council Members and Committee Members will dress in a manner appropriate to their position, in particular when attending meetings or representing the Local Government in an official capacity.
- (ii) Management reserves the right to adopt policies relating to corporate dress and to raise the issue of dress with individual employees.

(b) Communication and Public Relations

- (i) All aspects of communication by employees (including verbal, written or personal), involving the Local Governments activities should reflect the status and objectives of that Local Government. Communications should be accurate, polite and professional.
- (ii) As a representative of the community, Council Members need to be not only responsive to community views, but to adequately communicate the attitudes and decisions of the Council. In doing so Council Members should acknowledge that:
 - as a member of the Council there is respect for the decision making processes of the Council which are based on a decision of the majority of the Council;
 - information of a confidential nature ought not be communicated until it is no longer treated as confidential;
 - information relating to decisions of the Council on approvals, permits and so on ought only be communicated in an official capacity by a designated officer of the Council;
 - information concerning adopted policies, procedures and decisions of the Council is conveyed accurately.
- (iii) Committee Members accept and acknowledge it is their responsibility to observe any direction the Local Government may adopt in terms of advancing and promoting the objectives of the Committee to which they have been appointed.

4.8 Appointments to Committees

As part of their representative role Council Members are often asked to represent the Council on external organisations. It is important that Council Members:

- clearly understand the basis of their appointment; and
- provide regular reports on the activities of the organisation.

5. DEALING WITH COUNCIL PROPERTY

5.1 Use of Local Government Resources

Council Members and employees will:

- (a) be scrupulously honest in their use of the Local Government's resources and shall not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;
- (b) use the Local Government resources entrusted to them effectively and economically in the course of their duties; and
- (c) not use the Local Government's resources (including the services of Council employees) for private purposes (other than when supplied as part of a contract of employment), unless properly authorised to do so, and appropriate payments are made (as determined by the Chief Executive Officer).

5.2 Travelling and Sustenance Expenses

Council Members, Committee Members and employees will only claim or accept travelling and sustenance expenses arising out of travel-related matters which have a direct bearing on the services, policies or business of the Local Government in accordance with Local Government policy, awards and the provisions of the Local Government Act.

5.3 Access to Information

- (a) Employees will ensure that Council Members are given access to all information necessary for them to properly perform their functions and comply with their responsibilities.
- (b) Council Members will ensure that information provided will be used properly and to assist in the process of making reasonable and informed decisions on matters before the Council.

LEGISLATIVE

04 Investment of Surplus Funds

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The Council and delegated investment employee have fiduciary responsibilities under s6.14 of the Local Government Act and therefore risks must be kept to a minimum and the investment managed with the care, diligence and skill that a prudent person would exercise.

POLICY

The following principles and objectives guide decision making in relation to investments.

- Preservation of Capital.
- To take a conservative approach to investments, but with a focus to add value through a prudent investment of funds.
- To achieve an adequate level of diversification to spread risk.
- To achieve a high level of security.
- To have ready access to funds for day-to-day requirements.
- Council conforms with its responsibilities under:
 - *Local Government Act 1995* – Section 6.14,
 - *The Trustees Act 1962* – Part III Investments,
 - *Local Government (Financial Management) Regulations 1996* – Regulations 19, 28 and 49
 - Australian Accounting Standards
- That Council has in place a current set of policies and delegations for its Officer's responsible for the investment of Council held funds.
- Adherence to the guidelines and procedures outlined in this document by all employees with delegated authority to invest/control Council funds.

Policy Statement:

Employees authorised to make investment decisions and sign investment lodgements, withdrawals etc., are specified in Council's Delegated Authority Register.

- Any investments made under delegated authority are to comply with the Authorised Investments List.
- Decisions in excess of \$750,000 unauthorized investments or for terms > 12 months must be referred to Council for determination.

1. Prudent Person Standard

The Council and delegated investment employee have fiduciary responsibilities under s6.14 of the Local Government Act and therefore risks must be kept to a minimum and the investment managed with the care, diligence and skill that a prudent person would exercise. In this respect, the schedule of Authorised Investments and limits applying are to be adhered to. Relevant employees shall disclose any conflict of interest to the CEO and the CEO to the Shire President.

2. Authorised Investments

Without approval from Council, investments are limited to: -

- State/Commonwealth Government Bonds,
- Interest Bearing Deposits,
- Bank accepted/endorsed bank bills,
- Bank negotiable Certificate of Deposits; and
- Investments fixed for greater than 12 months are to be approved by Council, reviewed on a regular basis and invested for no longer than 3 years.

3. Prohibited Investments

- Derivative based instruments,
- Principal only investments or securities that provide potentially nil or negative cash flow,
- Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind; and
- Investments into listed Australian shares, listed Property Trusts and Unlisted property without Council's specific approval.
- The use of leveraging (borrowing to invest).

4. Risk Management Controls

Risk Management Controls include:

- Delegated Authority to invest,
- Documented investment procedures,
- Investment Register to be maintained which includes control procedures to identify the nature and location of all investments and the transactions related to each investment,
- Maturity of investments to be monitored at least monthly,
- Monthly statements to be received from counterparties,
- Monthly bank reconciliations to be prepared for each account,
- Monthly report to Council; and
- Investments obtained are to comply with the following three key criteria:

5. Separate and Common Accounts

- Separate accounts must be established the following purposes: —
 - Money required to be held in the municipal fund,
 - Money required to be held in the trust fund; and
 - Money required to be held in reserve accounts.
- Money from different accounts may be placed in a common account for investment purposes.
- Interest earned on each individual "Reserves/Restricted Assets" will be applied to that particular account

LEGISLATIVE

05 Procurement Policy

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs is committed to delivering the objectives, principles and practices outlined in this Policy, when purchasing goods, services or conducting works to achieve the Shire's strategic and operational objectives.

This policy complies with the Local Government (Functions and General) Regulations 1996 (The Regulations).

POLICY

1.1 OBJECTIVES

The Shire of Three Springs purchasing activities will achieve:

- The attainment of best value for money;
- Sustainable benefits, such as environmental, social and local economic factors are considered in the overall value for money assessment;
- Consistent, efficient and accountable processes and decision-making;
- Fair and equitable competitive processes that engage potential suppliers impartially, honestly and consistently;
- Probity and integrity, including the avoidance of bias and of perceived and actual conflicts of interest;
- Compliance with the Local Government Act 1995, Local Government (Functions and General) Regulations 1996, as well as any relevant legislation, Codes of Practice, Standards and the Shire policies and procedures;
- Risks identified and managed within the Shire's Risk Management framework;
- Records created and maintained to evidence purchasing activities in accordance with the State Records Act and the Shire's Record Keeping Plan;
- Confidentiality protocols that protect commercial-in-confidence information and only release information where appropriately approved.

1.2 ETHICS & INTEGRITY

The Shire's Code of Conduct applies when undertaking purchasing activities and decision making. Elected Members and employees must observe the highest standards of ethics and integrity and act in an honest and professional manner at all times.

1.3 VALUE FOR MONEY

Value for money is achieved through the critical assessment of price, risk, timeliness, environmental, social, economic and qualitative factors to determine the most advantageous supply outcome that contributes to the Shire of Three Springs achieving its strategic and operational objectives.

The Shire of Three Springs will apply value for money principles when assessing purchasing decisions and acknowledges that the lowest price may not always be the most advantageous.

1.3.1 Assessing Value for Money

Assessment of value for money will consider:

- All relevant Total Costs of Ownership (TCO) and benefits including transaction costs associated with acquisition, delivery, distribution, as well as other costs such as but not limited to holding costs, consumables, deployment, training, maintenance and disposal;
- The technical merits of the goods or services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality. This includes but is not limited to an assessment of compliances, tenderers resources available, capacity and capability, value-adds offered, warranties, guarantees, repair and replacement policies, ease of inspection, ease of after sales service, ease of communications etc.
- Financial viability and capacity to supply without the risk of default (competency of the prospective suppliers in terms of managerial and technical capabilities and compliance history);
- A strong element of competition by obtaining a sufficient number of competitive quotations wherever practicable and consistent with this Policy;
- The safety requirements and standards associated with both the product design and the specification offered by suppliers and the evaluation of risk arising from the supply, operation and maintenance;
- The environmental, economic and social benefits arising from the goods, services or works required, including consideration of these benefits in regard to the supplier's operations, in accordance with this Policy and any other relevant Shire Policy; and
- Providing opportunities for businesses within the Shire boundaries to quote wherever possible.

1.4 PURCHASING THRESHOLDS AND PRACTICES

The Shire must comply with all requirements, including purchasing thresholds and processes, as prescribed within the Regulations, this Policy and associated purchasing procedures in effect at the Shire.

1.4.1. Policy Purchasing Value Definition

Purchasing value for a specified category of goods, services or works is to be determined upon the following considerations:

- Exclusive of Goods and Services Tax (GST); and
- Where a contract is in place, the actual or expected value of expenditure over the full contract period, including all options to extend specific to a particular category of goods, services or works. OR
- Where there is no existing contract arrangement, the Purchasing Value will be

the estimated total expenditure for a category of goods, services or works over a minimum three year period. This period may be extended to a maximum of 1 year only where the supply category has a high risk of change i.e. to

technology, specification, availability or the Shires requirements (Regulation 12).

- The calculated estimated Purchasing Value will be used to determine the applicable threshold and purchasing practice to be undertaken.

1.4.2. Purchasing from Existing Contracts

The Shire will ensure that any goods, services or works required that are within the scope of an existing contract will be purchased under that contract.

1.4.3. Table of Purchasing Thresholds and Practices

This table prescribes Purchasing Value Thresholds and the applicable purchasing practices which apply to the Shire's purchasing activities:

Purchase Value Threshold (exc GST)	Purchasing Practice Required
Up to \$5,000 (exc GST)	<p>Purchase directly from a supplier using a Purchasing Order or Corporate Credit Card.</p> <p>Seek at least one (1) verbal or written quotation from a suitable supplier.</p> <p>Where the Shire has an established Panel of Pre-Qualified Suppliers relevant to the required purchasing category, the quote must be sought from the Panel suppliers only in accordance with the procedures prescribed in Section 3.</p> <p>If no Panel of Pre-Qualified Suppliers exists for the required purchasing category, then a quote must be sought from either:</p> <ul style="list-style-type: none"> • a supplier included in the relevant WALGA Preferred Supplier Arrangement; or • other suppliers that are accessible under another tender exempt arrangement; or • the open market. <p>If quotes are not being sought from a WALGA Preferred Supplier Arrangement, at least one (1) quotation is to be sought, where a suitable supplier is available, from either:</p> <ul style="list-style-type: none"> • a WA Disability Enterprise; and / or • an Aboriginal Owned Business; and / or • a Local Supplier. <p>The rationale for the procurement decision should be documented and recorded in accordance with the Shire Records Management Policy.</p>
From \$5,001 and up to \$20,000 (exc GST)	<p>Seek at least three (3) verbal or written quotations from suitable suppliers.</p> <p>Where the Shire has an established Panel of Pre-Qualified Suppliers relevant to the required purchasing category, the quotations must be sought from the Panel suppliers only in accordance with the procedures prescribed in Section 3</p> <p>If no Panel of Pre-Qualified Suppliers exists for the required purchasing category, then quotations must be sought from either:</p> <ul style="list-style-type: none"> • a supplier included in the relevant WALGA Preferred Supplier Arrangement; or

Purchase Value Threshold (exc GST)	Purchasing Practice Required
	<ul style="list-style-type: none"> • other suppliers that are accessible under another tender exempt arrangement; or • the open market. <p>If quotes are not being sought from a WALGA Preferred Supplier Arrangement, at least one (1) quotation is to be sought, where a suitable supplier is available, from:</p> <ul style="list-style-type: none"> • a WA Disability Enterprise; and / or • an Aboriginal Owned Business; and / or • a Local Supplier. <p>For the purchasing of WALGA Services, a minimum of one (1) written quotation is to be sought and appropriately recorded. Confirmed via Purchase Order or Contract/Agreement.</p> <p>The purchasing decision is to be based upon assessment of the suppliers response to:</p> <ul style="list-style-type: none"> • a brief outline of the specified requirement for the goods; services or works required; and • value for money criteria, not necessarily the lowest price. <p>The procurement decision is to be represented using the Brief Evaluation Report Template.</p>
<p>\$20,001 and up to \$50,000 (exc GST)</p>	<p>Seek at least three (3) written quotations from suitable suppliers.</p> <p>Where the Shire has an established Panel of Pre-Qualified Suppliers relevant to the required purchasing category, quotations must be sought from the Panel suppliers only in accordance with the procedures prescribed in Section 3.</p> <p>If no Panel of Pre-Qualified Suppliers exists for the required purchasing category, then the quotations must be sought from:</p> <ul style="list-style-type: none"> • a supplier included in the relevant WALGA Preferred Supplier Arrangement; or • other suppliers that are accessible under another tender exempt arrangement; or • the open market. <p>If quotes are not being sought from a WALGA Preferred Supplier Arrangement, at least one (1) quotation of the three (3) quotations is to be sought, where a suitable supplier is available, from either:</p> <ul style="list-style-type: none"> • a WA Disability Enterprise; and / or • an Aboriginal Owned Business; and / or • a Local Supplier. <p>For the purchasing of WALGA Services, a minimum of one (1) written quotation is to be sought and appropriately recorded. Confirmed via Purchase Order or Contract/Agreement.</p> <p>The purchasing decision is to be based upon assessment of the suppliers response to:</p>

Purchase Value Threshold (exc GST)	Purchasing Practice Required
	<ul style="list-style-type: none"> • a brief outline of the specified requirement for the goods; services or works required; and • value for money criteria, not necessarily the lowest quote. <p>The procurement decision is to be represented using the Brief Evaluation Report Template.</p>
<p>\$50,001 and up to \$250,000 (exc GST)</p>	<p>Seek at least three (3) written quotations from suppliers by invitation under a formal Request for Quotation.</p> <p>Where the Shire has an established Panel of Pre-Qualified Suppliers relevant to the required purchasing category, quotations must be obtained from the Panel suppliers only in accordance with the procedures prescribed in Section 3.</p> <p>If no Panel of Pre-Qualified Suppliers exists for the required purchasing category, then three (3) written quotations must be sought from:</p> <ul style="list-style-type: none"> • a supplier included in the relevant WALGA Preferred Supplier Arrangement; or • other suppliers that are accessible under another tender exempt arrangement; or • the open market. <p>If quotes are not being sought from a WALGA Preferred Supplier Arrangement, at least one (1) quotation of the three (3) quotations is to be sought, where a suitable supplier is available, from either:</p> <ul style="list-style-type: none"> • a WA Disability Enterprise; and / or • an Aboriginal Owned Business; and / or • a Local Supplier. <p>The purchasing decision is to be based upon assessment of the suppliers response to:</p> <ul style="list-style-type: none"> • a detailed written specification for the goods, services or works required and • pre-determined evaluation criteria that assesses all best and sustainable value considerations. <p>The procurement decision is to be represented using the Evaluation Report template.</p>

Purchase Value Threshold (exc GST)	Purchasing Practice Required
Over \$250,000 (exc GST)	<p>Where the Shire has an established Panel of Pre-Qualified Suppliers relevant to the required purchasing category, quotations must be sought from those suppliers only in accordance with the procedures prescribed Section 3.</p> <p>If no Panel of Pre-Qualified Suppliers exists for the required purchasing category, then either:</p> <ul style="list-style-type: none"> • Seek at least three (3) written quotations from suppliers included in the relevant WALGA Preferred Supplier Arrangement and / or another tender exempt arrangement; OR • Conduct a Public Request for Tender process in accordance with the Local Government Act 1995 and relevant Shire/Town/City Policy requirements. <p>The purchasing decision is to be based upon the suppliers response to:</p> <ul style="list-style-type: none"> • a specification of the goods, services or works (for a tender exempt process including the WALGA Preferred Supplier Arrangement); or a detailed specification for the open tender process; and • pre-determined evaluation criteria that assesses all best and sustainable value considerations. <p>The procurement decision is to be represented using the Evaluation Report template.</p>
Emergency Purchases (Within Budget)	Must be approved by the Mayor / President or by the Chief Executive Officer under delegation and reported to the next available Council Meeting.
Emergency Purchases (Not Included in Budget)	<p>Only applicable where, authorised in advance by the Mayor / President in accordance with s.6.8 of the <i>Local Government Act 1995</i> and reported to the next available Council Meeting.</p> <p>Where the Shire has an established Panel of Pre-Qualified Suppliers relevant to the required purchasing category, the emergency supply must be obtained from the Panel suppliers.</p> <p>If however, no member of the Panel of Pre-qualified Suppliers or a suitable supplier from WALGA Preferred Supplier Arrangement is available, then the supply may be obtained from any supplier capable of providing the emergency purchasing requirement, and to the extent that it is reasonable in context of the emergency requirements, with due consideration of best and sustainable consideration.</p>
WALGA Services (excluding Preferred Supplier Program)	For the purchasing of WALGA Services, a minimum of one (1) written quotation is to be sought and appropriately recorded. Recording is to be in accordance with the threshold levels outlined above. Confirmed via Purchase Order or Contract/Agreement.

Purchase Value Threshold (exc GST)	Purchasing Practice Required
LGIS Services	For the purchasing of LGIS Services, a minimum of one (1) written quotation is to be sought and appropriately recorded. Confirmed via Purchase Order or Contract/Agreement.

WALGA Note:

LGIS services are not subject to the Local Government's Purchasing Policy as, each WA Local Government is a mutual 'owner' of LGIS, and therefore is not seeking a supply from an external provider. If, however, the Local Government wishes to obtain similar services from the open market, then it must comply with its Purchasing Policy requirements.

WALGA Note:

When making a decision about whether to conduct a quotation or a Public Tender compared with utilising a Tender exempt arrangement, a Local Government should compare the cost and benefits of both processes. The compliance requirements, time constraints, costs and risks associated with a public Tender should be evaluated against the value delivered by such a process. This should then be compared with the costs and benefits of using a Tender exempt arrangement which include direct access to pre-qualified suppliers, full regulatory compliance, risk mitigation, administrative efficiencies and cost savings. Purchasing activity under the exempt supplier arrangements must also give regard to risk. A qualitative assessment against purchasing criteria should still be conducted through a quotation process.

1.4.4. Exemptions

An exemption from the requirement to publically invite tenders may apply when the purchase is:

- obtained from a pre-qualified supplier under the WALGA Preferred Supplier Arrangement or other suppliers that are accessible under another tender exempt arrangement .
- from a pre-qualified supplier under a Panel established by the Shire;
- from a Regional Local Government or another Local Government;
- acquired from a person/organisation registered on the WA Aboriginal Business Directory, as published by the Small Business Development Corporation, where the consideration under contract is worth \$250,000 or less (exc GST) and represents value for money;
- acquired from an Australian Disability Enterprise and represents value for money;
- the purchase is authorised under action by Council under delegated authority;
- within 6 months of no tender being accepted;
- where the contract is for petrol, oil, or other liquid or gas used for internal combustion engines; or
- the purchase is covered by any of the other exclusions under Regulation 11 of the Regulations.

WALGA Note:

When making a decision about whether to conduct a quotation or a Public Tender compared with utilising a Tender exempt arrangement, a Local Government should compare the cost and benefits of both processes.

The compliance requirements, time constraints, costs and risks associated with a public Tender should be evaluated against the value delivered by such a process. This should then be compared with the costs and benefits of using a Tender exempt arrangement which include direct access to pre-qualified suppliers, full regulatory compliance, risk mitigation, administrative efficiencies and cost savings.

Purchasing activity under the exempt supplier arrangements must also give regard to risk. A qualitative assessment against purchasing criteria should still be conducted through a quotation process.

1.4.5. Inviting Tenders Under the Tender Threshold

The Shire may determine to invite Public Tenders, despite the estimated Purchase Value being less than the \$250,000 threshold.

This decision will be made after considering:

- Whether the purchasing requirement can be met through the WALGA Preferred Supplier Program or any other tender exemption arrangement; and
- Any value for money benefits, timeliness, risks; and
- Compliance requirements.

A decision to invite Tenders, though not required to do so, may occur where an assessment has been undertaken and it is considered that there is benefit from conducting a publicly accountable and more rigorous process. In such cases, the Shire's tendering procedures must be followed in full.

1.4.6. Other Procurement Processes

1.3.1.1 Expressions of Interest

Expressions of Interest (EOI) are typically considered in situations where the project is of a significant value, or contains significant complexity of project delivery that may solicit responses from a considerable range of industry providers.

In these cases, the Shire may consider conducting an EOI process, preliminary to any Request for Tender process, where the purchasing requirement is:

- Unable to be sufficiently scoped or specified;
- Open to multiple options for how the purchasing requirement may be obtained, specified, created or delivered;
- Subject to a creative element; or
- To establish a procurement methodology that allows for an assessment of a significant number of tenderers leading to a shortlisting process based on non-price assessment.

All EOI processes are conducted as a public process and similar rules to a Request for Tender apply. However, the EOI should not seek price information from respondents, seeking qualitative and other non-price information only. All EOI processes should be subsequently followed by a Request for Tender through an invited process of those shortlisted under the EOI.

1.3.1.2 Request for Proposal

As an alternative to a Request for Tender, the Shire may consider conducting a Request for Proposal where the requirements are less known, or less prescriptive and detailed. In this situation, the Request For Proposal would still be conducted under the same rules as for a Request For Tender but would seek responses from the market that are outcomes based or that outline solutions to meet the requirements of the Shire.

1.4.7. Emergency Purchases

An emergency purchase is defined as an unanticipated purchase which is required in response to an emergency situation as provided for in the Act. In such instances, quotes and tenders are not required to be obtained prior to the purchase being undertaken.

Time constraints are not a justification for an emergency purchase. Every effort must be made to anticipate purchases in advance and to allow sufficient time to obtain quotes and tenders, whichever may apply.

1.4.8. Sole Source of Supply

A sole source of supply arrangement may only be approved where the:

- Purchasing value is estimated to be over \$5,000; and
- purchasing requirement has been documented in a detailed specification; and
- specification has been extensively market tested and only one potential supplier has been identified as being capable of meeting the specified purchase requirement; and
- market testing process and outcomes of supplier assessments have been documented, inclusive of a rationale for why the supply is determined as unique and cannot be sourced through more than one supplier.

A sole source of supply arrangement will only be approved for a period not exceeding three (3) years. For any continuing purchasing requirement, the approval must be re-assessed before expiry to evidence that a Sole Source of Supply still genuinely exists.

WALGA Note: *A decision to approve a sole source of supply arrangement must be made by the Council, unless decision making under Functions and General Regulations 11(2) (f) has been delegated to the CEO.*

1.4.9. Anti-Avoidance

The Shire will not conduct multiple purchasing activities with the intent (inadvertent or otherwise) of "splitting" the purchase value or the contract value, avoiding a particular purchasing threshold or the need to call a Public Tender. This includes the creation of two or more contracts or creating multiple purchase order transactions of a similar nature.

Utilising rolling contract extensions at the end of a contract term without properly testing the market or using a Tender exempt arrangement, will not be adopted as this would place this Local Government in breach of the Regulations (Regulation 12).

The Shire will conduct regular periodic analysis of purchasing activities within supply categories and aggregating expenditure values in order to identify purchasing activities which can be more appropriately undertaken within the Purchasing Threshold practices detailed in clause 1.4.3 above.

WALGA Note: *Examples of anti-avoidance which would over a reasonable period be over the threshold include: ICT Software licenses being paid annually, rather than having been rolled up in the original contract. Support and maintenance contracts undertaken on an annual basis.*

- *Individual quotes for electricians and plumbers on an ongoing basis, rather than a two (2) year contract or a local panel being put in place.*

Rolling contract extensions beyond the contract extension provisions contained in an original contract.

1. Sustainable Procurement

WALGA Note:

This part of the document has been prepared by WALGA as a guide for local government authorities to consider when undertaking sustainable procurement. WALGA's "Guide to Sustainable Procurement" may be referenced as a tool to support local governments in this process.

The Shire is committed to implementing sustainable procurement by providing a preference to suppliers that *demonstrate* sustainable business practices (social advancement, environmental protection and local economic benefits).

The Shire will embrace Sustainable Procurement by applying the value for money assessment to ensure that wherever possible our suppliers demonstrate outcomes which contribute to improved environmental, social and local economic outcomes. Sustainable Procurement can be demonstrated as being internally focussed (i.e. operational environmental efficiencies or employment opportunities and benefits relating to special needs), or externally focussed (i.e. initiatives such as corporate philanthropy).

Requests for Quotation and Tenders will include a request for information from Suppliers regarding their sustainable practices and/or demonstrate that their product or service offers enhanced sustainable benefits.

2.1. LOCAL ECONOMIC BENEFIT

The Shire encourages the development of competitive local businesses within its boundary first, and second within its broader region. As much as practicable, the Shire will:

- where appropriate, consider buying practices, procedures and specifications that do not unfairly disadvantage local businesses;
- consider indirect benefits that have flow on benefits for local suppliers (i.e. servicing and support);
- ensure that procurement plans address local business capability and local content;
- explore the capability of local businesses to meet requirements and ensure that Requests for Quotation and Tenders are designed to accommodate the capabilities of local businesses;
- avoid bias in the design and specifications for Requests for Quotation and Tenders – all Requests must be structured to encourage local businesses to bid; and
- provide adequate and consistent information to local suppliers.

2.2. PURCHASING FROM DISABILITY ENTERPRISES

WALGA Note:

The Regulations' 11(i) provides a tender exemption if the goods or services are supplied by an Australian Disability Enterprise.

WALGA recommends Members need to be satisfied that the supplier delivers value for money and considers undertaking a quotation process with other suppliers (which may include other Australian Disability Enterprises) to determine overall value for money for the local government.

Where the Member makes a determination to contract directly with an Australian Disability Enterprise for any amount including an amount over the Tender threshold of \$150,000 (excl GST), the Member needs to be satisfied through alternate means that the offer truly represents value for money.

If the contract value exceeds \$50,000 (exc GST), a formal Request for Quotation should still be issued to the Australian Disability Enterprise. The rationale for making the purchasing decision must be documented and recorded in accordance with the Shire Records Management Policy.

An Australian Disability Enterprise may be contracted directly without the need to comply with the Threshold and Purchasing Practices requirements of this Policy, where a value for money assessment demonstrates benefits for the Shire's achievement of its strategic and operational objectives.

A qualitative weighting will be used in the evaluation of quotes and Tenders to provide advantages to Australian Disability Enterprises, in instances where not directly contracted.

2.3. PURCHASING FROM ABORIGINAL BUSINESSES

WALGA Note:

Regulation 11(h) provides a tender exemption if the goods or services are supplied by a person registered on the Aboriginal Business Directory WA, where the consideration under contract is, or expected to be under \$250,000.

WALGA recommends Members need to be satisfied that the supplier delivers value for money and considers undertaking a quotation process with other suppliers (which may include other Aboriginal Businesses) to determine overall value for money for the local government.

Where the Member makes a determination to contract directly with an Aboriginal Business for any amount up to and including \$250,000 (excl GST), the Member needs to be satisfied through alternate means that the offer truly represents value for money. If the contract value exceeds \$50,000 (excl GST), a formal Request for Quotation should still be issued to the Aboriginal Business. The rationale for making that determination should be documented and recorded in accordance with the Shire Records Management Policy.

A further qualitative weighting (as determined by the local government) may be afforded where non-Aboriginal businesses demonstrate a well-established Aboriginal engagement strategy.

A business registered in the current Aboriginal Business Directory WA (produced by the Small Business Development Corporation) may be contracted directly without the need to comply with the Threshold and Purchasing Practices requirements of this Policy, only where:

- the contract value is or is worth \$250,000 or less, and
- a best and sustainable value assessment demonstrates benefits for the Shire's achievement of its strategic and operational objectives.

A qualitative weighting will be used in the evaluation of quotes and tenders to provide advantages to businesses registered in the current Aboriginal Business Directory WA, in instances where not directly contracted.

2.4. PURCHASING FROM ENVIRONMENTALLY SUSTAINABLE BUSINESSES

The Shire will support the purchasing of recycled and environmentally sustainable products whenever a value for money assessment demonstrates benefits for the Shire's achievement of its strategic and operational objectives.

A qualitative weighting will be used in the evaluation of quotes and tenders to provide advantages to suppliers which:

- demonstrate policies and practices that have been implemented by the business as part of its operations;
- generate less waste material by reviewing how supplies, materials and equipment are manufactured, purchased, packaged, delivered, used, and disposed; and
- encourage waste prevention, recycling, market development and use of recycled/recyclable materials.

2. Panels of Pre-qualified Suppliers

WALGA Note:

If the local government has intent to establish and manage panels of pre-qualified suppliers, it must do so in accordance with Division 3 Part 4 of the Local Government (Functions and General) Regulations 1996, through the creation of a written policy permitting the local government to do so.

The local government may create a separate policy with respect to panels of pre-qualified suppliers, or define the policy within its existing Purchasing Policy.

3.1. OBJECTIVES

The Shire will consider creating a Panel of Pre-qualified Suppliers (“Panel”) when a range of similar goods and services are required to be purchased on a continuing and regular basis.

Part of the consideration of establishing a panel includes:

- there are numerous potential suppliers in the local and regional procurement related market sector(s) that satisfy the test of ‘value for money’;
- the purchasing activity under the intended Panel is assessed as being of a low to medium risk;
- the Panel will streamline and will improve procurement processes; and
- the Shire has the capability to establish a Panel, and manage the risks and achieve the benefits expected of the proposed Panel through a Contract Management Plan.

3.2. ESTABLISHING AND MANAGING A PANEL

If the Shire decides that a Panel is to be created, it will establish the panel in accordance with the Regulations.

Panels will be established for one supply requirement, or a number of similar supply requirements under defined categories. This will be undertaken through an invitation procurement process advertised via a state-wide notice.

Panels may be established for a maximum of three (3) years. The length of time of a Local Panel is decided with the approval of the CEO/ Executive Director.

Evaluation criteria will be determined and communicated in the application process by which applications will be assessed and accepted.

In each invitation to apply to become a pre-qualified supplier, the Shire will state the expected number of suppliers it intends to put on the panel.

If a Panel member leaves the Panel, the Shire will consider replacing that organisation with the next ranked supplier that meets/exceeds the requirements in the value for money assessment – subject to that supplier agreeing. The Shire will disclose this approach in the detailed information when establishing the Panel.

A Panel contract arrangement needs to be managed to ensure that the performance of the Panel Contract and the Panel members under the contract are monitored and managed. This will ensure that risks are managed and expected benefits are achieved. A Contract Management Plan should be established that outlines the requirements for the Panel Contract and how it will be managed.

3.3. DISTRIBUTING WORK AMONGST PANEL MEMBERS

WALGA Note:

The local government is to establish the requirements before establishing panels of pre-qualified suppliers, including factors to take into account when distributing work among pre-qualified suppliers (Regulation 24AC (d)).

To satisfy Regulation 24AD(5) of the Regulations, when establishing a Panel of pre-qualified suppliers, the detailed information associated with each invitation to apply to join the Panel will prescribe one of the following as to whether the Shire intends to:

- obtain quotations from each pre-qualified supplier on the Panel with respect to all discreet purchases;
- or

- purchase goods and services exclusively from any pre-qualified supplier appointed to that Panel, and under what circumstances; or
- develop a ranking system for selection to the Panel, with work awarded in accordance with the Regulations.

In considering the distribution of work among Panel members, the detailed information will also prescribe whether:

- each Panel member will have the opportunity to bid for each item of work under the Panel, with pre-determined evaluation criteria forming part of the invitation to quote to assess the suitability of the supplier for particular items of work. Contracts under the pre-qualified panel will be awarded on the basis of value for money in every instance; or
- work will be awarded on a ranked basis, which is to be stipulated in the detailed information set out under Regulation 24AD(5)(f) when establishing the Panel. The Shire will invite the highest ranked Panel member, who is to give written notice as to whether to accept the offer for the work to be undertaken. Should the offer be declined, an invitation to the next ranked Panel member is to be made and so forth until a Panel member accepts a Contract. Should the list of Panel members invited be exhausted with no Panel member accepting the offer to provide goods/services under the Panel, the Shire may then invite suppliers that are not pre-qualified under the Panel, in accordance with the Purchasing Thresholds stated in section 5.5 of this Policy. When a ranking system is established, the Panel will not operate for a period exceeding 12 months.

In every instance, a contract must not be formed with a pre-qualified supplier for an item of work beyond 12 months, which includes options to extend the contract.

3.4. PURCHASING FROM THE PANEL

The invitation to apply to be considered to join a panel of pre-qualified suppliers must state whether quotations are either to be invited to every Panel member (within each category, if applicable) of the Panel for each purchasing requirement, whether a ranking system is to be established, or otherwise.

Each quotation process, including the invitation to quote, communications with Panel members, quotations received, evaluation of quotes and notification of award communications must all be made through eQuotes (or other nominated electronic quotation facility).

Each quotation process, including the invitation to quote, communications with Panel members, quotations received, evaluation of quotes and notification of award communications must all be captured on the Shire/Town/City's electronic records system. A separate file is to be maintained for each quotation process made under each Panel that captures all communications between the Shire and Panel members.

3.5. Purchasing Policy Non-Compliance

Purchasing Activities are subject to financial and performance audits, which review compliance with legislative requirements and also compliance with the Shire policies and procedures.

A failure to comply with the requirements of this policy will be subject to investigation, with findings to be considered in context of the responsible person's training, experience, seniority and reasonable expectations for performance of their role.

Where a breach is substantiated it may be treated as:

- an opportunity for additional training to be provided;
- a disciplinary matter, which may or may not be subject to reporting requirements under the Public Sector Management Act 1994;

- misconduct in accordance with the Corruption, Crime and Misconduct Act 2003.

4. Record Keeping

WALGA Note: *The recording and retaining of written information is required under Regulation 24AC of the Regulations, which prescribes that information is to include all quotations received and all purchases made from pre-qualified suppliers.*

All purchasing activity, communications and transactions must be evidenced and retained as local government records in accordance with the State Records Act 2000 and the Shire Record Keeping Plan. This includes those with organisations involved in a tender or quotation process, including suppliers.

****See Appendix 1 at pg. 163 * Quote/Tender Assessment Templates***

LEGISLATIVE

06 Regional Price Preference

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To encourage the use of competitive local businesses in goods, services and works purchased or contracted on behalf of the Shire of Three Springs.

POLICY

1. Policy Statement
 - 1.1 A price preference will apply to quotations of \$5,000 value or greater and all tenders invited by the Shire of Three Springs, for the supply of goods and services and construction services, unless the Council resolves that this policy not apply to a particular quotation or tender.
 - 1.2 The following levels of preference will be applied under this policy:
 - (a) Goods or services up to a maximum price reduction of \$50,000.00:
 - 10% to businesses located within the Prescribed Area.
 - (b) Construction (building) services up to a maximum price reduction of \$50,000.00:
 - 5% to businesses located within the Prescribed Area.
 - (c) Goods or Services, including construction (building) services, up to a maximum price reduction of \$500,000.00, if the Council is seeking tenders for the provision of those goods or services for the first time, due to those goods or services having been, until then, undertaken by the Council:
 - 10% to businesses located within the Prescribed Area.
2. The levels of preference outlined in 1.2 above, will be applied as either a regional business preference or as a regional content preference, as follows:
 - 2.1 Regional Business Preference
 - (a) This preference enables businesses/contractors within local governments in the Prescribed Area to claim a price preference for their whole bid, regardless of the origin of the labour or materials, as all labour and materials are deemed to be regional content.
 - (b) The price of the bids from the local businesses/contractors will be reduced (for evaluation purposes only), by the amounts set out in section 1.2 of this policy.

2.2 Regional Content Preference

- (a) This preference provides an incentive for businesses/contractors outside the Prescribed Area to purchase goods, services and construction from within the Prescribed Area. The preference applies to the value of the goods, materials or services purchased from within the Prescribed Area and used in the Shire of Three Springs and are referred to as “Regional Content”. The preference percentages are as set out in section 1.2 of this policy.
- (b) Businesses outside the Prescribed Area, who claim that they will use regional businesses (Regional Content) in the delivery of the contract outcomes, may be required, as part of the contract conditions, to demonstrate that they have actually used them.

2.3 Businesses wishing to claim a price preference in Clause 2 must complete a preference questionnaire/response form that is distributed with each quotation of \$5,000.00 value or greater and which is also included in tender documentation. Eligible businesses within the Prescribed Area must clearly state their full business location and postal address.

3. Price is only one factor to be considered when assessing quotations and tender submissions.

4. **Prescribed Area:**

Local Business – is a business that maintains its primary place of business in the Shire of Three Springs or has 80% of its business activity in the Shire of Three Springs.

Sub Regional Business – is a business that maintains its primary place of business in the sub-Region, or has 80% of its business in the sub-region. For the purposes of this policy, sub regional businesses are those located within Shires of the North Midlands Zone of WALGA.

Regional Business – is a business that maintains its primary place of business in the region or has 80% of its business activity in the region. For the purposes of this policy the region consists of those Shires located within the State development commission regions of Mid-West.

LEGISLATIVE

07 Official Communications

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

This policy details legislative obligations and establishes protocols applicable to the Shire of Three Springs official communications with our community, to ensure the Shire of Three Springs is professionally and accurately represented and to maximise a positive public perception of the Shire of Three Springs.

POLICY

This policy applies to:

1. Communications initiated or responded to by the Shire of Three Springs with our community; and
2. Council Members when making comment in either their Shire of Three Springs role or in a personal capacity about matters relevant to the Shire of Three Springs.

Policy Statement

Official Communications

The purposes of the Shire of Three Springs's official communications include:

- Sharing information required by law to be publicly available.
- Sharing information that is of interest and benefit to the Community.
- Promoting Shire of Three Springs events and services.
- Promoting Public Notices and community consultation / engagement opportunities.
- Answering questions and responding to requests for information relevant to the role of the Shire of Three Springs.
- Receiving and responding to community feedback, ideas, comments, compliments and complaints.

The Shire of Three Springs's official communications will be consistent with relevant legislation, policies, standards and the positions adopted by the Council. Our communications will always be respectful and professional.

The Shire of Three Springs will use a combination of different communication modes to suit the type of information to be communicated and the requirements of the community or specific audience, including:

- Website;
- Advertising and promotional materials;
- Media releases prepared for the Shire President, to promote specific Shire positions;
- Social media; and

- Community newsletters, letter drops and other modes of communications undertaken by the Shire's Administration at the discretion of the CEO.

Speaking on behalf of the Shire of Three Springs

The Shire President is the official spokesperson for the Shire of Three Springs, representing the Local Government in official communications, including; speeches, comment, print, electronic and social media. *[s.2.8(1)(d) of the Local Government Act 1995]*

Where the Shire President is unavailable, the Deputy Shire President may act as the spokesperson. *[s.2.9 and s.5.34 of the Local Government Act 1995]*

The CEO may speak on behalf of the Shire of Three Springs, where authorised to do so by the Shire President. *[s.5.41(f) of the Local Government Act 1995]*

The provisions of the *Local Government Act 1995* essentially direct that only the Shire President, or the CEO if authorised, may speak on behalf of the Local Government. It is respectful and courteous to the office of Shire President to refrain from commenting publicly, particularly on recent decisions or contemporary issues, until such time as the Shire President has had opportunity to speak on behalf of the Shire of Three Springs.

Communications by Council Members and employees, whether undertaken in an authorised official capacity or as a personal communication, must not:

- bring the Shire of Three Springs into disrepute, *[Rules of Conduct Reg.3(d)]*;
- compromise the person's effectiveness in their role with the Shire of Three Springs,
- imply the Shire's endorsement of personal views *[s.2.8(1)(d) of the Local Government Act 1995]*,
- imply the Council Member or employee is speaking on behalf of the Shire, unless authorised to do so *[s.2.8(1)(d) of the Local Government Act 1995]*; OR
- disclose, without authorisation, confidential information *[s.5.93 of the Local Government Act 1995]*.

Social media accounts or unsecured website forums must not be used to transact meetings which relate to the official business of the Shire. *[State Records Act 2000 / Local Government Record Keeping Plan, s's 5.23(2) and 5.93 of the Local Government Act 1995]*

Council member communications must comply with the Code of Conduct and the *Local Government (Rules of Conduct) Regulations 2007*.

Responding to Media Enquiries

All enquiries from the Media for an official Shire comment, whether made to an individual Council Member or Employee, must be directed to the CEO or a person authorised by the CEO. Information will be coordinated to support the Shire President or CEO (where authorised) to make an official response on behalf of the Shire.

Council Members may make comments to the media in a personal capacity.

Website

The Shire will maintain an official website, as our community's on-line resource to access to the Shire's official communications.

Social Media

The Shire of Three Springs uses Social Media to facilitate interactive information sharing and to provide responsive feedback to our community. Social Media will not however, be used by the Shire to communicate or respond to matters that are complex or relate to a person's or entity's private affairs.

The Shire of Three Springs maintains the following Social Media accounts (delete / add as relevant to each local government):

- Social networks, including - Facebook,

The Shire of Three Springs may also post and contribute to Social Media hosted by others, so as to ensure that the Shire's strategic objectives are appropriately represented and promoted.

The Shire actively seeks ideas, questions and feedback from our community however, we expect participants to behave in a respectful manner. The Shire of Three Springs will moderate its Social Media accounts to address and where necessary delete content deemed to be:

- Offensive, abusive, defamatory, objectionable, inaccurate, false or misleading;
- Promotional, soliciting or commercial in nature;
- Unlawful or incites others to break the law;
- Information which may compromise individual or community safety or security;
- Repetitive material copied and pasted or duplicated;
- Content that promotes or opposes any person campaigning for election to the Council, appointment to official office, or any ballot;
- Content that violates intellectual property rights or the legal ownership of interests or another party; and
- Any other inappropriate content or comments at the discretion of the Shire.

Where a third party contributor to a Shire's social media account is identified as posting content which is deleted in accordance with the above, the Shire may at its complete discretion block that contributor for a specific period of time or permanently.

Shire President Social Media Official Accounts

The Shire of Three Springs supports the Shire President in using official social media account/s to assist the Shire President in fulfilling their role under section 2.8 of the *Local Government Act*, to speak on behalf of the Local Government. The content will be administered and moderated in accordance with this policy.

These official Shire of Three Springs accounts must not be used by the Shire President for personal communications.

Use of Social Media in Emergency Management and Response

The Shire of Three Springs will use the following channels to communicate and advise our community regarding Emergency Management:

- Emergency SMS
- Shire Facebook

Record Keeping and Freedom of Information

Official communications undertaken on behalf of the Shire of Three Springs including on the Shire's Social Media accounts and third party social media accounts must be created and retained as local government records in

accordance with the Shire's Record Keeping Plan and the *State Records Act 2000*. These records are also subject to the *Freedom of Information Act 1992*.

Council Member communications that relate to their role as a Council Member are subject to the requirements of the Shire's Record Keeping Plan and the *State Records Act 2000*. Council Members are responsible for transferring these records to the Shire's administration. Council Member records are also subject to the *Freedom of Information Act 1992*.

Personal Communications

Personal communications and statements made privately; in conversation, written, recorded emailed, texted or posted in personal social media, have the potential to be made public, whether intended or not.

On the basis that personal or private communications may be shared or become public at some point in the future, Council Members should ensure that their personal or private communications do not breach the requirements of this policy, the Code of Conduct and the *Local Government (Rules of Conduct) Regulations 2007*.

Council Member Statements on Shire Matters

A Council Member may choose to make a personal statement publicly on a matter related to the business of the Shire.

Any public statement made by a Council Member, whether made in a personal capacity or in their Local Government representative capacity, must:

1. Clearly state that the comment or content is a personal view only, which does not necessarily represent the views of Shire.
2. Be made with reasonable care and diligence [*Rules of Conduct Reg.3(a)*];
3. Be lawful, including avoiding contravention of; copyright, defamation, discrimination or harassment laws;
4. Be factually correct [*Rules of Conduct Reg.3(b) and (f)*];
5. Avoid damage to the reputation of the local government [*Rules of Conduct Reg.3(d)*];
6. Not reflect adversely on a decision of the Council
7. Not reflect adversely on the character or actions of another Council Member or Employee [*Rules of Conduct Reg.10(3)*],
8. Maintain a respectful and positive tone and not use offensive or objectionable expressions in reference to any Council Member, Employee or community member [*Rules of Conduct Regs. 3(g) and 10(3)*],.

A Council Member who is approached by the media for a personal statement may request the assistance of the CEO.

Comments which become public and which breach this policy, the Code of Conduct or the *Local Government (Rules of Conduct) Regulations 2007*, may constitute a minor breach of the *Local Government Act 1995* [refer s.5.105] and may be referred for investigation.

LEGISLATIVE

08 Complaints Management

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The Council members, employees and contractors at the Shire of Three Springs are committed to providing an efficient, effective, systematic and consistent approach that strives for continuous improvement in the management of complaints.

POLICY

This policy applies to all Council members, employees and contractors of the Shire of Three Springs that receive and manage customer feedback relating to products and services delivered by or on behalf of the Shire of Three Springs. For the purposes of this policy, the following is not classified as customer feedback and are out of the scope of this policy:

- Feedback obtained during stakeholder and community engagement processes.
- Queries and requests for specific information.
- Requests for a direct service.
- Matters currently being dealt with or have been previously dealt with by a court, tribunal or external complaints agency.
- Matters that have already been subjected to an Internal review and an outcome has been determined.

In relation to vexatious and habitual complainants:

- To identify situations where a complainant, either individually or as part of a group, or a group of complainants, might be “habitual or vexatious” and ways of responding to these situations.
- This policy is intended to assist in identifying and managing persons who seek to be disruptive to the Council through pursuing an unreasonable course of conduct.

Policy Statement:

1. Definitions / Abbreviations Used in Policy

Complaint: The Australian Standard on Complaints Handling (ISO 10002:2006) defines a ‘complaint’ as any: “expression of dissatisfaction made to an organisation, related to its products [or services] or the complaints handling process itself, where a response or resolution is explicitly or implicitly expected.

Feedback: a generic term that includes compliments, complaints, suggestions and service requests

Habitual: means “done repeatedly or as a habit”. The term vexatious is recognised in law and means “denoting an action or the bringer of an action. The repeated and/or obsessive pursuit of:

- unreasonable complaints and/or unrealistic outcomes; and/or
- reasonable complaints in an unreasonable manner.

Request for Service: provision of a Shire service or some action required to be taken to address a problem or a request for a change to the way a Shire service is delivered. For example, a customer at the Swimming Pool tells employees member there is not hot water in the shower. This is a request for service and the employees must rectify the problem. If the problem is not rectified and the customer must repeatedly ask for hot water over several visits the request is likely to escalate to a complaint.

The Shire recognises that effective complaints management is integral to customer service excellence and values all complaints and encourages a people-focused and proactive approach to complaints management.

The Shire is committed to the following complaints management principles:

- complaints can be lodged without fear of retribution,
- the confidentiality and privacy of complainants will be protected,
- complaints will be assessed in a fair, objective and professional manner,
- complaints are resolved in a timely manner,
- ensure the application of natural justice; and
- integrate complaints information into business improvement processes.

This policy acknowledges customers, employees, Council members, contractors and all other parties who deal with the Shire of Three Springs have a right to provide feedback about the Shire's policies, products and services.

Fairness and Objectivity

The Shire's handling of customer feedback is based on the Shire of Three Springs's values and guiding principles and is in line with the standards set by the Code of Conduct and Customer Service Charter. All feedback will be addressed in an equitable, objective and unbiased manner.

Confidentiality

Personally, identifiable information concerning customer feedback should be available where needed, but only for the purposes of addressing the feedback within the organisation and should be actively protected from disclosure, unless the customer expressly consents to its disclosure.

Data Collection

The Shire may collect and register data on customer feedback.

Remedies and Resolution of Complaints

The decision or action taken regarding the customer complaint will be communicated to the customer as soon as the decision or action is taken.

The Shire recognises the various remedial methods that can be used to deal with a complaint:

- A review of the issue,
- Information to the customer as to how the complaint was dealt with, upon conclusion thereof,
- A change to the decision,
- A conciliation process,
- Referral to third party for appeals e.g. State Administrative Tribunal, the State Ombudsman's Office,
- Other remedies that are considered appropriate to the circumstances i.e. an apology.

2. External Review

Any complainant can seek external review about any complaint about any Council members or employees from the Ombudsman, Public Sector Commission or Department of Local Government and Communities. The level of information provided to the Shire by these agencies, and that which it can report to others is constrained by the various laws and policies governing those agencies.

3. Habitual or Vexatious Complaints

Habitual or vexatious complaints can be a problem for employees and Council members. The difficulty in handling such complainants is that they are time consuming and wasteful of resources in terms of employee and Member time and displace scarce human resources that could otherwise be spent on Council priorities.

Whilst the Council endeavours to respond with patience and sympathy to all needs of all complainants, there are times when there is nothing further which can reasonably be done to assist or to rectify a real or perceived problem.

4. Application

Where complaints continue and have been identified as habitual or vexatious, the CEO, following discussions with the DCEO, will seek agreement to treat the complainant as a habitual or vexatious complainant and for an appropriate course of action to be taken.

The CEO will notify complainants, in writing, of the reasons why their complaint has been treated as habitual or vexatious, and the action that will be taken. The CEO will also notify the Council members that a person has been designated as a habitual or vexatious complainant.

Once a complainant has been determined to be habitual or vexatious, their status will be kept under review after one year and monitored by the CEO with reports being taken to Council as required. If a complainant subsequently demonstrates a more reasonable approach, then their status will be reviewed.

4.1 Criteria for Determining Habitual or Vexatious Complaints

Complainants (and/or anyone acting on their behalf) may be deemed to be habitual or vexatious where previous or current contact with them shows how they meet one of the following criteria:

Where complainants:

- Persist in pursuing a complaint where the Shire's complaints process has been fully and properly implemented and exhausted.
- Persistently change the substance of a complaint or continually raise new issues or seek to prolong contact by continually raising further concerns or questions whilst the complaint is being addressed. (Care must be taken, however, not to disregard new issues which are significantly different from the original complaint as they need to be addressed as separate complaints).
- Are repeatedly unwilling to accept documented evidence given as being factual or deny receipt of an adequate response in spite of correspondence specifically answering their questions or do not accept that facts can sometimes be difficult to verify when a long period of time has elapsed.
- Repeatedly do not clearly identify the precise issues which they wish to be investigated, despite reasonable efforts of the Council to help them specify their concerns, and/or where the concerns identified are not within the remit of the Council to investigate.
- Regularly focus on a trivial matter to an extent which is out of proportion to its significance and continue to focus on this point. It is recognised that determining what is a trivial matter can be subjective and careful judgment will be used in applying these criteria.
- Have threatened or used physical violence towards employees at any time. This will cause personal contact with the complainant and/or their representative to be discontinued and the complaint will, thereafter, only be continued through written communication. The Council has determined that any complainant who threatens or uses actual physical violence towards employees will be regarded as a

vexatious complainant. The complainant will be informed of this in writing together with notification of how future contact with the Shire is to be made.

- Have, in the course of addressing a registered complaint, had an excessive number of contacts with the Council – placing unreasonable demands on employees. A contact may be in person, by telephone, letter, email or fax. Judgment will be used to determine excessive contact considering the specific circumstances of each individual case.
- Have harassed or been verbally abusive on more than one occasion towards employees dealing with the complaint. Employees recognise that complainants may sometimes act out of character in times of stress, anxiety or distress and will make reasonable allowances for this. Some complainants may have a mental health disability and there is a need to be sensitive in circumstances of that kind.
- Are known to have recorded meetings or face-to-face/telephone conversations without the prior knowledge and consent of other parties involved.
- Make unreasonable demands on the Shire and its employees and fail to accept that these may be unreasonable, for example, insist on responses to complaints or enquiries being provided more urgently than is reasonable or within the Council's complaints procedure or normal recognised practice.
- Make unreasonable complaints which impose a significant burden on the human resources of the Council and where the complaint:
 - Clearly does not have any serious purpose or value; or
 - Is designed to cause disruption or annoyance; or
 - Has the effect of harassing the public authority; or
 - Can otherwise fairly be characterised as obsessive or manifestly unreasonable.
- Make repetitive complaints and allegations which ignore the replies which Shire employees have supplied in previous correspondence.

4.2 Options for Dealing with Habitual or Vexatious Complainants

The options below can be used singularly or in combination depending on the circumstances of the case and whether the complaint process is ongoing or completed:

- A letter to the complainant setting out responsibilities for the parties involved if the Shire is to continue processing the complaint. If terms are contravened, consideration will then be given to implementing other action as indicated below.
- Decline contact with the complainant, either in person, by telephone, by fax, by letter, by email or any combination of these, provided that one form of contact is maintained. This may also mean that only one named officer will be nominated to maintain contact (and a named deputy in their absence). The complainant will be notified of this in person.
- Notify the complainant, in writing, that the Shire has responded fully to the points raised and has tried to resolve the complaint but there is nothing more to add and continuing contact on the matter will serve no useful purpose. The complainant will also be notified that the correspondence is at an end, advising the complainant that they are being treated as a habitual or vexatious complainant and as such the Shire does not intend to engage in further correspondence dealing with the complaint.
- Inform the complainant that in extreme circumstances the Shire will seek legal advice on habitual or vexatious complaints.
- Temporarily suspend all contact with the complainant, in connection with the issues relating to the complaint being considered habitual or vexatious, while seeking legal advice or guidance from its solicitor or other relevant agencies.

LEGISLATIVE

09 Chief Executive Officers Performance Review

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To ensure the Shire of Three Springs complies with s5.38 of the Local Government Act 1995, (the Act) which requires that the performance of the Chief Executive Officer be reviewed at least once in relation to every year of employment.

To also describe the processes and procedures for annual, midterm and interim reviews of the CEO's performance.

Local Government Act 1995, Part 5, Division 4, s5.38, Local Government (Administration) Regulations 1996, Regulation 18D, Salaries and Allowances Act 1975 (Salary and Allowances Tribunal).

POLICY

The process of undertaking a performance and salary review of the Chief Executive Officer must be formalised to ensure equity in assessment against Key Performance Indicators (KPIs) established in the Chief Executive Officer's Contract of Employment, and/or in the immediately previous performance assessment.

Adoption of this policy process by Council ensures a consistent approach to the Shire of Three Springs's Chief Executive Officer performance and salary review.

This Policy ensures a collaborative, constructive process, designed to enhance performance and to provide guidance for the forthcoming review period.

Council members should take a corporate view and regard the process as an opportunity to build relationships, increase the effectiveness of individuals, systems and processes, whilst offering improved performance and profile of the Shire of Three Springs.

1. Performance and Salary Review

- Council will establish a committee to be titled the "Chief Executive Officer - Performance and Salary Review Committee" (the Committee) for the purpose of undertaking the probationary, and annual performance and salary review of the Shire's Chief Executive Officer.
- Establishment of the Committee will be in accordance with Part 5, Division 2, Subdivision 2 of the Local Government Act 1995.
- Part 5, Division 2, s5.9(4) of the Act determines that if Council were to form such a Committee, and the Shire President informs Council members of his/her wish to be a member of that Committee, the local government is to appoint the Shire President to the Committee.

- The undertaking of performance and salary reviews will be in accordance with the Local Government Act 1995, the Local Government (Administration) Regulations 1996, Salaries and Allowances Act 1975 (Salary and Allowances Tribunal), and the Chief Executive Officer's Contract of Employment.
- The Committee will comprise the Shire President and some Council members.
- The Shire President in consultation and agreement with the Chief Executive Officer is authorised to source a suitably qualified external professional to facilitate the review process, but the formal engagement must be undertaken by an employee of the Shire.

2. Probationary and Annual/Mid-year reviews

- An initial review will be undertaken following completion of the designated probationary period.
- Annual reviews will be undertaken in July each year. Note: This clause cannot supersede the Chief Executive Officers Contractual agreements in regards to the annual performance review date which is typically 12 month from the signing of the employment contracts.

Mid-Year: Shire President to arrange meeting with Council members to discuss the mid-year progress of the CEO's Annual Action Plan (KPI, s) and provide feedback and guidance:

- Council will meet with the CEO to discuss work-in-progress on the Annual Action Plan and provide feedback and guidance.
- CEO to present a report on the mid-year progress of his Annual Action Plan and provide supporting materials to assist the Shire President and Council members with their deliberations.
- Shire President and Council members have an opportunity to provide specific feedback to the CEO on each activity/KPI and make recommendations detailing any change of priorities including change of resources and professional development.
- Shire President and Council members are to complete their Council members Feedback Form following the meeting with the CEO and the DCEO is to collect the Council members Feedback Forms and compile the Council Feedback Form, providing the CEO with performance feedback and guidance via the Shire President.
- Council members will have an opportunity to clarify the CEO's progress against each activity/KPI before they finalise their Council members Feedback Form – noting there is no rating of CEO's performance at Mid-Year
- A Strategic Issues Briefing may be scheduled to provide all Council members with the opportunity to provide input to the review process.
- The Committee will report and make recommendation(s) to Council following each review.
- End-of-Year: Council to meet with CEO to discuss performance results, review the Annual Action Plan and provide performance feedback and guidance as well as recommendations on any salary/bonus variation:
- Shire President to arrange meeting with Council members to discuss the end-of-year results of the CEO's Annual Action Plan and provide feedback and guidance
- CEO to present a report on the end-of-year results of his Annual Action Plan and provide supporting materials to assist the Shire President and Council members with their deliberations
- Shire President and Council members will have an opportunity to clarify the CEO's progress against each activity/KPI before they finalise their Council member Feedback Form
- Shire President and Council members to complete their Council member Feedback Form following the meeting with the CEO
- DCEO to collect the Council members Feedback Forms and compile the Council Feedback Form, providing the CEO with performance feedback and guidance as well as recommendations on any salary/bonus variations.

3. Key Performance Indicators and Annual Action Plan

- CEO is to prepare a draft Annual Action Plan that details key strategic initiatives – activity and KPIs – using the Community Strategic Planning, Corporate Business Plan and the latest Budget
- CEO is to present the draft Annual Action Plan to the Shire President and Council members for: – consideration of key strategic initiatives – development of quality standards as may be required – adoption of KPIs
- CEO's Annual Action Plan is the foundation document on which the CEO's annual performance will be considered
- CEO is to develop and present to Council the proposed Annual Action Plan and proposed KPIs
- Council is to consider and agree on CEO's Annual Action Plan and KPIs
- KPIs must refer to the Chief Executive Officer's Contract of Employment, the Corporate Business Plan and/or the Strategic Community Plan.
- KPIs must contain a balance of both tactical and strategic indicators, define realistic milestones and reporting requirements, mirror expectations of Council and the community, and acknowledge leadership.
- KPIs are reviewed annually and are to be agreed upon by the Chief Executive Officer and the Council after each review period.
- The Chief Executive Officer will provide a self-assessment to the Committee of his/her performance against the relevant KPIs prior to the commencement of each.

4. Interim Reviews and informal discussions

- If Council has concerns about the performance of the Chief Executive Officer, at Council's request, the Shire President will ask the Committee to undertake an interim performance review.
- The Chief Executive Officer is to be advised in writing by the Shire President if there is to be an interim review, advising the areas of concern, and providing a minimum of one week's notice of the timing of the review.
- Shire President is to arrange two informal performance discussions with the CEO – one between the End-of-Year Review (previous) and Mid-Year Review (current) – one between the Mid-Year Review and End-of-Year Review.
- The agenda for the ongoing performance dialogue sessions will come from earlier performance discussions
- Ongoing performance dialogue sessions should be used to implement the CEO's agreed Action Plan – amend the CEO's contract if required – discuss the CEO's professional development needs – progress the CEO's performance direction in line with the Council's desires.

- These informal sessions should be documented to reflect the discussions and any agreements, which may be a variation to earlier agreements/direction – where there are significant variations to what's previously been agreed, the Shire President and CEO should report to Council.

LEGISLATIVE

10 Covid-19 Financial Hardship

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

Procedure to manage payment difficulties, or short-term financial hardship that occurs where a change in a person's circumstances resulting in an inability to pay a rates or service charge debt as a result of COVID-19.

POLICY

This policy applies to:

1. Outstanding rates and service charges as at the date of adoption of this policy; and
2. Rates and service charges levied for the 2020/21 financial year.

It is a reasonable community expectation, as we deal with the effects of the pandemic that those with the capacity to pay rates will continue to do so. For this reason the Policy is not intended to provide rate relief to ratepayers who are not able to evidence financial hardship and the statutory provisions of the *Local Government Act 1995* and *Local Government (Financial Management) Regulations 1996* will apply.

Objectives: To give effect to our commitment to support the whole community to meet the unprecedented challenges arising from the COVID19 pandemic, the Shire of Three Springs recognises that these challenges will result in financial hardship for our ratepayers.

This Policy is intended to ensure that we offer fair, equitable, consistent and dignified support to ratepayers suffering hardship, while treating all members of the community with respect and understanding at this difficult time.

Guidelines:

Payment difficulties, hardship and vulnerability

Payment difficulties, or short-term financial hardship, occur where a change in a person's circumstances result in an inability to pay a rates or service charge debt.

Financial hardship occurs where a person is unable to pay rates and service charges without affecting their ability to meet their basic living needs, or the basic living needs of their dependants. The Shire of Three Springs recognises the likelihood that COVID19 will increase the occurrence of payment difficulties, financial hardship and vulnerability in our community. This policy is intended to apply to all ratepayers experiencing financial hardship regardless of their status, be they a property owner, tenant, business owner etc.

Anticipated Financial Hardship due to COVID-19

We recognise that many ratepayers are already experiencing financial hardship due to COVID-19. We respect and anticipate the probability that additional financial difficulties will arise when their rates are received.

We will write to ratepayers at the time their account falls into arrears, to advise them of the terms of this policy and encourage eligible ratepayers to apply for hardship consideration. Where possible and appropriate, we will also provide contact information for a recognised financial counsellor and/or other relevant support services.

Financial Hardship Criteria

While evidence of hardship will be required, we recognise that not all circumstances are alike. We will take a flexible approach to a range of individual circumstances including, but not limited to, the following situations:

- Recent unemployment or under-employment
- Sickness or recovery from sickness
- Low income or loss of income
- Unanticipated circumstances such as caring for and supporting extended family

Ratepayers are encouraged to provide any information about their individual circumstances that may be relevant for assessment. This may include demonstrating a capacity to make some payment and where possible, entering into a payment proposal. We will consider all circumstances, applying the principles of fairness, integrity and confidentiality whilst complying our statutory responsibilities.

Payment Arrangements

Payment arrangements facilitated in accordance with Section 6.49 of the Act are of an agreed frequency and amount. These arrangements will consider the following:

- That a ratepayer has made genuine effort to meet rate and service charge obligations in the past;
- The payment arrangement will establish a known end date that is realistic and achievable;
- The ratepayer will be responsible for informing the Shire of Three Springs of any change in circumstance that jeopardises the agreed payment schedule.

Interest Charges

A ratepayer that meets the Financial Hardship Criteria will not attract interest or penalty charges on rates / service charge debt in 2020/21, subject to the period of time that the Local Government (COVID-19 Response) Ministerial Order 2020 remains effective (SL 2020/67 – Gazetted 8 May 2020).

In the case of severe financial hardship, the Shire of Three Springs may consider writing off interest applicable to the Emergency Services Levy and/or interest previously accrued on rates and service charge debts.

Deferment of Rates

Deferment of rates may apply for ratepayers who have a Pensioner Card, State Concession Card or Seniors Card and Commonwealth Seniors Health Care Card registered on their property. The deferred rates balance:

- remains as a debt on the property until paid;
- becomes payable in full upon the passing of the pensioner or if the property is sold or if the pensioner ceases to reside in the property;
- may be paid at any time, BUT the concession will not apply when the rates debt is subsequently paid (deferral forfeits the right to any concession entitlement); and
- does not incur penalty interest charges.

Debt recovery

We will suspend our debt recovery processes whilst negotiating a suitable payment arrangement with a debtor. Where a debtor is unable to make payments in accordance with the agreed payment plan and the debtor advises us and makes an alternative plan before defaulting on the 3rd due payment, then we will continue to suspend debt recovery processes.

Where a ratepayer has not reasonably adhered to the agreed payment plan, then for any Rates and Service Charge debts that remain outstanding on 1 July 2021, we will offer the ratepayer one further opportunity of adhering to a payment plan that will clear the total debt by the end of the 2021/2022 financial year.

Rates and service charge debts that remain outstanding at the end of the 2021/22 financial year will then be subject to the rates debt recovery procedures prescribed in the *Local Government Act 1995*.

Review

We will establish a mechanism for review of decisions made under this policy, and advise the applicant of their right to seek review and the procedure to be followed.

Communication and Confidentiality

We will maintain confidential communications at all times and we undertake to communicate with a nominated support person or other third party at your request.

We will advise ratepayers of this policy and its application, when communicating in any format (ie verbal or written) with a ratepayer that has an outstanding rates or service charge debt.

We recognise that applicants for hardship consideration are experiencing additional stressors, and may have complex needs. We will provide additional time to respond to communication and will communicate in alternative formats where appropriate. We will ensure all communication with applicants is clear and respectful.

LEGISLATIVE

11 Public Interest Disclosure

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Public Interest Disclosure Act 2003		

PURPOSE

The Shire of Three Springs does not tolerate corrupt or other improper conduct, including mismanagement of public resources, in the exercise of the public functions of the Shire of Three Springs and its employees, employees and contractors.

POLICY

The Shire of Three Springs is committed to the aims and objectives of the Public Interest Disclosure Act 2003 (PID Act). It recognises the value and importance of contributions of employees to enhance administrative and management practices and strongly supports disclosures being made by employees as to corrupt or other improper conduct.

As a property authority, the Shire of Three Springs is responsible for:

- receiving disclosures,
- investigating disclosures,
- taking appropriate action; and
- reporting.

The Shire of Three Springs will take all reasonable steps to provide protection to employees who make such disclosures from any detrimental action in reprisal for the making of a public interest disclosure. The Shire of Three Springs does not tolerate any of its employees or contractors engaging in acts of victimisation or reprisal against those who make public interest disclosures.

The Shire of Three Springs will receive disclosures of public interest information in accordance with the provisions of the Public Interest Disclosure Act 2003 and the Code detailed below.

The Code is to be complied with by any person to whom a disclosure is made under the PID Act.

The Code uses as its ethical base the principles of personal integrity, relationships with others and accountability as referred to in the Western Australian Public Sector Code of Ethics.

Consistent with those principles, to meet the minimum standards of conduct and integrity, persons receiving disclosures, must:

- be professional and courteous to those involved in a disclosure, and give prompt attention to all their lawful requirements,
- not use any circumstance or information connected to a disclosure for personal profit or gain,

- take all reasonable steps to seek to ensure informants who make a public interest disclosure are protected in accordance with the provisions specified in the PID Act,
- take all reasonable steps to seek to ensure that persons who are the subject of a disclosure are also provided with appropriate safeguards and protections as specified in the PID Act,
- maintain records that ensure all action taken about the receipt and processing of a disclosure is reviewable,
- declare to an appropriate person, in writing, any interests that may conflict with their obligations to impartially receive and process disclosures,
- immediately report corrupt behaviour that has been, or may be occurring, to an appropriate authority,
- provide information to the informant about their rights and responsibilities and the possible implications of lodging a public interest disclosure.

LEGISLATIVE

12 Public Question Time at Council Meetings

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
6(1) of the Local Government (Administration) Regulations 1996 (s5.24 of the Local Government Act 1995).		

PURPOSE

To permit and describe the way members of the public, whether ratepayers or residents of the Shire of Three Springs or not are able to ask questions in relation to the Shire and receive an answer.

POLICY

This Policy applies to all Ordinary and Special Council meetings and relevant Committee meetings.

“Public Question Time” will be limited to 15 minutes*. The Council may exercise discretion to extend the time by resolution if required. If there are questions remaining unasked at the expiration of the time allotted members of the public will be asked to submit their questions in writing to the Chief Executive Officer who will provide a written reply with the response placed in the Agenda of the next Ordinary Meeting of the Council.

* A minimum of 15 minutes is provided by r 6(1) of the Local Government (Administration) Regulations 1996 (s5.24 of the Local Government Act 1995).

Questions may be asked at the Ordinary Council Meeting and any Committee meeting on any matter affecting the Council and the Shire’s operations. Questions submitted to Special Meetings of the Council will be restricted to the subject matter of the meeting.

Procedures

- Each questioner will be limited to two (2) questions. Statements or long preamble are not permitted, without the express approval of the Presiding member
- People wishing to ask questions are encouraged to put their questions in writing or in the form and submit them to the Chief Executive Officer prior to 12.30 pm on the day of the meeting. Oral questions are permitted.
- Priority will be given to questions about matters on the agenda for the meeting and which are comply with the above.
- Every person who wishes to ask a question must identify them self and register with the Minute Secretary immediately prior to the meeting. Questions will be taken in the order in which people register.
- Questions containing offensive remarks, reference or assumptions to the personal affairs or actions of Council members or employees, or which relate to confidential matters or legal action will not be accepted.
- Questions that the Presiding Member considers have been answered by earlier questions at the meeting or earlier meetings may not be accepted.
- On receipt of a question the Presiding Member may answer the question or direct it to the Chief Executive Officer to answer. If the question is of a technical nature the Chief Executive Officer may direct the question to another employee present. If the question requires research, it will be taken on notice.

- There will be no debate on the answers to questions.
- A summary of the question and the answer will be recorded in the minutes of the meeting at which the question was asked.

LEGISLATIVE

13 Legal Representation and Cost Indemnification

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Operational Guidelines No. 14 – Legal Representation for Council Members and Employees – Department of Local Government 2006		

PURPOSE

This policy is designed to protect the interests of Council members and employees (including past Council members and former employees) where they become involved in civil legal proceedings because of their official functions. In most situations the Local Government may assist the individual in meeting reasonable expenses and any liabilities incurred in relation to those proceedings.

In each case it will be necessary to determine whether assistance with legal costs and other liabilities is justified for the good government of the district. This policy applies in that respect.

POLICY

Policy Scope: s9.56 of the Local Government Act 1995 (the Act) provides protection from actions of tort for anything a Council member or employee has, in good faith, done in the performance of a function under the Act or any other written law.

s3.1 of the Act, provides that the general function of a Local Government is to provide for the good government of the District. s6.7(2) provides that money held in the Municipal Fund may be applied towards the performance of the functions of the Local Government.

Therefore, the Shire's approval to pay legal representation costs incurred by an individual Council member or employee will rely on the determination that it is reasonably concluded that the expenditure provides for the good governance of the district.

This policy does not apply to legal advice and representation that is obtained by the Shire in the normal course of fulfilling the functions and exercising the powers of a Local Government.

Policy Statement:

1. General Principles

- The Local Government may provide financial assistance to Council members and employees in connection with the performance of their duties provided that the member or employee has acted reasonably and has not acted illegally, dishonestly, against the interests of the local government or otherwise in bad faith.
- The Local Government may provide such assistance in the following types of legal proceedings:
 - proceedings brought by Council members and employees to enable them to carry out their local government functions (e.g. where a member or employee seeks a restraining order against a person using threatening behaviour),

- proceedings brought against Council members or employees [this could be in relation to a decision of Council or an employee with aggrieves another person (e.g. refusing a development application) or where the conduct of a member or employee in carrying out his or her functions is considered detrimental to the person (e.g. defending defamation actions)]; and
- statutory or other inquiries where representation of Council members or employees is justified.
- The Local Government will not support any defamation actions seeking the payment of damages for individual Council members or employees regarding comments or criticisms levelled at their conduct in their respective roles. Council members or employees are not precluded, however, from taking their own private action. Further, the Local Government may seek its own advice on any aspect relating to such comments and criticisms of relevance to it.
- The legal services the subject of assistance under this policy will usually be provided by the Local Government's solicitors. Where this is not appropriate for practical reasons or because of a conflict of interest then the service may be provided by other solicitors approved by the Local Government.

2. Applications for Financial Assistance

- Subject to all other conditions, decisions as to financial assistance under this policy are to be made by the Council.
- A Council member or employee requesting financial support for legal services under this policy is to make an application in writing, where possible in advance, to the Council providing full details of the circumstances of the matter and the legal services required.
- An application to the Council is to be accompanied by an assessment of the request and with a recommendation which has been prepared by, or on behalf of, the Chief Executive Officer (CEO).
- A Council member or employee requesting financial support for legal services, or any other person, who might have a financial interest in the matter, should take care to ensure compliance with the financial interest provisions of the Local Government Act 1995.
- Where there is a need for the provision of urgent legal services before an application can be considered by Council, the CEO may give an authorisation to the value of \$5,000 provided that the power to make such an authorisation has been delegated to the CEO in writing under section 5.42 of the Local Government Act 1995.
- Where it is the CEO who is seeking urgent financial support for legal services the Council shall deal with the application.

2.1 Legal Representation - Costs that may be approved

If the criteria in this policy are satisfied, the Shire may approve the payment of legal representation costs:

- Where proceedings are brought against a Council member or employee in connection with his or her functions, for example an action for defamation or negligence arising out of a decision made or action taken by the Council member or employee; or
- To enable proceedings to be commenced and / or maintained by a Council member or employee to permit him or her to carry out his or her functions, for example where a Council member or employee seeks to take action to obtain a restraining order against a person using threatening behaviour toward the Council member or employee; or
- Where exceptional circumstances are involved, for example where a person or organisation is lessening the confidence of the community in the local government by publicly making adverse personal comments about Council members or employees.

The Shire will not approve, unless under exceptional circumstances, the payment of legal representation costs for a defamation action, or a negligence action, instigated by a Council member or employee.

3. Repayment of Assistance

- Any amount recovered by a member or employee in proceedings, whether for costs or damages, will be off set against any moneys paid or payable by the Local Government.
- Assistance will be withdrawn where the Council determines, upon legal advice, that a person has acted unreasonably, illegally, dishonestly, against the interests of the Local Government or otherwise in bad faith; or where information from the person is shown to have been false or misleading.
- Where assistance is so withdrawn, the person who obtained financial support is to repay any moneys already provided. The Local Government may take action to recover any such moneys in a court of competent jurisdiction.

4. Urgent access to legal representation

In cases where a delay in the approval of an application will be detrimental to the legal rights of the applicant, the Chief Executive Officer may exercise, on behalf of Council, any of the powers provided in this policy to a maximum of \$5,000 in respect of a matter.

Where for the purposes of this policy, the Chief Executive Officer is the applicant, the President may exercise the powers of this policy to a maximum of \$5,000 in respect of a matter.

An application approved in accordance with this policy is to be submitted to the next ordinary meeting of the Council. Council may exercise any of its powers under this Policy.

LEGISLATIVE

14 Information Technology and Social Media

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

This policy outlines the conditions governing use of all Information Technology (IT) facilities provided by the Shire of Three Springs to employees and Council members including portable devices. It applies to Council members, employees and to others to whom access to IT facilities has been provided. Deliberate and/or continued non-compliance with this Policy may result in disciplinary action and/or termination.

This Policy details the conditions of use of Information Technology facilities.

POLICY

Policy scope, applies to all Council members and employees of the Shire of Three Springs, and to the extent relevant, to consultants, contractors and other third parties engaged by the Shire, or others, and who are required to access Shire IT facilities or services.

1. General Use

This policy describes the Shire of Three Springs conditions governing use of all Information Technology (IT) facilities (including computers, computer peripherals, voice mail, software, facsimile machines, fixed and mobile telephones, and any other equipment related to the storage and/or distribution of electronic data) provided by the Shire of Three Springs.

All Council members, employees and others, requiring the use of IT facilities must sign a form as an acceptance of the terms and conditions described in this document.

- These conditions apply to all Council members, employees and others to whom access to Shire of Three Spring's IT facilities has been provided.
- The Shire of Three Springs reserves the right to, without notice, modify, upgrade, withdraw or otherwise alter any facilities provided.
- The Shire of Three Springs has ownership of all files and e-mail messages stored on Shire computers and reserves the right to examine all computer data and software on its facilities and to monitor usage in order to ensure compliance with this Policy.
- Users must respect the resource limitations of the IT facilities provided. Resources are not infinite.
- Any facilities provided to users are for the business purposes of the Shire of Three Springs. The Shire of Three Springs will not be responsible for meeting any costs resulting from the use of facilities for unauthorised non-business-related purposes.
- The facilities may be approved for use, by employees, for the purpose of the genuine business of community clubs or organisations. To allow this, a written request from the Club or group must be

submitted to the Chief Executive Officer who will decide upon the matter, and the volume of use to be permitted. If approved, the club or group will be advised accordingly. A separate letter will be provided to the community clubs or organisations, which will be required to complete an appropriate form pertaining to the use of the facility.

- The Shire of Three Springs supports only those facilities provided by the Shire of Three Springs for business purposes. Hardware, software, operating systems and networking protocols not in use at the Shire of Three Springs are not permitted.

2. Storage

- Any storage of corporate data on desktop computers or other portable devices is discouraged as this data is not backed up. Users will be responsible for any loss of data stored on these media.
- Duplication of data is to be avoided.
- It is the responsibility of users to store (or save) their documents on a regular basis as computer systems by their nature are not fault tolerant.

3. Installing Unauthorised Software or Files

- Users must not purchase, install, copy or use any software without prior authorisation from IT Services.
- The use of any files that are subject to Copyright regulations that have not been authorised in writing for use by the Copyright owner are not permitted to be used on Shire of Three Spring's systems.
- The installation and use of third party "screen savers" are not permitted.

4. Access to Computer Facilities

- Users may use only those facilities which they have been properly authorised to use by the CEO. Authorisation must be provided by the CEO in writing before access is provided and/or modified.
- Users may not use any of the facilities provided by the Shire of Three Springs in such a way as to reflect poorly upon the Shire either in part or whole.
- The playing of games on Shire computers is not permitted.
- Where the use of any IT facility is governed by a password then the password must not be inappropriately divulged to any other person.
- Users must take every reasonable precaution to ensure that their passwords, accounts, software and data are adequately protected.
- Any computer account or facility allocated to a user is for their exclusive use. The user must not allow another person to use it without appropriate authorisation from the CEO or the DCEO.
- Users will comply with any directive (verbal, written or electronic) from the CEO or the DCEO relating to access to IT facilities or the application of software updates.
- Users must treat IT facilities with respect. Any willful damage sustained to equipment will result in the costs of repair being sought from the user of the equipment. Any damage sustained to equipment as a result of neglect may result in the costs of repair being sought from the user of the equipment.
- Users must be aware that the use of mobile computing facilities may result in significant communications costs. When users do not have access to local call connections to the Shire, on-line time should be kept to a minimum. The Shire of Three Springs will not be responsible for any excessive costs incurred.
- Remote access to Shire of Three Springs IT facilities is provided on as needed basis. Those seeking such access will need approval in writing from the CEO. Users with remote access must take extra care in relation to security issues and report any breaches (or perceived breaches) of security immediately to the CEO.
- The Shire reserves the right to perform system maintenance tasks outside regular Administration Centre working hours. Where abnormal maintenance tasks are planned notification of the

anticipated down time will be communicated if possible. If employees have a particular need for after-hours access to IT facilities, they should liaise with the CEO to arrange access options.

5. Security

- Regardless of the prevailing security, or lack of security, users shall not access any data or software except data or software that belongs to the user or has been provided for their use.
- Users must not attempt to rename, delete, or modify the data of another user without prior authorisation from the Chief Executive Officer or Deputy Chief Executive Officer , except in the following circumstances:
 - for data or files stored on a shared network facility or transferred in/out via a shared network facility.
 - under direction of their supervising officer(s) to amend data or files stored in a personal directory.
- Anti-virus software protection is provided at both server and desktop level. If a user suspects that their machine has become infected with a virus (or similar type entity) it should be reported immediately to the CEO.
- Users are encouraged to log out of their workstations when they are not in use. If users are aware that they are going to be away from their workstation for a period of at least thirty (30) minutes they should log out of the network.
- Users should correctly shut their computer systems down before finishing work each day.
- Users must report to the CEO, without delay, any breaches (either real or perceived) of security.

6. Software Copyright/License Regulations

Under Australian Law all software is copyright by the author whether it explicitly contains copyright notice or not. Council members and employees must be aware of, and abide by, the relevant provisions of the Copyright Act as they apply to computer software including the following:

- Computer facilities provided by the Shire of Three Springs must not be used to make illegal copies of software,
- Users must comply with the conditions of the software license,
- Illegal software must not be installed on Shire of Three Spring's computer systems.

7. Regulating Internet Browsing Usage

Provision of internet browsing facilities to a user's personal computer must be approved by the CEO.

Internet users must be aware that their use of the medium will be monitored and as such all use of internet browsing facilities must be for the Shire of Three Springs business purposes only. For example, sites including but not limited to, those of the following nature must not be accessed:

- Games
 - Sports
 - Shopping
 - Share Trading
 - Entertainment
 - Adult Entertainment
 - Pornography
 - Chat Rooms/Channels
- Deliberate and/or continued access to sites such as those listed above and other inappropriate sites, will be a disciplinary matter.

- Internet users should not download large files (in excess of one (1) megabyte) unless necessary. If necessary, they must be downloaded at a time agreed with by the CEO.
- The Shire of Three Springs will not be responsible for any unauthorised financial obligations arising through the use or misuse of the Internet.

8. Provision of Electronic Mail (E-Mail) Services

E-mail should not be used as a substitute for formal written correspondence on Shire of Three Spring's letterhead when letterhead is required. E-mail messages are official corporate documents and are legally binding:

- Most users of computer facilities will be provided with an e-mail address (where a need is identified) and are able to send and receive e-mail correspondence.
- The e-mail address of e-mail users identifies the user as working for the Shire of Three Springs. Users should communicate via electronic mail as they would in a public forum.
- E-mail messages of a corporate nature that leave the Shire of Three Springs destined for an external organisation are public records. Any corporate e-mail messages that employees receive are also public record.
- E-mail users must not post chain letters or engage in "spamming". Spamming is the sending of an annoying or unnecessary (i.e. non-business related) message to many recipients.
- Virus warnings will be issued by IT services. If you receive a virus warning by e-mail it should be forwarded to IT services so that its authentic Shire can be determined. Warnings should not be forwarded to any other e-mail user unless authorised by IT services.
- E-mail users must check their e-mail frequently, delete any unnecessary messages promptly and manage their e-mail files wisely.
- E-mail users must not use obscene, profane, lewd, inflammatory or threatening language. E-mail users must not make or engage in personal, prejudicial, slanderous, libellous or discriminatory attacks, remarks, statements or messages.
- E-mail users must not harass other persons. Harassment is acting in a manner that distresses or annoys another person. If an employee is told by a person to stop sending them messages of this nature, the employee must stop.
- E-mail users must not knowingly or recklessly post false or defamatory information about a person or organisation.
- If you receive or continue to receive e-mail of a nature that does not comply with this Policy, or includes non-business related file attachments such as, but not limited to, sound files, games, presentations, images or movie clips, the sender of the message(s) should be instructed to stop sending them immediately and the messages deleted. The sending (or forwarding) of such non-business-related email attachments is not permitted.
- The use of real-time messaging services such as ICQ is not permitted.

9. Voice Mail

Voice Mail is a corporate resource for business use and serves to provide a minimum level of customer service when a telephone is unattended. Where possible telephones should be diverted to another employee.

The system should be used for its intended purpose and not used as a means of avoiding answering telephone calls.

The legitimate use of Voice Mail is for cases where employees are out of their offices for short periods where phone calls would go unanswered.

Voice Mail should not be used to take calls when employees are on leave.

Users must work with each other to minimise the reliance on Voice Mail as much as possible. This will serve to ensure that a high level of customer service is maintained.

10. Hardware

All hardware devices provided to Council members and employees remain the property of the Shire of Three Springs including all data stored on the device. All usage is to be in accordance with the IT provisions contained in this policy. Hardware includes but is not limited to Laptops, Tablets (iPad) etc.

11. Social Media

Social media allows users to connect with vast numbers of people via internet and mobile based channels. On a professional level, organisations can engage with multiple stakeholders at great speed, while on a personal level, users are able to interact and share opinions with each other.

The use of social media by employees at home and at work can have the potential to expose employers to legal liabilities if the risks are not managed. Accordingly, public organisations require a policy to control and monitor the use of social media to mitigate against any risk exposure, while providing an avenue to engage and interact with the community and stakeholders if this avenue of communication is chosen as a means of communication.

The Shire of Three Springs has chosen not to specifically seek engagement with the community using social media (excluding SoTS Face Book), instead relying on its website and more traditional forms of communication. This policy hence concentrates solely on the personal use of social media. Internet browsing usage and the use of social media in the workplace is addressed elsewhere in this policy.

The Shire of Three Springs acknowledges that Council members and employees use social media in a personal capacity. Whilst this may be in the Council members or employee's own time, it may have implications on the Shire. Council members and employees must ensure that their personal comments on any social media site do not compromise the capacity for them to perform their public role including action which may bring themselves or the Shire of Three Springs into disrepute.

The following principles apply, and should be observed by Council members and employees, in choosing to use personal social media:

- Any public statement made by a Council member or employee must:
 - Clearly state that the comment or content is a personal view only, which does not necessarily represent the views of the Shire of Three Springs,
 - Be made with reasonable care and diligence,
 - Be lawful, including avoiding contravention of; copyright, defamation, discrimination or harassment laws,
 - Be factually correct,
 - Avoid damage to the reputation of the local government,
 - Not reflect adversely on a decision of the Council,
 - Not reflect adversely on the character or actions of another Council member or employee,
 - Maintain a respectful and positive tone and not use offensive or objectionable expressions in reference to any Council member, employee or community member
 - In relation to employees, not involve personal use of social media during work hours other than during recognised breaks and not using Council owned devices.

11. Disciplinary Measures and Termination of Employment

Any breach of this Policy by employees may lead to disciplinary action against the employee, which may result in termination of employment.

Employees should also be aware that breaches of this Policy may incur legal action pursuant to the Copyright Act 1968, Sexual Discrimination Act 1984 and Equal Opportunity Act 1984.

12. Password Policy for Access to Shire of Three Springs Computers and Council Tablets

- Password is not to contain the user's account name or parts of the user's full name that exceed two consecutive characters.
- Be at least 7 characters in length.
- Contain characters from three of the following four categories:
 - English uppercase characters (A through Z)
 - English lowercase characters (a through z)
 - Base 10 digits (0 through 9)
 - Non-alphabetic characters (for example, ! , \$, #, %)
- Password cannot be the same as any of the last 24 passwords.
- Passwords cannot be changed for 1 day after a new password is picked. (To stop people changing their password 24 times to get back to the same one).
- Passwords expire every 42 days.
- Council members and employees will be notified when their password is going to expire 5 days before it does. Any people who log in remotely will need to change their password before it fully expires, otherwise they won't be able to log in remotely when it does expire.
- Internet users should not download large files (in excess of ten (10) megabytes) unless necessary. If necessary, individual files of significant size should be downloaded at a time agreed to by the DCEO.
- The Shire of Three Springs will not be responsible for any unauthorised financial obligations arising through the use or misuse of the internet.

LEGISLATIVE

15 Execution of Documents

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Act 1995 s9.49(A)		

PURPOSE

To provide guidance on the appropriate method of execution for the Shire's documents

POLICY

This policy ensures that the Shire's common seal is utilised, and documents executed in accordance with the provisions of s9.49A Local Government Act 1995 (the Act) whereby a document is duly executed by a local government if the common seal is affixed to it or it is signed by an officer authorised by the Council to do so.

Policy Statement:

This policy applies to all Shire of Three Springs employees who have been authorised through the provisions of this policy to execute documents on behalf of Council.

Executing documents using the common seal or by signing a document does not constitute the decision to undertake a course of action. A Council resolution or a decision under delegated authority is required prior to executing documents pertaining thereto.

If the Chief Executive Officer has authorised a senior employee to witness the affixation of the seal to a document or a class of documents, that authorisation is detailed in the Chief Executive Officer's Delegated Authority Register.

In the case of:

- Legislation,
- The formal requirements of a Commonwealth or State department, authority or agency (as described in a policy or procedure, etc.); or
- A Council decision.

Expressly specifying a way in which a document is to be executed, that course of action is to take precedence over this policy.

Should ambiguity arise over what category might apply to a document i.e. two categories may have relevance to a document, then the higher category is to take precedence unless the decision has been made under delegated authority in which case it is a Category 2 document and can be executed by the officer exercising the delegated authority.

1. Procedure

Where possible, documents requiring the common seal must be duly executed by the other counterparties prior to being submitted to the Shire of Three Springs for execution. Exceptions may arise regarding Scheme Amendment and Structure Plan documents which may be certified prior to the WAPC certifying the document.

Documents should be executed in original (paper) form, and the use of counterparts should be avoided unless justified by the urgency of a document or transaction.

2. Category 1(A) Documents

Category 1A documents require a specific resolution of Council to sell, lease or enter into an agreement etc. as well as an authority to affix the seal e.g. (1) Council approves the leasing of Lot 1 on DP2 to Mr. and Mrs. Smith for four years; and (2) Council authorises the affixation of the seal to the lease.

These documents will be executed by having the common seal affixed under the authorisation of Council with the affixing of the seal in the presence of and being attested to by the President and Chief Executive Officer.

Following is a list of documents that are Category 1(A) documents.

2.1 Deeds, including but not limited to: -

- Deeds of Agreement,
- Deeds of Release; and
- Memorandum of Understanding,

in respect to sale, purchase or other commercial dealing relating to Shire assets including equitable interests.

2.2 Local Planning Schemes and Amendments

2.3 Lease documents. This category includes, but is not limited to: -

- Extension of Lease under original lease and new term not previously provided,
- Variation of Lease,
- Assignment of Lease; and
- Surrender of Lease.

Except for any of the above that is granted under delegated authority.

2.4 Local Laws

2.5 Landgate documents

Documents prepared for registration at Landgate that are mortgage documents and transfer of landforms where the value of the land exceeds the amount determined by the Shire of Three Springs for the purpose of s5.43 (d) of the Act.

3. Category 1(B) Documents

Category 1(B) documents are those of a general form or category and which may be subject to time constraints for execution. These documents are to be sealed as part of a “class of documents” authorised by Council to be executed under the common seal without a specific Council resolution to affix the seal. Please note that the document may not require a Council resolution (being a Category 1(B) document) however the decision to undertake a course of action may still require Council approval.

Following is a list of documents that are Category 1(B) documents.

- Agreements relating to grant funding, when the funder requests that the agreement be signed under seal,
- Debenture documents for loans which Council has resolved to raise,
- General Legal and Service Agreements not already listed in this policy; and

- Indemnity given by the Shire to a third party.

4. Category 2 Documents

Category 2 documents do not require the seal to be affixed.

Under s9.49(A)(4) Council hereby authorises those employees listed in the table below to sign documents on behalf of the Shire of Three Springs.

To follow is a list of documents that are Category 2 documents.

Description	Authority of Execute
Documents required to enact a decision of Council (i.e. contractual documents resulting from a tender process, adoption of a new Structure Plan etc.)	Chief Executive Officer and Deputy Chief Executive Officer
Documents required in the management of land as a landowner.	Chief Executive Officer
Documents required to be signed as the management body of Crown land where a decision is being made under delegated Authority	Chief Executive Officer
<ul style="list-style-type: none"> • Documents prepared for registration at Landgate. The above authorisation does not extend to: - • Executing mortgage documents; and • Transfer of land forms where the value of the land exceeds the amount determined by the Shire of Three Springs for the purpose of s5.43 (d) of the Act <p>which are category 1A documents.</p>	President and the Chief Executive Officer.
Memorandum of Understanding	Chief Executive Officer

5. Category 3 Documents

Category 3 documents are those documents that are created in the normal course of business and are consistent with Shire policies and procedures. Category 3 documents are to be executed by CEO, DCEO, or a Shire officer where the authority and accountability has been extended through a policy or procedure.

These documents include but are not limited to the following: -

- Agreements in the normal course of business for the purchase of goods or services identified within the service unit's budget (other than for tenders awarded by Council) and conforming to the requirements of the Shire's Purchasing Policy and other relevant policies.
- General correspondence required to discharge the duties of your position; and
- Contracts for grant funding conducted in accordance with the Shire's Policies and Procedures.

LEGISLATIVE

16 Corporate Credit Cards

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
DLGSCI Local	Government Operational Guidelines Number 11 – September 2006 - Use of Corporate Credit Cards	

PURPOSE

To provide clear direction on the use of Corporate Credit Cards by employees.

POLICY

The Shire, in order to enhance daily purchasing processes and reduce administrative costs, will authorise the issue, by its preferred financial provider, of corporate credit cards with a maximum limit of \$8,000 to the Chief Executive Officer and \$3,000 for the Deputy CEO.

1. Introduction

A corporate credit card will be issued to certain senior employees of the Shire of Three Springs to expedite authorised business expenditures on behalf of the Shire, therefore improving administrative practices and the effective cash management of the Shire.

2. Definitions

Credit Cards – Is defined as a facility allowing the cardholder to pay for goods and services on credit.

Business Expenses – Is defined as any expense necessary to the conduct of the business or is allowed under the terms of the employee's contractual employment with the Shire or relevant Council policies.

Personal Expense – Is defined as any expense not of a business nature.

Issue of Credit Cards and Limits

Council shall provide credit cards to the following positions, for the listed credit limit amounts

Chief Executive Officer	\$8,000
Deputy Chief Executive Officer/Manager of Finance	\$3,000

All new and existing cardholders shall be provided with a copy of the policies in relation to the use of credit cards and will be required to sign a statement in acknowledgement of such upon issue of their first card.

If the cardholder should lose or misplace their card, they must personally and immediately report it to the bank of issue.

The card is to be withdrawn if the employee's employment ceases.

3. Corporate Credit Card Purchasing

The employee is only to use the corporate credit card for business expense purchasing of goods and services on behalf of the Shire of Three Springs.

Cash withdrawals are strictly prohibited.

The corporate credit card credit limit will be set by Council and reviewed at least once a year at the time all policies and procedures are reviewed.

Personal expenditure on the Shire of Three Spring's corporate credit card is strictly prohibited.

The following are the approved methods of processing transactions, subject to the cardholder, on each occasion, maintaining a documented record of such transactions:

- Across the counter,
- By telephone (the transaction is completed by quoting Corporate card details to the supplier),
- By mail, quoting card details on orders to suppliers,
- By internet (the transaction is completed by quoting credit card details to the supplier).

All purchases by the Shire of Three Spring's corporate credit card must be accompanied by an appropriate tax invoice/receipt to ensure the Shire is able to claim all input tax credits in accordance with the requirements with the Australian Taxation Office.

In the event individual invoices/receipts are not available then the corporate credit card statement of expenditure is to be utilised to claim income tax credits under the condition that this statement complies with the Australian Taxation Office requirements.

4. Reporting Requirements

The Shire of Three Spring's corporate credit card statement of expenditure is to be endorsed by the employee as all expenditure items listed on the statement being authorised and undertaken by him/her.

The endorsed credit card statement of expenditure is to be included with the financial reports presented to Council in the Agenda's for the Ordinary Meetings of Council for Council information.

5. General Conditions

- The employee must surrender the Shire of Three Spring's credit card upon termination of his/her services within the Shire of Three Springs or when resolved to do so by Council.
- All Corporate credit card incentives (e.g. *fly buys*) are not to be acquired or accumulated by the employee for his/her personal use of gain.
- Any such credit card incentives associated with the Shire of Three Spring's corporate credit are to be utilised for the benefit of the Shire of Three Spring's business expense operations only.
- All expired Shire of Three Spring's corporate credit cards are to be destroyed by the Chief Executive Officer upon receipt of a new or replacement card.
- Any breach of this policy is to be reported to Council for information and action if deemed necessary.

6. Non-Compliance with Directions on Use

Where it is deemed that the cardholder has not acted within the guidelines provided above, the alleged infraction will be referred to the Chief Executive Officer, or in the case of the CEO as the cardholder, to the Shire President, who will have the matter investigated and implement whatever action is considered appropriate. This may involve the use of the card being withdrawn from that employee, and/or direct disciplinary action to be taken against the employee.

LEGISLATIVE

17 Record Keeping

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
State Records Act 2000, FOI Act 1992		

PURPOSE

To provide Council's expectations and commitment for record keeping of business transactions and official activities of the Shire of Three Springs in line with legislative requirements

Under the State Records Act 2000, Freedom of Information Act 1992 and the accredited Australian Standard ISO 9001, the Shire is required to maintain record keeping systems that are dedicated to the creation and control of the Shire's records. The systems must ensure that the Shire's records accurately and adequately record the performance of its functions and are able to contribute towards informed decision-making of the Shire.

This Policy applies to all records, which are created or received by the Shire of Three Springs, regardless of their media, date of creation or storage location.

POLICY

This Policy fulfils the requirement of the State Records Principles and Standards 2002 for a Record Keeping Policy as part of a government organisation's record keeping framework that also includes a Record Keeping Plan and Operating Procedures.

Policy Statement:

1. Definitions

"Record", as defined by the State Records Act 2000, is information recorded in any form created or received and maintained by an organisation in the transaction of business and kept as evidence of such activity and includes:

- anything on which there is writing,
- a map, plan, diagram or graph,
- a drawing, pictorial or graphic work, or photograph,
- anything on which there are figures, marks, perforations or symbols, having a meaning for persons qualified to interpret them,
- anything from which images, sounds or writings can be reproduced with or without the aid of anything else; and
- anything on which information has been stored or recorded, either mechanically, magnetically, or electronically.

2. Council Policy

Council recognises that the Shire's records are a corporate asset.

Complete and accurate records of all business decisions and transactions are to be recorded in the Shire's records keeping system both in respect to their content and context.

The records are to be managed in accordance with the relevant legislation, policies and procedures.

- Records creation:
 - All employees and Council members are to create full and accurate records of the Shire's business decisions and transactions in the appropriate format.
- Records capture and control:
 - Original documents are to be forwarded to the Records Officer,
 - All records created and received in the course of the Shire's business regardless of the format are to be captured into the Shire's record keeping system.
- Records access
 - Council members' access to the Shire records is via the Chief Executive Officer in accordance with the Local Government Act 1995,
 - Employees and Shire contractor's access to the Shire's records will be in accordance with designated access requirements, security classifications and operational guidelines,
 - The general public's access to the Shire's records will be in accordance with the Local Government Act 1995 and the Freedom of Information Act 1992.
- Records protection and security
 - All records are to be managed and adequately protected and stored according to whether they are significant, insignificant or vital records, and in accordance with their security classification definitions.
- Contractual and outsourcing obligations.
 - All contractual arrangements are to ensure the Shire's ownership of its records.
- Retention and Disposal actions:
 - All records within the record keeping system maintained by the Shire are to be disposed as defined by States Records Office.
- Records transfer:
 - Records are only to be transferred according to legislative requirements and the transfer is to be recorded in the relevant record keeping system.

LEGISLATIVE

18 Civic Receptions, Functions and Provisions of Food and Refreshments

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To provide direction to the President and Chief Executive Officer in the provision of refreshments during Ordinary, Special and Electors Meetings of Council, Civic Functions, Receptions General, Specific Functions, Ceremonies and General Hospitality.

POLICY

This Policy applies to all eligible receptions and functions, hosted (or co-hosted) by the Shire Three Springs.

1. Guidelines

1.1 Ordinary, Special and Annual Electors Meetings of Council

The President may authorise the provision of refreshments after the closing of Ordinary, Special and Annual Meetings.

1.2 Civic Function and Receptions – General

At the discretion of the President and Chief Executive Officer, the President may host civic functions and receptions with refreshments for visiting dignitaries, local residents who are recipients of awards or prizes from the Shire of Three Springs, and visitors from other local governments from Australia and overseas. The date, time and invitation list shall be determined by the President, in conjunction with the Chief Executive Officer.

In the absence of the President, the Deputy President may carry out Civic and Ceremonial duties on behalf of the Shire of Three Springs, in accordance with s5.34 of the Local Government Act 1995.

2. Specific Function and Ceremonies

2.1 Annual Employees Christmas Function

During December each year, Council shall conduct an Employees Christmas Function with the appropriate level of refreshments.

The list of invitees shall include but not be exclusive to the following:

- current Council members, and their partners including pre-school and school age children,
- the Chief Executive Officer, Executives, Managers and Staff members, and their partners/guests including children.

2.2 Official Openings of Council Facilities

At the discretion of the President and Chief Executive Officer, the President may host receptions with refreshments to commemorate the Official Openings of Council facilities. The invitation list shall be at their discretion but is to include all current Council members and Freeman of the Shire of Three Springs.

3. General Entertainment and Hospitality

The provision of entertainment and hospitality including refreshments may only apply where approval has been given by the President or the Chief Executive Officer.

Examples of where approval is considered appropriate would include:

- entertaining official visitors to the Shire of Three Springs,
- workshops and seminars involving Council members and employees,
- employee farewell functions
- to enhance relationships between the Council, its stakeholders or employees.

Alcohol should only be available for the purpose of hospitality and supplied in modest amounts.

LEGISLATIVE

19 Council Briefing and Networking Forum

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Operational Guidelines No. 05 – January 2004 - Council Forums		

PURPOSE

To provide guidance regarding the convening and conduct of Council briefing and network forums.

POLICY

This Policy applies to all such forums held at or convened by the Shire of Three Springs.

Council has determined to develop opportunities for Council members to consider specific, or general issues, in a less formal setting, but one in which no decisions are made.

1. Council Forum

A Council Forum session will be held each month either prior to or after the Ordinary Council Meeting.

All Council members and Senior employees attend the Forum to have frank/open discussion concerning matters raised by all those in attendance e.g. to work through policies which require preparing or updating and which are to be listed on a future Agenda. To undertake this in a structured meeting procedure would be very time consuming.

1.1 Guidelines

- There will be no set Agenda prepared for the forum, however, to allow everyone to come somewhat prepared the following headings will be utilised:
 - Topics requested for discussion at session
 - Topics carried over from last session for discussion
 - Topics for discussion at a future session
- This does not restrict any matter from being raised by a Council member or employee on the day of the forum.
- There will be no members of the public or press allowed at the Council Forum.
- There are no formal minutes kept for the Council Forum, however briefing notes will be taken.
- There will be no decision/resolution/voting at these Forums. It is designed to discuss issues and provide guidance and/or clarification.
- Any item that requires a decision of the Council will be listed on a future Agenda within a report with an Officer Recommendation.
- Discussion will be conducted in a structured and orderly manner and directed through the Chair.

1.2 Networking Meeting

Each Month Council will hold a Networking Meeting two weeks prior to the Ordinary Council Meeting. This meeting runs along similar lines to the Council Forum however the Networking Meeting provides Council with an opportunity to address issues at a more strategic level such as planning and development.

LEGISLATIVE

20 Related Parties

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Australian Accountant Standard AASB 124 – Related Party Disclosures		
Local Government Act 1995		
Local Government (Financial Management) Regulations 1996		
AASB 124 Related Party Disclosures		
AASB 10 Consolidated Financial Statement AASB 11 Joint Arrangements		

PURPOSE

The purpose of this policy is to provide guidance to Council to achieve compliance with the Australian Accountant Standard AASB 124 – Related Party Disclosures.

The Standard requires that all local governments disclose in their Annual Financial Reports, related party relationships, transactions and outstanding balances.

All local governments in WA must produce annual financial statements that comply with the Local Government Act 1995 and Local Government (Financial Management) Regulations 1996 and the Australian Accounting Standards.

From 1 July 2016, the Australian Accounting Standards Board determined that AASB 124 Related Party Disclosures apply to government entities, including local governments.

The objective of the standard is to ensure that an entity's financial statement contain disclosures necessary to draw attention to the possibility that its financial position and financial performance may have been affected by the existence of related parties and transactions.

POLICY

This policy applies to Related Parties of Council and their transactions with the local government.

1. Identification of Related Parties and Transactions

A related party is a person or entity that is related to the Council.

For the purpose of this policy, related parties of Council are:

- A subsidiary, associate or joint venture of Council
- Key Management Personnel (KMP)
- Close family members of KMP
- Any entities controlled or jointly controlled by KMP or their close family members

1.1 Subsidiary, associated or joint venture of Council

These are entities that are controlled by Council, jointly controlled by Council or over which Council has significant influence.

For the purpose of this policy, Council have only one entity in this category.

1.2 Key Management Personnel (KMP)

Key Management Personnel (KMP) are, persons having authority and responsibility for planning, directing and controlling the activities of Shire either directly or indirectly.

KMP's for the Shire are:

- Council members (including the President)
- Chief Executive Officer
- Deputy Chief Executive Officer/Manager of Finance
- Managers including Manager of Works and Services
- A person acting in the Chief Executive Officer or Senior position (that are not already identified as a KMP).

Council requires all KMP's to fill out a Related Party Declaration form identifying the following:

- their close family members
- entities that they control or are associated with
- entities that their close family members control or jointly control

Declarations are required annually each financial year. Should an individual's circumstances materially change in the year a new declaration must be completed.

1.3 Close family members of KMP

Close family members are people who may be expected to influence or be influenced by, that person in their dealings with Council and include:

- that person's children and spouse or domestic partner,
- children of that person's spouse or domestic partner,
- dependants of that person or that person's spouse or domestic partner.

KMP shall identify close family members through the Related Party Declaration form.

1.4 Entities controlled or jointly controlled by KMP or their close family members

Entities include companies, trust, joint ventures, partnerships and non-profit associations such as sporting clubs.

Key management personnel shall identify all entities through the Related Party Declaration form.

Transactions between Council and related parties, whether monetary or not, are required to be identified. The types of transactions may include:

- Grants and Subsidy payments made to associated entities of Council
- Non-monetary transactions between Council and related parties
- Goods and services provided by Council to related parties
- Purchase of materials and services from related parties
- Compensation made to key personnel
- Fees and charges charged to related parties
- Infrastructure contributions and application fees from related parties
- Guarantees given or received

- Provision of doubtful debts related to the amount of outstanding debts
- Purchase or sale of property and other assets to related parties
- Employee expenses for close family members of key management personnel
- Lease agreements for housing rental to related parties

2. Assessment of Related Party Transactions and Disclosures

Once the related party transactions have been identified they will be analysed by the DCEO.

Where transactions are found to be of material or significant nature, they will be disclosed in the financial statements.

The following matters must be considered in determining the materiality and significance of any related party transactions:

- Significance of transaction in terms of size
- Whether the transaction was carried out on non-market terms
- Whether the transaction is outside normal day-to-day business operations, such as the purchase and sale of assets
- Whether the transaction is disclosed to regulatory or supervisory authorities
- Whether the transaction has been reported to senior management
- Whether the transaction was subject to Council approval.

Transactions or balances that occur within an ordinary citizen transaction shall be excluded from the detailed disclosures.

3. Ordinary Citizen Transaction (OCT)

Transactions with related parties of Council which are of a nature that any ordinary citizen would undertake will not be captured and reported. These transactions are not material transactions because of their nature. However, if the OCT occurs on terms and conditions that are different to those offered to the general public the transaction may become material and subsequently disclosed.

Ordinary Citizen Transactions shall include:

- Use of Council facilities, equipment and services in accordance with Council's fees, charges and policies,
- Payment of rates and charges,
- Attendance at Council functions and activities that are open to the public,
- Payment of fines and other penalties on normal terms and conditions; and
- Related party transactions occurring during delivering Council's public service objectives and which occur on no different terms to that of the general public

Amendments to transactions classified as Ordinary Citizen Transactions may be identified from time to time and this policy will be amended accordingly.

4. Key Terms and Definitions

Related Party Transaction - is a transfer of resources, services or obligations between the Council and a related party, regardless of whether a price is charged

Related Party - as defined in this Policy

Entities – as defined in this Policy

Key Management Personnel - as defined in this Policy

Close family members of a person - are those family members who may be expected to influence or be

influenced by, that person in their dealings with Council and include:

- a person's children and spouse or domestic partner,
- children of that person's spouse or domestic partner,
- dependants of that person or that person's spouse or domestic partner.

Materiality - means the assessment will be assessed on a case by case basis assessing if the amount and/or nature of the transaction would be considered beneficial to the related party.

Ordinary citizen transactions - means a transaction that an ordinary citizen of the community would undertake in the ordinary course of business with Council.

KMP Compensation means all forms of consideration paid, payable, or provided in exchange for services provided, and may include:

- Short-term employee benefits, such as wages, salaries and social security contributions, paid annual leave and paid sick leave, and bonuses (if payable within twelve months of the end of the period) and non-monetary benefits (such as medical care, housing, cars and free and subsidised goods or services) for current employees,
- Post-employment benefits such as pensions, other retirement benefits, post-employment life insurance and post-employment medical care,
- Other long-term employee benefits, including long-service leave or other long-service benefits, long-term disability benefits and, if they are not payable wholly within twelve months after the end of the period, bonuses and deferred compensation,
- Termination benefits; and

Significant (significance) means likely to influence the decisions that users of the Council's financial statements make having regard to both the extent (value and frequency) of the transactions, and that the transactions have occurred between the Council and related party outside a public service provider/ taxpayer relationship.

5. Review Policy

It is the responsibility of the Finance Manager to monitor the adequacy of this policy and approve appropriate changes.

6. Related Documents

Local Government Act 1995

Local Government (Financial Management) Regulations 1996

AASB 124 Related Party Disclosures

AASB 10 Consolidated Financial Statement AASB 11 Joint Arrangements

GOVERNANCE

21 Freedom of Information Statement

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Freedom of Information Act 1992		

PURPOSE

This information statement is published in accordance with the Freedom of Information Act 1992.

POLICY

1. Structure and Functions of Shire

The Shire of Three Springs is established under the Local Government Act 1995 and has the responsibility for the administration of this Act within the local government district. Other major legislation, which creates a duty or an authority to act, includes, but is not limited to:

- Public Health Act 2016
- Cat Act 2011
- Planning and Development Act 2005
- Bush Fires Act 1954
- Dog Act 1976
- Cemeteries Act 1986
- Building Act 2011
- Litter Act 1979

In total it is estimated that the Shire is responsible for implementing more than 200 Acts and regulations of the Federal and State Governments.

The Council consists of seven people elected from the community who act in a voluntary capacity for the Shire. The Council acts as a community board, establishing policies and making decisions within the requirements of the Local Government Act on a wide range of issues affecting the community, and in keeping with the legislative requirements to:

- Determine policies to be applied by Council in exercising its discretionary powers
- Determine the type, range and scope of projects to be undertaken by Council
- Develop comprehensive management plans, budgets, financial controls and performance objectives and indicators for the operations of Council.
- The Council makes decisions which direct and/or determine its activities and functions. Such decisions include the approval of works and services to be undertaken, and the allocation of resources to works and services.
- Decisions are also made to determine whether approvals are to be granted for applications for residential and commercial development.

- Ordinary meetings of Council are held on the third Wednesday of each month starting at 4.00pm except for February and December where the meeting is held a week earlier. All members of the public are welcome to attend.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

22 Corporate Governance Charter

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs exists to provide the best possible facilities and services for all the residents, ratepayers and stakeholders.

POLICY

This policy details the expectations for the organisation to adhere by when engaging with the community.

Policy Statement:

Offer integrity and equality to our customers by:

- Listening to, respecting, considering and empathising with their opinions
- Applying consistency and fairness in all dealings
- Valuing our clients and their ability to make a positive contribution
- Ensuring confidentiality where appropriate

Provide a service focus to our customers by:

- Providing prompt, consistent, friendly and professional assistance
- Consulting our clients about their views and needs
- Actively pursuing continuous improvement in our customer service

Pledge ourselves to progressive leadership by

- Adopting a positive focus which values trust, teamwork and competence
- Being flexible and adaptable in our response to changes in circumstances

Ensure responsible management by

- Being committed, decisive, ethical, effective and accountable in all operations
- Developing efficient and effective policies, procedures and initiatives
- Achieving the desired outcomes

We will:

- Greet you with courtesy and friendliness,
- Answer your telephone call promptly

- Listen carefully to what you have to say and confirm your needs by questions,
- Deal with your enquires promptly and to the best of our ability,
- Endeavour to establish your name and to use it in all dealings wherever possible,
- Wear name badges and give you the relevant employees names in all dealings that we have with you,
- Always follow up on commitments we have made to you,
- Be punctual for meetings and appointments,
- Return your telephone call within two (2) working days,
- Respond to your written requests in the first instance within five (5) working days,
- Formally record your query where appropriate and follow up on your request.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

23 Recognition of Council Member's Service

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
s5.100A Local Government Act 1995, r34AC Local Government (Administration) Regulations 1996		

PURPOSE

To recognise and acknowledge Council members following the completion of their time of service on Council.

POLICY

To ensure that Council members are acknowledged formally.

Policy Statement: The following minimum requirements of service on Council are required, to warrant formal recognition:

- Elected term of service:
 - Shire Plaque and gift to the value of \$50 per year of service – to a maximum value of \$500.00.
 - The gifts are to be presented at a function to be held to recognise the Council members' service to Council.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

24 Display of National and other Flags

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Flags Act 1953 (Commonwealth)		

PURPOSE

To properly recognise precedence in relation to the flying of flags at Shire facilities.

POLICY

The Shire recognises the significance of certain flags connected to its governance responsibilities and will utilise Council flagpoles to fly such flags.

The flags that are to be flown each working day are the:

- Australian National Flag
- Western Australian State Flag
- Australian Aboriginal Flag

Any other flag/s approved by Council or CEO may be flown on appropriate occasions.

Flags flown in response to Council's governance responsibilities will be flown in accordance with the relevant legislation and protocols in force at the time.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

25 Use of Crest and Logo

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To protect the usage of the Shire Crest, title and logo on material, other than Shire of Three Springs material and to set a framework for the circumstances in which approval may be sought and obtained for external usage.

POLICY

Applies to all Shire of Three Springs material.

1. Shire of Three Springs Crest

The Shire of Three Springs crest reflects 3 important elements within the local government district, including industry, agriculture and natural attributes.

2. Corporate Branding and Logos

The Shire develops and uses, from time to time, a range of corporate branding and logos in its official and promotional publications and materials.

Such corporate branding and logos remain the property of the Shire.

3. Use of the Crest, Corporate Branding and Logos

The Shire of Three Springs crest and any corporate branding or logos shall not be used by any person or entity without the express authorisation of the Shire.

The use of the Shire's Crest, corporate branding or logo by organisations may be authorised under the following circumstances:

- used by an entity that is in partnership with the Shire, however the usage may only be used in activities and functions in relation to the partnership,
- used by a person or entity in acknowledgement of the Shire's provision of sponsorship or in-kind support, however, may only be used in activities directly related to the sponsorship,
- used by a person or entity in the promotion of an undertaking that is aligned with the strategic objectives of the Shire, where the use is considered to have the effect of promoting the Shire and the undertaking is not-for-profit or altruistic.

4. Applications to Use

Applications must be made prior to any use occurring and must be made in writing, specifying the planned use of the crest, corporate branding or logos, including but not limited to:

- The full text of the materials to which the crest, corporate branding or logos are proposed to

- be applied,
- The manner and format by which the materials are to be distributed or published,
- Details of the persons who will be responsible for the administration of the Shire's approval and its conditions, should such an approval be provided.

5. Conditions on Use

The following criteria will be conditional on any authorisation for the use of the Shire's Crest, corporate branding or logos, and will be communicated to the applicant on issue of an authorisation:

- use of the crest, corporate branding or logos will be in accordance with the Shire's style guidelines,
- the Shire will determine a period for which the approval remains valid,
- the Shire retains the right to withdraw its approval, with the applicant subsequently being obligated to remove the Shire's crest, corporate branding or logos from their materials and circulation,
- any other conditions deemed appropriate to the circumstances of the application.

6. Shire of Three Springs Title

The use of the title 'Shire of Three Springs' in the name of an entity, will not be approved by the Shire.

7. Shire of Three Springs Letterhead

The Shire of Three Springs letterhead may only be used by the Shire for its official functions and duties. It may not be used by:

- Council members or employees for any purpose other than the fulfilment of their official duties; or
- any other entity for any purpose.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

26 Risk Management

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To outline the Shire's commitment and approach to managing risks that may impact on its day-to-day operations and threaten the achievement of its objectives.

POLICY

Policy Objective:

The Framework is based on good practice and sound corporate governance and is consistent with the risk management guidelines and principles of AS/NZS ISO 31000:2018 – Standard for Risk Management. The Framework is an important component of the Shire's overall Governance Model and remains central to all its operations while delivering a wide and diverse range of services to its residents and visitors. The management of risk is the responsibility of everyone and is an integral part of the Shire's organisational culture which is reflected in the various policies, protocols, systems and processes to ensure efficient and effective service delivery.

Policy Scope: The Risk Management Policy and any associated frameworks, guidelines and protocols will apply across all operations of the Shire. All employees within the Shire are encouraged to develop an understanding and awareness of risk and contribute to the risk management process.

Policy Statement: The Shire of Three Springs ("the Shire") Risk Management Policy documents the commitment and objectives regarding managing uncertainty that may impact the Shire's strategies, goals or objectives.

It is the Shire's Policy to achieve best practice (aligned with AS/NZS ISO 31000:2009 Risk management), in the management of all risks that may affect the Shire, its customers, people, assets, functions, objectives, operations or members of the public.

Risk Management will form part of the Strategic, Operational, Project and Line Management responsibilities and where possible, be incorporated within the Shire's Integrated Planning Framework.

The Shire's Management Team will determine and communicate the Risk Management Policy, Objectives and Procedures, as well as, direct and monitor implementation, practice and performance.

Every employee within the Shire is recognised as having a role in risk management from the identification of risks to implementing risk treatments and shall be invited and encouraged to participate in the process.

Consultants may be retained at times to advise and assist in the risk management process, or management of specific risks or categories of risk.

1. Definitions (from AS/NZS ISO 31000:2009)

Risk: Effect of uncertainty on objectives.

Note 1: An effect is a deviation from the expected – positive or negative.

Note 2: Objectives can have different aspects (such as financial, health and safety and environmental goals) and can apply at different levels (such as strategic, organisation-wide, project, product or process).

Risk Management: Coordinated activities to direct and control an organisation with regard to risk.

Risk Management Process: Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

2. Risk Management Objectives

- Optimizes the achievement of our vision, mission, strategies, goals and objectives.
- Provide transparent and formal oversight of the risk and control environment to enable effective decision making.
- Enhance risk versus return within our risk appetite.
- Embed appropriate and effective controls to mitigate risk.
- Achieve effective corporate governance and adherence to relevant statutory, regulatory and compliance obligations.
- Enhance organizational resilience.
- Identify and provide for the continuity of critical operations

3. Risk Appetite

The Shire quantified its risk appetite through the development and endorsement of the Shire's Risk Assessment and Acceptance Criteria. The criteria are included within the Risk Management Procedures and are subject to ongoing review in conjunction with this policy.

All organisational risks to be reported at a corporate level are to be assessed according to the Shire's Risk Assessment and Acceptance Criteria to allow consistency and informed decision making. For operational requirements such as projects or to satisfy external stakeholder requirements, alternative risk assessment criteria may be utilised, however these cannot exceed the organisations appetite and are to be noted within the individual risk assessment.

3.1 Key Elements of Risk Management Process

The key elements are described below:

- Communication and Consultation Risk Identification Process
- Understanding Scope, Context and Criteria
- Risk Assessment Process
- Risk Treatment
- Monitoring and Review
- Recording and Reporting

3.2 Communication and Consultation

An effective risk management process relies on regular communication and consultation, both upward to leadership and downward from leadership and senior employees, involving risk owners, Shire management and Audit and Risk Committee / Council (as applicable).

The main objectives of risk communication and consultation are to:

- Provide information for decision making (relevance of information is dependent on currency);
- Utilise expertise from across the organisation in the course of carrying out risk management activities; and
- Facilitate an inclusive and empowered culture across the Shire in relation to risk management.

3.3 Risk Identification and Risk Treatment Process

The day to day management of risks including potential risks is part of business as usual.

Understanding when existing risks reach above the tolerable level i.e. risk tolerance and requires management attention is the focus of this critical step. Risk Registers are established to ensure that the details of the risk 'event' or operational procedure are documented to outline the context of the issue, the potential impact and likelihood of the risk on the Shire and what is being done to treat the risk or to reduce the level of risk within the risk appetite / prescribed policy / minimum industry standard etc.

It is industry practice to report risks by risk category and/or risk themes to group similar risks under the appropriate risk category. The use of standard risk categories enables:

- Structured process for employees to identify and capture risks; and
- Reporting of risks by risk type, providing focus areas requiring risk mitigation, especially where similar risks are identified across functional areas and/or by different stakeholders.

The Shire's risk categories/themes should be continually reviewed to ensure relevance in current environment.

Examples of risk categories within the local government sector:

- Performance: inability to deliver on key strategic objectives, failure to manage key projects,
- Infrastructure: potential loss of infrastructure impacting on delivery of essential services,
- Financial: loss of assets, impact on annual revenues or costs, mismanagement of funds,
- Environmental Risk: negligence resulting in long term harm to the environment,
- Community / Reputational Damage: adverse publicity, release of sensitive data such as ratepayer details,
- Service Delivery/Business Interruption: loss of service, disruption in business processes or impact to service delivery (including through lack of skilled resources), and
- Legislative / Regulatory / Policy / Occupational Safety and Health: misconduct, injury, breaches to regulatory and/or statutory requirements.

4. Roles, Responsibilities & Accountabilities

The CEO is responsible for the allocation of roles, responsibilities and accountabilities. These are documented in the Risk Management Procedures (Operational Document).

Role	Responsibilities
Council	<p>Council's responsibilities are to:</p> <ul style="list-style-type: none"> • Adopt a Risk Management Policy compliant with the requirements of AS/NZS ISO 31000:2018 and to review and approve the Policy on a regular basis as required.

	<ul style="list-style-type: none"> • Be satisfied risks are identified, managed and controlled appropriately, to achieve Shire's strategic objectives • Support the allocation of funds / resources to treat risks as required.
Audit and Risk Committee	<p>Audit and Risk Committee responsibilities are:</p> <ul style="list-style-type: none"> • Requests and reviews reports on risk management on a semi-annual basis (minimum) or as required depending on the nature of the risk(s). • Monitors the overall risk exposure of the Shire and makes recommendations to Council as appropriate. • Assesses for effectiveness the risk control measures / risk treatment plans in reducing the severity of the risk(s).
Executive	<p>Executive responsibilities are:</p> <ul style="list-style-type: none"> • Creates an environment where employees are responsible for and actively involved in managing risk. • Oversight of the Shire's Risk Management Strategy. • Maintain and implement the Risk Management Strategy. • Ensures a consistent risk management approach is embedded in the operations and processes of the Shire. • Actively participates and supports the Risk Management Strategy through identification and creation of suitable risk treatments to control strategic and operational risks facing the Shire. • Monitors the strategic and operational risk management performance. • Reviews the Shire's Risk Summary Report prior to submission to the Audit & Risk Committee.
Employees	<p>Employee responsibilities are:</p> <ul style="list-style-type: none"> • Adopt and understand the principles of risk management and comply with policies, processes and practices relating to risk management, • Alert and bring to management's attention, any risks which are above the acceptable risk tolerance levels, • Conduct risk assessments which are appropriate with the scope of the task and the associated level of risk identified, • Take responsibility for risks assigned to them.

5. Maintenance of Risk Registers

- The responsibility for being alert to risks and /or identification of potential risks is everyone's responsibility.
- The Shire has a designated Risk Champion. Their role is to drive the risk management process and to strive for continuous improvement.
- Risks which require management attention and active risk monitoring must be documented and assigned a risk owner in the Department's Risk Register.
- The second level review of Risk Registers is the responsibility of Service Managers.
- New emerging risks should be communicated to the CEO as part of a regular management meeting. Emerging risks often become strategic risks if nothing is done to reduce the risk to an acceptable level.
- A standard Risk Register template has been created for the Shire to ensure a consistent

approach. Any changes to the template require consultation with the Risk Champion.

Guidelines when describing risk events or issues:

- Each risk item should have a unique reference.
- Important details to always include - date identified and who, what, when of incident are important facts. Date of later updates should also be included.
- The impact assessment – likelihood and consequence for risk rating can be based on best known information. Do not get bogged down with the actual rating. The key is to log the event and raise it with the appropriate Manager for further consultation.
- Action Owners – sometimes there are multiple people involved; consult with the Risk Champion or Manager as to listing multiple owners or having one overall owner. If multiple, it should be clear as to what each person is responsible for.
- The amount of detail and factual information is dependent on the risk situation and should be reflective of the severity and nature of the risk.

Examples: Legal disputes or issues which impact on the reputation of the Shire should be actively monitored. Restricting access to the specific risk register would be an appropriate control whilst ensuring a transparent process to those that are managing the issue. Updates to the risk register is one way of providing status updates to multiple risk owners / stakeholders.

Risks which have action plans in the future i.e. next financial year, may not need an update for the regular Risk Reports unless there is a change to the agreed action plans. Items of this nature can remain on the risk register with the Status = Open with periodic confirmation of the action plan. However, any decisions which may impact or likely impact on the action plan not being executed as stated should be flagged as soon as it is known. This will enable alternate solutions to be considered in a timely manner.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

27 Fraud and Corruption Prevention

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The objectives of the Fraud and Corruption Prevention Policy are to:

- articulate that the Shire of Three Springs is intolerant of fraud and corruption,
- prevent fraud or corruption occurring at the Shire of Three Springs.
- This policy applies to all Council members, employees and Contractors working for the Shire of Three Springs as fraud and corruption control is the responsibility of everyone in or associated with the Shire.

POLICY

The Shire of Three Springs recognises that fraud and corruption is illegal and contrary to the Shire's organisational values. In view of this, a proactive stance is taken to ensure incidences of fraudulent or corrupt activities or behaviours do not occur.

Whilst the Shire aims to foster a culture which upholds trust and honesty as part of its core values, it is acknowledged that not everyone throughout the organisation may share those values. As such, the Shire will ensure that the effective prevention of fraud and corruption is an integral part of its operating activities.

All employees are accountable for, and have a role to play in, fraud and corruption prevention and control. The Shire encourages employees to disclose actual or suspected fraudulent or corrupt activity. When identified, any suspected fraudulent or corrupt activity will be promptly investigated, and where appropriate legal remedies available under the law will be pursued.

All alleged incidences will be investigated thoroughly.

Where appropriate, the Shire will protect the anonymity of those responsible for reporting the activity.

The Shire will ensure that systems and procedures are in place to prevent, detect, report and investigate incidents of fraudulent or corrupt behaviour or activities and will ensure that employees are trained in and aware of their responsibilities in respect to the prevention, detection, reporting and investigation of fraudulent or corrupt behaviour.

The success of this policy will be determined by the employees at the Shire being aware of their responsibilities in relation to fraud and corruption prevention and control, the identification, treatment and recording of fraud or corruption risks, fraud or corruption auditing and detection processes, reporting responsibilities and obligations and investigation procedures.

GOVERNANCE

28 Community Small Grants Fund

Adoption		
	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

Council's biannual Community Small Grants Fund is a strategic tool aimed at capacity building, supporting innovation and addressing community need in line with the Council's vision. This Policy provides an equitable, efficient, transparent and sustainable framework for the allocation of Council's Community Small Grants Fund program to community organisations in Three Springs.

POLICY

Community Grants are a key tool used by Council to support and meet the needs of its residents and are linked to the priority areas identified in the Shire of Three Springs Strategic Community Plan 2018-2028.

Community Grants extend the community's capacity to conduct activities, create opportunities and develop strong partnerships for community capacity building. The Shire of Three Springs recognises the value provided by the Not-For-Profit sector and local community based clubs in delivering projects to contribute to a liveable, sustainable and vibrant area.

1. Grant Guidelines

1.1. Applications must fulfil the following criteria:

- 1.1.1. The application is for up to \$3,000 at the discretion of Council;
- 1.1.2. The project will be undertaken within the Shire of Three Springs and funds expended in Three Springs (wherever possible);
- 1.1.3. The project will deliver economic and / or social and community well-being benefit to the community;
- 1.1.4. The project aligns with the current Shire of Three Springs Strategic Community Plan;
- 1.1.5. Unless otherwise agreed, the applicant will need to be an incorporated not-for-profit organisation or be auspiced by an incorporated not-for-profit organisation to administer the applicant's funds and provide accountability for the grant;
- 1.1.6. Organisations will not be funded for more than one project in any one financial year
- 1.1.6.1. The Community Small Grants Fund Committee will comprise of two (2) Councillors, of which one (1) will be either the Shire President or the Deputy President, the Shire Chief Executive Officer and a local Justice of the Peace (if available).
- 1.1.7. The Community Small Grants Fund Committee will assess the application using the following criteria:

- Social / community well-being weighting 50%
- Economic weighting (estimate of local spend to be provided) 10%
- Strategic Plan Alignment weighting 40%

Grant application forms are to include guided questions to assist applicants and for easy of comparability when applications are assessed.

Grant applicants will not be required to explicitly identify alignment with the Shire of Three Springs Strategic Community Plan. The Committee's report and Council deliberations will assess the extent to which the application aligns with the Plan which will be evidenced by the responses within the application.

2. Application and Distribution of Grants:

- 2.1. The Community Small Grants are to be offered in two rounds with funds to be split evenly between the two rounds at the discretion of Council
- 2.2. First round: offered in August / September
- 2.3. Second round: offered in February / March

3. Other

- 3.1. The Shire of Three Springs is to be acknowledged for its support of the event or project
- 3.2. The grant acquittal is to be submitted within 6 weeks of the completion of the event / project.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

29 Professional Development and Conferences- Council Members

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To ensure Council members meet and comply with the prescribed professional development requirements under the Local Government Act 1995 and to further encourage participation in other conferences and training specifically designed to enhance skills and knowledge relating to roles and responsibilities, as a Council member of the Shire of Three Springs.

Council supports the training and professional development of Council members and employees to meet identified needs and adequately carry out their duties and further develop their careers.

Council also acknowledges the value of employees attending conferences and the CEO will consider each request for such attendance on its merits.

Council will make adequate provision in the annual budget for costs incurred as per policy in the provision of training/professional development and conference attendance. Attendances to be within budget unless approved by Council.

POLICY

The Shire acknowledges its commitment to the training and development of Council members in order to promote ongoing professional development, well informed decision making and enhance the quality of community representation.

Policy Statement: Council members must undertake and successfully complete the following prescribed professional development training modules titled “Council Member Essentials” within the period of 12 months from the day the Council member was elected, unless a prescribed exemption applies:

- Understanding Local Government,
- Serving on Council,
- Meeting Procedures,
- Conflicts of Interest,
- Understanding Financial Reports and Budgets.

Council members are also encouraged to nominate to attend other conferences or training opportunities to enhance and broaden their knowledge of local government issues to support the community.

The following are examples of other conferences or training opportunities:

- National General Assembly of Local Government (Shire President and the Chief Executive Officer),
- WA Local Government Week,
- Special “one off” conferences sponsored by WALGA or the Department of Local Government Sport and Cultural Industries on important local government issues,
- Annual conferences of major professions of Local Government,
- The Annual Road Congress,
- Conferences which advance the development of Council members in their role as Council members,
- Conferences of organisations on which a Council member has been elected or appointed as a delegate.

1. Council member entitlements and conditions

To enable attendance by Council members at events, the following shall be considered when preparing the budget annually:

- An allocation for Council members to cover costs associated with attendance at events relevant to the role and responsibilities of a Council member that may include:
 - Events held in Australia,
 - The annual WALGA Convention, inclusive of, where requested, the Council member’s partner’s attendance at the convention dinner*,
 - Accredited training.

*** Local Government Week**

Any Council members, the CEO, and their partners, may attend the annual WALGA Conference and annual Local Government Week fixture. Cost of Councillor/CEO registration, accommodation and meals is to be met by Council, provided such expenditure is under the terms and conditions of the Local Government Act.

Transportation and incidental expenses are to be the responsibility of individual Council members. Should a Council member withdraw their registration past the last cancellation date any costs incurred by Council that cannot be recouped from the event organizers shall be reimbursed to Council by that Council member.

Unexpended funds at the end of the financial year will not be carried over to the next financial year.

Conditions for granting approval include:

- Generally, no more than two Council members may attend an event outside Western Australia at the same time, unless Council has resolved for additional Council members to attend.
- That approval of attendance at an event does not impede a quorum at any scheduled Council or Committee meetings.

Approval for Council members to attend events may be granted by either the Chief Executive Officer or Council, in accordance with this Policy:

- The Chief Executive Officer may approve Council members attending events where the:
 - Application complies with this policy,
 - Event is to be held within Australia and
 - Council member has sufficient funds available in their allocation for training and development to meet the costs of attendance.
- A resolution of Council is required to approve Council members attending events where the estimated event expenses exceed the available balance of the Council member’s annual expense allocation.

Council members are limited to attending three other conference or training opportunities each financial year, unless authorised by Council. No more than two Council members may attend the same conference other than Local Government Week.

Requests to attend other conference or training opportunities are to be initiated by the Council members and are to be forwarded to the Chief Executive Officer prior to enrolment or registration.

The Chief Executive is authorised to expend funds on prescribed professional development training for Council members to meet statutory obligations.

1.1 Restrictions and Conditions

A Council member who at the date of the event has an electoral term of less than six months to complete, shall be ineligible to attend unless the application is to attend the annual Western Australian Local Government Convention and Trade Exhibition, and in the case of the President, the Australian Local Government Association's National General Assembly.

A Council member who has failed to fulfil the obligations of this policy in attending a prior event, namely:

- Provision of a report arising from attendance at an interstate event, in accordance with the Policy; shall be ineligible to attend any future event unless authorisation is granted by a resolution of Council.

2. Travel Arrangements

All booking arrangements for other conferences and training for Council members are coordinated through the Chief Executive's Office.

Council members should note the Local Government Act 1995 precludes a Council member to pre-spend Shire funds. Any airline travel for a Council member is to be booked at economy level and booking arrangements are to be reviewed upon any improved discount offer being identified.

Where travel is involved, the cost of travel by the shortest most practical route to and from the event venue will be met by the Shire for the respective Council member:

- All air travel shall be by Economy Class (unless otherwise determined by Chief Executive Officer). As far as is practicable, advantage should be taken of any available discount fares including advance purchase fares.
- Airline tickets purchased are to be insured to enable the ticket purchase price to be refunded, on occasions whereby a delegate is unable to travel.

Any upgrade to Business Class is permissible provided the Council member funds the difference in cost.

Other than to amend departure times, tickets provided to representatives of the Shire shall not be exchanged, downgraded or rebated. Tickets or bookings may not be altered to include personal travel that is not part of the scheduled conference itinerary.

The proposed duration of the other conference or training attendance together with travel time and planned supplementary pre or post conference activities relevant to the Shire of Three Springs will be notified to Council or Chief Executive Officer for confirmation and/or amendment prior to the delegate's departure for the other conference or training.

3. Expenses

Expenses relating to other conferences and training as approved, will be paid direct by the Shire.

Where travel is involved, the cost of travel by the shortest most practical route to and from the event venue will be met by the Shire for the respective Council member.

All air travel shall be by Economy Class (unless otherwise determined by Chief Executive Officer). As far as is practicable, advantage should be taken of any available discount fares including advance purchase fares.

- Airline tickets purchased are to be insured to enable the ticket purchase price to be refunded, on occasions whereby a delegate is unable to travel.

Expenses may include the following items:

- Air fare,
- Travel insurance,
- Conference registration,
- Copy of conference proceedings,
- Room accommodation,
- Reasonable phone utilisation,
- Reasonable laundry expenses; and
- Meals in the hotel where registered if these are not provided during the course of the conference.

Incidental expenses include:

- Phone calls made outside the accommodation premises and for the purposes of the conference and/or Council business,
- Travel to and from the conference venue (taxi); and,
- Travel to and from all airport destinations.

In circumstances where entertainment on behalf of the Shire is expected or otherwise appropriate, the entertainment will be in accordance with guidelines established from time to time by the Chief Executive Officer and as determined by the judgement of the delegate, paid by the delegate, and presented to the Chief Executive Officer for subsequent authorisation for reimbursement upon return.

For other conferences and training that are of a one day or less duration, the previous night's accommodation is available subject to approval by the Chief Executive Officer. No advance is payable, and any expenses incurred may be reimbursed on production of sufficient documentation.

All costs associated for prescribed professional development training, including travel, accommodation, meals and incidentals will be fully funded by the Shire. Prescribed training will be arranged by the office of the Chief Executive Officer to ensure statutory timeframes are achieved.

4. Council Member/Delegate Accompanying Person

Where Council member or Shire officer is accompanied to other conferences or training, all costs for/or incurred by the accompanying person are to be borne by the Council member, or Shire officer or accompanying person, and not by the Shire. The exception to the above being the cost of attending any official event dinner where partners would normally attend. An example of an official event is the Annual Local Government Week or Conference Gala dinner or 'sundowner' drinks at the event opening.

5. Reporting and Publishing

All Council members attending any other conference or training are expected to report to Council on the benefits achieved by attending and should make the conference papers available to other Council members. If a report is not received within 30 days, the Council member may be ineligible for attendance at further conferences or training until the report is received. A record of conferences or other training attended by Council members will be maintained by the Chief Executive Officer.

The Chief Executive Officer is to prepare a report each financial year on prescribed professional development training completed by Council members in the financial year. This report is to be published on the Shire official website within 1 month after the end of the financial year to which the report relates.

GOVERNANCE

30 Deputy CEO Communicating with Shire President

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The objective of this policy is for the Deputy CEO to have the ability to communicate with the Shire President for Compliance and HR issues relating to the Chief Executive Officer.

POLICY

The Deputy CEO communicating with the Shire President Policy is applicable to all employees. The complaint should be directed, in the first instance to the Deputy CEO who will assess whether it will need to go to the Shire President for further consideration.

Policy Statement: This policy will allow for the Deputy CEO to have access to the Shire President as required for HR issues regarding the Chief Executive Officer.

When employees lodge a complaint about the Chief Executive Officer, the first step will be to interview the complainant to obtain full details of the complaint. The Deputy CEO will discuss the complaint with the Shire President.

The intent of this policy is to:

- Provide employees with a complaint resolution process if they have concerns about the Chief Executive Officer that is flexible and aims to resolve complaints in the best interest of all parties involved in the areas of equal opportunity.
- Encourage all employees to raise issues that are of concern as soon as possible
- Provide structured, multiple levels of resolution that aim to resolve complaints, enabling the ability to advance to more formal resolution processes.
- Ensure that complaints made by employees will be dealt with ethically, in a sensitive, impartial, timely and confidential manner which ensures all parties involved in the complaint.
- Ensure that no employee is penalised or disadvantaged as a result of raising a complaint

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

31 Council Member Allowances, Expenses and Entitlements

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Act 1995 s5.98A, 5.98(1)(b), 5.98(5),5.98A, 5.99A, Local Government (Administration) Regulations 1996 Reg. 33A, 33(1)(b), 33(3), 33(5), 34A, 34(1)(b), 34(2)(b), 33(5).		

PURPOSE

To outline the support that will be provided to Council members through the payment of allowances, reimbursement of expenses incurred, insurance cover and supplies provided in accordance with the Local Government Act 1995 while performing the official duties of office.

POLICY

This policy details the requirements to follow for Council members Allowances Expenses and Supplies.

Policy Statement:

Attendance at Local Government Week

Any Council members, the CEO, and their partners, may attend the annual WALGA Conference and annual Local Government Week fixture. Cost of registration, accommodation and meals is to be met by Council, provided such expenditure is under the terms and conditions of the Local Government Act. Transportation and incidental expenses are to be the responsibility of individual Council members. Should a Council member withdraw their registration past the last cancellation date any costs incurred by Council that cannot be recouped from the event organizers shall be reimbursed to Council by that Council member.

1. Allowances

1.1 Presidents Allowance

The President shall be entitled to an annual Local Government allowance equal to the maximum amount permitted to be paid to the President as determined by the Salaries and Allowances Tribunal.

1.2 Deputy President Allowance

The President shall be entitled to an annual Local Government allowance equivalent to 25% of the President Allowance.

1.3 Meeting Attendance Allowance

The President and Council members shall be entitled to an annual meeting attendance allowance equal to the maximum amount permitted to be paid as determined by the Salaries and Allowances Tribunal.

1.4 Telecommunications Allowance

Council members shall be entitled to an annual telecommunications allowance equal to 60% of the maximum amount permitted to be paid as determined by the Salaries and Allowances Tribunal to cover all information and communications technology costs that are a kind of expense for which Council

members may be reimbursed as prescribed by Regulations 31(1)(a) and 32(1) of the *Local Government (Administration) Regulations 1996*.

Note: All allowances referred to in this Policy will be paid in arrears with Council members able to elect to receive payment monthly, quarterly, biannually or annually.

1.5 Computer

The Shire shall make available to all Council members, for use in their private residence during their term of office, a suitably equipped computer for the conduct of Council related business includes Agendas and Minutes.

1.6 Maintenance of Equipment

Where necessary the Shire shall provide and make provision for the ongoing maintenance of Computers referred to in this policy with all maintenance costs being met by the Shire:

- In the event of a malfunction of the equipment the Council member is to contact, during business hours, a Shire employee or designated service provider, who will coordinate the attendance of maintenance personnel
- Under no circumstances should Council members undertake repairs or maintenance to Shire equipment without the express permission of the Chief Executive Officer.

1.7 Reimbursable and Travelling Expenses

Local Government Act 1995 s.5.98(2), (3) and (4) and Local Government (Administration) Regulations 1996 Regs 31 and 32

[Local Government Act 1995 s.5.98(2) and (3) and Local Government (Administration) Regulations 1996 Reg.31(4) and 32]

Any Council members who actually incur travelling expenses by providing transport to attend a meeting of Council shall be entitled to expenses paid at the ruling rate per kilometre as set by Council for travel from the normal place of residence to the place of meeting only.

Any Council members officially representing Council at a meeting, conference or in other official capacity, where travel, travel and accommodation, or other expenses specially approved by Council, are actually incurred, shall be entitled to have those expenses refunded:

- In the case of travel by motor vehicle it is to be paid at the ruling rate per kilometre as set by Council.
- In the case of other types of travel, the actual cost of the travel will be reimbursed.
- In the case of accommodation, the actual cost of accommodation at an approved hotel or motel will be reimbursed.
- Other expenses as specifically approved may be reimbursed.
- Council members shall be entitled to reimbursement of travelling expenses incurred while using their own private motor vehicle in the performance of the official duties of their office.

Claims must be related to travel to a destination from their normal place of residence or work and return in respect to the following:

- Council Meetings, Civic functions, Citizenship Ceremonies or briefings called by either Council, the President or the Chief Executive Officer.
- Committees to which the Council member is appointed a delegate or deputy by Council.
- Meetings, training and functions scheduled by the Chief Executive Officer or Directors.

- Conferences, community organisations, industry groups and Local Government associations to which the Council member has been appointed by Council as its delegate or a deputy to the delegate.
- Functions and presentations attended in the role as a Council member or whilst deputising for the President, that are supported by a copy of the relevant invitation or request for attendance.
- Gatherings or events (i.e. funerals, local business or community events), approved by the Chief Executive Officer for attendance by the President or the President's nominated deputy as a representative of the Shire.
- Any other occasion in the performance of an act under the express authority of Council.
- Site inspections in connection with matters listed on any Council Agenda paper (Council members to state the Item Number listed on any Council Agenda paper along with the date and time of the visit on the claim form).
- In response to a request to meet with a ratepayer/elector but excluding the day of Council Elections. (Council members to state the time and purpose of the visit and the name and address of the ratepayer/elector on the claim form).

All claims for reimbursement should be lodged with the Chief Executive Officer, on the appropriate claim form by no later than 30 days from the end of the month to which the claim relates. In submitting claims for reimbursement, Council members shall detail the:

- Date of the claim
- Particulars of travel
- Nature of business
- Distance travelled
- Vehicle displacement and the total kilometres travelled.

Council members are required to certify the accuracy of the information they provide with their claim forms and all claims must be accompanied by supporting documentation such as invitations or approvals. The rate of reimbursement being as prescribed from time to time by the Salaries and Allowances Tribunal.

Note: Council members should note that any diary used by a Council member to record the scheduling or occurrence of activities related to the fulfilment of the office of Council members are subject to the *State Records Act 2000* and the *Freedom of Information Act 1992*.

2. Other

2.1 Name badges:

- Formal (gold tone) Council member's name badge
- The Shire will, within reason, replace on request any name badge which is lost or irreparably damaged.

2.2 Insurance

The Shire will insure or provide insurance cover for Council members for:

- Personal accident whilst engaged in the performance of the official duties of their office, however, the cover does not include medical expenses. Spouses/partners of Council members are entitled to the same level of cover when attending meetings, conferences or functions with the express approval of the Chief Executive Officer.
- Professional indemnity for matters arising out of the performance of the official duties of their office provided the performance or exercise of the official duty is in the opinion of Council, not illegal, dishonest, against the interests of the Shire or otherwise in bad faith.

- Public liability for matters arising out of the performance of the official duties of their office but subject to any limitations set out in the policy of insurance.
- Motor vehicle at the time owned or driven by the Council members or driven by another person on behalf of the Council member whilst the Council member is proceeding as a member to and from:
 - I. Council Meetings, Civic functions, Citizenship Ceremonies or briefings called by Council, the President or the Chief Executive Officer.
 - II. Committees to which the Council member is appointed by Council or in the role as a deputy in the event the member is not available to attend.
- Meetings and functions scheduled by the Chief Executive Officer:
 - Conferences, community organisations, industry groups and Local Government associations to which the Council members has been appointed by Council as its delegate.
 - Functions and presentations as a representative of the President.
 - Any other occasion while performing the functions of a Council members or as a result of an act under the express authority of Council.

3. Salary Sacrifice

Council members may salary sacrifice the Council member remuneration to any approved Superannuation Scheme nominated by the Council member.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

32 Voluntary Emergency Services Leave

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The Shire of Three Springs recognises that employees, are entitled to be absent from work for the purpose of voluntary emergency management activities. The following policy provides guidelines to facilitate access to such leave in the form of paid Voluntary Emergency Services Leave.

This applies to all employees of the Shire to the exclusion of casuals unless otherwise stated.

POLICY

It is recognised that the participation of employees in volunteer emergency organisations is a positive and often vital role, particularly in smaller remote communities such as those in the Three Springs Shire.

Employees seeking leave to participate in a volunteer emergency service organisation under this Policy must provide certification that they have become members of a recognised volunteer service organisation.

1. Objective

To recognise that members of recognised emergency service organisations employed by the Three Springs Shire Council can access a reasonable amount of additional leave for that purpose.

2. Procedure

- Paid leave of up to 38 hours per calendar year will be granted to employees who are members of an approved volunteer emergency service organisation (such as St John Ambulance or Bush Fire Brigade) for the purpose of participating in training or service, at the discretion of the employee's Supervisor. This leave will be in addition to annual leave entitlements.
- Service or training in excess of 38 hours per calendar year is subject to the approval of the Chief Executive Officer and is conditional upon the likely disruption to the employee's work.
- Paid leave granted under this Policy will be treated as continuous service for the purposes of calculating annual leave, long service leave, sick leave or any other entitlements. Unpaid Leave will be treated as leave without pay.
- Employees requiring Emergency Service Leave are to provide reasonable notification to the Shire of Three Springs, and have the leave approved by their Manager.
- Employees granted paid leave under this Policy shall be paid for time absent from duty up to the total of ordinary time usually worked in that day or period during the emergency, but not including time in excess of ordinary working hours, weekends or public holidays.

3. Responsibility

Supervisors are required to approve Emergency Service Leave and ensure that appropriate documentation is supplied by the employee.

4. Applying for Voluntary Emergency Services Leave

Employees may apply for Voluntary Emergency Services Leave by completing the leave application, as soon as practicable and with sufficient evidence for taking the leave.

Approval of paid Voluntary Emergency Services Leave will be at the discretion of the Chief Executive Officer.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

33 Equal Employment Opportunity - Commitment

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Equal Opportunity Act 1984, Fair Work Act 2009, WA Equal Opportunity Act 1984, Racial Discrimination Act (Cth) 1976, Sex Discrimination Act (Cth) 1984, Human Rights and Equal Opportunity Commission Act (Cth) 1987, Disability Discrimination Act (Cth) 1992.		

PURPOSE

The Shire of Three Springs (Council) aims to provide an environment of fairness and equity in its workplace. Council believes that equal opportunity creates a more harmonious and productive workplace, which not only benefits Council, but also, the wider community.

Council considers it the right of every employee to carry out their job in an environment which promotes job satisfaction, maximizes performance and provides economic security. Such an environment is dependent of it being free from all forms of harassment, discrimination and victimisation.

POLICY

1. Definitions

Discrimination is treating someone unfairly due to their race, sex, marital status, pregnancy, impairment, religious or political conviction, age, family responsibility or family status. These grounds may change as legislation is amended.

Harassment is defined as any unwelcome, offensive comment or action relating to the grounds of discrimination. It is behaviour towards another employee that is offending, humiliating or intimidating. It shall not be condoned and if necessary, disciplinary action shall be taken.

Any individual who experiences harassment should immediately make it clear to the person(s) concerned that such behaviour is unwelcome. However, if the individual has difficulty in doing this, then assistance should be sought from others to meet with the person(s) concerned.

Council will exercise the conditions and requirements of its Equal Opportunity Diversity Plan.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

34 Sexual Harassment

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Equal Opportunity Act 1984, Fair Work Act 2009, WA Equal Opportunity Act 1984, Racial Discrimination Act (Cth) 1976, Sex Discrimination Act (Cth) 1984, Human Rights and Equal Opportunity Commission Act (Cth) 1987, Disability Discrimination Act (Cth) 1992.		

PURPOSE

Council considers it the right of every employee to carry out their job in an environment which promotes job satisfaction, maximizes performance and provides economic security. Such an environment is dependent of it being free from all forms of harassment, discrimination and victimisation.

POLICY

Council strongly supports the concept that every employee, Council member and member of the public employed by or engaged in business with the Council, has a right to do so in an environment which is free from sexual harassment and the Council is committed to providing such an environment.

Council considers sexual harassment to be an unacceptable form of behaviour which will not be tolerated and recognizes that sexual harassment is unlawful.

Sexual harassment is any conduct of a sexual and/or sexist nature (whether physical, verbal or non-verbal) which is unwelcome and unsolicited and rejection of which may disadvantage a person in their employment or their life in general.

The following examples may constitute sexual harassment when they are considered offensive to an employee, Council member or member of the general public:

- Deliberate and unnecessary physical contact such as patting, pinching, fondling, kissing, brushing against, touching,
- Subtle or explicit demands for sexual activities or molestation,
- Intrusive enquiries into a person's private life,
- Uninvited and unwelcome jokes that have a sexual and/or sexist undertone,
- Unsolicited leers and gestures of a sexual nature and the display within the workplace of sexually offensive material.

Council recognizes that sexual harassment can undermine health, performance and self-esteem of individuals and has the potential to create a hostile and intimidating environment.

Council is therefore committed to any action which ensures the absence of sexual harassment in the workplace including general training of the workforce and specific training for employees identified to deal with complaints. Appropriate disciplinary action will be taken against any individual found to be engaging in such conduct.

Any complaints of sexual harassment made against another person associated with the Council will be viewed seriously, treated confidentially and thoroughly investigated by appropriately trained persons.

Any person making a claim of sexual harassment will be protected at all times. No transferring of employees or face to face meetings between the complainant and the person whose behaviour has been found to be unwelcome will occur without the prior consent of both parties.

An employee whose health or work performance has been affected by sexual harassment will not have their employment status or conditions disadvantaged in any way.

The Chief Executive Officer is the nominated Grievance Officer.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

35 Employees – Medical and Police Certificates

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

Council considers it important that all new employees are able to satisfy the CEO about their fitness for work, especially in relation to a satisfactory medical certificate and police clearance.

POLICY

All applicants for any Shire position are to be advised that appointment will be subject to the appointee obtaining a satisfactory Medical Assessment at Council's cost, with the Medical Examiner being advised of the duties and activities for the position and the requirement for a current National Police Clearance.

The Shire will reimburse the cost of obtaining a National Police Clearance.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

36 Employees- Superannuation

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To establish the employer superannuation contributions available to employees of the Shire.

POLICY

The Shire's contribution to employee's superannuation shall be at the rate determined by Superannuation Guarantee % of salary (or as legislation decrees) plus up to 3% additional if employee contributes 5% or as negotiated in the contract of employment.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

37 Occupational Health and Safety

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Health and Safety Act and Regulation		

PURPOSE

To affirm Council's commitment to the highest standards of occupational, health and safety.

This applies to all Council members and employees of the Shire.

POLICY

Council members and employees are committed to complying with the requirements of State, and National Occupational Safety and Health Legislation and to providing a safe and healthy work environment, so far as practicable, for all Council members, employees, contractors and visitors. To achieve this, the Council will provide the time and resources required to minimise risks.

Safety is considered a shared responsibility with the success of the safety program objectives of this Policy, management is committed to regular consultation with employees to ensure that this Policy operates effectively and that safety and health.

2. Smoking Policy

Smoking is prohibited in all Shire Buildings and vehicles.

This Policy will apply to all Council members, employees and members of the public utilizing Council buildings or vehicles.

3. Fitness for Work

Introduction

The Shire of Three Springs has a responsibility to maintain a safe and healthy workplace. The Shire will take all reasonable steps to ensure that no-one is exposed to unnecessary risk arising from impaired work performance as a result of any of the following:

- Alcohol and other drug use,
- Emotional stress/overload,
- Fatigue/illness,
- Psychological impairment.

When a manager or supervisor has reason to suspect that an individual's work performance is impaired by substance related problems the manager is required to address the issue with the employee concerned. The employee will be entitled to natural justice and procedural fairness including:

- The right to explain or defend their position,
- The right to be accompanied by a friend or advocate,
- The opportunity to address any issues identified.

Employees experiencing problems with alcohol or other drugs, are encouraged to:

- Discuss this with their manager; and/or
- Seek counselling or treatment.

The Shire of Three Springs is committed to a zero tolerance of alcohol and drugs in the workplace and will conduct random drug and alcohol screening to ensure compliance.

Employees displaying impaired work performance as a result of issues other than alcohol and or illicit drug use will be counselled on performance and, if appropriate, be offered alternate duties and requested to seek medical advice.

This Policy applies to all Shire of Three Springs premises and work sites, including mobile plant and vehicles and applies to all employees including office and managerial employees.

4. Employee Responsibilities

Employees have a responsibility to ensure that when they attend work, they are fit to undertake that work without impairment. This includes ensuring:

- That they are not affected by alcohol or illicit drugs,
- That they are not impaired by prescription or over the counter medication,
- They are not affected by fatigue as a result of illness or lifestyle issues,
- They are not impaired by emotional or personal problems.

If an employee has a problem that will result in impairment, they have a duty to ensure that they do not put themselves or others at risk and take appropriate steps to ensure that the problem is addressed.

Employees should seek advice or alternative treatment options if medication affects their capacity to perform their duties. If no alternative is available, it may be necessary to get an appropriate medical certificate and take sick leave.

Employees also have a responsibility to take appropriate action if they become aware that someone else in the workplace is affected by some impairment.

5. Employer Responsibilities

The Shire of Three Springs, through its Council members, CEO, senior employees and supervisors has a responsibility to ensure it maintains a safe and healthy workplace. The Shire has a responsibility to address any impairment by its employees that may put that employee or any other person at risk.

The Shire also has a responsibility to ensure that any employee found or suspected of being impaired in their capacity to perform their duties is afforded natural justice and procedural fairness.

6. Procedures

Alcohol or drug issues

If a manager or supervisor has reasonable grounds to believe that alcohol or drugs (including prescription or over the counter medications) affect an employee, either through observation or the results of a random test, the employee will be sent home immediately and may not return to work that day.

The next working day the manager or supervisor will:

- Meet with the employee (the employee may bring a friend or advocate to the meeting),
- Discuss the situation and give the employee the opportunity to state their case,
- Consider solutions including access to counselling if appropriate,
- Initiate disciplinary action with the CEO,
- Disciplinary action may include:
 - A formal written warning for a first offence
 - Dismissal for a second offence

Other issues affecting fitness for work

A manager or supervisor may identify that an employee's performance is impaired in some way by:

- Disclosure by an employee or family member,
- Report from other employees,
- Observation of performance, or an increase in errors or mistakes.

Where the supervisor or manager has reason to believe that an employee's capacity to perform their duties the supervisor or manager will:

- Meet with the employee in private (the employee may bring a friend or advocate to the meeting),
- Discuss the issue and identify causes,
- Work with the employee to identify possible solutions,
- Provide reasonable access to any available paid or unpaid leave,
- Consider alternative duties if appropriate
- Provide access to counselling.

Instant Dismissal

The following actions will result in dismissal without notice:

- Cultivating, selling or supplying drugs at work or during working hours or from a Shire residence or property,
- Unauthorized consumption of illicit drugs or alcohol at work or during working hours including meal breaks,
- Committing a second breach of the drug and alcohol provisions of this Policy,
- Refusing a random drug or alcohol test.

Performance Issues

These procedures are not intended to address general decline in performance unless there is some external factor affecting fitness for work. General performance issues will be dealt with through normal supervision, performance management and performance review processes.

7. Prescription Glasses

Safety Prescription Glasses

Reimbursement for shatterproof/scratch resistant lens is available for employees who require eye protection in the workplace and are also required to wear prescription glasses. A maximum of one claim per year up to a maximum of \$250 will be allowed. The Shire will replace safety prescription glasses damaged as a direct result of carrying out Shire business.

GOVERNANCE –COUNCIL MEMBERS AND EMPLOYEES

38 Council Members-Attendance at Events

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
s5.9A Local Government Act 1995		

PURPOSE

The Shire of Three Springs is required under the Local Government Act 1995 to approve and report on attendance at events for Council members and the Chief Executive Officer.

This policy addresses attendance at any events, including concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government.

The purpose of the policy is to provide transparency about the attendance at events of Council members and the Chief Executive Officer (CEO) and provides guidance to Elected Members when an invitation to an event or function, or other hospitality occasion, ticketed or otherwise, is offered free of charge.

Attendance at an event in accordance with this policy will exclude the gift holder from the requirement to disclose an interest if the ticket is above \$300 and the donor has a matter before Council.

Any gift received that is less than \$300 (either one gift or cumulative over 12 months from the same donor) also does not need to be disclosed as an interest. Receipt of the gift will still be required to be disclosed under the gift register provisions

This applies to all Council members and the CEO of the Shire.

POLICY

This policy applies to Council members and the Chief Executive Officer of the Shire of Three Springs in their capacity as a Council member or the CEO of the Shire. Council members and the Chief Executive Officer occasionally receive tickets or invitations to attend events to represent the Shire to fulfil their leadership roles in the community.

The event may be a paid event, or a ticket/invitation may be gifted in kind, or indeed it may be to a free open invitation event for the community in general.

1. Provision of tickets to events

- All invitations or offers of tickets for an Elected Member, CEO to attend an event should be in writing and addressed to the CEO.
- Any invitation or offer of tickets not addressed to the CEO is not captured by this policy and must be disclosed in accordance with the gift and interest provisions in the Act.

- The Shire approves attendance at the following events by Council members, the Chief Executive Officer:
 - Advocacy lobbying or Ministerial briefings (Elected Members, the Chief Executive Officer and Executive Management only)
 - Meetings of clubs or organisations within the Shire of Three Springs,
 - Any free event held within the Shire of Three Springs,
 - Australian or Western Australian Local Government events,
 - Events hosted by Clubs or Not for Profit Organisations within the Shire of Three Springs to which the Shire President, Council members, Chief Executive Officer has been officially invited,
 - Shire hosted ceremonies and functions,
 - Shire hosted events with employees,
 - Shire run tournaments or events,
 - Shire sponsored functions or events,
 - Community art exhibitions,
 - Cultural events/festivals,
 - Events run by a Local, State or Federal Government,
 - Events run by the local schools,
 - Major professional bodies associated with local government at a local, state and federal level,
 - Opening or launch of an event or facility within the Shire,
 - Recognition of Service events,
 - RSL events; and
 - Where Shire President, Council member or Chief Executive Officer representation has been formally requested.

2. Approval of attendance

In deciding on attendance at a non-pre-approved event, the council will consider:

- who is providing the invitation or ticket to the event,
- the location of the event in relation to the local government (within the district or out of the district),
- the role of the Elected Member or CEO when attending the event (participant, observer, presenter) and the value of their contribution,
- whether the event is sponsored by the local government,
- the benefit of local government representation at the event,
- the number of invitations / tickets received, and
- the cost to attend the event, including the cost of the ticket (or estimated value of the event per invitation) and any other expenses such as travel and accommodation

Decisions to attend non pre-approved events in accordance with this policy will be made by simple majority of Council.

3. Payment in respect of attendance

- Where an invitation or ticket to an event is provided free of charge, the local government may contribute to appropriate expenses for attendance, such as travel and accommodation, for events outside the district if the council determines attendance to be of public value.
- For any events where a member of the public is required to pay, unless previously approved and listed in this Policy, the Council will determine whether it is in the best interests of the local government for an Council member or CEO to attend on behalf of the Council.

- If the Council determines that an Elected Member or CEO should attend a paid event, the local government will pay the cost of attendance and reasonable expenses, such as travel and accommodation.
- Where partners of an authorised local government representative attend an approved event, any tickets for that person will be paid by the Shire.

COMMUNITY

39 Public Consultation.

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
s50 Local Government Act 1995		

PURPOSE

The purpose of this Policy is to outline the principles and procedures that the Council will follow to involve the community in planning and decision-making in the local area, and to ensure accountability of the Council to the community through effective communication and consultation strategies.

The Policy will apply in those circumstances where the Act requires the Council to follow the Policy and for other public consultation initiatives where the Council determines that it is appropriate to follow the Policy.

The Shire of Three Springs's Public Consultation Policy is underpinned by the following principles, which the Council believes are central to achieve effective communication and consultation:

- Council decision making should be open, transparent and accountable,
- The Council will identify potential stakeholders in each specific circumstance,
- The Council will ensure information is easily understood and accessible to identified stakeholders, and include contact details for obtaining further information in all communications,
- The community has a right to be involved in and informed about key decisions affecting their area,
- A range of appropriate opportunities will be provided for people to access information and to be involved, taking account of barriers to access due to language, disability or cultural issues,
- The Council will define the parameters of the consultation process for each specific topic, and identify what aspects of the decision can be influenced by community involvement,
- The Council will listen and respond to community views in a balanced way, taking account of all submissions made by various stakeholders,
- The Council will review and evaluate its Policy to ensure ongoing improvement in the way it involves the community in its decision-making processes,
- The Council's desire to balance community views and interests with other influences such as budgetary constraints.

POLICY

The objectives of this Policy are:

- To promote positive relations between the Council and the community
- To promote effective communication and consultation between the Council and the community
- To enable the community to participate in Council planning and decision making
- To provide the framework for community involvement in Council planning and decision making
- To promote Council decision making which is open
- transparent, responsive and accountable to the community

The Shire of Three Springs (“the Council”) is committed to open, accountable and responsive decision making, which is informed by effective communication and consultation between the Council and the community.

This Public Consultation Policy (“the Policy”) has been prepared pursuant to s50 Local Government Act 1995 and sets out the steps the Council will take both where it is required by the Act to follow this Policy and for the purpose of establishing partnerships and encouraging community involvement in planning and decision making about the services the Council provides and the management of community resources.

The Shire of Three Springs’s Public Consultation Policy addresses the key elements of both communication and consultation. Communication involves providing meaningful information in a timely and accessible manner. Consultation is a two-way process, providing opportunities to clarify information, raise issues and discuss ideas, options and views.

1. **Availability of the Public Consultation Policy**

The Policy will be available for inspection without charge at the Shire Office.

2. **Roles and Responsibilities**

The Policy will apply to Council members, employees, contractors, and agents or consultants acting on behalf of the Council.

The CEO is responsible for:

- Implementing communication and consultation initiatives in accordance with the Policy,
- Reporting on outcomes of these initiatives to Council and to inform the decision-making process,
- Reporting on the review and evaluation of the Policy.

3. **Procedure**

Council will implement this Policy in terms of the requirements under the Local Government Act 1995 and will take account of the views and aspirations expressed by the community and stakeholders, balancing those views and aspirations with other influences such as budgetary constraints, and within the context of Council endorsed strategic directions.

The following steps will be taken by the Council to fulfil the requirements of this Policy:

- The Shire will identify a range of options available to it to communicate information to interested persons and invite submissions
- The Shire will publish a notice in a newspaper (circulating in the area) and on the Shire Website describing the matter for which public consultation is required, and inviting interested persons to make submissions to the Shire within a period being at least twenty one (21) days from the date of the notice
- The Shire will consider any submissions received as part of its decision-making process and will also have regard to any relevant legislation
- Options which the Shire may choose to 124azette to communicate information and invite submissions, in addition to the above are:

4. Communication Options

The Shire will consider a range of communication options, including:

- Regular newsletters
- Advertisements in local paper and /or newsletters.
- Media releases/editorial
- Fact Sheets or brochures
- Letters addressed to stakeholders
- Letter box drops in the relevant area
- Web site
- Telephone Access Line
- Displays in public places
- Notice in public places
- Online survey

4.1 Conversation Options

- Meetings with Council members and employees
- Council Advisory Committees
- Focus Groups
- Workshops for stakeholders
- Surveys through interviews/self-completion
- Door knock surveys
- Open Days
- Community Forums and Meetings
- Heard by Council
- Comment Sheets

Any steps taken by the Shire in addition to the minimum requirements set out in the Act and of this Policy are at the absolute discretion of the Shire and will depend upon the matter under consideration, the resources available to the Shire and the level of interest the matter is likely to generate.

COMMUNITY

40 Rate Notice and Debt Recovery

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Act s6.12, 6.49, 6.64, 6.69, 6.71, 6.74 (and others)		

PURPOSE

To ensure there is consistency in the advice given to ratepayers about the payment of rates and the recovery of outstanding rates.

This policy outlines the requirements for rates recovery within the Shire of Three Springs.

POLICY

1. Rate Notices

Rate Notices shall be sent out to all ratepayers as soon as possible after the budget has been set and Instalment Notices at the specified dates.

The Chief Executive Officer is authorised to undertake legal action for the recovery of all current and arrears rates and charges remaining outstanding either after the 35 days where no instalment option has been implemented and where instalments are not adhered to, exercising discretion on the amount owed and/or term outstanding when initiating such legal action.

Such legal action for rates recovery can be either through the local Court or by Council Solicitors or Collection Agents as the case may warrant when all other reasonable attempts at collection have been exhausted.

The Chief Executive Officer is to bring to Council's attention any rates which remain unpaid for three years for a determination on selling the land for the recovery of rates in accordance with the provisions of the Local Government Act 1995.

The Chief Executive Officer be authorised to utilise the services of a Debt Collector for the recovery of outstanding rates.

2. Rate Instalments

Council will accept that there are ratepayers who cannot meet the 2 or 4 mandatory instalment options as provided under s6.45 of the *Local Government Act 1995*.

The DCEO may accept by application an alternative payment schedule (henceforth called the 'payment agreement').

For such an Agreement to be considered a payment Arrangement Form is to be completed and returned to the Senior Finance Officer.

The proponent is to specify the frequency of payments with the nominated amount sufficient to fulfil the rates and charges levied within a financial year.

Upon written acceptance of an Agreement by the DCEO, written confirmation will be provided to the applicant. This 126azette126es the agreement and will commit the ratepayer to the payment schedule.

Verbal agreements shall not be accepted.

Failure by the applicant to adhere to the payment schedule will result in the issue of a Final Notice for the total amount outstanding.

3. Final Notices

Final Notices will be issued during a period generally not exceeding 30 days after the due date of a notice for payment of rates.

Such notice will be issued when:

- No payment has been made,
- Insufficient payment to cover the first instalment has been made; or
- Where there is no current valid instalment option (i.e. persons who have paid their first instalment option late).

Final Notices will indicate that:

- Rates are now in arrears,
- That penalty interest is being charged daily at the rate set by Council; and
- That legal action may be taken without further notice, which will add extra costs onto the outstanding account.

Final Notices will not be sent to registered pensioners.

4. Letter of Demand

General and other Property – A Letter of Demand will be issued no later than 30 days after the final notice of current financial year to all owners of property (excluding pensioners) who have failed to make any payment within the financial year, and who have not contacted Council to make any special arrangement for payment, or have defaulted on an approved payment option.

5. Issue of Summonses and Arrears matters

Following completion of Letter of Demand:

- Rates remaining unpaid after the expiry date shown on the Letter of Demand will be examined for the purpose of determining whether a summons will be issued,
- Shire may employ the services of a Collection Agent or Solicitor(s) to issue General Procedure Claims to those ratepayers who failed to pay by the date indicated upon the Letter of Demand,

- Costs incurred as a result of the issue of a General Procedure Claim will be applied to the ratepayers' assessment immediately upon receipt by Council of such costs – refer s6.56 of the Act,
- Following the issue of a General Procedure Claim, a reasonable offer to discharge a rate account (inclusive of the costs incurred through the issue of the General Procedure Claim) will not be refused,
- Where a General Procedure Claim has been issued and remains outstanding, action will be taken to pursue that summons by whatever means necessary to secure satisfaction of the debt,
- Legal proceedings will continue until payment of rates and any other outstanding costs are secured. This includes the issue of a Warrant of Execution against goods and land if necessary.

In cases where the owner of a leased or rented property on which rates are outstanding cannot be located or the owner refuses to settle amounts outstanding, notice will be served on the lessee. The lessee will then under the provisions of s6.60 of the *Local Government Act 1995*, be required to pay Council any rent due until such time as the amount in arrears has been fully paid

6. Sale of property for non-payment of Rates

The Chief Executive Officer be authorised to initiate sale of property for non-payment of rates as per subdivision 6 of the *Local Government Act 1995*, action against land where rates or services charges are unpaid.

7. Sundry Debtors

The Chief Executive Officer is authorised to undertake legal action for the recovery of Sundry Debtors, including the use of a Debt Collector if considered necessary, following the expiration of 30 days after the debt was incurred.

The Chief Executive Officer is authorised to request pre-payment for the incurring of any debt if it is felt that there is doubt as to the debt not being able to be recovered.

That Council require all debt collection costs, including those incurred using a Debt Collector, to be paid for by the debtor before the debt is extinguished.

COMMUNITY

41 Rates Exemption

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Local Government Act 1995, s6.26 (2)		

PURPOSE

In accordance with the Local Government Act 1995, s6.26 (2) describes land that is not rateable land and as such is exempt from general rates without being referred to Council for determination.

In the situation where a rateable property is being leased to a Not-for-Profit (NFP) Community Group (including Sporting Associations) that meets Councils' rate exemption criteria, consideration will be given to providing a rate exemption proportional to the area leased by the NFP tenant. By meeting the specified criteria, the entity is deemed eligible for rate exemption.

This policy sets specific criteria that must be met by those entities that are not covered under s6.26 (2) who are seeking a general rate exemption.

POLICY

The following criteria must be met before consideration is given to the eligibility for a general rate exemption.

Rate Exemption Application Form:

- Organisations need to provide clear and concise information regarding the nature of their activities to illustrate eligibility. Supporting documentation must accompany the application for the application to be assessed. Non-exempt charges must be paid in full at the time application is made. A refund will be made to the applicant if approved.
- The organisation must be an incorporated body as per the Associations Incorporated Act 1987.
- The organisation must own or have the vesting of the property on which rates are levied. If the rateable property is being leased, the organisation must be responsible for the payment of rates under their leasing agreement.
- Where the organisation operates commercial activities from the property, the organisation must show what portion of the property is being used for the commercial activities. The portion of the property being used for commercial purposes will not attract a Rate Exemption.
- The organisation must not hold a liquor license (issued under the Liquor Licensing Act 1988) for the provision of alcohol for sale to the general public for profit.

- The Chief Executive Officer has delegated authority to approve applications that meet all the eligibility criteria.
- Those that hold a liquor license are only exempt to a 50% rates exemption.
- All approved applications will remain in force for a maximum period of two (2) years unless otherwise advised then the applicant must reapply.
- Where an organisation, that has been granted a general rates exemption, changes its method of operation, and that change would result in the organisation being precluded from exemption eligibility, the organisation must immediately inform the Shire of the change. An example would be where an organisation commences commercial activities from the property address.
- Applications shall be determined within 30 days of receipt of the original application and or any additional information requested, whichever is the later.
- A summary of all approved applications shall be presented to Council annually prior to the annual budget deliberations.

The Shire will provide written notification to organisations when general rates exemptions have been granted each year. For any two (2) year approvals, organisations will receive written notification advising their rate exemption is due to expire and will be invited to lodge a new application for the new rating year.

Definition

Not-for profit (NFP) Community Group is defined as an 129 organization of people who are formed (including a group that is incorporated under the Associations Incorporations Act) to promote a community or sporting activity which has a positive effect on the community of Shire of Three Springs.

COMMUNITY

42 Australia Day – Citizenship Award

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

The purpose of this policy is to provide for the recognition of individuals and organisations that have made significant contributions to the Shire of Three Springs's community, through annual awards presented on Australia Day.

POLICY

Award recipients must meet the following eligibility criteria:

- Recipients must be:
 - residents of the Shire; or
 - have coordinated a community event within the Shire; or
 - be members of a community group whose principal activities are conducted within the Shire
- Awards cannot be granted posthumously
- Only one person (not a couple or group) may be nominated for individual award categories
- Local Government Council members, State and Federal politicians are not eligible to receive an Award
- Sitting members of State, Federal and Local Government are not eligible.

Policy Statement:

1. Awards

The Shire annually recognises individuals and organisations that have made a significant contribution to the Shire's community by awarding four categories of awards every Australia Day.

Awards presentations are held in Three Springs and only one award per category for recipients will be presented.

- ***Community Citizen of the Year – Youth***

Presented to an individual under 25 years of age who has made an outstanding contribution to the local community.

- ***Community Citizen of the Year***

Presented to an individual over 25 years of age who has made an outstanding contribution to the local community.

- ***Community Citizen of the Year – Senior***

Presented to an individual over 65 years of age who has made an outstanding contribution to the local community.

- ***Active Citizenship - Group or Event***

Presented to a community group or organisers/committee of an event held in the Shire of Three Springs that has made an outstanding contribution to the local community.

2. Implementation

The Shire of Three Springs is a member of Auspire. The membership gives the Shire:

- Online nominations
- Medallions
- Certificates
- Advertising resources

Nominations open from October and close in December. Nominations are completed online via the Auspire website. Completed nominations are sent via the website to the Shire of Three Springs Community Development Officer

Advertising of nominations will commence in October of each calendar year on Shire of Three Springs's Website and other appropriate local media.

Judging will occur by the Judging Panel by no later than one business week after nominations have closed. Nominees for the Community Citizen Awards will be assessed by a Judging Panel consisting of 3 Councillors.

The recipients will have been judged to have met a number of criteria where they have made a significant contribution to:

- Building harmony and inclusion with the local community;
- Leadership on a community issue resulting in the enhancement of community life;
- A significant initiative which has brought about positive change and added value to community life; and
- Added value to community life and inspiring qualities as a role model for the community

Outstanding contribution and community services includes areas such as education, health, fund-raising, charitable and voluntary services, business, sport, arts, the environment, social inclusion or any other area that contributes to the advancement and wellbeing of a community.

Once the judging panel have decided the winning recipients, employees are to arrange printed certificates and medallions for winning recipients through Auspire.

Employees are to extend invitations to attend the next Australia Day Award ceremony in the locality they were nominated (Three Springs) to the following:

- The nominees (and family) of the Community Citizen of the Year – Youth Award
- The nominees (and partner) of the Community Citizen of the Year Award

- The nominees (and partner) of the Community Citizen of the Year – Senior Award
- The nominees (President/Chairperson and partner) of the Active Citizenship – Group or Event Award

3. Roles and responsibilities

The Shire administration is responsible for implementation of all elements of this policy.

Roles and responsibilities include calling for nominations, promotion through the media, call for expressions of interest for the members of the judging panel, compiling nominations, scheduling judging panel meetings, arranging for printed certificates, medallions, trophies, gifts awards and inviting nominees and nominators to the presentation event.

COMMUNITY

43 Award of the Title “Honorary Freeman of the Shire of Three Springs”

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To recognise and acknowledge members of the community who have demonstrated outstanding commitment and contribution to the Shire.

POLICY

The Shire of Three Springs has historically recognised that, from time to time, members of the community demonstrate an outstanding commitment and contribution to the Shire and that this contribution should be appropriately recognised.

This recognition will take the form of the award of the title “Honorary Freeman of the Shire of Three Springs”, provided that the relevant circumstances meet the criteria of this policy.

This honour will only be awarded on rare and exceptional occasions. A maximum of four living persons will be entitled to bear the title of “Honorary Freeman of the Shire of Three Springs” at any one time.

Objectives

To provide a policy on the awarding of the title “Honorary Freeman of the Shire of Three Springs “, including how, why and whom it should be awarded.

Selection Criteria:

Residency Eligibility

Nominees should have lived within the Shire of Three Springs for a significant number of years (significant would usually mean at least 20 years) and have had a long and close association and identification with the Shire.

Service

The nominee should have given extensive and distinguished service to the community that goes beyond local government service (ie, service to other community organisations and groups) in a largely voluntary capacity.

The nominee must have made an outstanding contribution to the Shire of Three Springs, such that their contribution can be seen to stand above the contributions made by most other people.

Outcomes

The nominee's community endeavour will have demonstrable benefits to both the community of the Shire of Three Springs and the wider community of WA.

Specific Achievements

The nominee's specific achievement/s must be of a nature that would encourage the Shire to nominate that person for an honour under the Australian honours system.

Nomination Procedure

Nominations must be made in the strictest confidence, without the nominee's knowledge.

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Any resident or elector of the Shire of Three Springs may initiate a nomination, but each nomination must be sponsored by an elected member.

Nominations must be made in writing to the Chief Executive Officer (CEO). The nomination will then be submitted by the CEO as a confidential report for consideration at an ordinary meeting of Council.

Entitlements

Any person declared an Honorary Freeman of the Shire may designate him/herself "Honorary Freeman of the Shire of Three Springs".

The award shall be made at a small ceremony, which may take place at a Council meeting.

The recipient shall be awarded a plaque and a lapel pin to commemorate the occasion and shall be included on the invitation list for all subsequent civic events and functions.

Implementation

The Office of the CEO will be responsible for undertaking the commissioning of commemorative plaques and lapel pins and for ensuring that Honorary Freeman are invited to civic events and functions.

COMMUNITY

44 Consumption of Alcohol-Council Property

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To outline the Council's commitment to encourage the responsible consumption of alcohol on Shire property.

Determining the circumstances and conditions in which the consumption and or sale of alcohol is permitted in Shire owned/controlled parks and buildings.

POLICY

Policy Statement: To describe the conditions to be observed regarding the consumption of alcohol on Shire of Three Springs property including parks, reserves, ovals and within Shire facilities.

Members of the public and organisations who wish to consume or sell alcohol on public reserves or within Shire facilities within the Shire are to observe the following conditions:

- An application for the consumption of alcohol must be made to the Shire of Three Springs at least ten days prior to the event date.
- Alcohol can only be consumed during the following times but is not to exceed six hours in one day:
- Monday – Thursday 11.00am – 10.00pm Friday and Saturday 11.00am – 2.00am Sunday 11.00am – 9.00pm
- An extension or variation to these hours requires the written approval of the Chief Executive Officer after consultation with the Officer in Charge of Police in Three Springs.

Aquatic facilities alcohol consumption will not be allowed. Patrons will not be admitted into any Aquatic facility under the influence of alcohol.

Consumption of liquor outside the defined area at the location or facility contravenes the Liquor Licensing Act and offenders maybe liable to prosecution.

COMMUNITY

45 Regulation of Dog Kennels

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To set requirements and specifications for the management and control of dog kennels throughout the Shire of Three Springs.

In setting requirements and specifications for the provision of dog kennels the Shire of Three Springs will be guided by the Guidelines and the Conduct of Boarding Kennels and Catteries' produced by the RSPCA.

POLICY

Prior to applying for a kennel license, Council's planning approval must first be obtained. Applicants should liaise with the Shire to determine the requirements of the town planning scheme.

An application for a license to keep an approved kennel establishment within Three Springs shall be in the form determined by Council from time to time and shall:

- Be supported by evidence that planning approval has been obtained.
- Be supported by evidence that due notice of the proposed use of the land has been given in accordance with (2) below.
- An accurate plan of the proposed site location.
- Accurate plans and/or photographs describing any proposed yard and/or kennel; and
- The application/renewal fee.

An applicant for a license shall forward such application to the Council prior to giving notice of the proposed use of the land.

An applicant shall give notice of the proposed use of the land at their own cost by:

- Giving public notice in a newspaper circulating in the district; and
- Giving written notice to the owners and occupiers of all adjoining premises.

At least thirty days before the application is made to the Council.

1. Licenses

- A license to keep an approved dog kennel establishment shall not be granted by the Council until Council has considered all written submissions and objections received.
- A license shall be in the form determined by Council from time to time and shall be subject to such conditions as Council may impose.
- A license remains valid until the 31 October next following unless it shall have been previously cancelled.
- A license shall not be granted by the Council (or the CEO under delegation) unless the applicant for the license resides on the premises the subject of the license.
- A license is not transferable to other premises.

2. License Renewal

An application for a license renewal shall be:

- In the form determined by the Shire from time to time.
- Accompanied by the license certificate then in force together with payment; and
- Lodged no later than 31 October in each year.

3. License may be Cancelled

The local government (or an employee under delegated authority) may refuse to renew or may cancel a license if:

- a licensee does not comply with or the kennel establishment is not kept in accordance with this local law; or
- for any reason relating to the conduct of the kennel resulting in the pound being a nuisance to neighbours by reason of noise, odours or any other cause.

4. Specification for Kennel Establishment

The occupier of any premises which have been licensed as an approved kennel establishment shall provide a kennel or kennels which shall comply with the following specifications:

- Each kennel shall have a yard appurtenant thereto,
- Each kennel and each yard and every part thereof shall not be at any less distance than 6 metres from the boundaries of the land in the occupation of the occupier,
- Each kennel and each yard and every part thereof shall not be at any less distance than 24 metres from any road or street,
- Each kennel and each yard and every part thereof shall not be at any less distance than 10 metres from any dwelling house, church, school room, hall or factory,
- The walls shall be rigid, impervious and structurally sound,
- The roof shall be constructed of impervious material (or other material approved by the local government),
- All untreated external surfaces of material shall be painted and kept painted with good quality paint,
- The lowest internal height shall be at least 2 metres from the floor,
- Each yard shall be securely fenced, a fence not less than 2 metres in height constructed of galvanized iron, wood, galvanized link mesh or netting, or other material approved by the local government,
- All gates shall be provided with proper catches or means of fastening,

- The upper surface of the floor of each kennel shall be constructed of granolithic cement finished to a smooth surface, and shall have a fall of not less than 1 in 100,
- The entire yard shall be surrounded by a drain which shall be properly laid, ventilated and trapped and all floor washings shall pass through this drain and shall be disposed of in accordance with the health requirements of the local government,
- The floor of the yard shall be constructed in the same manner as the floor of a kennel,
- For each dog kept therein every kennel shall have not less than 2 square metres of floor space and every yard not less than 2.5 square metres,
- Each kennel shall be constructed so far as is practicable with materials, which prevent or minimize the emission of noise therein,
- Shade shall be provided to cover of no less than 75% of each yard; and,
- Every approved kennel establishment shall be provided with a reticulated water supply in the form of a supported standpipe and hose for the hosing down of the kennels and yards.

5. Building Regulations to Apply

No kennel or yard shall be erected until plans and specifications have been approved by the Shire by the issue of a building license pursuant to part 15 of the Local Government (Miscellaneous Provisions) Act 1960.

6. Keeping of Dogs in Kennels

A person who keeps or permits dogs to be kept in an approved kennel establishment shall keep dogs in kennels and yards appropriate.

COMMUNITY

46 Regulation of Cat Pounds

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		
Cat Act, regulations and Local Law		

PURPOSE

To set regulations and specifications for the management and control of cat pounds throughout the Shire of Three Springs.

In setting regulations for the provision of cat pounds the Shire of Three Springs will be guided by the Guidelines and the Conduct of Boarding Kennels and Catteries' produced by the RSPCA in addition to regulations outlined in this policy.

POLICY

Prior to applying for a cattery license, Council's planning approval must first be obtained.

Applicant should liaise with Shire to determine the requirements of the town planning scheme.

- An application for a license to keep an approved cat pound shall be in the form determined by Council from time to time and shall:
 - Be supported by evidence that planning approval has been obtained.
 - Be supported by evidence that due notice of the proposed use of the land has been given in accordance with (2) below.
 - An accurate plan of the proposed site location.
 - Accurate plans and/or photographs describing any proposed yard and/or pound; and
 - The application/renewal fee.
- An applicant for a license within a Gazetted Townsite shall forward such application to the Council prior to giving notice of the proposed use of the land.
- An applicant shall give notice of the proposed use of the land at their own cost by:
 - Giving public notice in a newspaper circulating in the district; and
 - Giving written notice to the owners and occupiers of all adjoining premises.

At least thirty days before the application is made to the Council.

1. Licenses

- A license to keep an approved cat pound shall not be granted by the Council until Council has considered all written submission and objections received.

- A license shall be in the form determined by Council from time to time and shall be subject to such conditions as Council may impose.
- A license remains valid until the 31 October next following unless it shall have been previously cancelled.
- A license shall not be granted by the Council unless the applicant for the license resides on the premises the subject of the license.
- A license is not transferable to other premises.

2. License Renewal

An application for a license renewal shall be:

- in the form determined by the local government from time to time.
- accompanied by the license certificate then in force together with payment; and
- lodged no later than 31 October in each year.

3. License may be Cancelled

The local government may refuse to renew or may cancel a license if:

- a licensee does not comply with or the pound is not kept in accordance with this local law; or
- for any reason relating to the conduct of the cat pound resulting in the pound being a nuisance to neighbours by reason of noise, odours or any other cause.

4. Specification for Cat Pounds

Cats may be housed in walk-in modules that include a sleeping compartment and an exercise area or in colony pens. Cats must be housed singly except in the case of compatible cats from the same household with the written agreement of the owner.

Walk-in modules must have a minimum floor area of 1.5 square metres and contain at least two levels including raised sleeping quarters. This size is for one cat only and an additional one square metre floor space is required for a second cat. No more than two cats may be housed together in this type of accommodation.

5. Building Regulations do apply

No kennel or yard shall be erected until plans and specifications have been approved by the Shire by the issue of a building license under part 15 Local Government (Miscellaneous Provisions) Act 1960.

6. Keeping of cats in pounds

A person who keeps or permits cats to be kept in an approved pound shall:

- keep cats in pounds and yards appropriate to the breed or kind in question, sited and maintained in accordance with the requirements of the public health and sufficiently secured,
- not permit any cat to escape from the pound or yard in which it is kept nor wander at large except for the purpose of reasonable exercise whilst under the control of a person,
- maintain all pounds and yards and all feeding and drinking vessels used by cats therein in a clean condition and cleanse and disinfect them regularly,
- dispose of or cause the disposal of all refuse, faeces and food wastes daily into an approved apparatus for the bacteriolytic treatment of sewerage; and
- ensure noise, odours, fleas, flies and vermin are effectively controlled.

COMMUNITY

47 Closed Circuit TV Systems

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

CCTV Systems are installed to assist in the management and protection of the Shire's assets.

The purpose of this policy is to establish functional categorisation of CCTV Systems and protocols for the management of recorded data.

This policy is applicable to all CCTV systems owned, managed or controlled by the Shire of Three Springs for the purpose of surveillance, protection and deterrence.

POLICY

1. Definitions

CCTV Closed Circuit Television – CCTV System is a system that comprises of CCTV cameras, information store, connections and applications for storage, retrieval and viewing of information.

Public Area includes:

- any thoroughfare or place which the public can use, whether the thoroughfare or place is on private property; and
- local government property but does not include private premises.

2. Types of CCTV and protocols

There are five categories of CCTV cameras:

- Public Area permanent (Fixed);
- Public Area portable (Temporary);
- Vehicle-based (Mobile)
- Buildings and Assets Permanent (Fixed)
- Service/Employee Areas Permanent (Fixed)
- The release or viewing of recorded footage and still photographs to the WA Police is permitted.

Unless specifically required under law, the release or viewing of recorded footage and still photographs other than to the WA Police is expressly prohibited.

3. Background

Council was successful in attracting funding for the installation of twenty one CCTV cameras in January 2019. The cameras are located:

- Lions Den x 3
- Duffy's Store
- Intersection
- Public Toilets
- Shire Admin x 2
- Tourist Information Bay
- Railway Road North view
- Sports Pavilion x 4
- Front
- BBQ area
- North Side entry
- Oval (mounted on top of commentators box)
- Community Hall x 2
- Front entry
- Dump point
- Aquatic Centre x 2
- Main pool (mounted on pump house)
- North side of change rooms
 - Eco Caravan Park x 2 (mounted on Aquatic Centre pump house)
 - North view
 - Centre view
 - Skate park (mounted at old Playgroup building)
 - APV – South view of Railway Road (solar powered)
 - Old Playgroup playground
 - Old Daycare playground
 - Netball courts (solar powered)
 - ECLC playground (does not record during ECLC operational hours)

These cameras are linked wirelessly back to the Admin Centre, and the footage is stored on an external drive for 30 days before it is overwritten.

4. Implementation

When a request is received from the Police for CCTV footage the following is to occur:

- Have the officer fill in a Footage Release Form. Take details of the requested information including alleged offence (if able to be provided) and the time frame requested.
- If the matter is very urgent, and they want to wait, do the search immediately. If a lengthy search is required, take their contact details and call when it's ready.
- Bear in mind that their investigations may be very time sensitive
- Determine if it is still images or video required.

- Retrieve the data as requested (see F Drive 5.3.3 CCTV > SoTS CCTV Network 2019 > MxCC-Export-Quick-Guide-2.5.x.pdf)
- Once the data is stored this represents a Shire record and what the police obtain is considered a copy provided with consent. Contact the police who can access the data by having it emailed to them, or if too large they are to attend the office and are to be provided with a USB with the data on it. They can then make a copy at their premises and return the USB. Note – Externally provided USBs are not to be used due to the threat of computer virus from unknown sources – even if it is the Police. Any USB device provided by Council is to be scanned when returned for any potential computer virus from an external source.
- The Shire of Three Springs accepts no liability for any misuse of data once it is copied by the Police, or legal proceeding that may result from the Police accessing and using in any prosecution CCTV footage from the Shire of Three Springs cameras.
- This policy is to be acknowledged by the Three Spring Police prior to Camera Footage being accessed.

COMMUNITY

48 Three Springs Aquatic Centre

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To provide guidance and rules regarding the Three Springs Aquatic Centre.

This Policy applies to the Shire of Three Springs Aquatic Centre.

POLICY

1. Admissions to Sessions

Patrons using the pool must pay the normal admission fees for each session. Normally a “session” is one whole day. The manager reserves the right to charge where he/she cannot identify whether a person has previously paid an admittance fee to that session.

2. Admittance Age to Pool Complex

That any child under 8 must be accompanied by a person of 16 years or over or hold a swimming competency certificate of Level 6 or better.

3. Children Season Ticket

Applies to all persons under the age of 17 years provided they do not meet the following situations:

- They are employed.
- They are in receipt of unemployment benefits.

4. Family Season Ticket

To cover two adults and two children except those children who are in receipt of unemployment benefits, are employed or have attained the age of 17 years of age.

5. Private Hire

Private hire of the pool is by arrangement only with the Pool Manager and Chief Executive Officer.

The Chief Executive Officer is authorised to consider and decide on all applications for use of the Swimming Pool subject to:

- no Alcohol to be allowed on the premises,
- the Pool Manager to be in attendance at all times,

- the grounds and facilities to be left in the state they were found,
- if the pool is booked for private functions and the weather is very hot and the pool would normally stay open, the Chief Executive Officer may use his discretion in allow the pool to remain open to the General public.

If the pool remained open to the general public, no extra charge would be levied on the private user.

6. Swimming Pool Kiosk

The Pool Manager will be granted permission to operate the kiosk at the swimming pool as a part of their employment agreement.

The nature of items to be sold to be limited to soft drinks, tea and coffee, ice-creams, confectionary and pre-packaged food.

The facilities are not to the standard to allow for the preparation of other types of food and the preparation of this type of product is seen as a potential distraction to the main role of the employee as Pool Manager.

7. Smoking

Smoking is only permitted in designated open-air areas as determined by the Swimming Pool Manager and Environmental Health and Building Officer.

COMMUNITY

49 Recognition of Passing of Community Member

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE:

Recognition of the Passing of a Community Member.

POLICY

On the advice of the death of a past or present resident of the Shire of Three Springs, Council will arrange a card to be forwarded to the family from the President, Councillors and staff in recognition of the deceased's contribution to the Shire. As deemed appropriate, on a case by case basis, Council may decide to be represented at a funeral service and/or provide a floral tribute.

ENGINEERING

50 Heavy Vehicle Conditions for use on Shire Roads

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To ensure safe road use on the RAV network within the Shire of Three Springs.

This policy applies to haulage users on the RAV Network within the Shire of Three Springs.

POLICY

The following conditions (but not limited to) are to be recommended to MRWA:

Definitions:

- The term “Haulage Operator” shall mean the Owner of the vehicle travelling on the Shire RAV Network
- The term “RAV” shall mean a Restricted Access Vehicle that requires accreditation through the Western Australian Heavy Vehicle Accreditation Registration process at Main Roads Department Western Australia, Heavy Vehicle Operations.
- The term “MRWA” shall mean Main Roads Department, Western Australia.
- The term “HVO” shall mean Heavy Vehicle Operations, branch of MRD that makes assessment and prosecution of RAV on State and Shire road networks.
- The Term “Operator” means the owner of the mine
- The term CA07 shall mean the requirement for all operators to carry written approval from the local government permitting use of the road in accordance with network conditions

General Conditions

- Condition CA07 be placed on the Shire RAV Network. Non-compliance may result in Council, at its discretion, reporting the haulage user to Main Roads Heavy Vehicle Services (HVS)
- The haulage operator shall observe, always, all provisions contained in the Road Traffic Act and regulations, the Local Government Act 1994 and all Local Laws.
- In residential areas approval, be granted for cartage during sunrise to sunset hours 7:00am – 6:00pm, whichever is shorter, Mondays to Fridays. Weekends and public holidays excluded
- In non-residential areas approval, be granted for cartage 7 days a week.
- No operation on unsealed road segment when visibly wet, without road owner’s approval.

- When travelling at night, the RAV must display an amber flashing warning light on the Prime Mover

Weather and Road Conditions

- A Shire RAV Network may be closed where the road surface has deteriorated and is determined by the CEO to be unsafe for heavy haulage or any form of transport or that continuing use will cause a safety risk and/or significant damage to occur. Any haulage users found operating on a closed RAV Network may be reported to MRWA and Main Roads Heavy Vehicle Services (HVS) with a request to issue suspension notices.
- To minimize the potential for road damage safety hazards the CEO may give notice that a Shire RAV Network has been closed, where more than 20mm of rain has fallen in any 24 hours or lesser period. Such notice shall remain in effect until a re-commencement notice is issued by the Shire

Requirements

- Council authorises the CEO to withdraw CA07 at any time by notice to MRWA and the Operator in cases of non-compliance by haulage users.
- The Shire RAV Network will be reviewed annually inclusive of the provision of a condition report on the Network.

ENGINEERING

51 Infrastructure Policy-Asset Management

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To:

- Ensure that the Shire's services and infrastructure are provided in a sustainable manner, taking into consideration the whole of life costs and ensure the appropriate levels of services are provided to customers in line with Shire's Community Strategic Plan and Corporate Plan.
- Safeguard Shire assets, including physical assets and employees, by implementing appropriate asset management strategies and allocating appropriate financial resources for those assets.
- Create an environment where all Shire employees take an integral part in overall management of Shire assets by creating a sustaining asset management awareness throughout the organisation.
- Meet legislative requirement for asset management.
- Ensure resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrate transparent and responsible asset management processes that align with demonstrated best practice.

This policy applies to all relevant infrastructure in the Shire's care and control.

POLICY

The purpose will be achieved by:

- Developing and implementing an Asset Management Strategy,
- Preparing and maintaining an Infrastructure Asset Management Plan,
- Preparing operations and maintenance plans for each infrastructure asset class,
- Maintaining up to date and validated Asset Management Systems; and processes that are aligned and integrated with the Shire's business practices

This Policy applies to all the infrastructure assets owned by Three Springs Shire Council. The asset types covered are as follows: -

<u>Roads assets comprising:</u>	<u>Buildings comprising:</u>
---------------------------------	------------------------------

Sealed and unsealed roads Bridges Culverts Railway Crossings Road signs/features Flood ways Kerbing Footpaths	Recreation Council/depot Public/Civic Housing
<u>Other assets comprising:</u>	
Public/Civic assets Recreation assets Council assets Airport	

1. Objective

The objective of this Policy is to provide a consistent framework that is aligned and integrated with the Shire's business practices and is consistent with the State Government's Integrated Planning and Reporting requirements such that:

- Infrastructure assets are managed in accordance with the requirements of relevant legislation,
- Infrastructure assets are managed in accordance current best practice, taking affordability into account,
- A "whole of life" approach is taken to operational, maintenance, renewal and acquisition plans,
- Funding levels to ensure that infrastructure assets deliver the required Levels of Service are identified and reported,
- Levels of Service and risks are considered in the development of operational, maintenance, renewal, and acquisition plans,
- The performance of infrastructure assets is measured and reported against the required levels of service and associated target performance levels,
- Infrastructure assets are accounted for in accordance with the requirements of the appropriate accounting standards and reporting requirements.

2. Organisational Context

The Shire's most recent Community Strategic Plan (Plan for the Future) includes the following Strategic Goals and associated objectives which form the basis for the development for the Shire.

Goal 1 – Community Partnerships

Objective:

To promote a strong and cohesive community that has the capacity to co-ordinate its efforts and work in harmony for the benefit of the Shire as a whole.

Goal 2 – Infrastructure

Council Roads Objective:

- To construct, maintain and improve the quality and useful economic life of the road infrastructure system in the most efficient manner possible, pursuant to the level of funding provided by Council each year.

Plant Replacement Objective:

- The timely purchase and replacement of vehicles, plant and equipment in accordance with predetermined acquisition and replacement programmes,
- Minimising vehicle replacement costs,
- Optimising the performance of the plant fleet.

Council Buildings and Equipment Objective:

- To provide planned maintenance and upgrading of Council owned buildings, including employees and other housing, administration centre and works depot,
- Obtain funding to assist with the development of additional housing.

Goal 3 – Community Facilities

Objective:

- To provide planned maintenance and upgrading of Council's recreational facilities including the swimming pool, sporting oval and pavilion, hard courts, community hall, parks, gardens and streetscape.

Goal 4 – Health Facilities

Objective:

- Continued maintenance and improvements to all facilities provided by Council for the provision of health professionals including the medical centre, dental surgery and other wellbeing facilities.

Goal 5 – Corporate Governance

Objective:

- To provide good strategic decision-making, governance, leadership and professional management.
- To plan for the increased level of resources that will be required for Council to achieve its strategic objectives and to monitor the implementation policies and planning for the future.

Asset Management plays an important role in the development and management of the Shire. Asset Management contributes to the achievement of all the above goals and objectives, particularly in relation to the infrastructure, community facilities and health facilities.

3. Principles

The Shire is the owner of public assets and is responsible for the sustainable management of them and to provide for their replacement or renewal.

Asset management is a structured process which seeks to ensure best value for money from assets to deliver the strategic objectives of the Shire and which informs the operations and maintenance, renewal, disposal and acquisition of assets with an overall objective to optimize service delivery and manage related risks and costs over the asset's life cycle.

Infrastructure assets are fundamental to the Shire's overall service delivery.

The Shire recognises Asset Management as a core activity. Accordingly, every employee of the Shire is either directly or indirectly involved in the management of Shires' assets.

This Policy supports the Shire's intent to raise its Asset Management Practice to a level that is best practice, subject to affordability, through the provision of assets and their timely maintenance and renewal at appropriate levels to meet service needs.

The Shire recognises that its assets incur ongoing operating costs and require maintenance and the replacement of components to ensure that they remain serviceable throughout their life. Some assets may also be disposed of. This combined cost, together with the capital cost of asset acquisition is termed 'lifecycle cost'.

This Policy supports the Shire's commitment to ensure that the Levels of Service delivered by the assets are achieved at the best lifecycle cost.

The Shire also acknowledges through this Policy that the acquisition of new assets will take into account the full cost of acquisition, operation, maintenance, renewal and disposal over its life cycle. Accordingly, the future cost impact of new assets will be fully considered as part of any new asset approval.

In undertaking asset management of the infrastructure assets, the Shire will:

- Develop an Infrastructure Asset Management Strategy and a life-cycle based Infrastructure Asset Management Plan in accordance with this Policy and review them every 4 years,
- Ensure that the Infrastructure Asset Management Strategy and the Infrastructure Asset Management Plan are aligned to the Shire's Strategic Plan and to the State Governments Integrated Planning and Reporting Requirements,
- Determine future levels of service taking consultation with the community and affordability into account,
- Make decisions regarding asset operations and maintenance, renewal, disposal and acquisitions taking levels of service and affordability into account and based on lifecycle costs,
- Ensure compliance with relevant accounting standards,
- Ensure that all relevant legislation is taken into account,
- Collect, store, manage and analyse data on asset utilization, performance and condition and utilize the data to inform operations and maintenance, renewal, disposal and acquisition plans,
- Manage the risks of injury, liability and asset failure through risk and condition assessments,
- Carry out demand forecasting to inform operations and maintenance, renewal, disposal and acquisition plans,
- Develop Long Term Financial Plans based on funding the asset operations and maintenance, renewal, disposal and acquisitions plans, in accordance with this Policy,
- Taking affordability into account, ensure that best practice asset management practices and systems are employed to support the management of the Shire's infrastructure assets.

4. Roles and Responsibilities

Council:

- Adopt the Infrastructure Asset Management Policy,
- Adopt the Infrastructure Asset Management Strategy,
- Adopt the Infrastructure Asset Management Plan,
- Support the use of asset management planning throughout the organization,
- Make decisions regarding infrastructure assets in accordance with the Infrastructure Asset Management Policy, Strategy and Plan.

Chief Executive Officer:

- Develops and maintains the Infrastructure Asset Management Policy,
- Develops and maintains the Infrastructure Asset Management Strategy,
- Develops and maintains the Infrastructure Asset Management Plan,
- Ensures alignment between the Infrastructure Asset Management Policy, Strategy and the Asset Management Plan with other policies and processes in the organization,
- Ensures compliance with legislative requirements,
- Ensures infrastructure assets are managed in accordance with Infrastructure Asset Management Policy, Strategy and Plan,
- Supports the use of asset management planning throughout the organization,
- Facilitates best practice asset management.

5. Review of Policy

This policy will be reviewed in conjunction with the review of the Infrastructure Asset Management Strategy and Infrastructure Asset Management Plan.

ENGINEERING

52 Crossovers, Crossings, Gates and Pipes Across Roads

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To provide guidance in relation to crossover, crossings, gates and pipes across road. This Policy applies throughout the Shire of Three Springs.

POLICY

1. Crossings

Except in the case of a Government authority or department, where a proper work authority shall be enough, where the Shire agrees to undertake the construction of crossings it will require prepayment by the owner/occupier for their 50% contribution.

Crossings are to be constructed to the standard specifications as set out by Council. In the case of above standard crossings, prepayment of 75% of the additional cost estimate is required, with the balance being finalised on the completion of works. Council shall determine the number of crossovers it can cater for in any one year, dependent upon budgeting and works program restraints.

Council policy is to comply with requests for crossovers on a 'first come, first served' basis, within the budget constraints and consideration of Council's works program as determined by the CEO and/or Works.

Where a second crossover is to be installed by the Council the total cost is to be met by the landowner.

This policy does not apply when crossovers are installed as part of Council's footpath installation program.

2. Pipes Across Roads

Conditions under which pipes will be allowed to be placed beneath roadways are as follows:

- Pipe shall be a minimum of 450 mm below the surface of a road, depending on pipe specifications,
- The applicant or subsequent owner to be responsible for the cost of repair or replacement when the pipe has been damaged during the carrying out of roadworks,
- The applicant or subsequent owner shall remove the pipe when directed to do so by the Council,
- Written application must be lodged with the Shire requesting authorisation and providing a map of where pipes will cross the road prior to any works beings commenced,
- Works shall be carried out in accordance with Shire's requirements and at the owners' costs,
- The road surface is to be reinstated to Shire's satisfaction and at the owner's cost.

3. Gates

Conditions under which approval will be given to erect a gate upon a road are as follows:

- The structure is to be maintained in a condition satisfactory to the Council,
- The structure is to be removed by the applicant or subsequent owner when directed to do so by the Council,
- Approval of gates shall include the installation of a swinging gate for vehicle access and a large opening gate for machinery access.

4. Salt drain/road reserve crossings

General

When property owners, as financial ratepayers of the Shire of Three Springs, wish to construct deep drains through low-lying farmland in order to reduce, block or eliminate the effect of salt on their land within the Shire and as a result of such proposed drainage scheme, the construction of a culvert (or culverts) is required through designated road reserves. Council *may* assist in the funding of such culvert crossings providing certain criteria are met. Those criteria are:

- The request for approval and/or assistance must be before Council no later than April 30 of any financial year, so that due consideration may be given for possible inclusion in the next financial year's budget, if approved. Applications that do not meet the deadline *may* be considered by the Shire only after all prior applications have been processed. The request must include a scaled locality map showing the position(s) of the drainage scheme, the proposed culvert crossing(s), flow direction and downstream properties that may be affected.
- The applicant must be prepared to pay all material costs involved in the construction of the culvert(s) including any equipment hire and freight costs and when a request has been approved by Shire for assistance. A pre-payment of the materials cost may be requested. Such pre-payment must be lodged with the CEO within two calendar months of notification of approval.
- The standard of culvert construction required will be as set by Council.
- Shire will only assist in the funding of culvert construction where Council's workforce is capable of doing the work within their normal allocated roadwork's program. Heavy demand for salt drain culvert construction during any financial year and/or impossible construction conditions, even for a scheduled construction time, may result in curtailment of Shire assistance without obligation except for possibly refunding materials costs.

5. Council's Contribution to Culvert Construction

- Council will organise material requirements utilising its purchasing power.
- The adequate signing for traffic control and supervision of construction.
- Handling, laying, backfilling (including the mixing of cement stabilised material) and compaction.
- Road surface reinstatement.
- Supply and erection of guide posts (if required).
- Construction of aprons and headwalls where the depth between existing road level and the mean culvert invert level does *not* exceed 1.5 metres.

Where the depth below the existing road level and the mean culvert invert level does exceed 1.5 metres, the proponent may be requested to either:

- supply sufficient total pipe length and other materials and/or provide additional equipment (hire) to enable the actual culvert to span the full width of the road reserve so that culvert headwall and apron construction will be entirely the proponent's responsibility,

- supply sufficient total pipe length and material and/or provide additional equipment (hire) to allow for a longer culvert to be constructed that will enable the surrounds of the culvert entry/exit to be simply battered with a minimum of cement stabilised material and without headwall and apron constructions
- Culvert maintenance only.
The maximum value of Council's contribution towards salt drain culvert construction will be per culvert and/or per farming property unless Council considers otherwise and will be reviewed on an individual application basis.

6. Procedure

- All applications are to be received by the CEO complete with all supporting documentation,
- The application is referred to the Shire Engineer for evaluation, and any recommendation in respect thereof is placed before the next available meeting of Council for determination,
- Council at that meeting will deal with the application and may grant approval or otherwise, including referring it for budget consideration.

Note: This policy may be altered by Council from time to time without notification or obligation.

ENGINEERING

53 Roadside Vegetation

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE

To provide guidance in roadside vegetation within the Shire.

This Policy applies throughout the Shire of Three Springs.

POLICY

This policy addresses the clearing of roadsides under the Environmental Protection Act.

Trees and scrub shall be removed as necessary for cuts, fills and general drainage works. However, every care shall be taken to preserve trees and scrub wherever possible.

Roadworks

- Trees and scrub shall be removed and kept clear to the top of the back slope of the table drain,
- Some selective clearing may be done on the inside of curves of restricted radii to improve visibility,
- Roadside burning shall be discouraged and only carried out in exceptional circumstances with permission of Council,
- Heavy wood growths on road shoulders may be slashed or treated with chemicals recommended by the Department of Agriculture and Food WA,
- Fire hazards resulting from heavy wood growth on natural treeless areas and where no wildflowers grow may be slashed if adjacent to cropped areas upon notification of Council,
- Town site streets and footpaths may be treated with chemicals recommended by the Department of Agriculture and Food WA.

General

- No firebreaks shall be constructed on road reserves. Provision of firebreaks is to be considered when fence is set back.
- Reinstatement of trees with introduced varieties may be considered for rural areas damaged during construction.
- In town site areas trees shall be planted on opposite side of the roadway to existing power lines. Trees growing to a maximum height of 4-5 metres are to be planted wherever possible.
- Chemicals shall be used on declared plants.

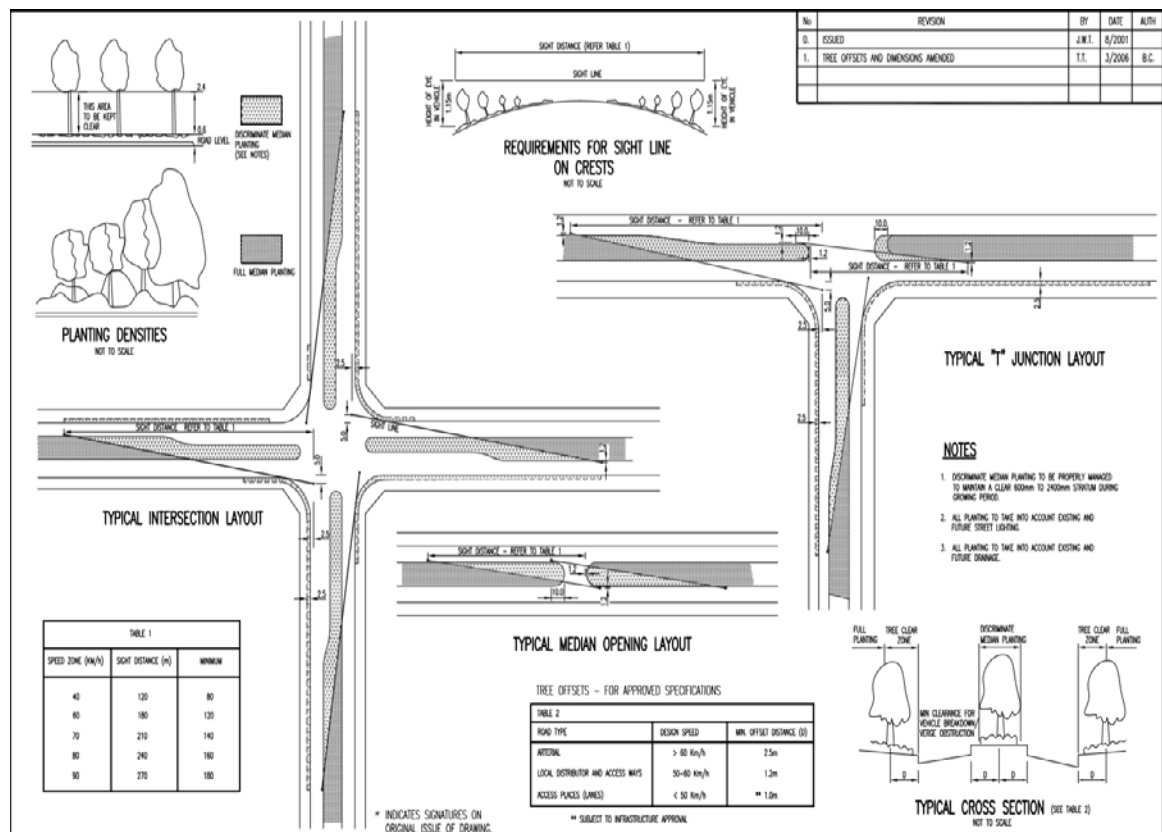
1. If a landowner is having problems with native vegetation growing through their fence, they are permitted to prune a branch or limb causing the problem but will not be entitled to clear a strip outside their boundary on the road reserve.
 2. The Three Springs Shire Council agrees to make available, free of charge, Council plant and operator during normal working hours to any landowner who wishes to either clear a fence line or rip land in preparation for re-vegetation under the following conditions:
 - i) The road is considered by Council to be of such a narrow width that any future roadwork enhancements will result in the clearance of most of the vegetation from this road reserve.
 - ii) That the landowner is prepared to set his fence back a recommended minimum of 20 metres from the roads centre and re-vegetate this section of land: or If the fence is to remain where it is, the landowner is prepared to re-vegetate a corridor inside his fence line of a recommended minimum of 20 metres from the roads centre.
 - iii) Such work will be carried out at Council's convenience and where practicable be incorporated into the roadworks program for this location or when plant is within close proximity to the location in question.
 - iv) Such work will be carried out within Council budgeting constraints for roadworks during that particular financial year.
 - v) All land will remain in the ownership of the original landowner when a fence set-back procedure is undertaken unless otherwise negotiated by Council and the Landowner where there will be no change to existing land title. The original boundary fence line is to be delineated to ensure it can easily be identified where Council and landowner responsibilities are.
 - vi) The landholder shall not be entitled to remove any trees or scrub from the road reserve under either of these options.
- Maintenance of the road reserve trees, or scrub shall be the responsibility of the Council.

Tree Planting

- No trees are to be planted on road reserves without Council approval.
- No tree planting will be permitted on twenty-metre-wide road reserves.
- No trees are to be planted within 9 metres of the outside of the road pavement.
- Trees should not be planted within five metres of the top of the back cut of the table drain.
- Trees planted on road reserves become Council property and may be removed at any time at Council's discretion if the trees become a hazard or interfere with future road works.
- Where trees are planted on a private basis the planting, watering and maintenance of the trees is entirely the responsibility of the adjoining landholder who undertakes the planting.

The entire Road Verges Policy shall be administered at the discretion of the CEO.

Standard Drawings:



ENGINEERING

54 Lighting Management Policy

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE:

The Shire of Three Springs (“the Shire”) Lighting Management Policy outlines the commitment and objectives regarding management of current and proposed lighting within the Shire as it seeks to develop Astrotourism to diversify the regional economy, grow tourism and create jobs.

POLICY

This Policy will assist the Shire to consider the impacts of lighting associated with rural, urban or other development including roads, industry and buildings when considering replacing existing lighting infrastructure, installing new lighting infrastructure and planning new developments. The Shire may impose conditions in relations to the design of light fittings, shielding of light, the design and operation of development and hours of lighting operation to manage contribution to artificial skyglow.

It is the Shire’s policy to implement the following good lighting design principles to maintain and improve the quality of the dark night sky in its efforts to develop Astrotourism within the region.

The principles can be applied to any situation where protecting and conserving the night sky is important. Application of the principles benefit not only Astrotourism, but also astronomy, heritage, human health, safety, energy, wildlife, environment and ecological values.

BACKGROUND

The inappropriate or excessive use of artificial light is known as light pollution. The International Dark Sky Association (IDA) states that components of light pollution include:

- Skyglow – brightening of the night sky over inhabited areas
- Glare – excessive brightness that causes visual discomfort
- Light trespass – light falling where it is not intended or needed
- Clutter – bright, confusing and excessive groupings of light sources

Skyglow impacts the view of the night sky. The International Astronomical Union describes that “wasteful light from artificial sources emitted upward (at horizontal angles and higher) is scattered by aerosols such as clouds and fog or small particulates like pollutants in the atmosphere. This scattering forms a diffuse glow that can be seen from very far away. Skyglow is the most commonly known form of light pollution.”

Good lighting design principles are important considerations to manage skyglow to enable Astrotourism development. The Shire acknowledges Astrotourism activities can be of benefit economically and to the wider community. Astrotourism can:

- Increase visitor numbers, overnight stays and visitor spending;
- Diversify and increase employment;
- Increase regional economic development opportunities for Aboriginal Astronomy enterprise, tourism business and private investment in assets such as accommodation;
- Grow community capacity; and
- Raise the awareness within a community to apply for accreditation through the IDA International Dark Sky Places (IDSP) Program, founded in 2001.

The Shire also acknowledges that regional Western Australia has comparative international advantages for Astrotourism activities. These include:

- Low levels of artificial light pollution;
- Clear and dry skies
- Southern Hemisphere night sky location;
- International space science projects such as the \$1.3B Square Kilometre Array radio telescope.

ENGINEERING

55 Standard Drawings

Adoption		
Date	Meeting	Council Decision
	OCM	
Review		
Date	Meeting	Council Decision
	OCM	
Delegation		
No.	Title	
Legislative Reference		

PURPOSE:

The purpose of these documents is to ensure that construction within the Shire of Three Springs is built and maintained to a safe standard and ensuring consistency of design.

The standard drawings contain comprehensive technical information, installation procedures, permissible materials, guidelines and specifications.

POLICY

A document to ensure that construction within the Shire is built and maintained to a safe standard within the Shire's requirements.

1. Local government Guidelines for Subdivision Development October 2017.

The Local Government Guidelines for Subdivisional Development are for developers, planners, engineers, technical consultants and contractors involved in subdivisional design and construction.

They can be interpreted as setting out the minimum requirements that should be accepted by a Local Government in granting clearance of the engineering conditions imposed on a subdivision by the Western Australian Planning Commission (WAPC). The Commission is the subdivision approval authority in Western Australia acting under the Planning and Development Act 2005.

The Guidelines provide best practice engineering design and construction standards for important community infrastructure such as roads, drainage, parks, footpaths and tree planting.

The Guidelines encompass current legislation and best practice minimum engineering standards. They are intended to guide Local Government and the development industry through engineering specification, construction and post-construction subdivision approval.

2. The Shire of Three Springs practices the City of Wanneroo Infrastructure Standard Drawing

Appendix 1 – 05 Procurement Policy. Quote/tender Assessment Templates

Evaluation Reports

RECOMMENDATION REPORT-VERBAL or WRITTEN QUOTATION

QUOTATION NUMBER:
TITLE OF QUOTATION:
ESTIMATED CONTRACT VALUE
DATE:
FILE REF No:

SECTION A: OUTLINE THE REQUIREMENT

SECTION B: SUPPLIERS INVITED TO QUOTE

Supplier Name and ABN	Contact Details (name, phone, email, address etc.)	Date Quotation Issued

SECTION C: NUMBER OF QUOTATIONS RECEIVED

Refer to purchasing policy for number of quotations required to be obtained

Respondent Name	Quotation Price \$	Date Quotation Received	Records System Ref for Quotes

SECTION D: EVALUATION METHODOLOGY

To be completed if qualitative criteria were included in the Quote

Selection Criteria	Methodology / Delivery	Experience of Key Personnel	Previous company experience	Selection Criteria 4	Selection Criteria 5	Total Weighted Score	Ranking
Respondent's Name							
Respondent A	XX%	XX%	XX%	XX%	XX%	XX%	X
Respondent B							
Respondent C							
Respondent D							
Respondent E							

Evaluation By (Name):	Title

SECTION E: BASIS OF RECOMMENDATION

Justification – Include why a respondent was successful and why others were not.

Recommendation			
Requesting Officer's Name:		Signature:	
Position:		Date:	
Approval (in accordance with delegated authority)			

Approving Officer's Name:		Signature:	
Position:		Date:	

TENDER EVALUATION REPORT

<u>Template notes – delete prior to finalising this document</u>	
Blue Text	Must be completed, amended or deleted, as required.
Red Text	Is guidance / example / instructional information only and must be deleted prior to finalising the document

Prepared by Name of Evaluation Chair and Evaluation Process Facilitator

Date: <insert>

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1.0 Executive Summary

The Shire of Three Springs undertake an open public tender process to appoint a suitable Contractor/s for the supply of <insert description of goods, services and/or works required>.

The scope of this tender included:

- Insert major items

Very briefly discuss the background to this contract being developed (are there previous contracts, how has this contract come into being, what is different from previously or why is there a need for a new contract?). You may wish to mention, regulatory or environmental changes, technological advances, convergent technology etc.

Discuss the anticipated through put (\$value) of contract spend.

The length of contract (in number of years) – both initial and any proposed extensions (eg 2 x 2 years).

Highlight process to date – eg: EOI then RFT; public tender.

Are there any categories in this contract – and if so what are they?

< Number> of Tenders were received by the deadline of the Request for Tender. The Tender submissions were reviewed by an evaluation panel consisting of <details of evaluation panel, including names and titles, and organisations>.

Of the companies not appointed, the tender process identified insufficient technical capacity or resources. *Also list any other reasons eg financial due diligence undertaken.*

The company < company name> are recommended for appointment to the new [Subject], subject to contracting and satisfaction of outstanding clarifications and minor variations.

Recommendation

That this report be approved and that the tenderer recommended for appointment be offered a Contract for [Subject]subject to contracting and satisfaction of minor variations.

It is further recommended that the CEO be given delegated authority to award the Contract subject to the above conditions being met, or if required, to enter into negotiations with the second preferred respondent.

Recommended by (evaluation panel members):

{{Sig_es_:signer1:signature}}

<name>

<title & organisation>

{{Sig_es_:signer2:signature}}

<name>

<title & organisation>

{{Sig_es_:signer3:signature}}

<name>

<title & organisation>

Endorsed by:

{{Sig_es_:signer4:signature}}

<name>

<title & organisation> according to procurement delegations schedule

Approved by:

{{Sig_es_:signer4:signature}}

<name>

<title & organisation> according to procurement delegations schedule

2.0 Background

2.1 Title

The Shire of Three Springs issued an RFT for [name of contract] as an open/closed/restricted tender.

2.2 Contract Overview

Provide a brief overview of the Contract.

The scope incorporates: <scope>

2.3 Contract Term

The new Preferred Supplier contract will be for an Initial Period of <contract term> year initial term, plus extension options for a maximum period of <number of extensions> each for <number> of years. These are exercisable in any increment at the absolute discretion of the Principal. The commencement date is intended to be <date>.

3.0 RFT Process

3.1 Overview

Describe the RFT process.

3.2 Planning Process

A Procurement Business Case was approved by < person, title, position> on < date> and a Procurement Plan was approved by < person, title, position> on <date>.

3.3 Pre-Tender Estimate

The estimated contract value (ECV) is \$xx per year, with an aggregate of \$xx across the xx year/term of the contract.

3.4 Pre Tender Notification

Pre Tender notification was provided to potential suppliers (provided in Appendix A) who had previously registered their interest.

OR

A pre-tender notification was not issued.

3.5 Advertisement

The Request for Tender was advertised in the West Australian < date>, the Shire of Three Springs website on < date> and Tendering Portal (e.g. Tenderlink at www.tenderlink.com/walga) on <date>.

Include copy of the advert here.

3.6 RFT Open Period

<xx> addenda were issued during the RFT Open Period and a number of clarifications were provided. The RFT close date was extended by <xx> hours/days due to <reason>.

3.7 RFT Closing Date

The RFT closing date was <date> at <time> WST.

3.8 Tenders Received

<xx> submissions were received. A list of the Tenders received is provided in Appendix B, including a breakdown/matrix of categories.

Formal requests for acceptance of late tenders were received from:

- list companies

In accordance with the RFT process, the Shire of Three Springs declined to accept the late submissions for consideration.

OR

There were no formal requests for late tenders to be accepted.

4.0 Evaluation Details

4.1 Participants

The evaluation panel members are listed in the table below. The panel assessed all categories.

OR

The evaluation panel members are listed in the table below, together with information on the categories they evaluated.

If using the latter, then insert a column into the table below and list the categories each evaluation panel member was involved in.

Name	Title & Organisation	Role
		Voting/non-Voting
		Voting/non-Voting
		Voting/non-Voting
		Voting/non-Voting
		Technical Consultant

Declarations were collected from all evaluators for confidentiality and procedural fairness including conflict of interest.

4.2 Evaluation Material

After signing the declaration and prior to the evaluation, each panel member was provided with a list of respondents and reconfirmed there was no conflict of interest. They were then provided with:

- a copy of each tender submission; and
- an overview of the scoring matrix and process; .

The responses were assessed using < methodology e.g. online environment or paper based methodology>.

Please discuss in this section:

If an evaluation panel member discovered, on receiving the list of respondents, that there was a conflict of interest or potential conflict of interest – how was this resolved?

4.3 Evaluation Process

The Tender responses were evaluated as follows:

Section(s)	Evaluators
Compliance and Disclosure Criteria (non-weighted)	
Qualitative Criteria - Demonstrated Experience	
Qualitative Criteria – Technical Capacity	
Qualitative Criteria – Corporate Social Responsibility	
Pricing	

The evaluation process consisted of:

- each panel member individually read and assessed each tender. The assessment was based on the member allocating a score against the selection criterion resulting in an overall score determining their ability to provide the services.
- discussion with any technical consultants to the panel *(please clearly identify what category were they involved in and what they did)*.
- the panel discussed the tenders and reviewed the technical consultant's advice, and then reached a consensus on the shortlisted *(if a two (2) stage approach is adopted)* or preferred Tenderers *(if a single stage approach is adopted)*;
- Reference checks and financial due diligence on short listed *(if a two (2) stage approach is adopted)* or preferred Tenderer(s) *(if a single stage approach is adopted)* was undertaken;
- a recommendation was drafted;
- The evaluation report was endorsed by the Evaluation panel; and
- The recommendation was finalised for CEO/Council endorsement and approval.

4.4 Evaluation Criteria

The selection criterion utilised in this Request for Tender consisted of Compliance and Disclosure, Qualitative and a non-weighted pricing assessment.

The Compliance and Disclosure criteria were not point scored and were assessed on a Yes/No basis as to whether the criterion is satisfactorily met. A 'No' statement by the Tenderer does not automatically disqualify the Tenderer's response from proceeding through to assessment of the qualitative criteria.

A scoring system was used as part of the assessment of the weighted qualitative criteria. The Evaluation Criteria and scoring system is outlined at Appendix C.

5.0 Evaluation Summary

5.1 Assessment Summary

A summary statement for each Tenderer follows. The summaries have been prepared for the purpose of providing feedback to Tenderers and as a brief overview of the principal issues used by the Evaluation Panel to reach a decision on the preferred Tenderers. The summaries are not meant to cover all criteria and issues discussed by the Evaluation Panel. A full outline of the evaluation for each tenderer is contained within Appendix D.

All submissions were processed through to the qualitative/price evaluation on the basis that all compliance criteria had been met for the purposes of assessment.

OR

The following respondents did not pass through to the qualitative/price evaluation part of the process. The summary statements include the reasons why this occurred.

Insert list respondents that did not meet compliance criteria:

Minor issues associated with compliance criteria were identified through assessment to be further addressed through resulting shortlisting and contracting. These are detailed in the summary of submissions.

Tenderer		
Summary	Summary of response.	
Compliances	Summary of compliances.	
Criteria	Score %	Summary of Evaluation Panel Findings
Organisational Structure		
Service Delivery		
Corporate Social Responsibility		
Total Overall Score		
Consultant's report	Insert summary of Technical Consultant's report (if relevant). If not relevant, then delete this row.	
Price Offer	Summarise findings on pricing offered by this Tenderer. If there are different pricing mechanisms for each category, then pricing also needs to appear in the category assessment section.	
Recommendation	It is recommended/not recommended that Tenderer be appointed to the [Subject].	

Repeat above table for each respondent.

If there are several categories for the contract, then seek advice from procurementservices@walga.asn.au as we can provide a template.

5.2 Referee Reports

As part of the evaluation process, referees were contacted for the shortlisted or preferred Tenderer(s). At least one reference was obtained for each shortlisted or preferred Tenderer. Two referee checks were obtained where an issue was highlighted.

No issues were raised by referees that were of concern to the panel.

Or

Referees raised concerns regarding the following Tenderer(s):

Insert name or organisation and list of concerns.

An overview of the referee reports and the questions asked is contained in Appendix E. Reference details are contained on file and accessible if required.

5.3 Financial Report/Adverse Risk Report

As part of the evaluation process an independent financial check/adverse risk report was undertaken on the preferred Tenderer(s). These reports were supplied by <insert name of organisation> and are contained on file and accessible if required.

No issues were raised during this part of the process.

Or

The following Tenderer(s) were found to be of concern:

- *Insert organisation name and reason.*

An overview of the financial check/adverse risk report reports is contained in Appendix F.

6.0 Recommended Respondent/s

The Evaluation Panel recommends that < preferred tenderer's name> be accepted as having presented the most advantageous Offer and best value for money to the Shire of Three Springs. This is subject to any satisfactory contract negotiations and resultant amendments.

It is further recommended that the CEO be given delegated authority to award the Contract subject to the above conditions being met, or if required, to enter into negotiations with the second preferred Tenderer.

Appendix A - Pre-Tender Notification

The following Suppliers were identified as parties of interest in this Request for Tender process and were provided with a Pre Tender notification.

- *List suppliers*

OR

Not Applicable

Appendix B - Received Tenders

The following table show what Tender responses were received.

Tenderer	Submission Date

Appendix C - Evaluation Criteria and Scoring System.

The following Non Weighted Criteria was used for this RFT.

Copy here from the Procurement Plan.

The following Weighted Criteria was used for this RFT:

Copy here from the Procurement Plan.

The following scoring criteria was used for evaluating this RFT:

Score	Description
0	The Tenderer failed to respond to the criterion, therefore the Evaluation Panel is not confident that the Tenderer would be able to meet the requirements of the Request.
1	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel is not confident that the tenderer would be able to meet the requirements of the Request to the required standard.
2	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel has critical reservations that the tenderer would be able to meet the requirements of the Request to the required standard
3	The Tenderer provided a sub-standard response to the criterion. The Evaluation Panel has major reservations that the tenderer would be able to meet the requirements of the Request to the required standard
4	The Tenderer provided a poor response to the criterion. The Evaluation Panel has minor reservations that the tenderer would be able to meet the requirements of the Request to the required standard
5	The Tenderer provided a reasonable response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
6	The Tenderer provided a good response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
7	The Tenderer provided a very good response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to a very good standard.
8	The Tenderer provided a superior response to the criterion. The Evaluation Panel was highly confident that the tenderer would be able to meet the requirements of the Request to a high standard.
9	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was very confident that the tenderer would be able to meet the requirements of the Request to a high standard.
10	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was extremely confident that the tenderer would be able to meet the requirements of the Request to a very high standard.

Appendix D – Full details of evaluation

Insert the complete set of evaluation scores into this section, including each criterion within each category (if applicable).

Appendix E - Referee Reports

Insert a copy of the referee questions asked.

The following table summarises the feedback received from referee checks for each of the Tenderers. Full details are available in a separate document.

Tenderer	Name of Referee, Position and Organisation	Feedback Summary

Appendix F - Financial Check Reports

The following table summarises the results of the financial check performed on the Tenderers.

Tenderer	Financial Check Result

TENDER EVALUATION HAND BOOK

Prepared by:

Date:

BACKGROUND

Title

The Shire of Three Springs issued a Request for Tender for project

Scope

Use of This Workbook

The purpose of this evaluation handbook is to assist members of the Evaluation Panel (the Panel) assess the tender submissions. The evaluation handbook provides information in relation to:

- (a) the evaluation process and timetable of events;
- (b) scoring tender submissions and procedural fairness; and
- (c) scoring sheets and a declaration of confidentiality and interest form to be completed by each panel member.

EVALUATION PANEL

Key Objectives

The key objectives of the evaluation panel are to:

- (a) make a recommendation, to the CEO, as to the Tenderer that best represents value for money;
- (b) ensure the assessment of tender submissions is undertaken fairly according to a predetermined weighting schedule;
- (c) ensure adherence to Local Government policies and legislation; and
- (d) ensure that the requirements specified in the Request are evaluated in a way that can be measured and documented.

The CEO makes the final decision and awards the contract.

Evaluation Panel Members

The members of this evaluation panel are:

Name	Organisation	Job Title	Voting/Non-Voting Member

THE EVALUATION PROCESS

Summary

The proposed evaluation process is as follows:

- (a) Following the closing of tenders, panel members will receive a copy of each tender submission and this evaluation handbook;
- (b) The handbook will contain an evaluation scoring sheet and comparative price schedule for each of the Tenderers;
- (c) Panel members will individually score each tender submission using the 0 – 5 rating scale provided in this handbook;
- (d) The panel will then meet and reach a consensus score for each tender submission;
- (e) The panel shall reach a consensus as to the recommended Tenderer or Tenderers to be short-listed for further clarification;
- (f) A draft evaluation report will then be written which summarises the evaluation process;
- (g) Panel members, once satisfied with the content of the evaluation report, shall sign off on the evaluation report;
- (h) The evaluation report will then be considered for endorsement by the Principal, and depending on the contract value, may need to be submitted to the State Tenders Committee for endorsement;
- (i) Upon endorsement and finalisation of any outstanding issues, an acceptance letter will be issued to the successful Tenderer to commence negotiations.

TIMETABLE OF EVENTS

Timetable

For this Request, the proposed timetable of events is as follows:

Task	Date
Tender Opening and Registration:	
First pass tender evaluation & preliminary shortlisting	
Handout of shortlisted tender submissions and evaluation handbooks:	
Evaluation panel members individually qualitatively assess tender submissions:	
Evaluation panel consensus meeting to discuss tender submissions:	
Clarification/shortlisting process (if required):	
Evaluation report draft prepared by:	
Evaluation report finalised and signed off by each panel member by:	

Tender Submissions Received

The following organisations have made a submission:

- (a)
- (b)

PROCEDURAL FAIRNESS

Definition

Procedural fairness is defined as the duty to act fairly and the duty to adopt fair procedures that are appropriate and adapted to the circumstances of a particular case. Officers evaluating tenders have a legal obligation to act fairly.

The Requirements of Procedural Fairness

Knowledge

Before commencing the tender selection process, panel members must have an understanding of the contents of each tender submission; the selection criteria against which tenders will be rated; and the process by which each tender will be rated.

Relevant Considerations

Panel members must consider all relevant considerations related to each tender. This would include the Tenderer's responses to the selection criteria, and all other information Tenderers were required to supply.

Irrelevant Considerations

The tender selection process must not be based on irrelevant considerations, that is, anything outside the selection criteria or information requested in the tender.

Bias

The tender selection process must be free of bias, and any perception of bias. Any connections between a panel member and a Tenderer must be disclosed to the panel chairperson. Any possible issue of bias should be discussed with the panel chairperson as soon as it arises.

Probative Evidence

Tender ratings and selections must be made on the basis of the material requested and included in the tender submissions rather than mere speculation or suspicion.

Confidentiality

The contents of each tender should not be disclosed to any outside party. Each tender should be viewed as commercially confidential information.

Commenting during the Tender Selection Process

The panel chairperson is the only person permitted to comment to outside parties about the tender selection process and outcome.

SCORING THE TENDER SUBMISSIONS

Summary

In this section information will be provided as to:

- (a) the concept of value for money and the Regional Price Preference;
- (b) assessing the different components of the tender submission; and
- (c) the scoring rating scales.

Value for Money

Value for money focuses on the best outcome for the Local Government as a whole considering price, economic, environmental and social benefits. Value for money also requires consideration of Government policy, and specifically values such as open competition, efficiency, ethics and accountability.

When price is not weighted a value-for-money evaluation must be conducted where the final qualitative criteria score is weighed up against the price. A Relative Value for Money Index shall be calculated where a value for money decision is not immediately apparent.

Regional Price Preference

A Local Government located outside the metropolitan area may give a regional price preference to a regional Tenderer by reducing the bid price by:

- (a) up to 10% — where the contract is for goods or services, up to a maximum price reduction of \$50 000;
- (b) up to 5% — where the contract is for construction (building) services, up to a maximum price reduction of \$50 000; or
- (c) up to 10% — where the contract is for goods or services (including construction (building) services), up to a maximum price reduction of \$500 000, if the local government is seeking tenders for the provision of those goods or services for the first time, due to those goods or services having been, until then, undertaken by the Local Government.

If a regional price preference is to be given it is to be evaluated in accordance with the Local Government Policy created in accordance with Regulation 24E.

Assessing the Tender Submissions

There are 4 stages:

■ Compliance Criteria

The purpose of this initial examination and assessment is to ensure that the bids are legal and compliant. The compliance criteria are not point scored. Rather an assessment is made on a Yes/No basis. In making this assessment, a Tenderer may not need to comply with every detail of every requirement. Tenderers should be given an opportunity to make good gross non-conformances non-material to the solution or price tendered if the processes used ensures fairness and probity.

Non-compliant tenders may be set aside from further consideration at the chairman's discretion.

■ Qualitative Criteria

For those tenders that are compliant, an evaluation is then made of each Tenderer's response to the qualitative criteria. A rating scale of 0 – 5 is used to evaluate each tender submission. A copy of the rating scale is shown in this section.

In considering the score to be given to a Tenderer for each criterion, evaluation panel members should consider:

- (a) has the Tenderer understood the requirements of the criterion;
- (b) what is the Tenderer's capability in relation to the requirements of the criterion; and
- (c) the confidence that the Tenderer would be able to meet the requirements of the criteria

■ Price

Including within this Handbook is a price schedule which provides information in relation to the prices submitted by Tenderers. Once the consensus is complete on the non-priced component, the Evaluation Panel will examine the price schedule with a view to making a value-for-money judgement and a short-list of Tenderers. Any Tender clarifications required will be issued at this stage.

■ Verification of Claims

The final stage of evaluation is to verify claims and assurances provided by the Tenderer. This will include (delete as applicable):

- Sighting of insurance certificates of currency and professional qualifications
- Referee checks
- Visual inspection of past work performed
- Plant/workshop inspection
- Site visit/inspection
- Site Visit/Assessment of staff morale

- Presentation by the supplier

Reference checks will be completed by the Evaluation Panel members on the short-listed Tenderers only.

Evaluation Rating Scale

- A rating scale of 0 – 10 (as shown below) will be used for evaluating each tender submission response to the qualitative criteria.
- The **Rating Scale** below shall be used to score each qualitative criterion.
- Half points are not acceptable.

Rating Scale

Score	Description
0	The Tenderer failed to respond to the criterion, therefore the Evaluation Panel is not confident that the Tenderer would be able to meet the requirements of the Request.
1	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel is not confident that the tenderer would be able to meet the requirements of the Request to the required standard.
2	The Tenderer provided an inadequate response to the criterion. The Evaluation Panel has critical reservations that the tenderer would be able to meet the requirements of the Request to the required standard
3	The Tenderer provided a sub-standard response to the criterion. The Evaluation Panel has major reservations that the tenderer would be able to meet the requirements of the Request to the required standard
4	The Tenderer provided a poor response to the criterion. The Evaluation Panel has minor reservations that the tenderer would be able to meet the requirements of the Request to the required standard
5	The Tenderer provided a reasonable response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
6	The Tenderer provided a good response to the criterion. The Evaluation Panel was reasonably confident that the tenderer would be able to meet the requirements of the Request to the required standard
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8	The Tenderer provided a superior response to the criterion. The Evaluation Panel was highly confident that the tenderer would be able to meet the requirements of the Request to a high standard.

Score	Description
9	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was very confident that the tenderer would be able to meet the requirements of the Request to a high standard.
10	The Tenderer provided an excellent response to the criterion. The Evaluation Panel was extremely confident that the tenderer would be able to meet the requirements of the Request to a very high standard.

CHECKLIST

To ensure that the evaluation process is completed in the most efficient and effective manner, panel members should ensure, prior to the consensus meeting that they have:

- ☐ received a copy of each tender submission;
- ☐ scored each tender submission (using the scoring sheets provided) and taken sufficient notes to explain the scores;
- ☐ have completed the declaration of confidentiality and interest form; and
- ☐ brought copies of the tender submissions and scoring sheets to the consensus panel meeting.

EVALUATION SCORE SHEETS

- The evaluation sheets are shown on the following page.
- One evaluation sheet needs to be completed for each Tenderer.
- Any questions in relation to the scoring sheets or scoring process should be directed to the contact person listed on the cover of this Handbook.

Scorer's
Name:

1. **COMPLIANCE CRITERIA.** The Tenderer has complied with the following compliance criteria:

Criteria	Tenderers							
	1	2	3	4	5	6	7	8
Has the Form of Tender been signed?								
Is the Price Schedule completed?								
Did the Tender acknowledge each individual Tender Addendum?								
Is a clear legal entity identified? Check for validity. (ASIC check of ABN)								
Is it an alternate tender?								
If so does it accompany a conforming tender?								
Acceptance of terms and conditions of contract and scopes.								
Are there any qualifications to the tender conditions?								
Do they comply with the Conditions of Tendering?								
ER Management Plan included								
HSEC Management Plan included								
Three Referees provided								
Have the insurance details been completed? Is proof attached?								
Evidence of licensing required by Act or Regulation								
Company background/financial provided								

Tenderer Name	Comments on Compliance Criteria

2. QUALITATIVE CRITERIA

Scorer's

Name:

Criteria						
	Score	Comment	Score	Comment	Score	Comment
Relevant Experience						
Key Personal Skills and Experience						
Tenders Resources						
Demonstrated Understanding						

3. PRICE

Comments about the Tenderer's price submission:

The price schedule was compliant.

4. OVERALL COMMENTS

COMPARATIVE PRICE SCHEDULE

The below table provides a comparative price schedule for each of the Tenderers (*insert as appropriate in accordance with the tender in question*)

Tenderer	Price \$ Ex GST	Regional Price Preference	Total

DECLARATION OF CONFIDENTIALITY & INTEREST

Each evaluation panel member is required to complete the following declaration of confidentiality and interest form. Once completed, please provide to the contact person listed on the front cover of this handbook.

Request Number:

Request Title:

I _____ (please print your name) hereby declare that:

- a) I have no pecuniary interest in any of the Tenderers that have submitted a bid for the above named Tender, and that should that situation change; I shall inform the Tender Panel chairperson immediately in writing.
- b) I have no conflict in this Tender evaluation. Should any of the Tenderers be personally known to me I shall declare such knowledge to the other members of the Tender Evaluation Panel prior to the evaluation process.
- c) I agree to keep all information relating to the Tender evaluation process confidential. Under no circumstances will the details of other Tenders be discussed, disclosed or allowed to be discussed to other Tenderers.
- d) I shall keep the results of the Tender evaluation process confidential. No indication of the likely recommendation will be discussed, disclosed or allowed to be disclosed without written approval with any party.
- e) I have received copies of the Tender submissions
- f) I shall return all Tenders and Tender documents at the completion of the Tender evaluation process.

SIGNATURE: _____ DATE: _____

WITNESS: _____ DATE: _____

If you have any queries in relation to this document please contact the responsible contact person, shown on the cover page, prior to the Tender Evaluation Panel Meeting



Draft Corporate Business Plan

2020 – 2024

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Shire of Three Springs
132 Railway Road
Three Springs, WA, 6519
(08) 9954 1001
general@threesprings.wa.gov.au

www.threesprings.wa.gov.au

Our Vision

“Three Springs becomes a healthy and unified community with a bright future.”



Integrated Planning and Reporting Framework

All Western Australian local governments are required to prepare a Plan for the Future for their district, comprising of two key strategic documents, a Strategic Community Plan and Corporate Business Plan, which the local government is required to have regard for when forming its annual budget.

The Draft Corporate Business Plan 2020 – 2024, together with the Strategic Community Plan 2018 - 2028, is the Shire of Three Springs's Plan for the Future and has been prepared to achieve compliance with the *Local Government (Administration) Regulations 1996*.

Under *Local Government (Administration) Regulations 1996* Regulation 19DA (3), a Corporate Business Plan is to:

- a) set out, consistent with any relevant priorities included in the Strategic Community Plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
- b) govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
- c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

In forming the annual budget the Shire must have regard for the contents of the Plan for the Future in terms of Section 6.2(2) of the *Local Government Act 1995*.

Development of the Plan has also been influenced by the Department of Local Government and Communities Framework and Guidelines for Integrated Planning and Reporting.

Strategic Community Plan

The Shire of Three Springs community had a strong involvement and voice in the development of the Strategic Community Plan. In 2017, the community were invited to share their vision, aspirations and objectives for the future of the Shire of Three Springs, and the Strategic Community Plan was subsequently reviewed and updated to reflect the community aspirations.

This information provided a valuable insight into the key issues and aspirations held by the local community. Importantly for the Council, these views have helped establish clear priorities and shaped the visions, values, objectives and strategies contained within the Strategic Community Plan. The following four key strategic goals are defined within the Plan.

1. **Economic Development:** A prosperous, thriving and innovative local economy
2. **Environment:** To have a sustainable natural and built environment balanced with the needs of the community
3. **Community Wellbeing:** A healthy, cohesive and safe community
4. **Civic Leadership:** A collaborative and forward thinking community that is guided by strong leadership

Integrated Planning and Reporting Framework

Corporate Business Plan

Achieving the community's vision and the Shire's strategic objectives requires the development of actions to address each strategy contained within the Strategic Community Plan. Careful operational planning and prioritisation is required to achieve the objectives and desired outcomes due to the limited resources available. This planning process is formalised by the development of the Corporate Business Plan. The Corporate Business Plan converts the Strategic Community Plan into action through the adoption of an Annual Budget.

Actions requiring funding will only be undertaken once approved within the statutory budget and subject to funding availability. Along with achieving the community aspirations and objectives, the Corporate Business Plan draws on information contained within the following strategic documents.

Strategic Resource Plan

The Shire took a combined approach to asset management and long term financial planning processes to produce an overarching Strategic Resource Plan. A key objective of the Strategic Resource Plans is to highlight and define key long term strategies to maintain financial and asset services to the community over the long term.

Asset Management Planning Component

The Shire has developed an initial Asset Management Plan for major asset classes in accordance with Council's Asset Management Policy. The Asset Management Plan forms a component of an overall Asset Management Strategy which addresses the Shire's current processes and sets out the steps required to continuously improve the management of Shire controlled assets.

Capital renewal estimates contained within the Asset Management Plan have been included to the extent the financial and workforce resources are available to enable the renewals to occur.

Long Term Financial Planning Component

The Shire of Three Springs is planning for a positive and sustainable future. The Shire seeks to maintain, and where possible, improve service levels into the future while maintaining a healthy financial position.

During the development of this Corporate Business Plan, the Long Term Financial Plan was updated to confirm the financial capability to undertake the planned actions and ensure integration with this Plan. The results of this update are reflected within the Forecast Statement of Funding included within this document.

Workforce Plan

The Workforce Plan provides the workforce management and resource strategies necessary to deliver the objectives, outcomes and strategies of the Shire's Strategic Community Plan.

Workforce issues have been considered during the development of this Corporate Business Plan and the financial impacts of the Workforce Plan captured within the Long Term Financial Plan. A combination of workforce and financial constraints has influenced the prioritisation of actions within this Plan.

Review of Plan

In accordance with statutory requirements, the Corporate Business Plan is reviewed and updated annually to assess the progress of projects and realign the Plan's actions and priorities based on current information and available funding.

Forecast Statement of Funding

The following Forecast Statement of Funding is extracted from the Strategic Resource Plan to provide an indication of the net funding available. The forecast statement should be read in conjunction with the full Strategic Resource Plan and its underlying assumptions and predictions.

	2020-21	2021-22	2022-23	2023-24
	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES				
Revenues				
Rates	2,180,247	2,245,655	2,313,025	2,382,415
Operating grants, subsidies and contributions	1,292,794	1,305,720	1,318,778	1,331,966
Fees and charges	238,032	242,793	247,650	252,602
Interest earnings	12,218	11,296	11,291	11,722
Other revenue	46,460	46,924	47,393	47,866
	3,769,751	3,852,388	3,938,137	4,026,571
Expenses				
Employee costs	(1,739,991)	(1,757,395)	(1,774,970)	(1,792,717)
Materials and contracts	(706,667)	(713,740)	(720,882)	(728,097)
Utility charges (electricity, gas, water etc.)	(214,507)	(216,651)	(218,817)	(221,004)
Depreciation on non-current assets	(1,465,105)	(1,483,658)	(1,498,162)	(1,496,630)
Interest expense	(3,291)	(2,460)	(1,595)	(697)
Insurance expense	(188,486)	(190,371)	(192,276)	(194,198)
Other expenditure	(66,506)	(67,173)	(67,844)	(68,524)
	(4,384,553)	(4,431,448)	(4,474,546)	(4,501,867)
	(614,802)	(579,060)	(536,409)	(475,296)
Funding position adjustments				
Depreciation on non-current assets	1,465,105	1,483,658	1,498,162	1,496,630
Net funding from operational activities	850,303	904,598	961,753	1,021,334
FUNDING FROM CAPITAL ACTIVITIES				
Inflows				
Proceeds on disposal	75,750	71,407	121,576	142,562
Non-operating grants, subsidies and contributions	1,073,333	722,000	692,000	1,202,000
Outflows				
Purchase of property plant and equipment	(731,280)	(371,332)	(420,909)	(1,070,832)
Purchase of infrastructure	(1,431,650)	(1,305,686)	(1,245,686)	(1,245,686)
Net funding from capital activities	(1,013,847)	(883,611)	(853,019)	(971,956)
FUNDING FROM FINANCING ACTIVITIES				
Inflows				
Transfer from reserves	154,530	331,925	249,333	368,270
Outflows				
Transfer to reserves	(189,478)	(331,014)	(335,305)	(393,989)
Repayment of past borrowings	(21,066)	(21,898)	(22,762)	(23,659)
Net funding from financing activities	(56,014)	(20,987)	(108,734)	(49,378)
Estimated surplus/deficit July 1 B/Fwd	219,558	0	0	0
Estimated surplus/deficit June 30 C/Fwd	0	0	0	0

Capital Program

A number of projects are forecast to be undertaken during the life of the Plan, which result in additional capital expenditure. The projects include new, expansion, upgrade and renewals of assets and are detailed in the forecast capital expenditure provided in the Strategic Resource Plan (SRP).

A number of the projects listed in the SRP are reliant on external contributions, should these not be received the project may be deferred until adequate funding is available.

Key projects included within this Plan are:

Action	Project	2020-21	2021-22	2022-23	2023-24
4.4.8.1	Plant Replacement Program	230,280	321,332	370,909	1,020,832
1.4.1.1	Main Street Revitalisation	150,000			
2.6.2.1	Love Locks Soak-Plumbing	100,000			
2.8.5.1	Sports Pavilion-Building and Gym	100,000			
2.8.5.1	Swimming Pool-Lights	40,000			
2.8.1.1	Early Childhood Centre-Solar	25,000			
2.8.5.1	Sporting Club-Air-condition	30,000			
4.6.1.1	Drought Business Continuity Plan	6,000			
4.4.8.1	Furniture and Equipment Renewals	50,000	50,000	50,000	50,000
1.4.1.5	Roads Renewal RRG	377,000	600,000	600,000	600,000
1.4.1.5	Roads Renewal RTR	292,000	292,000	292,000	292,000
1.4.1.5	Roads Renewal	647,650	353,686	353,686	353,686
1.1.1.1	Dominican Park-Landscaping	55,000			
1.1.3.1	Footpaths Renewal	60,000	60,000		
Total		2,162,930	1,677,018	1,666,595	2,316,518

Service Delivery

The Shire of Three Springs delivers services to its community in line with its values and the four foundation areas set out within the Strategic Community Plan 2018-2028. Each of the four foundation areas has several outcomes the Shire seeks to achieve over the 10+ years of the Strategic Community Plan.

The table below summarises the desired outcomes under each of the four key strategic goals. Strategies and detailed actions to achieve these outcomes have been developed and are detailed on the following pages. As the Shire strives to achieve these outcomes, the community will be kept informed of the progress by means of the Annual Report.

Economic Development: A prosperous, thriving and innovative local economy	
Outcome 1.1	Develop tourism infrastructure and increase length of stay
Outcome 1.2	Increase the availability of land and improve services for housing and industry
Outcome 1.3	Increase the diversity of the existing business base
Outcome 1.4	Maintain and improve business infrastructure
Outcome 1.5	Retain and support the presence of the existing government services, facilities and other agencies in Three Springs
Outcome 1.6	Attract and maintain a stable workforce
Environment: To have a sustainable natural and built environment balanced with the needs of the community	
Outcome 2.1	A community that is well informed and respects our natural, cultural and built environments
Outcome 2.2	Protect and conserve our natural environment
Outcome 2.3	Three Springs is a comfortable and welcoming place to live and visit, and reflects our lifestyle values
Outcome 2.4	Preservation of local heritage and the unique character of our built environs
Outcome 2.5	An attractive, inviting and functional main street environment
Outcome 2.6	Efficient use of resources
Outcome 2.7	A regional service provider in recycling and waste
Outcome 2.8	To retain and improve high quality infrastructure
Community Wellbeing: A healthy, cohesive and safe community	
Outcome 3.1	People are motivated, work together and have an increased pride and participation in the community
Outcome 3.2	Managed population growth across a range of demographics, particularly aged and families
Outcome 3.3	Three Springs is recognized as an Age-Friendly community
Outcome 3.4	Increase the range and quality of housing for families and seniors
Outcome 3.5	Maintain and promote the provision of medical services
Outcome 3.6	To retain a safe environment for all
Outcome 3.7	Maintain and improve the provision of emergency services
Civic Leadership: A collaborative and forward thinking community that is guided by strong leadership	
Outcome 4.1	A well engaged and informed community that actively participates
Outcome 4.2	A long term strategically focused Shire that is efficient, respected and accountable
Outcome 4.3	Continue to provide quality local government services and facilities
Outcome 4.4	Increase the range and quality of housing for families and seniors
Outcome 4.5	Work in partnership with all community, government and corporate stakeholders
Outcome 4.6	To be strong advocates representing the community's interest

FOUNDATION 1

ECONOMIC DEVELOPMENT

The following tables reflect the future actions to be undertaken for each strategy. The prioritisation of the actions is reflected by a square indicating when the action is planned to be undertaken, or an arrow if the action will continue or be undertaken in the years beyond the four years of this Plan.

Outcome 1.1 Develop tourism infrastructure and increase length of stay

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.1.1 Provide and maintain good quality tourism infrastructure and facilities	1.1.1.1 Maintain and enhance local attractions in line with Asset Management Plan	■	■	■	■	➔
1.1.2 Participate in the "Wildflower Way" Tourist Drive	1.1.2.1 Continue involvement with Mid-West Tourism and the Regional Organisation of Councils to promote the region	■	■	■	■	➔
1.1.3 Develop complementary infrastructure and activities such as walk trails and heritage interpretation	1.1.3.1 Maintain, renew and upgrade infrastructure in line with the Asset Management Plan		■	■	■	➔
1.1.4 Continue to support and develop the Three Springs Visitors Centre	1.1.4.1 Provide the Visitor Centre facility	■	■	■	■	➔
1.1.5 Investigate and implement options for heritage opportunities	1.1.5.1 Continue to maintain local heritage assets			■	■	➔
1.1.6 Rebrand and promote Three Springs as an attractive place to live and work	1.1.6.1 Continue rebranding and promotion project	■	■			➔
	1.1.6.2 Develop the Three Springs brand	■	■			➔

Outcome 1.2 Increase the availability of land and improve services for housing and industry

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.2.1 Review the town planning scheme and develop a town planning strategy	1.2.1.1 Completed 2019					
	1.2.1.2 Undertake review and Scheme Amendment 1	■				
1.2.2 Approach Landcorp to assist in the development of land and services for industry and housing	1.2.2.1 Enable expansion of local industry and residential opportunities (land release) (Refer to Actions 1.3.1.1 1.6.3.1)	■				
1.2.3 Develop an Investment Attraction Plan	1.2.3.1 Develop an Investment Attraction Plan	■				

FOUNDATION 1

ECONOMIC DEVELOPMENT

Outcome 1.3 Increase the diversity of the existing business base

STRATEGY		ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.3.1	Promote existing and new industry opportunities to increase employment	1.3.1.1 Enable suitable land availability for commercial / industrial development (<i>Refer to Actions 1.2.2.1 1.6.3.1</i>)	■	■			
1.3.2	Promote business networking and collaboration	1.3.2.1 Facilitate business networking events and collaboration	■	■			
1.3.3	Support sustainable farming and other industry development	1.3.3.1 Investigate diversification opportunities (water supply, horticulture, aquaculture) and source investment for potential pilot project	■	■			
1.3.4	Support the provision of power, water and gas services to the region	1.3.4.1 Maintain standpipes and associated infrastructure	■	■	■	■	➔
		1.3.4.2 Advocate for adequate provision of power, water and gas services			■		
		1.3.4.3 Develop relationships with utility providers			■		
1.3.5	Leverage opportunities in regards to substation	1.3.5.1 Investigate additional opportunities			■	■	➔
1.3.6	Investigate and develop the long-term use of the Three Springs Mining Camp	1.3.6.1 Develop the long-term use of the Three Springs Mining Camp report.	■				

FOUNDATION 1

ECONOMIC DEVELOPMENT

Outcome 1.4 Maintain and improve business infrastructure

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.4.1 Encourage, support and assist local businesses to improve the appearance and presentation of their buildings	1.4.1.1 Implement strategic land development program to invest in the redevelopment of the main street	■				
	1.4.1.2 Improve the supply of residential housing	■				
	1.4.1.3 Facilitate a business forum	■				
	1.4.1.4 Request and encourage business community to take responsibility for the appearance of their properties	■				
	1.4.1.5 Maintain appropriate transport infrastructure in line with asset management planning	■	■	■	■	➔

Outcome 1.5 Retain and support the presence of the existing government services, facilities and other agencies in Three Springs

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.5.1 Continue to lobby government for retention and expansion of existing services including health, education and utilities	1.5.1.1 Continue to lobby government for retention and expansion of existing services including health, education and utilities	■				➔

Outcome 1.6 Attract and maintain a stable workforce

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.6.1 Attract and maintain family and childcare services / facilities	1.6.1.1 Completed 2019					
1.6.2 Develop and maintain attractive and affordable housing	1.6.2.1 Maintain, renew and upgrade infrastructure in line with the Asset Management Plan	■	■			➔
1.6.3 Develop a new Light Industrial Area	1.6.3.1 Develop a new Light Industrial Area (Refer to Actions 1.2.2.1 1.3.1.1)	■				

FOUNDATION 2

ENVIRONMENT

Outcome 2.1 A community that is well informed and respects our natural, cultural and built environments

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.1.1 Continue to support the Yarra Yarra Catchment Management Group	2.1.1.1 Promote Yarra Yarra Catchment Management Group media statements via the Yakabout		■	■	■	➔
	2.1.1.2 Support the YYCMG by providing a facility for their annual Three Springs information session with a focus on land rehabilitation		■	■	■	➔
2.1.2 Develop natural resource projects	2.1.2.1 Develop natural resource projects where opportunities and funding exist		■	■	■	➔
2.1.3 Develop promotional material to better inform visitors and locals about our natural, cultural and built environment	2.1.3.1 Review existing promotional material (<i>Refer to Strategy 1.1.6</i>)		■	■	■	➔
2.1.4 Improved signage	2.1.4.1 Maintain, renew and upgrade signage infrastructure in line with Asset Management Plan	■	■			➔
2.1.5 Improved communication between TS Visitor Centre and Shire	2.1.5.1 Maintain ongoing communication with the visitors' centre	■	■	■	■	➔

Outcome 2.2 Protect and conserve our natural environment

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.2.1 Manage Council controlled land to minimise environmental impact, in accordance to required environmental legislation and best practice	2.2.1.1 Manage Council controlled land to minimise environmental impact, in accordance with required environmental legislation	■	■			➔
2.2.2 Work with relevant authorities to develop a strategy to manage native and feral flora and fauna	2.2.2.1 In line with actions for Strategy 2.1.1				■	➔

FOUNDATION 2

ENVIRONMENT

Outcome 2.3 Three Springs is a comfortable and welcoming place to live and visit, and reflects our lifestyle values

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.3.1 Rebrand and promote Three Springs	2.3.1.1 As per Strategy 1.1.6	■	■			→
2.3.2 Lead by example and improve and maintain community infrastructure	2.3.2.1 Maintain, renew and upgrade community infrastructure in line with Asset Management Plan	■	■	■	■	→

Outcome 2.4 Preservation of local heritage and the unique character of our built environs

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.4.1 Develop and restore Duffy's Store	2.4.1.1 Develop and restore Duffy's Store	■	■			
	2.4.1.2 Implement 5 year Duffy's Store Development Plan 19/20-23/24	■	■			
2.4.2 Work closely with CBH to identify future opportunities for alternative uses of the silos	2.4.2.1 Approach CBH in relation to Silo alternative use opportunities	■	■			→
2.4.3 Include heritage interpretation in promotional materials	2.4.3.1 In line with strategies 1.1.6, 2.1.3 and 2.4.1			■	■	→

Outcome 2.5 An attractive, inviting and functional main street environment

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.5.1 Win Tidy Towns	2.5.1.1 Facilitate Tidy Towns submission			■		
2.5.2 Continue to implement the main street revitalisation plan	2.5.2.1 Reactivate the development strategy	■	■	■	■	
	2.5.2.2 Actions as per Strategy 1.4.1	■				
2.5.3 Work with local businesses to improve the appearance of their buildings	2.5.3.1 Actions as per Strategy 1.4.1	■				

FOUNDATION 2

ENVIRONMENT

Outcome 2.6 Efficient use of resources

STRATEGY		ACTIONS		2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.6.1	Review and monitor existing consumables and utilities usage	2.6.1.1	Review and monitor existing consumables and utilities usage			■	■	→
2.6.2	Investigate options for water harvesting	2.6.2.1	Support and encourage best practice water utilization management	■	■			→
2.6.3	Effectively manage the acquisition of gravel and rehabilitation of gravel pits	2.6.3.1	Effectively manage the acquisition of gravel and rehabilitation of gravel pits			■		→

Outcome 2.7 A regional service provider in recycling and waste

STRATEGY		ACTIONS		2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.7.1	Develop and implement wastewater reuse scheme	2.7.1.1	As per Strategy 1.3.3				■	→
2.7.2	Develop recycling opportunities to be based in Three Springs	2.7.2.1	Investigate recycling opportunities					→
2.7.3	Work with the Midwest Regional Council and other local authorities on waste disposal	2.7.3.1	Work with the Midwest Regional Council and other local authorities in relation to providing waste disposal services			■	■	→

FOUNDATION 2

ENVIRONMENT

Outcome 2.8 To retain and improve high quality infrastructure

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.8.1 Community infrastructure is better supported	2.8.1.1 Maintain, renew and upgrade community infrastructure in line with Asset Management Plan	■	■	■	■	➔
2.8.2 Maintain and develop staff housing to retain and attract quality staff	2.8.2.1 Develop staff housing to retain and attract quality staff	■	■			
	2.8.2.2 Maintain, renew and upgrade employee housing in line with Asset Management Plan	■	■	■	■	➔
2.8.3 Maintain quality medical facilities	2.8.3.1 Maintain, renew and upgrade medical services facilities in line with Asset Management Plan	■				➔
2.8.4 Explore opportunities to rationalise Council's properties	2.8.4.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan	■	■			➔
	2.8.4.2 Develop a property rationalisation strategy		■			
2.8.5 Maintain and develop community and sporting facilities	2.8.5.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan	■	■			➔
2.8.6 Provide high quality public toilets	2.8.6.1 Maintain, renew and upgrade infrastructure in line with Asset Management Plan			■	■	➔
2.8.7 Maintain and develop appropriate infrastructure assets in line with Council's Asset Management Plan	2.8.7.1 Review asset management planning	■	■	■	■	➔

FOUNDATION 3

COMMUNITY WELLBEING

Outcome 3.1 People are motivated, work together and have an increased pride and participation in the community

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.1.1 Develop and implement a Marketing and Communications Plan	3.1.1.1 Develop and implement a Marketing and Communications Plan	■	■			
3.1.2 Continue to support the Community Action Group as an independent group	3.1.2.1 Continue to support the Community Action Group	■	■	■	■	→
3.1.3 Continue to fund a Community Development Officer	3.1.3.1 Continue to fund a Community Development Officer	■	■	■	■	→
3.1.4 Develop and implement our customer service charter	3.1.4.1 Develop and implement our customer service charter	■				
3.1.5 Continue to support community organisations	3.1.5.1 Continue to support community organisations	■	■	■	■	→
3.1.6 Actively facilitate, support and participate in community events	3.1.6.1 Actively facilitate, support and participate in community events	■	■	■	■	→

Outcome 3.2 Managed population growth across a range of demographics, particularly aged and families

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.2.1 Review the town planning scheme and develop a town planning strategy	3.2.1.1 As per Strategy 1.2.1	■				
3.2.2 Develop an Investment Attraction Plan	3.2.2.1 As per Strategy 1.2.3	■				
3.2.3 Identify land use options such as special rural in the new Town Planning Scheme	3.2.3.1 New scheme adopted in 2019. In line with Action 1.2.1.2 for Scheme Amendment 1	■				
3.2.4 Maintain and develop early childhood family services to support existing and attract new families	3.2.4.1 Completed					

FOUNDATION 3

COMMUNITY WELLBEING

Outcome 3.3 Three Springs is recognized as an Age-Friendly community

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.3.1 Prepare an Age-Friendly Plan for the town	3.3.1.1 Prepare an Age-Friendly Plan for the town					→
3.3.2 Review and update Disability Access and Inclusion Plan	3.3.2.1 Ongoing review and update Disability Access and Inclusion Plan (reviewed 2019)		■		■	→
3.3.3 Support youth activities	3.3.3.1 Provide community recreational infrastructure in line with Asset Management Plan	■	■	■	■	→

Outcome 3.4 Increase the range and quality of housing for families and seniors

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.4.1 Develop and implement an Investment Attraction Plan	3.4.1.1 As per Strategy 1.2.3	■				

Outcome 3.5 Maintain and promote the provision of medical services

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.5.1 Improve the provision of allied health services including HACC	3.5.1.1 Completed					
	3.5.1.2 Completed					
3.5.2 Continue to lobby government to maintain hospital facility and staff in town	3.5.2.1 Advocate to maintain hospital facility and staff in town	■	■	■	■	→

Outcome 3.6 To retain a safe environment for all

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.6.1 Continue to lobby to maintain police presence	3.6.1.1 Completed					
3.6.2 Support Constable Care program and Blue Light Discos	3.6.2.1 Support Constable Care program and Blue Light Discos if required				■	→

FOUNDATION 3

COMMUNITY WELLBEING

Outcome 3.7 Maintain and improve the provision of emergency services

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.7.1 Continue to support and fund the community and emergency services management position for the region	3.7.1.1 Continue to support and fund the community and emergency services management position	■	■	■	■	➔
	3.7.1.2 Continue to support the local bush fire brigades and volunteers	■	■	■	■	➔
3.7.2 Update and implement Emergency Management Plans	3.7.2.1 Update and implement Emergency Management Plans		■	■	■	➔

FOUNDATION 4

CIVIC LEADERSHIP

Outcome 4.1 A well engaged and informed community that actively participates

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.1.1 Improve the quality and efficiency of the Yakabout	4.1.1.1 Maintain effective policies, procedures and practices	■	■	■	■	➔
4.1.2 Rebrand Three Springs	4.1.2.1 As per Strategy 1.1.6	■	■			➔
4.1.3 Engage local schools to better inform students of the role of local government	4.1.3.1 Support local schools to better inform students of the role of local government	■	■	■	■	➔
4.1.4 Lead by example to get the community involved in the decision making process	4.1.4.1 Ongoing meaningful communication and engagement with residents and ratepayers	■	■			➔
4.1.5 Support and acknowledge volunteers	4.1.5.1 Support and encourage recognition of our local community volunteers	■	■	■	■	➔
	4.1.5.2 Host a volunteer recognition event following COVID-19 restrictions being lifted	■				
4.1.6 Actively facilitate, support and participate in community events	4.1.6.1 As per Strategy 3.1.6	■	■	■	■	➔

Outcome 4.2 A long term strategically focused Shire that is efficient, respected and accountable

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.2.1 Facilitate education and training for elected members	4.2.1.1 Ongoing training and development for elected members	■	■	■	■	➔
4.2.2 Encourage and mentor community leaders to become Councillors	4.2.2.1 Encourage and mentor community leaders to become Councillors	■	■	■	■	➔
4.2.3 Maintain Integrated Planning and Reporting	4.2.3.1 Support and implement the IPR framework	■	■	■	■	➔
	4.2.3.2 Undertake community engagement and major review of Strategic Community Plan	■	■			
4.2.4 Encourage businesses to employ local where possible	4.2.4.1 Encourage businesses to employ local where possible	■	■	■	■	➔

FOUNDATION 4

CIVIC LEADERSHIP

Outcome 4.3 Continue to provide quality local government services and facilities

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.3.1 Annually survey customers for feedback	4.3.1.1 Facilitate customer satisfaction survey		■			
4.3.2 Ensure compliance with all relevant legislation	4.3.2.1 Seek high level of compliance in organisational practices	■	■	■	■	→
4.3.3 Maintain, review and ensure relevance of Council policies and local laws	4.3.3.1 Seek a high level of legislative compliance and effective internal controls	■	■	■	■	→

Outcome 4.4

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.4.1 Investigate new sources of revenue and income	4.4.1.1 Seek to deliver best practice services and outcomes within resource capabilities	■	■	■	■	→
4.4.2 Review and improve long term financial planning	4.4.2.1 As per Action 4.4.1.1	■	■			→
4.4.3 Review and improve core asset management plans	4.4.3.1 Seek to deliver best practice services, infrastructure and outcomes within resource capabilities	■	■			→
4.4.4 Review and improve workforce planning	4.4.4.1 Review and maintain effective workforce planning	■	■			→
	4.4.4.2 Ensure implementation and commitment to continual workplace health and safety improvement	■	■			→
4.4.5 Continue to provide staff training and development	4.4.5.1 Provide opportunities for training and development for staff	■	■	■	■	→
4.4.6 Review Corporate Business Plan	4.4.6.1 Demonstrate sound financial planning and management	■	■	■	■	→
4.4.7 Maintain effective and efficient ICT systems	4.4.7.1 Continue to implement the ICT Strategy	■	■	■	■	→
4.4.8 Review Plant Replacement Program	4.4.8.1 Review Plant Replacement Program	■	■	■	■	→
4.4.9 Review and improve strategic financial reporting for ease of understanding	4.4.5.5 As per Action 4.4.6.1	■	■	■	■	→

FOUNDATION 4

CIVIC LEADERSHIP

Outcome 4.5 Work in partnership with all community, government and corporate stakeholders

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.5.1 Maintain links with regional bodies such as MWDC	4.5.1.1 Collaborate with regional partners and other organisations	■	■	■	■	➔
4.5.2 Continue involvement with government and corporate stakeholders such as Regional Road Group	4.5.2.1 As per Action 4.5.1.1	■	■	■	■	➔

Outcome 4.6 To be strong advocates representing the community's interest

STRATEGY	ACTIONS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.6.1 Continue to lobby government and corporate entities to ensure adequate services and facilities are available for the community	4.6.1.1 Effectively represent and lobby on behalf and promote the Shire of Three Springs	■	■	■	■	➔

Measuring Success

The intended outcome of this Plan is to align the community's visions and aspirations for the future of the Shire of Three Springs to the Shire's objectives. Success will be measured by both quantifiable and non-quantifiable outcomes.

Strategic performance indicators provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The strategic performance indicators and desired trend for each objective are provided in the table below.

FOUNDATION 1

ECONOMIC DEVELOPMENT

Performance Indicator	Desired Trend
Visitor Numbers and Length of Stay	Maintain Increasing
Road Expenditure	In line with budget
Statutory Asset Management Ratios	Maintain healthy ratios
Land Services for Industry and Housing	Development of new light industrial area
Planning Framework	Maintain compliance

FOUNDATION 2

ENVIRONMENT

Performance Indicator	Desired Trend
Building Infrastructure Housing	Appropriate asset management planning undertaken
Building Infrastructure Maintenance and Renewal	In line with budget
Planning Framework	Maintain compliance

FOUNDATION 3

COMMUNITY WELLBEING

Performance Indicator	Desired Trend
Media Activity	Increase level of positive engagement
Provision of Health Services	Maintain level of service
Community Volunteers	Maintain and support
Planning Framework	Maintain compliance

FOUNDATION 4

CIVIC LEADERSHIP

Performance Indicator	Desired Trend
Statutory Financial Ratios	Maintain healthy ratios
Elected Members representation	Maintain participation on boards and committees
Currency of Strategic Plans and Reports	Maintain currency

Services and Facilities

Services and facilities provided by the Shire have been linked with the relevant strategies in the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Three Springs.

Services Facilities Support	Strategy
Aged seniors' services	3.3.1
Building approval process control	4.3
Caravan park	1.1.1
Cemetery	2.8.7
Childcare playgroup	1.6.1 3.2.4
Community engagement	1.3.2 3.1.1 3.1.5
Community halls	2.8.1
Council buildings heritage assets	1.1.1 1.1.3 1.1.4 1.1.5 2.4.1 2.8.4
Customer service	3.1.4
Economic development	1.1.1 1.2.3 1.3.1 1.3.3 1.6.3
Emergency services	3.7.1 3.7.2
Festival event support	3.1.5 4.1.6
Health administration inspection	4.3.2 4.3.3
Library library services	4.3
Medical health services	1.5.1 2.8.3 3.5.1 3.5.2
Natural resource management	2.1.1 2.1.2 2.1.3 2.2.1 2.2.2
Parks gardens reserves	1.1.1 1.1.3
Public toilets	2.8.6
Ranger services	4.3.2 4.3.3
Regional collaboration	1.1.1 1.1.2 4.5.1 4.5.2
Roads infrastructure	1.1.2 2.8.7
Rubbish recycling kerbside collection	2.7.3
Sport recreation facilities	2.8.1 2.8.5
Strategic planning	4.2.3 4.4.2 4.4.3 4.4.4 4.4.6
Street lighting	2.3.2 2.6.1
Support for volunteers	3.1.5 4.1.5
Tourism management	1.1.1 1.1.2 1.1.3 1.1.4
Town beautification landscaping	1.1.3 2.5.1 2.5.2 2.5.3
Town planning	1.2.1 1.2.2 3.2.1
Waste management	2.7.3
Youth services	3.3.3

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Three Springs operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Draft Corporate Business Plan are set out below.

External Factors

Increasing community expectations in relation to service levels and service delivery

Rapid changes in information technology changing the service delivery environment

Increased compliance requirements due to Government Policy and Legislation

Cost shifting by Federal and State Governments

Reducing external funding for infrastructure and operations

Changes in mining and pastoral practices and the associated social impacts

Climate change and subsequent response

COVID-19 Pandemic

Internal Factors

The objectives and strategies contained in the current Strategic Community Plan

The timing and actions contained in the Corporate Business Plan

Organisational size, structure, activities and location

Human resourcing levels and staff retention

The financial capacity of the Shire

Allocation of resources to achieve strategic outcomes

Maintenance of corporate records

References and Acknowledgements

Reference to the following documents or sources were made during the preparation of the Draft Corporate Business Plan:

- Shire of Three Springs Strategic Community Plan 2018–2028;
- Council website: www.threesprings.wa.gov.au;
- Shire of Three Springs Corporate Business Plan 2017-2021;
- Shire of Three Springs Draft Strategic Resource Plan 2020-2035;
- Shire of Three Springs Annual Financial Report 2018-2019; and
- Shire of Three Springs Adopted Budget 2019-2020.

Prepared with the assistance of:

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Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Three Springs.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Three Springs, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Three Springs.

This Plan is supplied in good faith for public information purposes and the Shire accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

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Workforce Plan

2020 - 2024

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Vision

“Three Springs becomes a healthy and unified community with a bright future.”



1. Introduction

The Shire is pleased to present the Shire of Three Springs Workforce Plan 2020 - 2024. The Plan assists the Shire to respond to its workforce challenges in a strategic way as we work with the community to build a bright future and a capable workforce.

The Shire's Strategic Community Plan and Corporate Business Plan outline the community's hopes and aspirations and the Workforce Plan plays an important part as we seek to ensure the Shire has the right people, in the right place, at the right time, to meet the needs of our community.

The Shire has a number of mature employees (over 55 years) whose knowledge, experience and expertise are essential to our capacity to service the community. Overall, the Shire seeks to maximise employment opportunities for local residents whilst meeting the needs of employees at the various stages of their careers and working life.

The Shire continues on its journey to meet the changing service demands of its community. This requires a skilled, flexible and productive workforce across the organisation to deliver the Shire's Strategic Community Plan objectives. It also requires the organisation to build a culture of discipline, innovation and continual improvement to make it happen.

Keith Woodward

Chief Executive Officer

2. Integrated Planning Framework

2.1 What is workforce planning?

Workforce planning is a process of analysis to ensure the Shire has the right people, in the right place, at the right time to achieve the objectives set out in the Shire's Strategic Community Plan.

Workforce planning assists management to anticipate change, identify the important issues driving workforce activity and implement the strategies to support positive workforce development and strategic outcomes.

2.2 Key principles of workforce planning

- Building workforce strategies aligned to and supporting the Shire's strategic direction and values;
- Ensuring the workforce planning process is joined to the Shire's Integrated Planning Process;
- Actively involve managers, employees and other stakeholders in developing, communicating and implementing the workforce strategies;
- Utilising a risk management approach to workforce planning and identifying 'Mission Critical' areas of operations;
- Establishing effective implementation processes to ensure the successful execution of core strategies; and
- Continually monitoring and evaluating the progress towards implementing the workforce strategies and measuring its contribution towards meeting the Shire's strategic goals.

2.3 Integration with the Integrated Planning and Reporting Framework

Workforce planning responds to the requirements of the State Integrated Planning and Reporting Framework which is a planning obligation on all local governments in Western Australia. The four elements of the framework are:

- Strategic Community Planning;
- Corporate Business Planning;
- Budgeting; and
- Reporting.

The Shire has developed a Strategic Community Plan and Corporate Business Plan with these plans informed and supported by a Strategic Resource Plan (incorporating long term financial and asset management planning) along with this Workforce Plan.

3. Shire of Three Springs Analysis

3.1 Shire of Three Springs Demographics

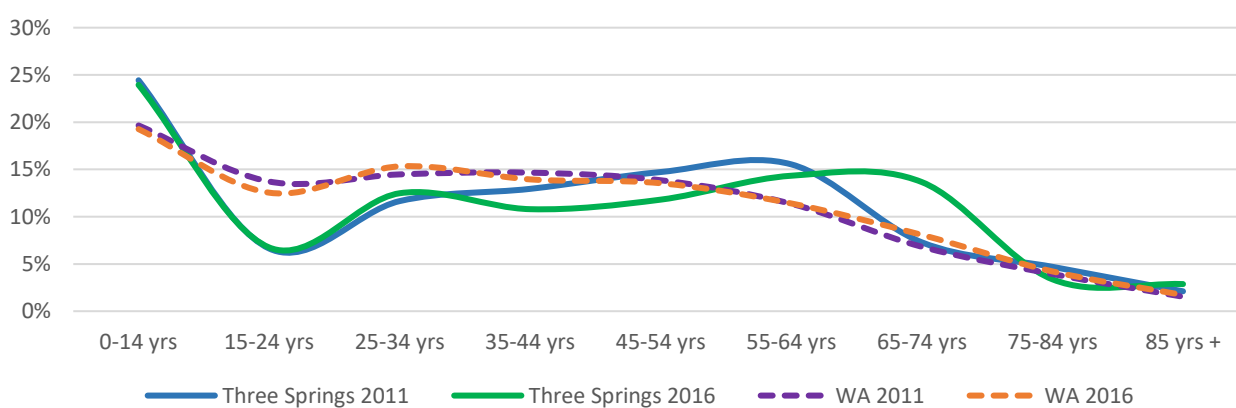
The Shire of Three Springs covers an area of 2,656km², situated in the Mid-West region of Western Australia, incorporating the communities and localities of Arrino, Dudawa and Kadathinni. The Shire administration centre is located in the town of Three Springs, 313 km north of Perth. Three Springs is a beautiful little town in the heart of wildflower country. Renowned for its picturesque townscape and old style wheat silos, visible from all roads leading into town. Tourism is an increasing industry in the area, being located in the heart of Wildflower Country.

The Shire of Three Springs has developed significant public infrastructure over the years, in response to community needs. There are a number of recreation facilities located throughout the district, servicing the sporting clubs and community groups. The transport network includes 191 km of sealed roads and 327 km unsealed roads through the Shire. This network is essential to the economic and social fabric of the district. Visitors can access major services including accommodation, banking, bottle shop, butcher, chemist, dining, fuel, groceries, hardware, lotto, and tourism information.

3.2 Population distribution

On the Census night in 2016, the Shire of Three Springs resident population was 594¹, a minor decrease from the population recorded on Census night in 2011, of 618¹. The age distribution trends from 2011 to 2016 show minor change (as indicated by the chart below) for both the Shire of Three Springs (represented by blue (2011 demographic) and green (2016 demographic) lines) and Western Australia (represented by purple dotted (2011 demographic) and orange dotted (2016 demographic) lines).

3.3 Percentage of Population by Age



When comparing the Shire's demographic to Western Australia, there is lower proportion of younger residents in the 15-44 year old age, with many in this group leaving for schooling and early career opportunities. Making up approximately 34% of the resident population, residents over 55 are the largest demographic, indicating a demand for relevant services. With the number of residents aged between 25 and 64 making up 49% of the resident population, there is large scope for the growth, development and leadership within the community.

¹ Australian Bureau of Statistics, Three Springs (S) (LGA58260) 2016 Census of Population and Housing, viewed 3 April 2020

3. Shire of Three Springs Analysis

3.4 The External Environment

There are a range of external trends and challenges that influence and determine the key strategies developed in this Workforce Plan. These key trends include:

Socio Demographic Trends

- A multi-generational workforce, each with their own needs, aspirations and expectations;
- 25-64 year old's are 49.4% population within the Shire; and
- Greater work/life balance expectations.

Competition

- Projected talent and skill shortage;
- Demand for mining workforce competing for talent;
- Surrounding local governments; and
- Water Corp/ Western Power.

Economic

- Cost of living and inflationary pressures within WA;
- Global and national economic uncertainty resulting in a reducing availability of external grants and contributions;
- Unknown impacts of COVID-19 Pandemic; and
- Decline in housing stock locally.

Political

- The implementation of initiatives in relation to the Integrated and Reporting Framework may require additional local resources as well as new capabilities; and
- Increasing expectation in relation to corporate governance standards and transparency of decision making, bringing with it a range of workforce considerations.

Technology

- The pace of change and emerging technology trends present local governments with both challenges and opportunities in managing information, delivering services, improving processes and decision making;
- Technology provides a range of tools to assist workforce management including communicating with employees, e-learning, employee monitoring and connecting employees across locations;
- Trends such as social media, cloud based applications, robotic automation will be of particular importance and application in the future; and
- Access and availability of communications infrastructure.

Industry

- There is an increasing lack of sustainability in financing renewal of assets, with ageing community infrastructure playing a major role. There is a heavy reliance on state or federal funding; and
- Significant cost shifting from other levels of government to the local level without the associated resources.

Customers

- Many customers are becoming better informed and assertive about their rights.

3. Shire of Three Springs Analysis

3.5 The External Labour Market

The external labour market demand indicates difficulties in attracting and retaining staff in key occupations due mainly to continuing labour demand in the mining, construction and professional services, scientific and technical service, public service, community and health sectors. This is based on the Occupations in High and Medium Demand research around industry critical occupations; areas of high growth forecasts in the WA State Priorities Occupation List 2017² produced by the Department of Training & Workforce Development.

Some of the specific positions that are regarded as being in high demand, which may impact the Shire in regards to recruitment and retention include:

- Chief Executive Officer;
- Environmental Health Officer;
- Accountant / Finance Manager; and
- Works Manager/Supervisor.

It is noted that the external market is somewhat volatile due to changing economic conditions in the mining, manufacturing and construction industries, and the unknown impacts of the COVID-19 Pandemic.

The Shire identified the following skills as challenging to source:

- Accounting;
- Works management/supervision.
- Plant Operators; and
- Multi-skilled local government experienced staff.

3.6 Shire of Three Springs Internal Operating Environment

Service Delivery

The Shire provides a number of services to the community as listed below:

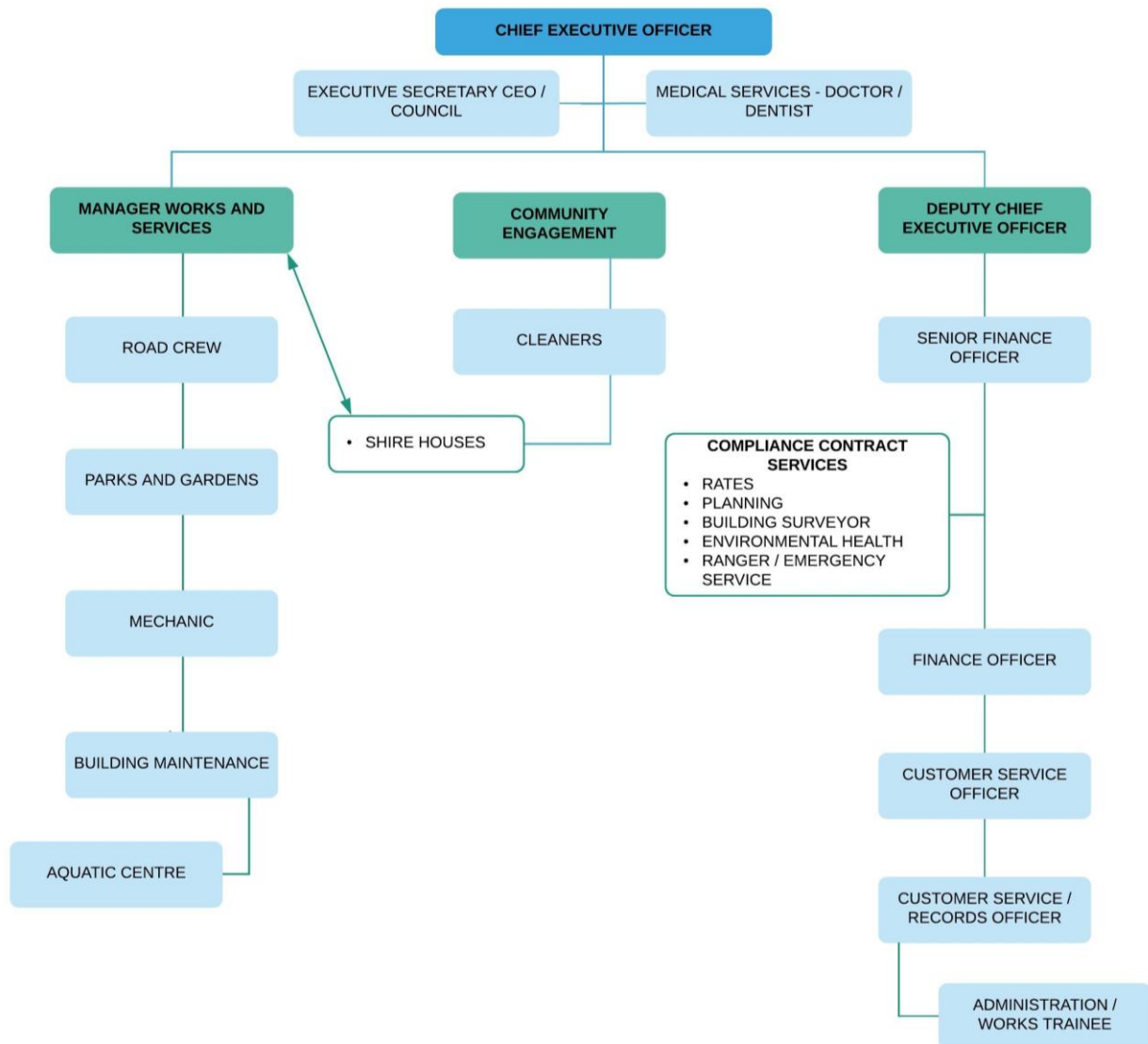
- | | |
|--|--|
| • Co-ordination of Shire activities and functions; | • Sport recreation; |
| • Co-ordination of management functions; | • Caravan park; |
| • Liaison with Government and Ministerial offices; | • Support for volunteers; |
| • Corporate strategic planning; | • Information tourism services; |
| • Business economic development; | • Event support |
| • Statutory compliance; | • Roads streets; |
| • Executive support to Council; | • Shire buildings maintenance heritage assets; |
| • Special projects; | • Parks gardens reserves; |
| • Financial administration; | • Cleaning; |
| • Human resources occupational health safety; | • Ranger services; |
| • Information communication; | • Emergency services; |
| • Community development; | • Cemetery; |
| • Library information services; | • Health administration inspection services; |
| • DOT services | • Building planning services; and |
| • Procurement; | • Private works. |
| • Asset management; | • Medical Services (doctor and dentist) |

² Department of Training & Workforce Development: SPOL year: 2017 www2.dtwd.wa.gov.au/apps/spol/Pages/default.aspx

3. Shire of Three Springs Analysis

3.7 Current Organisation Structure

The organisation structure may require further development as the strategies outlined in this plan are actioned, including review of position descriptions, skills analysis and service level planning is further undertaken. The current organisational structure is reflected below.



3. Shire of Three Springs Analysis

3.8 Workforce profile

Information	Shire of Three Springs - as at March 2020
Number of employees	25
Full time equivalent employees	20.5
Gender	68% female 32% male
Total annual wages	\$1.65m ³
Employment type	There is a range of full time, part time, fixed term contract and casual staff employed
Annual/LSL liability ⁴	Current \$142,339 Non-Current \$55,237
Awards and Agreements	Local Government Officers (Western Australia) Interim Award 2011
Age profile	The average age of current employees is 48 years
Years of Service	The average length of service is 3 years

³ Shire of Three Springs Annual Budget 2020-21

⁴ Shire of Three Springs Annual Financial Statements 2018-19

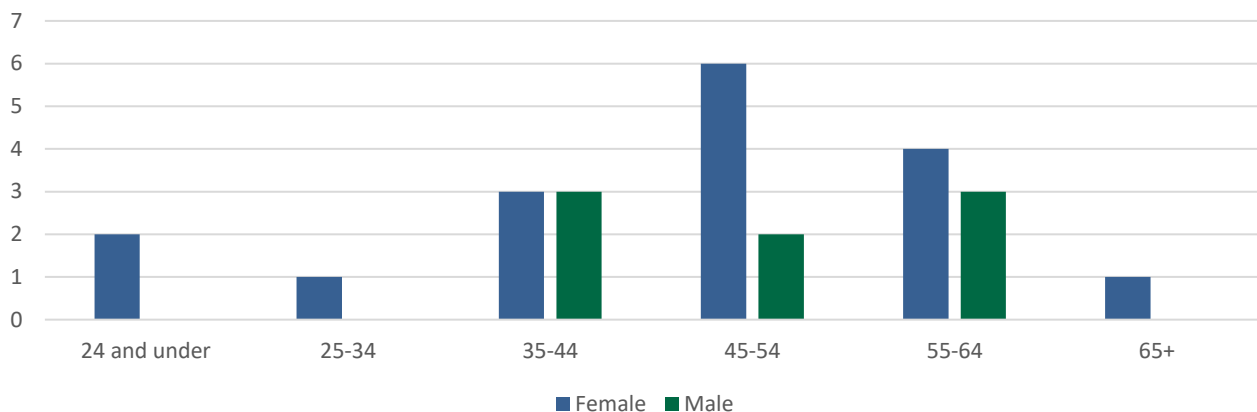
3. Shire of Three Springs Analysis

3.9 Workforce Demographics

This section contains an analysis of some key workforce metrics such as age, gender and terminations. Included in this analysis are full time, part time and casual staff as well as those on leave, including long service and maternity leave, however contractors, agency staff and group apprentices are excluded.

The workforce gender composition at April 2020, was 68% female and 32% male. As indicated above, this composition includes full time, part time and casual staff.

Age Distribution of Total Organisation



A considerable proportion (64%) of employees are over 45 years of age. Attracting and retaining younger employees is an important challenge as this cohort are often a source of innovation as well as representing the talent pool for the future.

With 32% of employees over 55, there are potential issues relating to knowledge retention and business continuity should these staff, often with years of experience, exit the organisation at short notice. Strategies to address this issue include identifying and training potential successors for business critical jobs. There is also potential to develop a range of strategies to continue to retain mature workers within the Shire (e.g. flexible work arrangements, transition to retirement, etc.).

The Shire's workforce size is generally stable, however at the time of this review there are 4 full time vacant positions within the engineering workforce. As detailed on the following page, the staff turnover is stable over the past 5 years, with vacancies occurring in a range of positions across the organisation during this time.

3. Shire of Three Springs Analysis

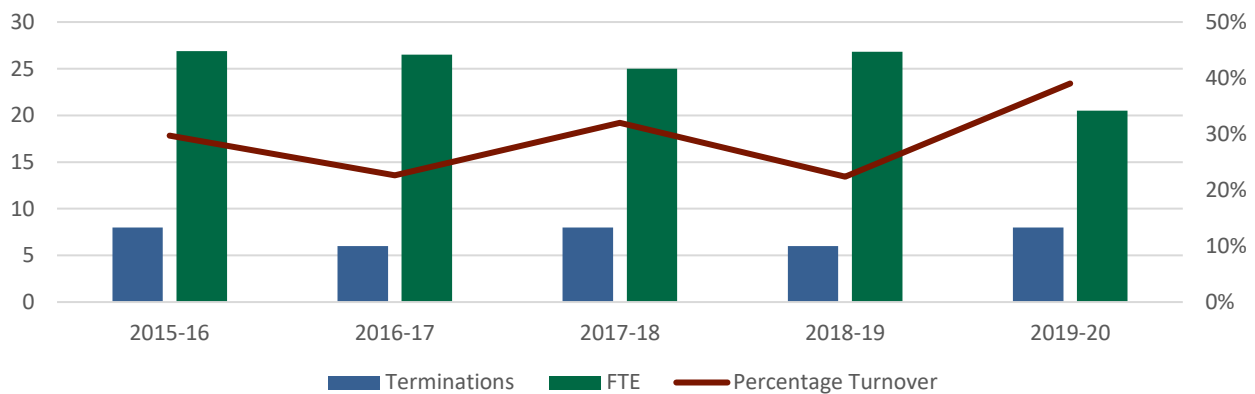
3.9 Workforce Demographics (continued)

Termination Rates

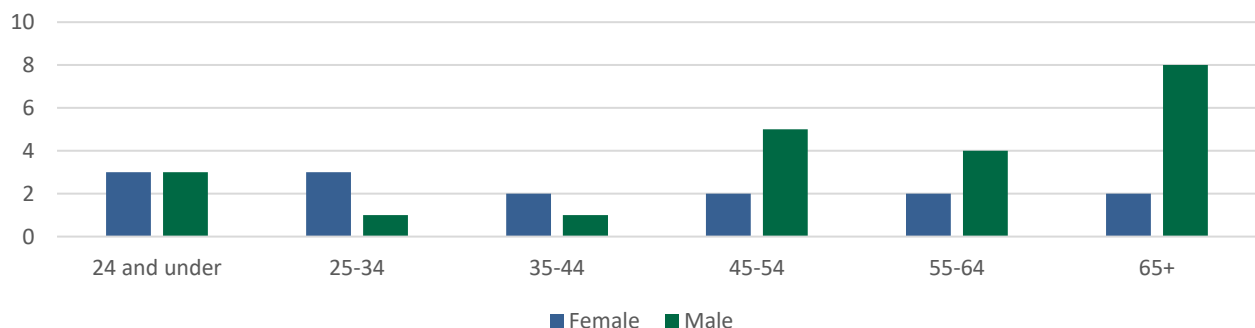
Below are graphs showing the exit rates for the Shire of Three Springs by age and length of service for the period 2015-16 to 2019-20. These need to be considered in the context of the size of the workforce and overall length of service. Over this period the average annual turnover rate is 29%, this does not include fixed term contract and casual employees.

Taking into account the regional location and size of the workforce, ongoing monitoring of this rate should be undertaken to assist the organisation with future planning and to maintain a steady and reasonable rate of turnover.

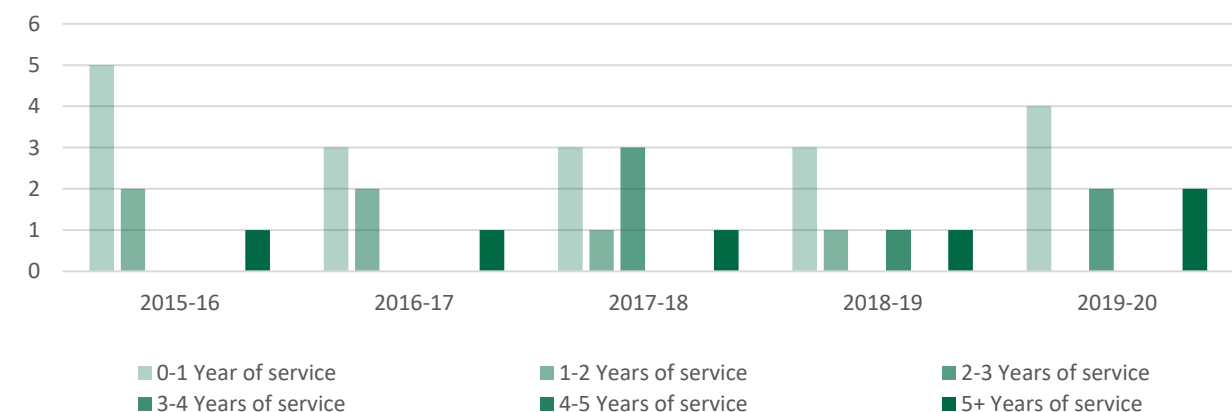
Turnover Rate



Termination Rates by Age and Gender



Termination Rates by Years of Service



4. Strategic Community Plan Workforce Implications

4.1 Overview

This section addresses:

- The Strategic Community Plan and Corporate Business Plan;
- Key risk areas;
- Future workforce demand and requirements; and
- Workforce Supply Demand Analysis.

4.2 Strategic Community Plan and Corporate Business Plan

During 2018, the Shire reviewed and updated its ten-year Strategic Community Plan. As an integral part of this review process, the community were consulted, and their feedback used to clarify community expectations and guide the strategies detailed in the updated Strategic Community Plan. A summary of priorities over the next four years (generated from the Strategic Community Plan) were incorporated into the Shire's Corporate Business Plan.

The Workforce Plan is part of a broader integrated planning framework aimed at achieving the Shire's Vision as identified in the Strategic Community Plan; 'Three Springs becomes a healthy and unified community with a bright future.'

This Plan is being driven by four key objectives:

1. **Economic Development:** A prosperous, thriving and innovative local economy
2. **Environment:** To have a sustainable natural and built environment balanced with the needs of the community
3. **Community Wellbeing:** A healthy, cohesive and safe community
4. **Civic Leadership:** A collaborative and forward thinking community that is guided by strong leadership

There are a range of challenges impacting on the Shire and potential strategic shifts in business operations having a direct impact on the way services are delivered and resourced.

4. Strategic Community Plan Workforce Implications

4.3 Redefining Core Business and Methods of Service Delivery

Over a period of years, the Shire has been subject to a considerable increase in the number of services it is required to deliver. This increase has occurred through a variety of means including natural growth, higher ratepayer expectations and significant cost shifting to local government. Not only has this placed pressure on current resources to deliver existing services, it further limits the opportunity to focus resources on emerging areas of strategic importance such as community development, economic development and increasing advocacy and strategic leadership and facilitation role.

As part of the overall planning process, the executive has examined services delivered to the community where there is potential to:

- Outsource to an external provider;
- Insource from other Shires; and
- Open to collaborative opportunities with other Shires to provide services on one another's behalf.

The above strategic issues have significant implications for workforce planning including:

- Reallocation of resources as collaborative, insourcing and outsourcing arrangements are identified and acted upon;
- New or enhanced skill requirements to operate in a more collaborative manner, manage projects and contracts in future insourced or outsourced delivery models; and
- Management of staff during associated change processes.

4.4 Key Risk Areas

An analysis of the current workforce identified eight relevant risks areas. These risks have been assessed using the risk based approach as set out in Appendix A. A scoring system was used to determine a risk category of extreme, high, moderate, low, or very low.

The risk events are scored according to their likelihood, and consequence and risk mitigation strategic actions have been developed.

The result of the assessment is presented in the table on the following page with the last column being cross referenced to the primary mitigation strategies set out in Section 5.9 of the Plan.

4. Strategic Community Plan Workforce Implications

4.5 Workforce Risk Assessment

Risk Issues	Likelihood	Strategic Consequences	Operational Consequences	Combined Consequences	Risk Category ⁵	Cross Ref: Section 5.9 Workforce Strategies and Objectives
Knowledge loss due to staff turnover	Almost Certain	Moderate	Major	Major	High	3.1.1 3.4.1 4.2.1
Physical and financial constraints limit staff numbers	Almost Certain	Moderate	Major	Major	High	1.1.1 1.2.1 4.1.1
Sudden unplanned loss of a high number of key staff	Possible	Major	Major	Major	Moderate	3.4.1 4.2.1
Organisational capacity insufficient to meet future needs	Likely	Major	Major	Major	Moderate	1.1.1 2.1.1 3.2.1 4.1.1 4.2.1
High staff turnover due to organisational cultural issues	Likely	Major	Major	Major	Moderate	2.1.1 2.2.1
Selection, recruitment, and training costs increase	Possible	Minor	Minor	Minor	Moderate	1.1.1 1.2.1 1.4.1 1.5.1 3.2.1
Operational procedures not followed due to lack of staff training	Unlikely	Moderate	Major	Major	Low	1.3.1 3.1.1 3.2.1
Long leave absences of key staff due to large accrued leave entitlement	Unlikely	Minor	Minor	Minor	Low	3.4.1 4.1.1 4.2.1

⁵ Appendix A – Risk Assessment Methodology

5. Strategies to Meet Future Workforce Needs

5.1 Workforce Supply Demand Analysis

Corporate and Community Services

In meeting future challenges, the Shire continually reviews its core functions in terms of potential outsourcing, insourcing, and collaborations.

The initiatives identified below will have an impact upon the corporate and community services section, in terms of:

- Reviewing internal processes and procedures with the goal of gaining greater transactional efficiencies and strengthening governance practices;
- Providing strong integrated planning and reporting outcomes and operational advice to the Elected Members and the executive;
- Increase in resourcing requirements to deliver tourism, events special projects and marketing services; and
- Record management and corporate workplace health and safety, human resource management, community engagement, tourism and marketing, communication and facility management.

Community services are predicted to see a continuation of high demand for services and consideration will need to be given to maintaining current resources in light of this demand.

Increasing legislative compliance, as well as new requirements resulting from changes to accounting standards, could create some challenges with corporate services staff. Consideration will be needed to ensure staff impacted by these evolving requirements are appropriately appraised of the changing environment in order to maintain the skillsets required of them.

Staffing resources for executive services and support is forecast to expand over the term of the Plan due to the planned increase in services provision and requirement for project management services.

Technical / Engineering Services

Infrastructure services are stable, although of note due to the regional location, attracting and retaining employees in this area to meet increasing design and certification requirements is a challenge. Potential for increase in contracting municipal services has been identified. Required resource capacity is forecast to require significant increase to deliver the desired outcomes detailed in the Strategic Community Plan and Corporate Business Plan. The initiatives identified below will have an impact upon the technical and engineering services section, in terms of:

- Increase in administration requirements in line with increase in budget allocations and project delivery requirements;
- Corporate workplace health and safety requirements; and
- Technical and depot administration.

Also identified the risk potential within the next five years, that if lose key employees like the final trim grader operator and mechanic, replacing these could be a significant issue due to skills shortage in these areas.

5. Strategies to Meet Future Workforce Needs

5.2 Workforce Profile

With 32% of the workforce over 55 years of age, a significant knowledge leakage risk exists if mature workers exit or retire.

Relevant workforce strategies to consider include establishing systems to capture and retain corporate knowledge and the establishment of flexible work arrangements to retain older workers.

The relatively small percentage of young employees (i.e. 8% are under 24 years) may limit the Shire's future replacement workforce pool. A lack of young staff can also impact on innovation that comes along with a different perspectives and fresh ideas. Workforce strategies to consider include providing interesting and challenging work, mentoring and accelerated development.

The 25 to 54 year old age groups represent 60% of the workforce which offers a good source of long term talent. However, if there is a significant turnover of staff in this age group, retention issues associated with this group may need to be addressed. Workforces Strategies to be considered include more flexible work arrangements, mid-career development for employees who may have plateaued and the provision of interesting and challenging assignments.

5.3 Strategic Shifts

There has been a significant shift over the last few years in the delivery of local government services, which has been often attributed to factors such as federal and state government cost shifting, and the devolution of a variety of responsibilities to local government.

As part of the workforce planning process, the Shire has considered a number of services which it provides to the community.

Whilst there are a number of services which will generally take precedence as a fundamental service delivery priority, there has also been growth in what has been considered non-core services such as community development, economic development, and tourism.

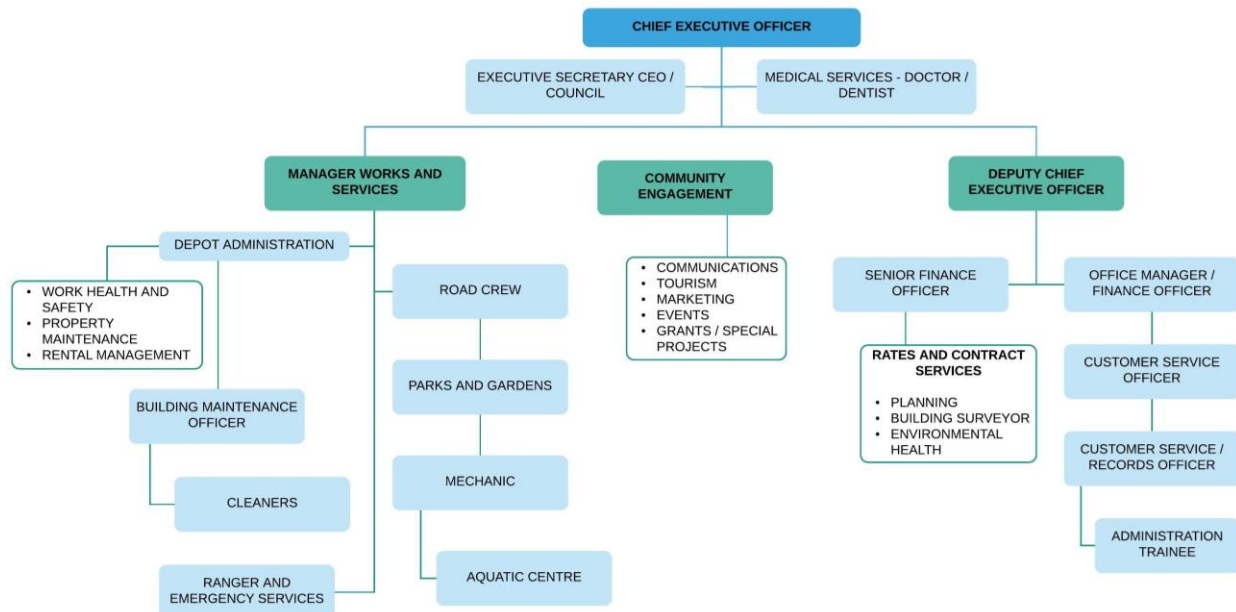
These changes are often perceived to bring with them a significant shift in the role of the Shire - a more facilitative, advocacy, project manager role than a "doer" or direct deliverer of services.

This has the potential for significant implications for the Shire in the mid-term. It may result in new or changing job roles, skills, and additional allocation of resources to meet some of the changing requirements. Some of the emerging capability requirements will be in areas such as project management, economic development, community development, asset management and specialised planning. Changing legislation and strategic focus will impact these forecasts and the Shire will continue to monitor these factors.

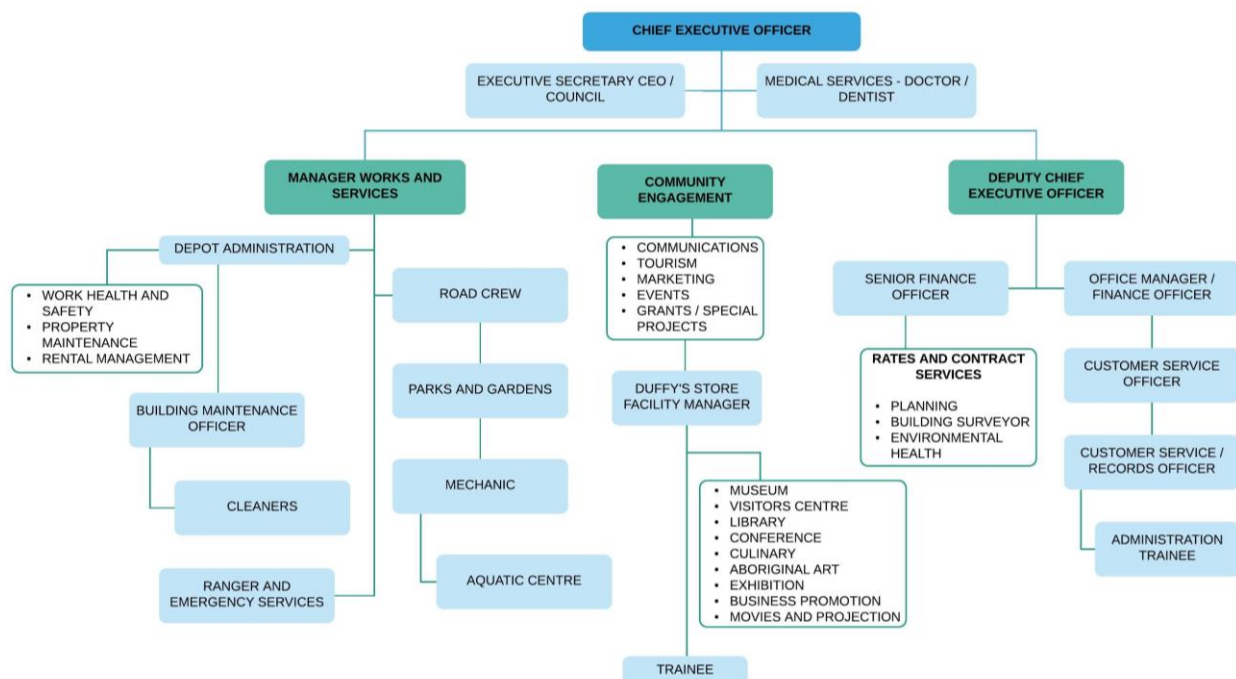
5. Strategies to Meet Future Workforce Needs

5.4 Projected Organisation Structure 2020/21

As detailed above, future service delivery levels and requirements have been considered and the following organisation structure for 2020/21 and 2021/22 reflects the identified needs.



5.5 Projected Organisation Structure 2021/22



5. Strategies to Meet Future Workforce Needs

5.6 Service Delivery Models

Along with the business shifts and growth opportunities identified in the Strategic Community Plan, there is a significant need and opportunity for the Shire to analyse how it delivers services to add to efficiency and effectiveness. This may include the review and updating of processes for greater efficiency, automating, considering alternative delivery models and collaborative approaches. This will have significant implications for the corporate and community services area as they will be required to drive these processes. It will also impact on infrastructure services with a significant number of projects to deliver.

Some of the strategies to be considered include systematically reviewing job roles and functions to gain greater efficiencies and effectiveness, realigning resources and redesigning jobs and delivery structures.

5.7 Succession Management

Currently, succession planning is managed by developing multi-skilled employees to ensure in the event of sudden loss of staff, key positions are covered to limit service delivery impact. Some succession gaps are evident, and a formal succession management process is not currently active. Permanent on the job training and skills development of staff is required to cover the succession of senior operational staff.

5.8 Developing Young Local Talent

The Shire is keen to employ local talent, representing not only a valuable workforce pool but also contributing to the economic development of the district. Workforce strategies available to promote this aim include providing student work experience opportunities, offering apprenticeships and traineeships to local students completing advanced study.

5.9 Housing and Other Incentives

The Shire currently offers subsidised accommodation or an allowance for all employees and as well as a water usage allowance. There is potential for tax incentives in relation to housing subsidies and novated leases which will be investigated through the WALGA Tax Service. Whilst the Shire is committed to provide these incentives, the challenges in maintaining these incentives must be noted due to the lack of suitable housing available within the Shire.

5. Strategies to Meet Future Workforce Needs

5.10 Performance Outcomes and Measures

The following diagram identifies our strategic objectives and how the Shire intends to assess the effectiveness of the actions.

Diagram: Workforce Plan Performance Measurement



5. Strategies to Meet Future Workforce Needs

5.11 Workforce Strategies and Objectives

Four key strategic objectives have been identified to drive the core strategies of the Workforce Plan, these are in the tables following:

Objective: 1. Attracting and selecting the right people

Attracting and retaining people with the capability and commitment to contribute to the Shire of Three Springs

STRATEGIC OUTCOMES	STRATEGIC ACTIONS	ACTION OUTCOMES	PROJECTS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
1.1 Customised recruitment strategies that meet the needs and expectations of the organisation	1.1.1 Continue with the current recruitment strategies and identify opportunities to make improvements	Documented review with identified improvements	1.1.1.1 Undertake review of current recruitment processes when requirement to recruit arises to identify improvements	■	■	■	■	→
1.2 Continue marketing the Shire as an attractive employer	1.2.1 Identify and market the benefits of working for the Shire of Three Springs	Documented review with identified improvements	1.2.1.1 Identify the full list of financial and non-financial rewards and benefits offered to employees	■	■	■	■	→
1.3 An appropriate induction and orientation process	1.3.1 Develop induction and orientation process	Documented induction and orientation process	1.3.1.1 Implement induction and orientation process	■				
	1.3.2 Review the current induction and orientation process	Documented review with identified improvements	1.3.2.1 Implement improvements identified in the review process in a strategic risk management matrix		■	■	■	→
1.4 Continue to focus on local employment where opportunities exist	1.4.1 Promote the Shire as an employer to the local community and to educational institutions	Identify and source local talent to fill vacant positions where appropriate	1.4.1.1 Communication with education institutions to identify work experience and placement opportunities within the Shire and actively participate in school career planning days	■	■	■	■	→
1.5 Ensure selection outcomes are appropriate	1.5.1 Review the selection process to ensure people with the right skills sets and most suitable candidate are selected for the future needs and growth of the Shire	Documented review with identified improvements	1.5.1.1 Identify areas for improvement and modify the selection process	■	■	■	■	→

5. Strategies to Meet Future Workforce Needs

Objective: 2. Retaining and engaging our valued workforce

Building and retaining a highly engaged workforce, committed, and connected to our Shire and community.

STRATEGIC OUTCOMES	STRATEGIC ACTIONS	ACTION OUTCOMES	PROJECTS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
2.1 Support maintaining skills in day to day leadership	2.1.1 Ensure our managers, supervisors and coordinators continuously provide our people with sufficient job role clarity, work direction, workload management, feedback on performance and support in doing their work	Opportunities for formal training in leadership and management	2.1.1.1 Identify relevant training events in accordance with a training needs analysis (in line with Outcome 3.2)	■	■	■	■	→
2.2 Ongoing communication with the workforce	2.2.1 Foster a value of openness across and between all levels of the Shire	Identify and implement the key communication issues emerging from regular staff communications	2.2.1.1 Work within the executive to identify and implement a range of team building initiatives	■	■	■	■	→

5. Strategies to Meet Future Workforce Needs

Objective: 3. Building a flexible, innovative and capable workforce

Building a flexible, innovative and skilled workforce, committed to continual improvement and able to respond to the evolving and changing needs and growth of our community

STRATEGIC OUTCOMES	STRATEGIC ACTIONS	ACTION OUTCOMES	PROJECTS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
3.1 An educational and skills audit	3.1.1 Conduct a comprehensive educational and skills audit (including the recognition of higher learning) with all staff	A review and assessment of key competencies needed now and in the future to meet the Shire's objectives	3.1.1.1 Undertake an organisational competency analysis	■	■	■	■	→
3.2 A training needs analysis	3.2.1 Undertake a training needs analysis and develop an affordable and collaborative training and development plan in conjunction with annual performance reviews and budget preparation	Documented training needs analysis and training plan on individual staff basis	3.2.1.1 Prepare a training needs assessment and schedule and seek proposals from external consultants	■	■	■	■	→
3.3 Traineeships, apprenticeships and workforce experience when opportunities arise	3.3.1 Offer work experience, traineeships or apprenticeships when appropriate	Offer traineeships and work experience opportunities	No identifiable project	■	■	■	■	→
3.4 Reviewed job descriptions	3.4.1 Conduct ongoing comprehensive reviews of all job descriptions to ensure they provide sufficient flexibility to work across areas and are aligned to emerging needs	Job descriptions reviewed on a regular basis	3.4.1.1 Job descriptions reviews conducted as part of the induction and performance review process	■	■	■	■	→
3.5 Annual performance reviews	3.5.1 Develop and implement annual performance reviews process	Regular monitoring of performance	3.5.1.1 Conduct annual performance reviews with all employees	■	■	■	■	→

5. Strategies to Meet Future Workforce Needs

Objective: 4. A strategic workforce

Ensuring the strategic capability and capacity to position the Shire to meet its strategic objectives through sound workforce analysis, planning and leadership.

STRATEGIC OUTCOMES	STRATEGIC ACTIONS	ACTION OUTCOMES	PROJECTS	2020/21	2021/22	2022/23	2023/24	2024 Onwards
4.1 Effective organisational structure	4.1.1 Maintain human resources data	Ongoing maintenance of base human resources data	4.1.1.1 Review and update organisation structure	■		■		→
4.2 Recognised critical positions and critical position management	4.2.1 Establish a replacement program for positions nominated as critical	A risk management plan for critical positions	4.2.1.1 Establish a risk management/backup plan for critical positions: <ul style="list-style-type: none"> • Identify critical positions; • Assess level of risk; • Identify a pool of potential emergency internal/external replacements; • Prepare individualised development plan 	■	■			

5. Strategies to Meet Future Workforce Needs

5.12 Key performance indicators

Key performance indicators are listed below.

STRATEGIC WORKFORCE OBJECTIVE	WORKFORCE OUTCOMES	ASSESSMENT	RATIO OR MEASURE
Attracting and selecting the right people	Recruitment	Effectiveness of recruitment processes	Cost of recruitment divided by number of positions filled during the year
			Average time taken to fill a position across the organisation (days)
Retaining and engaging our valued workforce	Staff turnover	The percentage of employee initiated separation rate	Gross number of staff resignations divided by total staff
	Staff satisfaction	Qualitative survey	Employee survey results compared across periods
	Employee leave	Accrued leave liability	Number of employees with accrued annual leave exceeding 150 hours
			Value of accrued annual leave
			Value of accrued long service leave
	Sick leave	The number of workplace absences due to health related reasons	Value of pro-rata long service leave
Building a flexible, innovative and capable workforce	Training and development	The average level of investment in training	Number of sick day absences divided by number of available working days
	Occupational Health and Safety	Frequency and cost of lost time injuries	Training expense divided by number of FTE employees
A strategic workforce	Data collection	A measurement of the collection and maintenance of data and systems to support decision making	Total hours lost due to injury divided by number of work hours available
			The number of relevant reports provided to the executive during the year

6. Monitoring and Evaluation of Outcomes

6.1 Evaluation

The ongoing evaluation of the Workforce Plan is required to address the following:

- The progress towards meeting the performance indicator targets; and
- The progress towards meeting strategic actions of the Workforce Plan.

6.2 Implementation

Implementation of the Workforce Plan may be impacted by competitive priorities and the need for the application of dedicated resources. For a return to be achieved on the current planning investment, these matters will need to continue to be a focus in the future.

6.3 Review

Regular review of the Workforce Plan, particularly the strategies and actions contained in the tables, is required to ensure they are being achieved. The preferred timing is a review at least annually. The Strategic Resource Plan (combined Long Term Financial and Asset Management Plan) will need to be reviewed annually and its financial impact included in the Corporate Business Plan and Annual Budget.

7. Other Matters

7.1 References

Reference to the following documents or sources was made during the preparation of the Plan:

- Shire of Three Springs Strategic Community Plan 2018 - 2028;
- Shire of Three Springs Corporate Business Plan 2020 - 2024;
- Shire website www.threesprings.wa.gov.au; and
- Shire of Three Springs Human Resources data as at April 2020.

Prepared with the assistance of:

Moore Stephens (WA) Pty Ltd

Telephone: (08) 9225 5355

Email: perth@moorestephens.com.au

7.2 Disclaimer

This Plan has been prepared for the exclusive use by the Shire of Three Springs.

This Plan contains quantitative and qualitative statements, including projections, estimates, opinions and forecasts concerning the anticipated future performance of the Shire of Three Springs, based on a large number of assumptions, and will be, subject to significant uncertainties and contingencies many, if not all, of which are outside the control of the Shire of Three Springs.

This Plan is supplied in good faith for public information purposes and the Shire of Three Springs and Moore Stephens accepts no responsibility for any loss occasioned by any person acting or refraining from action as a result of reliance on the Plan.

7.3 Document Management

Version: 2020 | V2

Status: Final

Date: 9 June 2020

Appendix A Risk Assessment Methodology

PROBABILITY OF OCCURRENCE OR LIKELIHOOD

LIKELIHOOD	DEFINITION	FREQUENCY OF NOTED OCCURRENCES	SCORE
Almost Certain	Expected to occur in most circumstances or occurs regularly. A clear opportunity already apparent, which can easily be achieved.	More than once per year.	5
Likely	Occurrence is noticeable or is likely to occur, an opportunity that has been explored and may be achievable.	At least once per year.	4
Possible	Occurs occasionally or may occur, possible opportunity identified.	At least once in 5 years.	3
Unlikely	Occurs infrequently or is not likely to occur, opportunity that is fairly unlikely to happen.	At least once in 10 years.	2
Rare	Only occurs in exceptional circumstances, opportunity that is very unlikely to happen.	Less than once in 20 years.	1

LIKELIHOOD		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
Score		1	2	3	4	5
Almost Certain	5	Moderate	High	High	Extreme/Exceptional	Extreme/Exceptional
Likely	4	Moderate	Moderate	High	High	Extreme/Exceptional
Possible	3	Low	Moderate	Moderate	High	High
Unlikely	2	Low	Low	Moderate	Moderate	High
Rare	1	Very Low	Low	Low	Moderate	Moderate

ACTION REQUIRED	
Extreme/Exceptional	Immediate corrective action required
High	Prioritised action required
Moderate	Planned action required
Low	Planned action required
Very Low	Manage by routine procedures

Appendix A Risk Assessment Methodology

AREA IMPACTED	Impact	CONSEQUENCE				
		Catastrophic	Major	Moderate	Minor	Insignificant
Service Delivery/ Business Disruption	Loss of service.	Major including several important areas of service and/or a protracted period.	Complete loss of an important service area for a short period.	Major effect to an important service area for a short period, brief impact on multiple areas.	Brief disruption of important service area, Noticeable effect to non-crucial service area,	Negligible impact on the effectiveness of the organisation's processes.
	Improvement to service(s).	Exceptional.	Major.	Moderate.	Minor.	Negligible.
	Disruption in business processes.	Ongoing loss of business systems.	Major.	Moderate.	Minor.	Negligible.
Financial	Loss of assets.	>15% of asset value.	5%-15% of asset value.	2%-5% of asset value.	< 2 of asset value.	Insignificant.
	Impact on annual revenues or costs (Adverse or positive).	>15% deviation from budget.	5%→15% deviation from budget.	2%→5% deviation from budget.	<2% deviation from budget.	Negligible income and/or savings.
	External Audit issues.	Audit unable to be completed.	Audit qualification on the report and accounts.	Management letter contains significant issues.	Management letter contains minor issues.	Matters discussed with management not reported.
Physical	Level of Incident.	Extreme affecting organisation's survival.	Significant affecting multiple locations.	Localised significant effect on operations.	Localised no effect on operations.	Not notifiable or reportable.
Legislative/ Regulatory/ Policy/ OSH	Regulatory non-compliance.	Criminal.	Major Revenue or cost implications. Individuals at risk of harm.	Minor Revenue or cost implications.		
	Code of Conduct.	Extreme.	Significant.	Breach.	Minor breach.	Little or no impact.
	Personal details compromised/ revealed.	All.	Many.	Some.	Isolated.	An individual's.
Performance	Level of Injury.	Death.	Multiple serious injuries.	Serious injury and /or illness.	First aid or minor lost time injury.	Incident with or without minor injury.
	Ability to achieve key objectives.	Unable to achieve.	Major impact.	Moderate impact.	Minor impact.	Negligible impact.
	Improvement on the delivery of key strategic objectives.	Exceptional improvement.	Major improvement.	Moderate improvement.	Minor improvement.	Negligible improvement.
	Ability to be managed with the current resources.	External resources required.	Impact cannot be managed.	Significant adjustment to resource allocation.	Additional internal management efforts required.	Impact can be managed through routine activities.
Environmental	Loss of Infrastructure.	Ongoing loss of critical infrastructure.	Long-term loss of critical infrastructure.	Loss of support infrastructure.	Interruption to support infrastructure.	Negligible interruption to support infrastructure.
	Environmental harm	Catastrophic long term environmental harm.	Significant long-term environmental harm.	Significant short-term environmental harm.	Minor transient environmental harm.	Negligible transient environmental harm
	Improvement to environment	Exceptional improvement and/or national environment.	Major improvement.	Moderate improvement.	Minor improvement.	Negligible improvement.

Executive Secretary

From: Keith Woodward
Sent: Tuesday, 2 June 2020 3:05 PM
To: Executive Secretary
Subject: FW: Message from the Commonwealth: \$1.8 billion boost for local government

Hi Tricia, the email below is a attachment for one of my June OCM reports.

Regards,

Keith Woodward PSM
Chief Executive Officer
Shire of Three Springs
Ph: 08 9954 1001
Fax: 08 9954 1183



ceo@threesprings.wa.gov.au



www.threesprings.wa.gov.au
<https://www.facebook.com/ShireofThreeSprings/>
[A message from the Shire President](#)

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From: Executive Secretary
Sent: Monday, 25 May 2020 12:19 PM
To: CR. Chris Lane <cr.chrislane@threesprings.wa.gov.au>
Cc: Keith Woodward <ceo@threesprings.wa.gov.au>
Subject: FW: Message from the Commonwealth: \$1.8 billion boost for local government

FYI

Regards,

Tricia McKeon
Executive Secretary

Shire of Three Springs
Ph: 08 9954 1001
Fax: 08 9954 1183
es@threesprings.wa.gov.au

www.threesprings.wa.gov.au
<https://www.facebook.com/ShireofThreeSprings/>
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Subject: FW: Message
for local government

From: SFO - Jessica Parker
Sent: Friday, 22 May 2020 2:17 PM
To: Executive Secretary
from the Commonwealth: \$1.8 billion boost

From: The Deputy Prime Minister & the Local Government Minister
[<mailto:the.deputy.prime.minister.the.local.government.minister@notify.gov.au>]
Sent: Friday, 22 May 2020 2:12 PM
To: SFO - Jessica Parker
Subject: Message from the Commonwealth: \$1.8 billion boost for local government



Notify

Good afternoon Cr Lane

Today we announced a \$1.8 billion boost for local government from the Commonwealth Government.

The \$1.8 billion package will enable local councils to deliver on priority projects with a focus on local road and community infrastructure upgrades and maintenance. It includes the establishment of a new \$500 million Local Road and Community Infrastructure Program, and the pre-payment of \$1.3 billion of the 2020-21 Financial Assistance Grant payment.

We are pleased to advise that Shire of Three Springs will shortly receive a pre-payment of \$625,114 on next year's Financial Assistance Grant allocation. This Commonwealth support is untied, to be spent on locally-determined priorities and projects. Your council will also receive \$329,104 from the new Local Road and Community Infrastructure Program. This brings the total funding your council will receive from the Commonwealth Government as part of this announcement to \$954,218.

The \$500 million Local Roads and Community Infrastructure Program will support jobs and the resilience of local economies to help communities bounce back from the COVID-19 pandemic. Councils will be able to access funding to support the delivery of priority local road and community infrastructure projects across Australia. We want this to be locally-led. More information on the Local Roads and Community Infrastructure Program is available at www.investment.infrastructure.gov.au/lrci and the department will be following up with you within the next two weeks with program guidelines and seeking a proposed schedule of works. By using the Roads to Recovery program as a basis, there will be minimal burden on councils from administering the funds while also providing a level of accountability that the funds are used to deliver the additional economic activity and job creation the community is looking for.

The Financial Assistance Grant payment will be made to state and territory governments later today and we have an expectation that the funds be passed on to local government as quickly as possible.

As the closest tier of government to the community, local governments have a critical role in delivering vital services and ensuring quality of life for communities across Australia in good times and bad. We acknowledge and understand the significant effort underway across all councils to respond to the COVID-19 crisis and adapt to new ways of working. This boost is in

recognition of the important role local governments are playing in responding to the impacts of COVID-19.

Local governments have a proven record in partnering with the Commonwealth Government to deliver infrastructure projects and we look forward to seeing how this funding benefits your community during these challenging times.

We would like to thank you for considering the request for shovel-ready projects, which has given the Australian Government the confidence to allocate this funding for local infrastructure works.

Yours sincerely

The Hon Michael McCormack MP
Deputy Prime Minister
Minister for Infrastructure, Transport
and Regional Development

The Hon Mark Coulton MP
Minister for Regional Health,
Regional Communications and Local Government

Executive Secretary

From: Keith Woodward
Sent: Wednesday, 3 June 2020 1:53 PM
To: Child Safeguarding
Cc: Executive Secretary
Subject: RE: National Redress Scheme - Participation of WA Local Governments - Key Decisions and Action

Hello Gordon

This item is scheduled for our Council meeting on 17 June 2020. Our Local Government will inform the Department of Councils decision immediately afterwards, and if resolved to join the scheme then provide the Council minute / decision and completed spreadsheet.

Regards,



Keith Woodward PSM
Chief Executive Officer
Shire of Three Springs
Ph: 08 9954 1001
Fax: 08 9954 1183

ceo@threesprings.wa.gov.au

www.threesprings.wa.gov.au

<https://www.facebook.com/ShireofThreeSprings/>

[A message from the Shire President](#)

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From: Child Safeguarding [mailto:childsafeguarding@dlgsc.wa.gov.au]
Sent: Wednesday, 3 June 2020 12:19 PM
To: Child Safeguarding <childsafeguarding@dlgsc.wa.gov.au>
Cc: Gordon MacMile <gordon.macmile@dlgsc.wa.gov.au>; Ben Armstrong <ben.armstrong@dlgsc.wa.gov.au>
Subject: National Redress Scheme - Participation of WA Local Governments - Key Decisions and Action
Importance: High

Good afternoon,

Further to the Department's emails seeking for each WA local government to make a Council decision regarding participation in the National Redress Scheme.

The deadline to inform the Department of your local government's Council decision (regarding participation) and return the Council minute / decision and completed spreadsheet was 31 May 2020.

As of today, the Department is yet to hear from your local government about how it is proceeding in taking a decision through council.

Each WA local government is requested to update the State (DLGSC) on its progress and / intention regarding Redress by COB Friday, 5 June 2020. Information to be returned to Attention – Gordon MacMile on email to childsafeguarding@dlgsc.wa.gov.au

Your response may be:

- This item is scheduled for our Council meeting on <Insert Date>. Our Local Government will inform the Department of Councils decision immediately afterwards, and if resolved to join the scheme then provide the Council minute / decision and completed spreadsheet.
- Our Council has made its decision and we will advise the Department of the outcome, including the returning of the Council minute / decision and completed spreadsheet within the next two business days.
- No progress has been made. Our local government would like to discuss further and/or requires additional support

The Department acknowledges the current situation regarding the COVID-19 pandemic and the challenges being faced by the WA local government sector. Concurrently, the Department is working towards the strict deadline of 30 June 2020 set by the Commonwealth Government for institutions to join the scheme. If your Local Government is experiencing any difficulties or has any queries then we encourage you to contact us at your earliest convenience. We are more than happy to help.

Regards, Gordon

Gordon MacMile
Director Strategic Coordination and Delivery
Planning and Service Delivery

246 Vincent Street, Leederville, WA, 6007
PO Box 8349, Perth Business Centre, WA, 6849
Telephone: (08) 9492 9752
Mobile: 0418 968 952
Email: gordon.macmile@dlgsc.wa.gov.au
Website: www.dlgsc.wa.gov.au



From: Child Safeguarding <childsafeguarding@dlgsc.wa.gov.au>
Sent: Friday, 15 May 2020 12:02 PM
To: Child Safeguarding <childsafeguarding@dlgsc.wa.gov.au>
Cc: Kirstie Davis <KDavis@walga.asn.au>; Mark Batty <mbatty@walga.asn.au>; Candy Choo <candy@lgprofessionalswa.org.au>; Ben Armstrong <ben.armstrong@dlgsc.wa.gov.au>; Gordon MacMile <gordon.macmile@dlgsc.wa.gov.au>
Subject: FW: National Redress Scheme - Participation of WA Local Governments - Key Decisions and Action
Importance: High

Good afternoon,

Further to the Department's email below sent 17 April, the Department is seeking for each WA Local Government to make a Council decision regarding participation in the National Redress Scheme.

Each WA local government is requested to inform the State (DLGSC) of their Council's decision (regarding participation) and return the Council minute / decision and completed spreadsheet by 31 May 2020. Information to be returned to Attention – Gordon MacMile on email to childsafeguarding@dlgsc.wa.gov.au

If your Local Government is unable to meet the 31 May 2020 deadline, then please email us at childsafeguarding@dlgsc.wa.gov.au to explore alternative options.

If your Local Government is deciding or has decided not to join the National Redress Scheme as part of the States amended declaration, the Department requests that you advise the Department at childsafeguarding@dlgsc.wa.gov.au by 31 May 2020.

The Department acknowledges the current situation regarding the COVID-19 pandemic and the challenges being faced by the WA local government sector. Concurrently, the Department is working towards the strict deadline of 30 June 2020 set by the Commonwealth Government for institutions to join the scheme. If your Local Government is experiencing any difficulties or has any queries then we encourage you to contact us at your earliest convenience. We are more than happy to help.

The Department would like to thank the following Local Governments for already completing this exercise; Bayswater, Dalwallinu, Gosnells, Menzies, Quairading and Wagin.

Regards, Gordon

Gordon MacMile
Director Strategic Coordination and Delivery
Planning and Service Delivery

246 Vincent Street, Leederville, WA, 6007
PO Box 8349, Perth Business Centre, WA, 6849
Telephone: (08) 9492 9752

Mobile: 0418 968 952

Email: gordon.macmile@dlgsc.wa.gov.au

Website: www.dlgsc.wa.gov.au



Department of
Local Government, Sport
and Cultural Industries

From: Child Safeguarding <childsafeguarding@dlgsc.wa.gov.au>

Sent: Friday, 17 April 2020 3:07 PM

To: Child Safeguarding <childsafeguarding@dlgsc.wa.gov.au>

Cc: Kirstie Davis <KDavis@walga.asn.au>; Mark Batty <mbatty@walga.asn.au>; Candy Choo <candy@lgprofessionalswa.org.au>; Ben Armstrong <ben.armstrong@dlgsc.wa.gov.au>

Subject: National Redress Scheme - Participation of WA Local Governments - Key Decisions and Action

Importance: High

Good afternoon

The Department of Local Government, Sport and Cultural Industries (DLGSC) is part of the Western Australian Government (State Government) implementing reforms from the recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse.

The establishment of a National Redress Scheme (Scheme) was a key recommendation of the Royal Commission to recognise the harm suffered by survivors of institutional child sexual abuse. DLGSC consulted with WA local governments throughout 2019 and early 2020 focusing on raising awareness of the Scheme (including an Information Paper – copy attached) and identifying how participation of the sector may be best approached.

Following this consultation and in line with the WALGA State Council resolution on 3 July 2019, the State Government (December 2019):

- Noted the consultation undertaken with the WA local government sector about the National Redress Scheme;
- Noted the options for WA local government participation in the Scheme;
- Agreed to WA local governments participating in the Scheme as State Government institutions and to include local governments (that formally indicate a desire to do so) within an amended State Government participation declaration;
- Agreed to the State Government covering payments to the survivor (LGs that receive an application will cover their own information search / administration costs and the delivery of an apology, if requested by the survivor).

A Memorandum of Understanding has now been signed with WALGA that sets out the key principles of the WA local government sector participating in the Scheme with the State Government.

DLGSC acknowledges the current situation regarding the COVID-19 pandemic and the challenges being faced by the WA local government sector and the communities you work with and support. Given the priority is to make redress available to as many survivors as possible and that

organisations have until 30 June 2020 to join the Scheme, local governments are asked to progress some key actions even during this difficult time.

Attached to this email correspondence is 2 documents to assist each local government to complete the actions necessary:

1. A template Council report – local governments are requested to use the template Council report through the May 2020 round of meetings and for each local government to make a formal decision regarding Scheme participation.

Critical note – The financial and administrative coverage offered by the State will only be afforded to WA local governments that decide (via a resolution of Council) to join the Scheme as a State Government institution, as part of the State’s amended participation declaration.

Should a local government formally decide (via a resolution of Council) **not** to participate with the State or in the Scheme altogether, considerations for the local government include:

- Divergence from the Commonwealth, State, WALGA and the broader local government sector’s position on the Scheme (noting the Commonwealth’s impending intent to name-and-shame non-participating organisations);
- Potential reputational damage at a State, sector and community level;
- Complete removal of the State’s coverage of costs and administrative support, with the local government having full responsibility and liability for any potential claim;
- Acknowledgement that the only remaining method of redress for a victim and survivor would be through civil litigation, with no upper limit, posing a significant financial risk to the local government.

2. A spreadsheet - seeking specific details of each local government’s facilities and services – this information will be loaded into the [Scheme database of participating organisations](#) and is used in the Redress application process.

The following information needs to be completed in the spreadsheet by each local government:

‘Current’ tab:

- The name, address and details of each local government;
- The same details as above for all local government run organisations and / or facilities (e.g. libraries, sports / youth / aquatic and community facilities etc);
- Ensure that column B is completed if an organisation or facility is (or was) known under other names. This will be true if a local government previously was known under a different title.

‘Defunct’ tab:

- The name, address and details of any organisation or facility previously run by local government, that no longer exists;
- Ensure that column B is completed if an institution was known under other names.

Each WA local government is requested to inform the State (DLGSC) of their Council's decision (regarding participation) and return the completed spreadsheet by 31 May 2020. Information to be returned to Attention – Gordon MacMile on email to childsafeguarding@dlgsc.wa.gov.au

Thank you sincerely for your work and assistance regarding redress for survivors of institutional abuse, particularly during this difficult time.

Please contact me if there are any questions or if any support is needed.

Regards, Gordon

Gordon MacMile
Director Strategic Coordination and Delivery
Planning and Service Delivery

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Email: gordon.macmile@dlgsc.wa.gov.au
Website: www.dlgsc.wa.gov.au



Shire of Three Springs Capital Works 2019/20								
			Budget	Actual Cost	Variation	% Complete	Completion Date	Comment
1	Building	Child Care Facility	\$ 1,330,000.00	\$ 1,224,902.67	\$ 105,097.33	100%	Feb-20	This project will consist of 3 sand pits with soft fall sand, 2 shade sales installed over 2 of them. Irrigated landscaping with 2 lawned areas will be constructed be the shire works crew
2	Buildings	Staff House Capital Maintenance	\$ 58,500.00	\$ 58,500.00		90%	Jun-20	Part of the Shires staff housing Capital Program consisting of new fencing 65 Carter st, new carpet and vinyl to bedrooms and paint internal walls at 21 Franklin st, new vinyl flooring and dishwasher at 50 Carter street, external paint 58 Carter Street, Paint and patch ceiling whole of house, 21 Franklin street Paint all internal Walls and ceilings doors and trims, install new aircon in kitchen tidy back yard and repair retaining wall
3	Buildings	Other Housing	\$ 25,000.00	\$ 21,251.20	\$ 3,748.80	100%	Mar-20	Part of the Shires staff housing Capital Program consisting of Painting bedroom and living areas at 3 Howard place, new window treatments at 17 Glyde street
4	Building	Duffy Stores	\$ 25,000.00	\$ 25,000.00	\$ -	100%	May-20	According to the Strategic Community Plan community consultation, over 90% of the community ranked heritage as extremely or moderately important. Architect Bruce Sherwood of Eastman Poletti Sherwood Architects has been appointed as consultant, and is anticipating an initial visit in early December. "Wednesday 15 January saw Bruce Sherwood from EPS come down to do a walkthrough of Duffy's Store. Letter of support from Heritage committee recieved
5	Building	Community Hall & Sports Pavilion	\$ 15,000.00	\$ 15,000.00	\$ -	100%	Mar-20	To upgrade the lights in the main hall and replacement of fridges and PA system
6	Buildings	Pavilion	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	100%	Jun-20	Capital for replacement of equipment
7	Buildings	New Solar Panels - Pool	\$ 30,000.00	\$ 30,000.00	\$ -	100%	Apr-20	The proposal is to install 2 x 15kw sola inverters with an estimated 120 panels delivering 40kWp with a estimated annual saving of \$9500 and a cost recovery over 3 years. It will have a positive public image with the reduction of the carbon footprint due to renewable energy. Transfer to Gym project 20/21
8	Buildings	Electrical Switchboard Upgrade	\$ 20,000.00	\$ 12,000.00	\$ 8,000.00	100%	Nov-19	This project is associated with electrical safety. Upgrade of breakers in the main switch board
9	Buildings	Workshop Shed Extension	\$ 50,000.00	\$ 50,000.00	\$ -	50%	Jun-20	This project is to extend the Worksoop allowing the mechanic to work indoors all year round. It will give us the ability to fit a car hoist and to fit full length trucks and graders over the pit.Application sent for building permit
10	Building	Visitor Centre	\$ 10,000.00	\$ 10,000.00	\$ 9,600.00	100%	Mar-20	This projects to replace ceilings at the visitor centre
11	Furniture & Equipment	Pool Large Inflatable	\$ 20,000.00	\$ 13,612.50	\$ 6,387.50	100%	Dec-19	This project is to help increase attendants at the pool by offering something new to our district
12	Furniture & Equipment	Pool Hoist	\$ 7,500.00	\$ 6,907.50	\$ 592.50	100%	Nov-19	The upgrade of the pool hoist is in accordance with the Shires Disability Access and Inclusion Plan
13	Furniture & Equipment	IT Network	\$ 5,000.00	\$ 5,000.00	\$ -	100%	Feb-20	This project is to provide free Wi-Fi to the town centre, Rolled over to 20/21 budget
14	Furniture & Equipment	FM Radio	\$ 7,500.00	\$ 7,500.00	\$ -	50%	Apr-20	According to the Strategic Community Plan community consultation, 100% of the community ranked Tourism Support as either very important or moderately important. All equipment necessary for the tourist radio has been purchased and installed, and the CDO is working on the content
15	Furniture & Equipment	Medical Centre Equipment &	\$ 45,000.00	\$ 45,000.00	\$ -	50%	Apr-20	For upgrade of medical equipment for new doctor
16	Furniture & Equipment	Road Counters & Office Equipment's	\$ 14,000.00	\$ 9,450.25	\$ 4,549.75	100%	Sep-19	Road counters are a vital part of Regional Road Group submissions to Main Roads for funding.
17	Infrastructure - Parks & Oval	Skate Park revamp	\$ 10,000.00	\$ 10,000.00	\$ -	50%	Feb-20	According to the Strategic Community Plan community consultation, 100% of the community ranked playgrounds as either very important or moderately important. The Skate Park is 20 years old, and is in need of upgrading. The company that did the original installation is no longer in operation. This has made sourcing spare parts difficult, as most skate parks are now constructed using concrete.
18	Infrastructure - Parks & Oval	Dominican Park	\$ 5,000.00	\$ 5,000.00	\$ -	25%	Jun-20	According to the Strategic Community Plan community consultation, 75% of the community ranked parks and sporting facilities as very important, but only 33% were extremely satisfied with existing facilities. The CDO will be meeting with interested community members at the park to discuss ideas for the space, as well as brain storming the potential layout.
19	Infrastructure - Parks & Oval	Hockey Club	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	100%	Jun-20	This Project is to assist the hocky club with more lights,
20	Infrastructure - Parks & Oval	install Park BBQ - POOL	\$ 7,500.00	\$ 6,532.00	\$ 968.00	100%	Nov-19	This Project is part of swimming pool improvements

21	Infrastructure - Parks & Oval	Entry Signs/ Sign Boards	\$ 8,600.00	\$ 8,600.00	\$ 4,433.00	80%	Mar-20	This project is part of the Shire Main street revitalisation project,
22	Infrastructure - Roads Black	Midlands - Arrino Intersection	\$ 706,000.00	\$ 706,000.00	\$ -	20%	Jun-20	This project is a detailed re-lineament of Sunset road, Lynch road and a slip lane along the Midlands road from Arrino South road with the assistance of Main Roads
23	Infrastructure - Roads	Nebru Road SLK 0.37 - 4.58	\$ 389,669.00	\$ 312,458.07	\$ 77,210.93	100%	Nov-19	This project is part of a 2 year program. The first year will consist of construction of 4.2 km sealed road SLK 0.37-4.58. Scope of works will be drainage reformation, trim encroaching vegetation, re-sheet 200mm of gravel and 10mm prima seal. The second year will consist of a 14mm second seal and is part funded through Roads to Recovery
24	Infrastructure - Roads	TS - Morawa Road SLK 6.00 - 10.62	\$ 230,000.00	\$ 228,973.28	\$ 1,026.72	100%	Feb-20	This Project funded as part of the Regional Road Group and is part of the shires Regional Roads Resealing 15 year plan. The scope of works is to trim encroaching vegetation, shoulder grade and drainage reformation. 14mm re-seal
25	Infrastructure - Roads	Perenjori Road SLK 14.80 - 21.00	\$ 298,500.00	\$ 266,776.22	\$ 31,723.78	100%	Nov-19	Part of Project above
26	Infrastructure - Roads	TS - Eneabba Rd SLK 19.00 - 26	\$ 342,500.00	\$ 260,610.49	\$ 81,889.51	100%	Nov-19	Part of Project above'. The underspend will be returned to the Main Roads pool for other regional project. This is important
27	Infrastructure - Roads	Skipper Road SLK 8.71 - 12.71	\$ 151,106.00	\$ 146,222.12	\$ 4,883.88	100%	Feb-20	The project will consist of drainage reformation and gravel Re-sheet (200mm) of 4km SLK 8.71-12.71 with gravel sourced from Viridis on skipper road. Skipper road is part of The Strategic Resource Plan 2016-2031 priorities a number of roads currently utilised as grain freight routes resulting in an increased frequency of maintenance and renewal.
28	Infrastructure - Roads	Arrino West Road SLK - First 900	\$ 41,366.00	\$ 40,000.00	\$ 1,366.00	100%	Nov-19	
29	Infrastructure - Roads	Arrino West Road SLK - 5.30 -8.15	\$ 206,982.00	\$ 226,772.00	-\$ 19,790.00	100%	Nov-19	Part of Project above
30	Infrastructure - Roads	Kangaroo Road re-sheet 3kms	\$ 136,290.00	\$ 137,323.48	-\$ 1,033.48	100%	Mar-20	The project will consist of drainage reformation and gravel re-sheet (200mm) of 3km SLK 25.01-28.01 with gravel sourced from gravel pit on Kangaroo road. Kangaroo road is part of The Strategic Resource Plan 2016-2031 priorities a number of roads currently utilised as grain freight routes resulting in an increased frequency of maintenance and renewal.
31	Infrastructure - Drainage	Drainage & Kerbing	\$ 40,000.00	\$ 34,157.81	\$ 5,842.19	100%	Feb-20	This project is to replace kerb on Carter street, Glyde street, island across from the pub on Thomas street and the re-aliment of Glyde street onto Railway road for heavy traffic. It will be back filled from back of kerb to the footpath with grey cracker dust.
32	Infrastructure - Footpaths	Footpath	\$ 60,000.00	\$ 51,592.23	\$ 8,407.77	100%	Sep-19	This project is part of the Shires footpath replacement program and is part funded through Western Australian Bicycle Network Grant Program
33	Plant & equipment	Vibratory Roller	\$ 150,000.00	\$ 147,741.00	\$ 2,259.00	100%	Feb-20	As per the Plant Replacement Schedule for the period 2016-2026
34	Plant & equipment	Canter Tray Top Truck	\$ 65,000.00	\$ 66,388.47	-\$ 1,388.47	100%	Feb-20	As per the Plant Replacement Schedule for the period 2016-2026
35	Plant & equipment	Toyota RAV 4 - Doctor	\$ 30,000.00	\$ 24,548.00	\$ 5,452.00	100%	Jul-19	As per the Plant Replacement Schedule for the period 2016-2026
36	Plant & equipment	Ford Ranger	\$ 35,000.00	\$ 32,590.41	\$ 2,409.59	100%	Jul-19	As per the Plant Replacement Schedule for the period 2016-2026
37	Plant & equipment	Ford Ranger	\$ 32,500.00	\$ 32,371.32	\$ 128.68	100%	Jul-19	As per the Plant Replacement Schedule for the period 2016-2026
38	Plant & equipment	Arrino West Standpipe	\$ 25,000.00	\$ 25,000.00	\$ -	80%	Apr-20	This project is to assist the shire with cost recovery of water
39	Plant & equipment	Mower Attachment	\$ 16,000.00	\$ 13,620.00	\$ 2,380.00	100%	Nov-19	As per the Plant Replacement Schedule for the period 2016-2026
40	Plant & equipment	New Turntable	\$ 16,000.00	\$ 16,000.00	\$ 15,764.32	100%	Apr-20	As per the Plant Replacement Schedule for the period 2016-2026
41	Plant & equipment	New Hoist for Light Vehicles	\$ 6,000.00	\$ 4,495.00	\$ 1,505.00	100%	Nov-19	This project is in line with the shed extension to allow the mechanic to service all light vehicles
42	Plant & equipment	Replace Nissan Pathfinder - 001-TS	\$ 49,000.00	\$ 49,402.62	-\$ 402.62	100%	Jul-19	As per the Plant Replacement Schedule for the period 2016-2026
	Additional Capital							
1	Infrastructure - Parks & Oval	Swimming Pool Lane Ropes		\$ 16,000.00	-\$ 16,000.00	100%	Mar-20	
2								
3								
4								
5								
	Total		\$ 4,730,513.00	\$ 4,413,298.64	\$ 357,011.68			

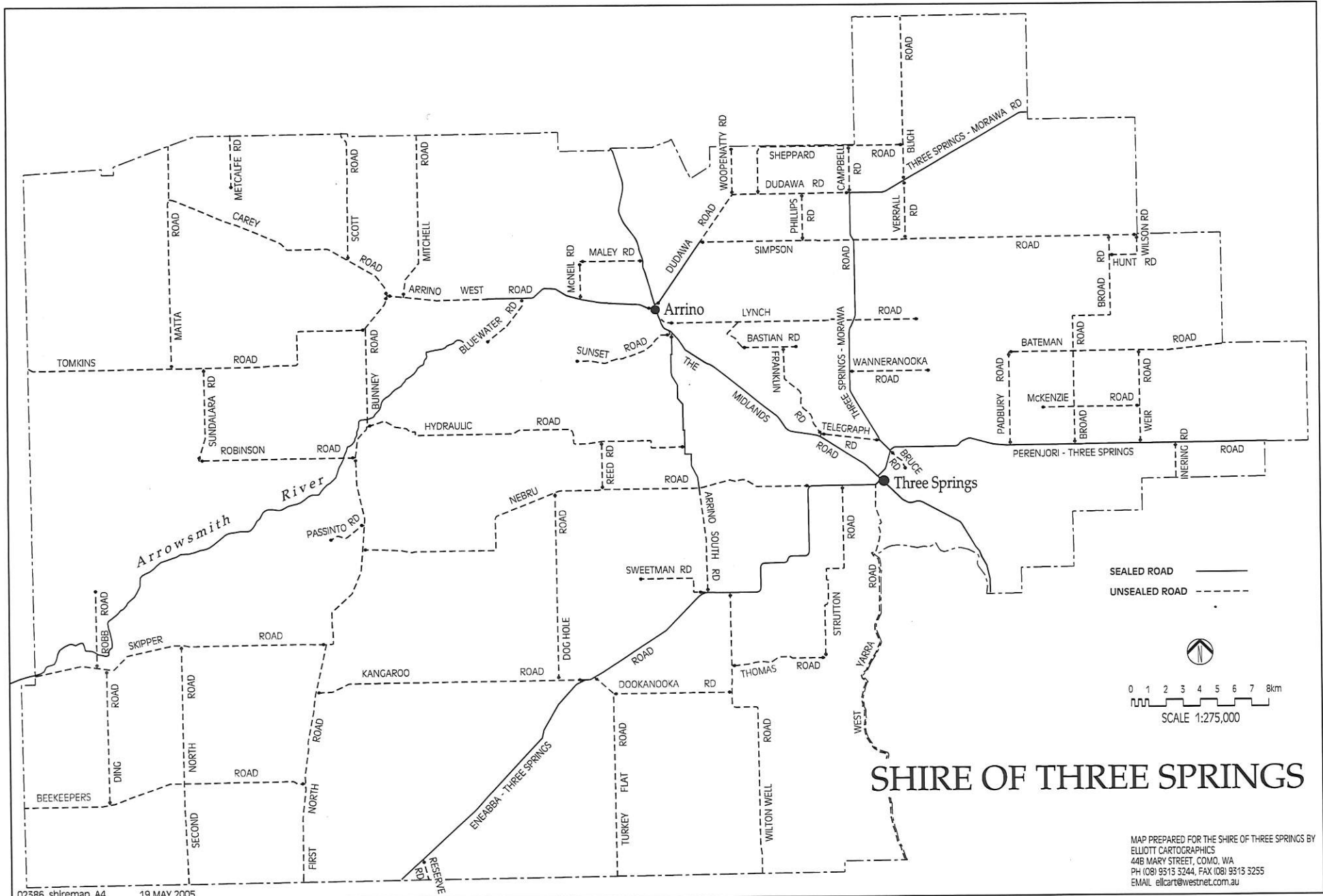
Notes: Line item 26. Return to Main Roads

-81,890

Balance

275,122

MAY 2005



SHIRE OF THREE SPRINGS
MONTHLY FINANCIAL REPORT
(Containing the Statement of Financial Activity)
For the Period Ended 31 May 2020

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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PREPARATION TIMING AND REVIEW

Date prepared: All known transactions up to 06 June 2020

BASIS OF PREPARATION

REPORT PURPOSE

This report is prepared to meet the requirements of *Local Government (Financial Management) Regulations 1996 , Regulation 34* . Note: The statements and accompanying notes are prepared based on all transactions recorded at the time of preparation and may vary due to transactions being processed for the reporting period after the date of preparation.

BASIS OF ACCOUNTING

This statement comprises a special purpose financial report which has been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities and to the extent they are not in-consistent with the *Local Government Act 1995* and accompanying regulations), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1995* and accompanying regulations. Accounting policies which have been adopted in the preparation of this financial report have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the report has been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

THE LOCAL GOVERNMENT REPORTING ENTITY

All Funds through which the Council controls resources to carry on its functions have been included in this statement. In the process of reporting on the local government as a single unit, all transactions and balances between those funds (for example, loans and transfers between Funds) have been eliminated. All monies held in the Trust Fund are excluded from the statement, but a separate statement of those monies appears at Note 13.

SIGNIFICANT ACCOUNTING POLICES

GOODS AND SERVICES TAX

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). Receivables and payables are stated inclusive of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position. Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

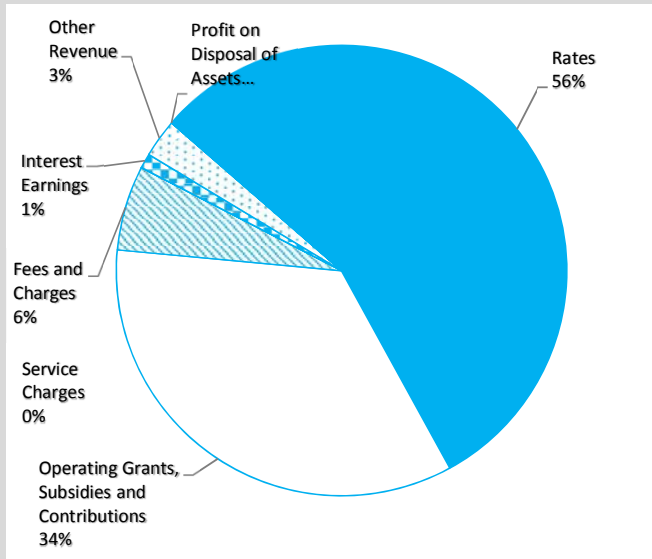
CRITICAL ACCOUNTING ESTIMATES

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

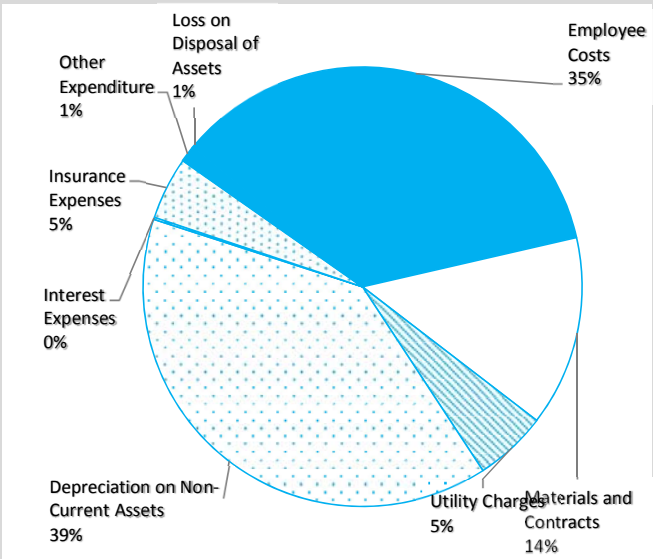
ROUNDING OFF FIGURES

All figures shown in this statement are rounded to the nearest dollar.

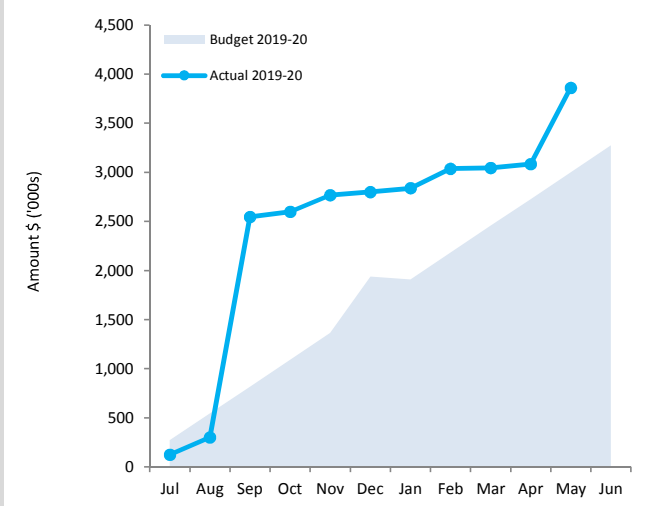
OPERATING REVENUE



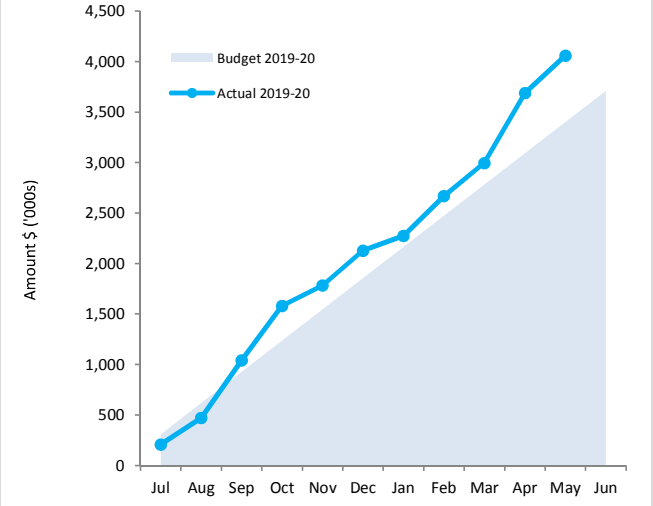
OPERATING EXPENSES



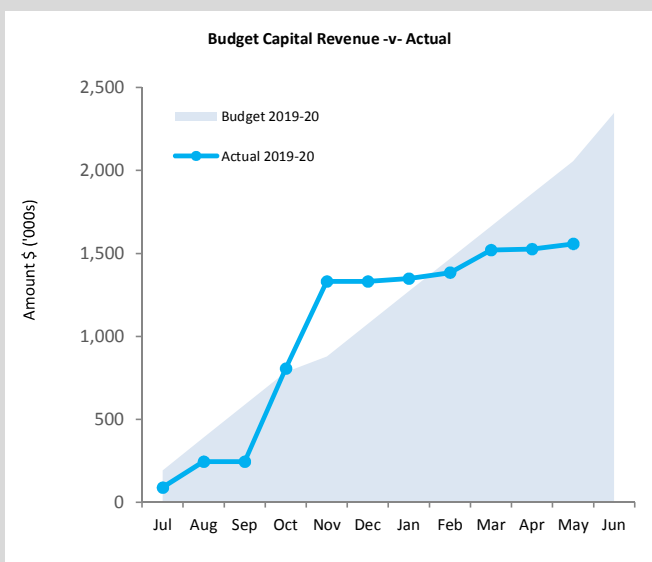
Budget Operating Revenues -v- Actual



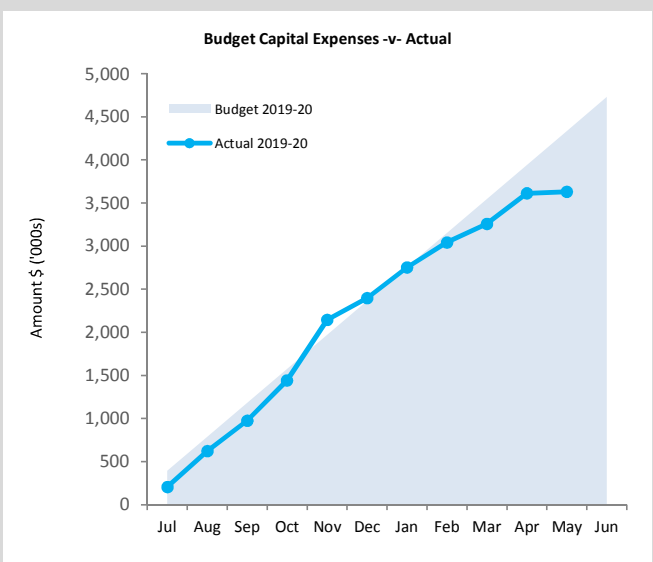
Budget Operating Expenses -v- YTD Actual



CAPITAL REVENUE



CAPITAL EXPENSES



This information is to be read in conjunction with the accompanying Financial Statements and Notes.

KEY TERMS AND DESCRIPTIONS
FOR THE PERIOD ENDED 31 MAY 2020

STATUTORY REPORTING PROGRAMS

Shire operations as disclosed in these financial statements encompass the following service orientated activities/programs.

GOVERNANCE	ACTIVITIES
To provide a decision making process for the efficient allocation of scarce resources.	Administration and operation of facilities and services to members of council. Other costs that relate to the tasks of assisting elected members and taxpayers on matters which do not concern specific council services.
GENERAL PURPOSE FUNDING	
To collect revenue to fund provision of services.	Rates, general purpose government grants and interest revenue.
LAW, ORDER, PUBLIC SAFETY	
To ensure a safer community in which to live.	Supervision of various local laws, fire prevention, emergency services and animal control.
HEALTH	
To provide an operational framework for good community health.	Food quality and pest control, maintenance of child health centre, medical centre, dental clinic and administration of group health scheme.
EDUCATION AND WELFARE	
To support the needs of the community in education and welfare.	Assistance to Day Care Centre, Playgroup, Youth activities and other voluntary services.
HOUSING	
Provide adequate housing to attract and retain staff and non-staff.	Maintenance of council owned housing.
COMMUNITY AMENITIES	
Provide services as required by the community.	Rubbish collection services, tip operation, noise control, town planning administration.
RECREATION AND CULTURE	
To establish and efficiently manage infrastructure and resources which will help the social well-being of the community.	Maintenance of swimming pool, recreation centre, library, parks, gardens and reserves.
TRANSPORT	
To provide effective and efficient transport services to the community.	Construction and maintenance of streets, roads, bridges, cleaning and lighting of streets, traffic lights, cycleways, depot maintenance and airstrip maintenance.
ECONOMIC SERVICES	
To help promote the shire and improve its economic well-being.	The regulation and provision of tourism, area promotion, building control, noxious weeds, vermin control, plant nursery and standpipes.
OTHER PROPERTY AND SERVICES	
To monitor and control overheads operating accounts.	Private works operations, plant repairs and operations and engineering costs.

**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

STATUTORY REPORTING PROGRAMS

	Ref Note	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Opening funding surplus / (deficit)	1(c)	1,890,870	1,890,870	1,881,408	(9,462)	(0.50%)	
Revenue from operating activities							
Governance		41,063	35,968	58,252	22,284	61.96%	▲
General purpose funding - rates	6	2,148,222	2,148,222	2,148,285	63	0.00%	
General purpose funding - other		596,058	591,553	1,218,626	627,073	106.00%	▲
Law, order and public safety		24,020	18,265	27,898	9,633	52.74%	
Health		17,150	15,730	14,060	(1,670)	(10.62%)	
Education and welfare		6,262	4,842	4,055	(787)	(16.25%)	
Housing		107,529	98,376	102,138	3,762	3.82%	
Community amenities		83,853	79,474	78,050	(1,424)	(1.79%)	
Recreation and culture		22,313	20,901	23,012	2,111	10.10%	
Transport		151,557	146,727	132,004	(14,723)	(10.03%)	▼
Economic services		8,219	6,972	6,354	(618)	(8.86%)	
Other property and services		62,755	54,674	49,441	(5,233)	(9.57%)	
		3,269,001	3,221,704	3,862,175	640,471		▲
Expenditure from operating activities							
Governance		(563,937)	(460,839)	(353,948)	106,891	23.19%	▲
General purpose funding		(48,211)	(42,748)	(40,668)	2,080	4.87%	
Law, order and public safety		(459,423)	(370,493)	(197,844)	172,649	46.60%	▲
Health		(140,010)	(128,060)	(111,367)	16,693	13.04%	▲
Education and welfare		(20,341)	(18,646)	(31,069)	(12,423)	(66.63%)	▼
Housing		(428,605)	(386,353)	(408,056)	(21,703)	(5.62%)	
Community amenities		(329,626)	(290,272)	(283,716)	6,556	2.26%	
Recreation and culture		(964,424)	(875,925)	(892,098)	(16,173)	(1.85%)	
Transport		(1,707,462)	(1,559,351)	(1,701,040)	(141,689)	(9.09%)	
Economic services		(180,734)	(158,733)	(164,381)	(5,648)	(3.56%)	
Other property and services		(127,076)	(109,472)	125,160	234,632	214.33%	▲
		(4,969,849)	(4,400,892)	(4,059,027)	341,865		
Non-cash amounts excluded from operating activities	1(a)	1,858,716	1,700,714	1,609,889	(90,825)	(5.34%)	
Amount attributable to operating activities		157,868	521,526	1,413,037	891,511		▲
Investing Activities							
Proceeds from non-operating grants, subsidies and contributions	12(b)	1,814,294	1,764,419	1,557,532	(206,887)	(11.73%)	▼
Proceeds from disposal of assets	7	123,000	51,199	51,199	0	0.00%	
Purchase of property, plant and equipment	8	(3,979,663)	(3,820,197)	(3,632,397)	187,800	4.92%	
Amount attributable to investing activities		(2,042,369)	(2,004,579)	(2,023,666)	(19,087)		
Financing Activities							
Transfer from reserves	10	776,000	776,000	500,000	(276,000)	(35.57%)	▼
Repayment of debentures	9	(51,289)	(41,059)	(41,059)	0	0.00%	
Transfer to reserves	10	(674,080)	(21,925)	(21,925)	0	0.00%	
Amount attributable to financing activities		50,631	713,016	437,016	(276,000)		
Closing funding surplus / (deficit)	1(c)	57,000	1,120,833	1,707,795			

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Actual data as per the adopted materiality threshold. Refer to threshold. Refer to Note 15 for an explanation of the reasons for the variance.

The material variance adopted by Council for the 2019-20 year is \$10,000 or 10.00% whichever is the greater.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

KEY TERMS AND DESCRIPTIONS FOR THE PERIOD ENDED 31 MAY 2020

REVENUE

RATES

All rates levied under the *Local Government Act 1995*. Includes general, differential, specific area rates, minimum rates, interim rates, back rates, ex-gratia rates, less discounts offered. Exclude administration fees, interest on instalments, interest on arrears and service charges.

OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Refer to all amounts received as grants, subsidies and contributions that are not non-operating grants.

NON-OPERATING GRANTS, SUBSIDIES AND CONTRIBUTIONS

Amounts received specifically for the acquisition, construction of new or the upgrading of non-current assets paid to a local government, irrespective of whether these amounts are received as capital grants, subsidies, contributions or donations.

PROFIT ON ASSET DISPOSAL

Profit on the disposal of assets including gains on the disposal of long term investments. Losses are disclosed under the expenditure classifications.

FEES AND CHARGES

Revenues (other than service charges) from the use of facilities and charges made for local government services, sewerage rates, rentals, hire charges, fee for service, photocopying charges, licences, sale of goods or information, fines, penalties and administration fees. Local governments may wish to disclose more detail such as rubbish collection fees, rental of property, fines and penalties, other fees and charges.

SERVICE CHARGES

Service charges imposed under *Division 6 of Part 6 of the Local Government Act 1995*. *Regulation 54 of the Local Government (Financial Management) Regulations 1996* identifies these as television and radio broadcasting, underground electricity and neighbourhood surveillance services. Exclude rubbish removal charges. Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

INTEREST EARNINGS

Interest and other items of a similar nature received from bank and investment accounts, interest on rate instalments, interest on rate arrears and interest on debtors.

OTHER REVENUE / INCOME

Other revenue, which can not be classified under the above headings, includes dividends, discounts, rebates etc.

NATURE OR TYPE DESCRIPTIONS

EXPENSES

EMPLOYEE COSTS

All costs associate with the employment of person such as salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences, safety expenses, medical examinations, fringe benefit tax, etc.

MATERIALS AND CONTRACTS

All expenditures on materials, supplies and contracts not classified under other headings. These include supply of goods and materials, legal expenses, consultancy, maintenance agreements, communication expenses, advertising expenses, membership, periodicals, publications, hire expenses, rental, leases, postage and freight etc. Local governments may wish to disclose more detail such as contract services, consultancy, information technology, rental or lease expenditures.

UTILITIES (GAS, ELECTRICITY, WATER, ETC.)

Expenditures made to the respective agencies for the provision of power, gas or water. Exclude expenditures incurred for the reinstatement of roadwork on behalf of these agencies.

INSURANCE

All insurance other than worker's compensation and health benefit insurance included as a cost of employment.

LOSS ON ASSET DISPOSAL

Loss on the disposal of fixed assets.

DEPRECIATION ON NON-CURRENT ASSETS

Depreciation expense raised on all classes of assets.

INTEREST EXPENSES

Interest and other costs of finance paid, including costs of finance for loan debentures, overdraft accommodation and refinancing expenses.

OTHER EXPENDITURE

Statutory fees, taxes, provision for bad debts, member's fees or State taxes. Donations and subsidies made to community groups.

**STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

BY NATURE OR TYPE

	Ref Note	Adopted Budget	YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Opening funding surplus / (deficit)	1(c)	1,890,870	1,890,870	1,881,408	(9,462)	(0.50%)	
Revenue from operating activities							
Rates	6	2,148,222	2,148,222	2,148,285	63	0.00%	
Operating grants, subsidies and contributions	12(a)	698,787	692,987	1,331,206	638,219	92.10%	▲
Fees and charges		265,332	247,046	235,095	(11,951)	(4.84%)	
Interest earnings		53,511	41,561	41,473	(88)	(0.21%)	
Other revenue		84,149	72,888	106,113	33,225	45.58%	▲
Profit on disposal of assets	7	19,000	19,000	0	(19,000)	(100.00%)	▼
		3,269,001	3,221,704	3,862,172	640,468		▲
Expenditure from operating activities							
Employee costs		(1,542,846)	(1,397,324)	(1,421,012)	(23,688)	(1.70%)	
Materials and contracts		(1,050,930)	(822,928)	(569,254)	253,674	30.83%	▲
Utility charges		(222,882)	(203,832)	(217,302)	(13,470)	(6.61%)	
Depreciation on non-current assets		(1,857,203)	(1,702,414)	(1,591,668)	110,746	6.51%	
Interest expenses		(10,026)	(7,703)	(6,282)	1,421	18.45%	
Insurance expenses		(186,614)	(186,589)	(186,817)	(228)	(0.12%)	
Other expenditure		(82,048)	(62,802)	(48,468)	14,334	22.82%	▲
Loss on disposal of assets	7	(17,300)	(17,300)	(18,221)	(921)	(5.32%)	
		(4,969,849)	(4,400,892)	(4,059,024)	341,868		
Non-cash amounts excluded from operating activities	1(a)	1,858,716	1,700,714	1,609,889	(90,825)	(5.34%)	
Amount attributable to operating activities		157,868	521,526	1,413,037	891,511		▲
Investing activities							
Proceeds from non-operating grants, subsidies and contributions	12(b)	1,814,294	1,764,419	1,557,532	(206,887)	(11.73%)	▼
Proceeds from disposal of assets	7	123,000	51,199	51,199	0	0.00%	
Payments for property, plant and equipment	8	(3,979,663)	(3,820,197)	(3,632,397)	187,800	(4.92%)	
Amount attributable to investing activities		(2,042,369)	(2,004,579)	(2,023,666)	(19,087)		
Financing Activities							
Transfer from reserves	10	776,000	776,000	500,000	(276,000)	(35.57%)	▼
Repayment of debentures	9	(51,289)	(41,059)	(41,059)	0	0.00%	
Transfer to reserves	10	(674,080)	(21,925)	(21,925)	0	0.00%	
Amount attributable to financing activities		50,631	713,016	437,016	(276,000)		▼
Closing funding surplus / (deficit)	1(c)	57,000	1,120,833	1,707,795			

KEY INFORMATION

▲ ▼ Indicates a variance between Year to Date (YTD) Actual and YTD Actual data as per the adopted materiality threshold.

Refer to Note 15 for an explanation of the reasons for the variance.

This statement is to be read in conjunction with the accompanying Financial Statements and Notes.

(a) Non-cash items excluded from operating activities

The following non-cash revenue and expenditure has been excluded from operating activities within the Statement of Financial Activity in accordance with Financial Management Regulation 32.

	Notes	Adopted Budget	YTD Budget (a)	YTD Actual (b)
Non-cash items excluded from operating activities		\$	\$	\$
Adjustments to operating activities				
Less: Profit on asset disposals		(19,000)	(19,000)	0
Less: Movement in liabilities associated with restricted cash		3,213	0	0
Add: Loss on asset disposals		17,300	17,300	18,221
Add: Depreciation on assets		1,857,203	1,702,414	1,591,668
Total non-cash items excluded from operating activities		1,858,716	1,700,714	1,609,889

(b) Adjustments to net current assets in the Statement of Financial Activity

The following current assets and liabilities have been excluded from the net current assets used in the Statement of Financial Activity in accordance with *Financial Management Regulation* 32 to agree to the surplus/(deficit) after imposition of general rates.

		Last Year Closing 30-06-2019	This Time Last Year 31 May 2019	Year to Date 31 May 2020
Adjustments to net current assets				
Less: Reserves - restricted cash	10	(1,975,535)		(1,497,460)
Add: Borrowings	9	51,289		10,231
Add: Provisions - employee	11	142,339		92,289
Total adjustments to net current assets		(1,781,907)	0	(1,394,940)

(c) Net current assets used in the Statement of Financial Activity

Current assets				
Cash and cash equivalents	2	4,236,943		3,210,731
Rates receivables	3	37,570		48,758
Receivables	3	166,699		29,137
Other current assets	4	3,125		993
Less: Current liabilities				
Payables	5	(587,394)		(36,743)
Borrowings	9	(51,289)		(10,231)
Provisions	11	(142,339)		(92,289)
Less: Total adjustments to net current assets	1(b)	(1,781,907)		(1,394,940)
Closing funding surplus / (deficit)		1,881,408	0	1,755,416

CURRENT AND NON-CURRENT CLASSIFICATION

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. Unless otherwise stated assets or liabilities are classified as current if expected to be settled within the next 12 months, being the Council's operational cycle.

Description	Classification	Unrestricted	Restricted	Total Cash	Trust	Institution	Interest Rate	Maturity Date
		\$	\$	\$	\$			
Cash on hand								
Cash at Bank Muni A/C	Cash and cash equivalents	1,616,213	0	1,616,213	0	NAB	0.75%	ongoing
Cash at Licensing Bank A/C	Cash and cash equivalents	96,757	0	96,757	0	NAB	Variable	ongoing
Cash on Hand	Cash and cash equivalents	300	0	300	0	n/a	n/a	n/a
Reserve Funds	Cash and cash equivalents	0	1,497,460	1,497,460	0	NAB	1.43%	11-Jun-20
Total		1,713,271	1,497,460	3,210,731	0			
Comprising								
Cash and cash equivalents		1,713,271	1,497,460	3,210,731	0			
		1,713,271	1,497,460	3,210,731	0			

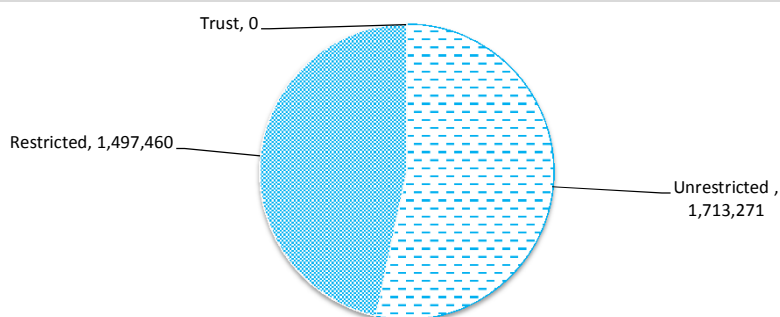
KEY INFORMATION

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts. Bank overdrafts are reported as short term borrowings in current liabilities in the statement of net current assets.

The local government classifies financial assets at amortised cost if both of the following criteria are met:

- the asset is held within a business model whose objective is to collect the contractual cashflows, and
- the contractual terms give rise to cash flows that are solely payments of principal and interest.

Financial assets at amortised cost held with registered financial institutions are listed in this note other financial assets at amortised cost are provided in Note 4 - Other assets.



Total Cash	Unrestricted
\$3.21 M	\$1.71 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

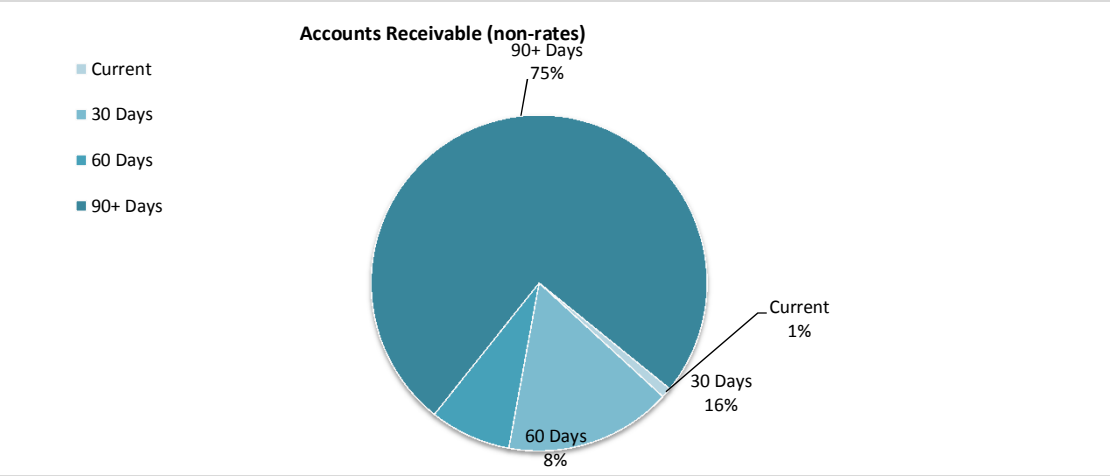
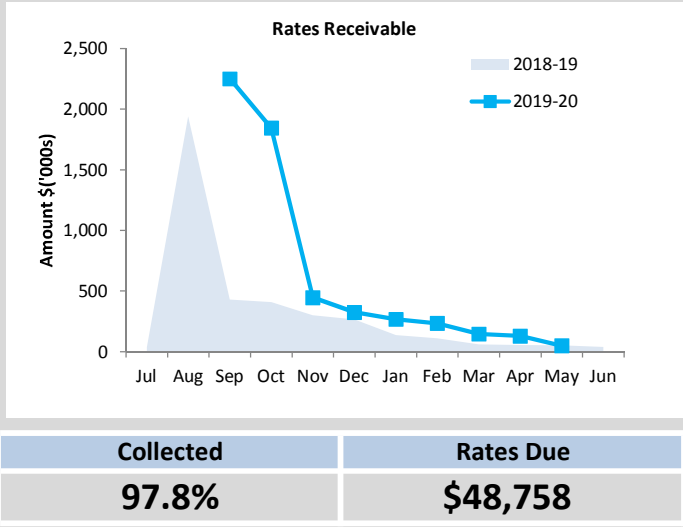
OPERATING ACTIVITIES
NOTE 3
RECEIVABLES

Rates receivable	30 June 2019	31 May 20
	\$	\$
Opening arrears previous years	35,433	37,570
Levied this year	0	2,148,222
Less - collections to date	2,137	(2,137,034)
Equals current outstanding	37,570	48,758
Net rates collectable	37,570	48,758
% Collected	-6%	97.8%

Receivables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Receivables - general	(4,619)	294	4,786	2,330	22,378	25,169
Percentage	(18.4%)	1.2%	19%	9.3%	88.9%	
Balance per trial balance						
Sundry receivable						25,169
GST receivable						10,509
Provision for doubtful debts						(80)
Bonds and deposits held						(6,461)
Total receivables general outstanding						29,137
Amounts shown above include GST (where applicable)						

KEY INFORMATION

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets. Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.



	Opening Balance 1 July 2019	Asset Increase	Asset Reduction	Closing Balance 31 May 2020
Other current assets	\$	\$	\$	\$
Inventory				
Stock on hand	3,125	0	0	993
Total other current assets				993
Amounts shown above include GST (where applicable)				

KEY INFORMATION

Inventory

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

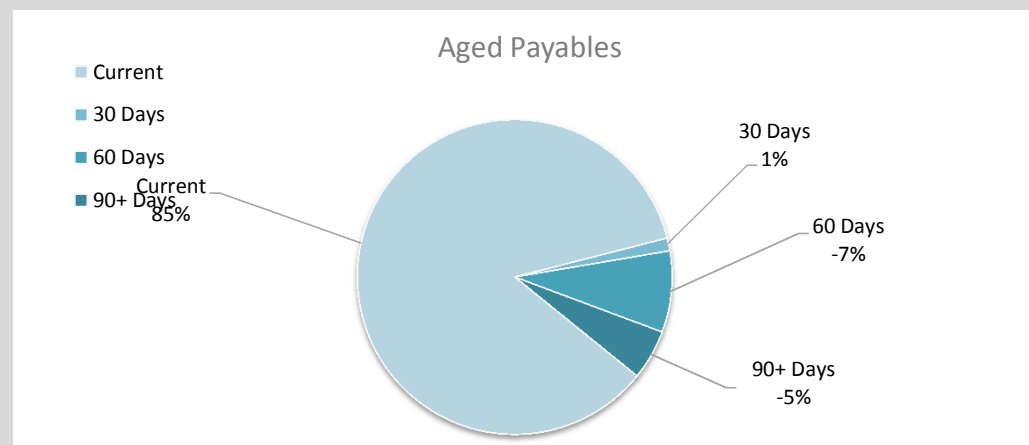
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES
NOTE 5
Payables

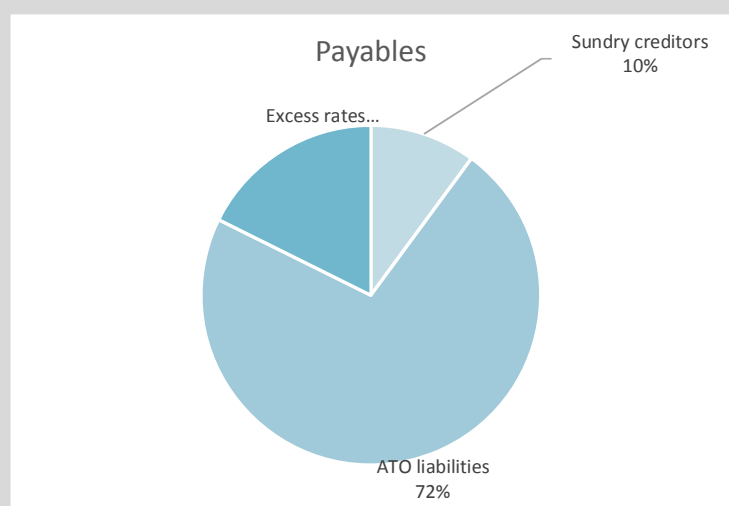
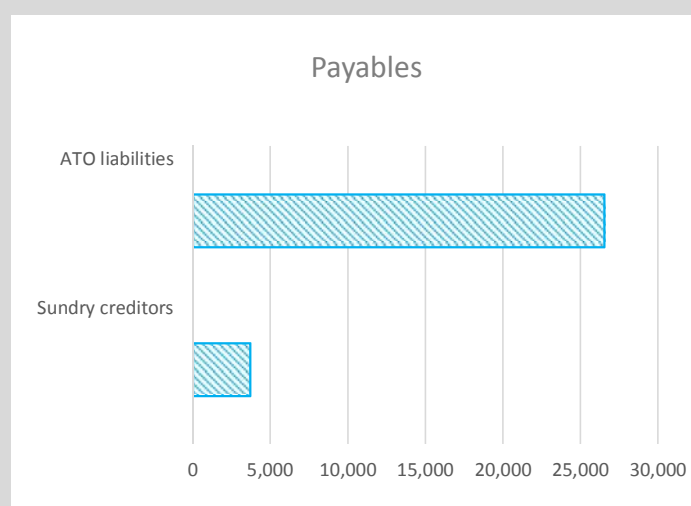
Payables - general	Credit	Current	30 Days	60 Days	90+ Days	Total
	\$	\$	\$	\$	\$	\$
Payables - general	0	4,328	67	(425)	(262)	3,709
Percentage	0.0%	116.7%	1.8%	-11.4%	-7.1%	
Balance per trial balance						
Sundry creditors						3,709
ATO liabilities						26,544
Excess rates						6,490
Total payables general outstanding						36,743
Amounts shown above include GST (where applicable)						

KEY INFORMATION

Trade and other payables represent liabilities for goods and services provided to the Shire that are unpaid and arise when the Shire becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.



Creditors Due
\$36,743
Over 30 Days
-17%
Over 90 Days
-7.1%



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES
NOTE 6
RATE REVENUE

General rate revenue

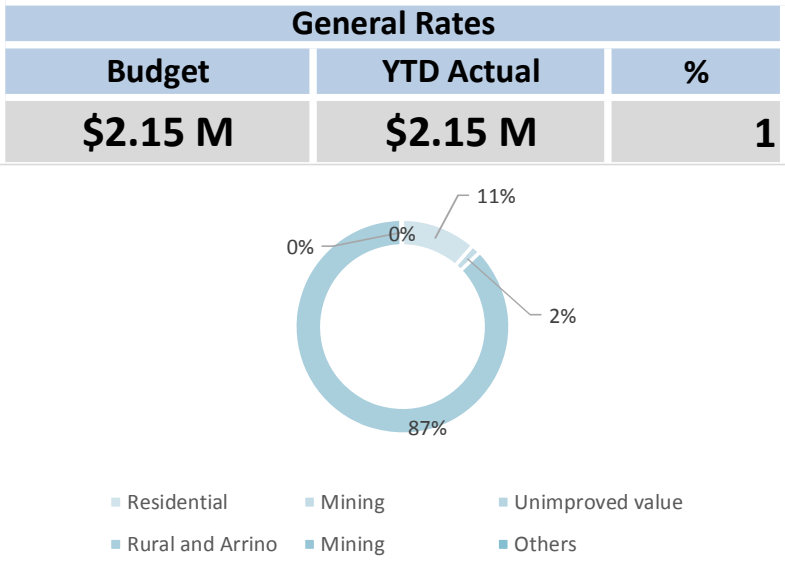
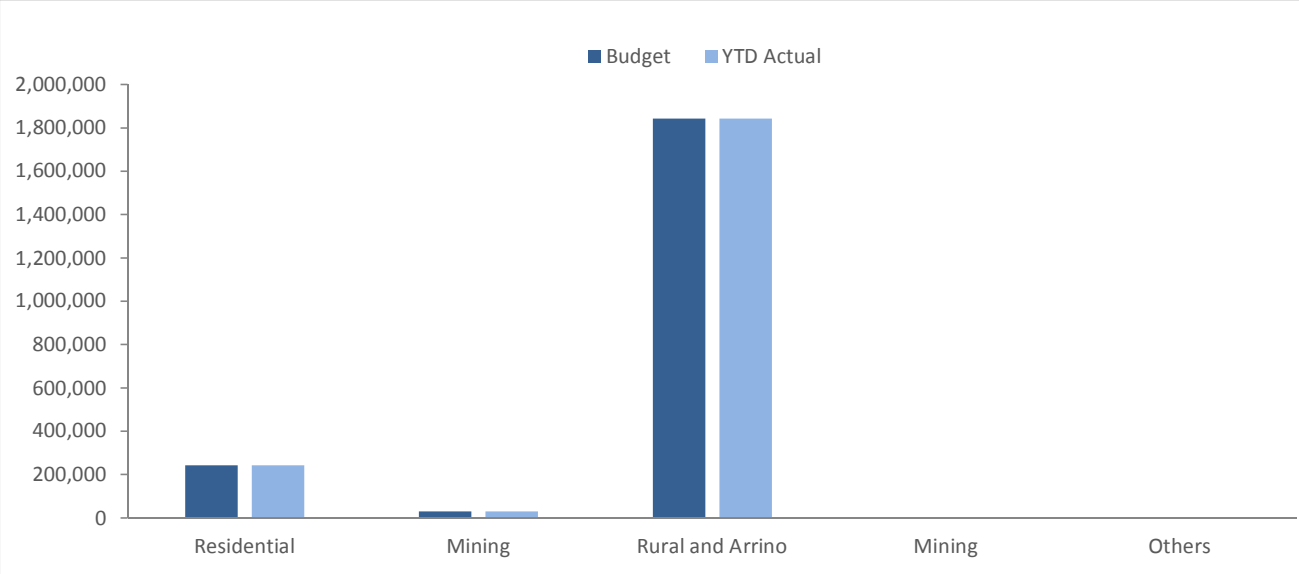
	Budget							YTD Actual			
	Rate in \$ (cents)	Number of Properties	Rateable Value	Rate Revenue	Interim Rate	Back Rate	Total Revenue	Rate Revenue	Interim Rates	Back Rates	Total Revenue
RATE TYPE				\$	\$	\$	\$	\$	\$	\$	\$
Gross rental value											
Residential	0.119610	206	2,021,136	241,740	0	0	241,740	241,740	0	0	241,740
Mining	0.119610	1	252,500	30,201	0	0	30,201	30,201	0	0	30,201
Unimproved value											
Rural and Arrino	0.015330	183	120,254,000	1,843,975	0	0	1,843,975	1,843,975	0	0	1,843,975
Mining	0.015330	5	237,418	3,641	0	0	3,641	3,641	0	0	3,641
Others		65	9,256	0	0	0	0	0	0	0	0
Sub-Total		460	122,774,310	2,119,557	0	0	2,119,557	2,119,557	0	0	2,119,557
Minimum payment	Minimum \$										
Gross rental value											
Residential	455	20	13,439	9,100	0	0	9,100	9,100			9,100
Unimproved value											
Rural and Arrino	455	23	347,350	10,465	0	0	10,465	10,465			10,465
Mining	455	20	160,532	9,100	0	0	9,100	9,100			9,100
Sub-total		63	521,321	28,665	0	0	28,665	28,665	0	0	28,665
Amount from general rates							2,148,222				2,148,222
Total general rates							2,148,222				2,148,222

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES
NOTE 6
RATE REVENUE

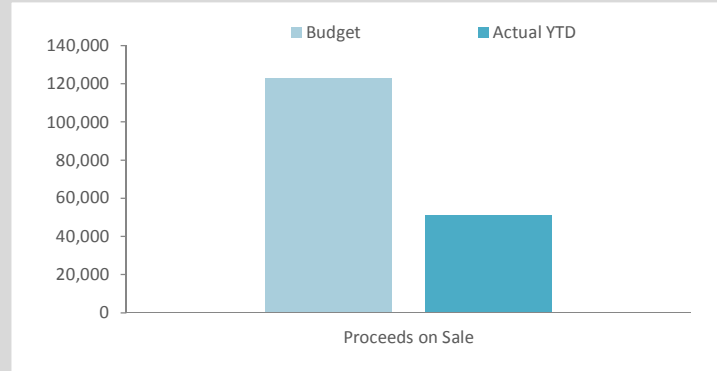
KEY INFORMATION

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions. Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.



Asset Ref.	Asset description	Budget				YTD Actual			
		Net Book	Proceeds	Profit	(Loss)	Net Book	Proceeds	Profit	(Loss)
		Value				Value			
		\$	\$	\$	\$	\$	\$	\$	\$
Plant and equipment									
Transport									
P5013	Caterpillar Roller TS 5013	30,800	30,000	0	(800)	0	0	0	0
P50042	2014 Mitsubishi Canter TS 5004	36,500	20,000	0	(16,500)	0	0	0	0
P70082	Tandem Axle Trailer TS 7008	10,800	14,000	3,200	0	0	0	0	0
PM002	Nissan Pathfinder - 001 - TS	15,000	20,000	5,000	0	21,669	18,718	0	(2,951)
PM001	Toyota RAV 4 - TS - 125	14,500	15,000	500	0	19,742	15,045	0	(4,697)
P105503	Ford Ranger PX Single Cab TD - 5015	4,200	12,000	7,800	0	10,337	8,263	0	(2,074)
P1423	Ford Ranger PX Single Cab TD - 523	9,500	12,000	2,500	0	17,672	9,173	0	(8,499)
		121,300	123,000	19,000	(17,300)	69,420	51,199	0	(18,221)

KEY INFORMATION



Proceeds on sale		
Annual Budget	YTD Actual	%
\$123,000	\$51,199	42%

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

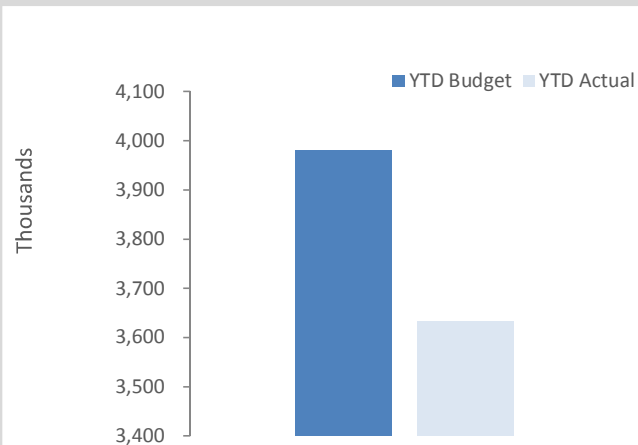
**INVESTING ACTIVITIES
NOTE 8
CAPITAL ACQUISITIONS**

Capital acquisitions	Adopted		YTD Actual	YTD Actual Variance
	Budget	YTD Budget		
	\$	\$	\$	\$
Buildings	1,431,000	1,428,500	1,321,573	(106,927)
Furniture & Equipment	115,000	115,000	51,292	(63,708)
Plant & Equipment	425,150	425,150	405,428	(19,722)
Infrastructure - Roads	1,912,413	1,755,447	1,775,193	19,746
Infrastructure - Footpaths	60,000	60,000	61,792	1,792
Infrastructure - Parks & Ovals	36,100	36,100	17,119	(18,981)
Capital Expenditure Totals	3,979,663	3,820,197	3,632,397	(187,800)
Capital Acquisitions Funded By:				
	\$	\$	\$	\$
Capital grants and contributions	1,814,294	1,764,419	1,557,532	(206,887)
Other (disposals & C/Fwd)	123,000	51,199	51,199	0
Cash backed reserves				
Plant reserve	50,000		0	0
Swimming Pool Equipment	16,000		0	0
Day Care Centre	500,000	500,000	500,000	0
Drainage	210,000		0	0
Contribution - operations	1,266,369	1,504,579	1,523,666	19,087
Capital funding total	3,979,663	3,820,197	3,632,397	(187,800)

SIGNIFICANT ACCOUNTING POLICIES

All assets are initially recognised at cost. Cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the local government includes the cost of all materials used in the construction, direct labour on the project and an appropriate proportion of variable and fixed overhead. Certain asset classes may be revalued on a regular basis such that the carrying values are not materially different from fair value. Assets carried at fair value are to be revalued with sufficient regularity to ensure the carrying amount does not differ materially from that determined using fair value at reporting date.

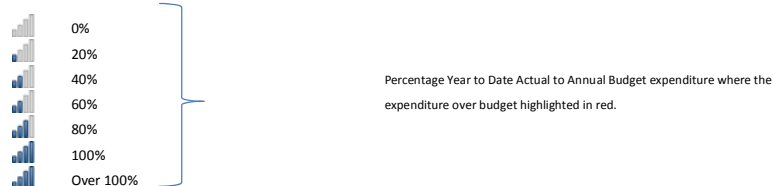
KEY INFORMATION



Acquisitions	Annual Budget	YTD Actual	% Spent
	\$3.98 M	\$3.63 M	91%
Capital Grant	Annual Budget	YTD Actual	% Received
	\$1.81 M	\$1.56 M	86%

Capital expenditure total

Level of completion indicators



Level of completion indicator, please see table at the end of this note for further detail.

		Adopted			
	Account Description	Current Budget	Year to Date Budget	Year to Date Actual	Variance (Under)/Over
Capital Expenditure					
Buildings					
	1615 Child Care Facility - ECLC	1,205,000	1,205,000	1,226,705	21,705
	1732 Buildings Capital - Housing Other (Input Taxed)	12,500	10,000	7,851	(2,149)
	1744 Building Capital -Staff Housing	58,500	58,500	37,087	(21,413)
	2404 Buildings	25,000	25,000	7,038	(17,962)
	2434 Buildings - Public Halls/Civic Centre	15,000	15,000	2,494	(12,506)
	2814 Building - Pavilion	5,000	5,000	7,130	2,130
	2834 Buildings	50,000	50,000	16,868	(33,132)
	3494 Buildings	50,000	50,000	9,691	(40,309)
	3814 Buildings	10,000	10,000	6,709	(3,291)
	Buildings Total	1,431,000	1,428,500	1,321,573	(106,927)
Infrastructure - Roads					
	3104 Blackspot Grant - Projects	56,000	42,000	23,158	(18,842)
	3124 RRG Project Grants	0	0	4,018	4,018
	3134 Roads To Recovery Grants	329,669	329,667	324,976	(4,691)
	3154 MRWA - Road Projects	871,000	871,000	758,506	(112,494)
	3164 Road Construction - Municipal Fund	615,744	472,780	636,993	164,213
	5594 Town Streets - Kerbing & Drainage	40,000	40,000	27,542	(12,458)
	Infrastructure - Roads Total	1,912,413	1,755,447	1,775,193	19,746
Furniture & Equipment					
	1104 Furniture & Equipment (Medical Centre)	45,000	45,000	0	(45,000)
	1434 Furniture & Equipment	7,500	7,500	2,802	(4,698)
	2854 Furniture & Equipment (Pool)	43,500	43,500	39,039	(4,461)
	3484 Furniture & Equipment	14,000	14,000	9,450	(4,550)
	3804 Furniture & Equipment	5,000	5,000	0	(5,000)
	Furniture & Equipment Total	115,000	115,000	51,292	(63,708)
Plant & Equipment					
	0604 M/V Purchase	49,650	49,650	49,403	(247)
	3544 Purchase of Motor Vehicles	97,500	97,500	89,354	(8,146)
	3554 Purchase Plant & Equipment	215,000	215,000	239,017	24,017
	3564 Tools & Equipment	63,000	63,000	27,655	(35,345)
	Plant & Equipment Total	425,150	425,150	405,428	(19,722)
Infrastructure - Parks & Ovals					
	2865 Infrastructure - Parks & Ovals	27,500	27,500	11,845	(15,655)
	3854 Infrastructure - Tourism Promotion	8,600	8,600	5,274	(3,326)
	Infrastructure - Parks & Ovals Total	36,100	36,100	17,119	(18,981)
Infrastructure - Footpaths					
	3224 Footpaths	60,000	60,000	61,792	1,792
	Infrastructure - Footpaths Total	60,000	60,000	61,792	1,792
	Grand Total	3,979,663	3,820,197	3,632,396	(187,801)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

FINANCING ACTIVITIES

NOTE 9

BORROWINGS

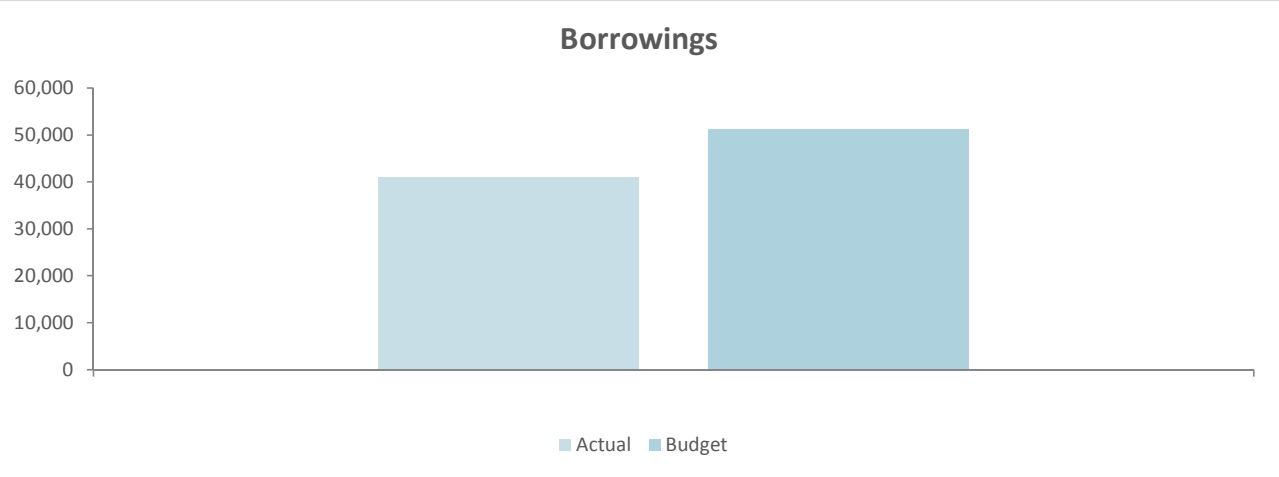
Repayments - borrowings

Information on borrowings		New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
Particulars	1 July 2019	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Recreation and culture									
Loan 160 Swimming pool	109,649	0	0	10,035	20,265	99,614	89,384	3,085	4,092
Transport									
Loan 157 Grader	31,024	0	0	31,024	31,024	-0	0	1,434	1,434
	140,673	0	0	41,059	51,289	99,614	89,384	4,518	5,526
Total	140,673	0	0	41,059	51,289	99,614	89,384	4,518	5,526
Current borrowings	51,289					10,231			
Non-current borrowings	89,384					89,383			
	140,673					99,614			

All debenture repayments were financed by general purpose revenue.

KEY INFORMATION

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method. Fees paid on the establishment of loan facilities that are yield related are included as part of the carrying amount of the loans and borrowings.



	Principal repayments
	\$41,059
Interest earned	Interest expense
\$41,473	\$4,518
Reserves balance	Loans due
\$1.5 M	\$.1 M

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES

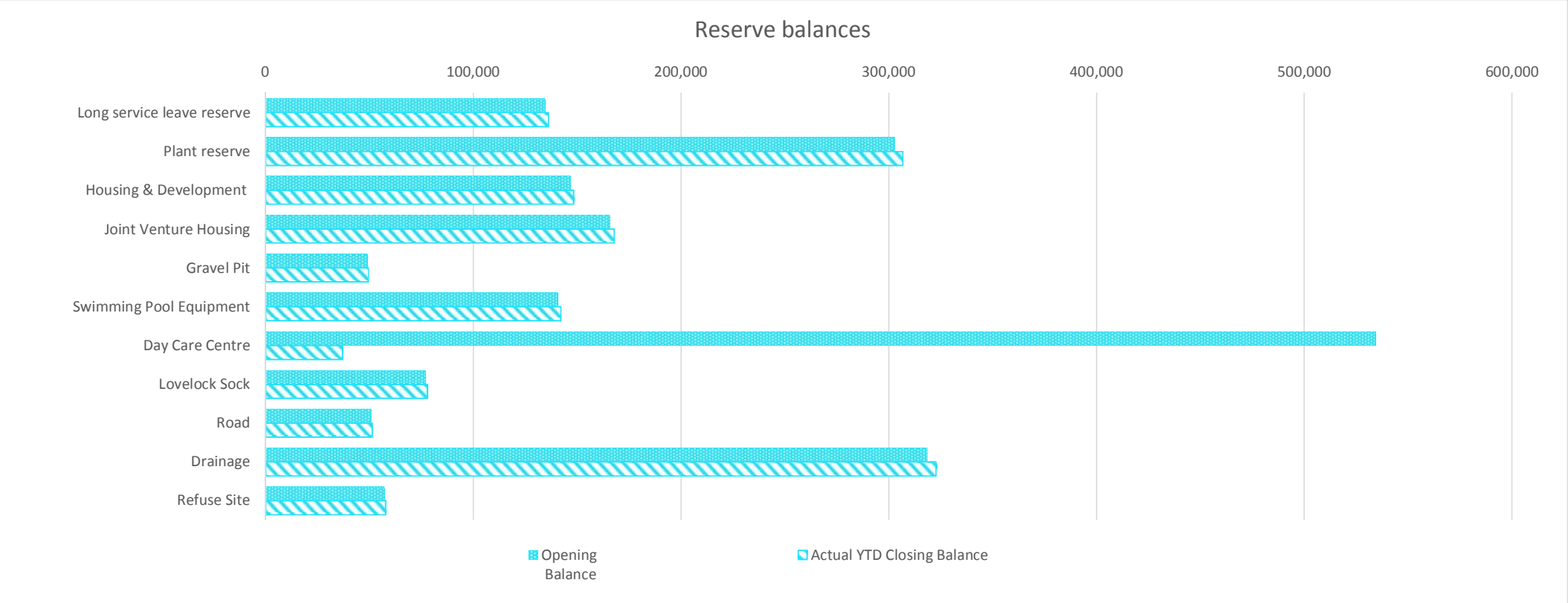
NOTE 10

CASH RESERVES

Cash backed reserve

Reserve name	Opening Balance	Budget Interest Earned	Actual Interest Earned	Budget Transfers In (+)	Actual Transfers In (+)	Budget Transfers Out (-)	Actual Transfers Out (-)	Budget Closing Balance	Actual YTD Closing Balance
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Long service leave reserve	134,449	3,213	1,760	0	0	0	0	137,662	136,209
Plant reserve	302,724	6,000	3,963	112,025	0	(50,000)	0	370,749	306,687
Housing & Development	146,418	3,486	1,917	394,246	0	0	0	544,150	148,335
Joint Venture Housing	165,623	3,958	2,168	0	0	0	0	169,581	167,791
Gravel Pit	48,906	1,169	640	0	0	0	0	50,075	49,546
Swimming Pool Equipment	140,343	3,354	1,837	0	0	(16,000)	0	127,697	142,180
Day Care Centre	534,030	12,762	3,055	0	0	(500,000)	(500,000)	46,792	37,085
Lovelock Sock	76,912	1,241	1,007	25,000	0	0	0	103,153	77,919
Road	50,631	612	663	50,000	0	0	0	101,243	51,294
Drainage	318,499	7,014	4,169	50,000	0	(210,000)	0	165,513	322,668
Refuse Site	57,000	0	746	0	0	0	0	57,000	57,746
	1,975,535	42,809	21,925	631,271	0	(776,000)	(500,000)	1,873,615	1,497,460

KEY INFORMATION



NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

OPERATING ACTIVITIES
NOTE 11
OTHER CURRENT LIABILITIES

Other current liabilities	Note	Opening Balance 1 July 2019	Liability Increase	Liability Reduction	Closing Balance 31 May 2020
		\$	\$	\$	\$
Provisions					
Annual leave		101,337	0	0	82,977
Long service leave		41,002	0	0	9,312
Total Provisions					92,289
Total other current assets					92,289
Amounts shown above include GST (where applicable)					

KEY INFORMATION

Provisions

Provisions are recognised when the Shire has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

Employee benefits

Short-term employee benefits

Provision is made for the Shire's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Shire's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the calculation of net current assets.

Other long-term employee benefits

The Shire's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur. The Shire's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Shire does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

NOTE 12(a)

Provider	Unspent operating grant, subsidies and contributions liability					OPERATING GRANTS AND CONTRIBUTIONS		
	Liability 1-Jul	Increase in Liability	Liability Reduction (As revenue)	Liability 30-Jun	Current Liability 30-Jun	Operating grants, subsidies and contributions revenue		
	\$	\$	\$	\$	\$	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual
						\$	\$	\$
Operating grants and subsidies								
General purpose funding								
FAGS - Local road grant	0	0	0	0	0	202,398	202,398	453,399
FAGS - General purpose grant	0	0	0	0	0	357,049	357,049	731,162
Law, order, public safety								
Grants - Fire protection	0	0	0	0	0	22,500	19,375	26,747
Education and welfare								
Seniors Events Grants	0	0	0	0	0	2,000	2,000	1,000
Recreation and culture								
Sundry Grants	0	0	0	0	0	500	375	0
Community Grant	0	0	0	0	0	2,909	2,909	7,455
Transport								
Grants - Street lighting	0	0	0	0	0	200	150	212
Grants - Direct MRWA	0	0	0	0	0	111,231	111,231	111,231
	0	0	0	0	0	698,787	695,487	1,331,206
TOTALS	0	0	0	0	0	698,787	695,487	1,331,206

NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020

NOTE 12(b)

NON-OPERATING GRANTS AND CONTRIBUTIONS

Provider	Unspent non operating grants, subsidies and contributions liability					Non operating grants, subsidies and contributions revenue		
	Liability 1-Jul	Increase in Liability	Liability Reduction (As revenue)	Liability 30-Jun	Current Liability 30-Jun	Adopted Budget Revenue	YTD Budget	YTD Revenue Actual (b)
	\$	\$	\$	\$	\$	\$	\$	\$
Non-operating grants and subsidies								
Law, order, public safety								
Grants - Fire protection	0	0	0	0	0	2,500	19,375	0
Grants - Law and other	0	0	0	0	0	57,378	57,378	57,378
Education and welfare								
Grants - Child care centre	0	0	0	0	0	780,000	780,000	651,626
Transport								
Grants - RRG projects	0	0	0	0	0	570,666	570,666	503,083
Grants - Blackspot	0	0	0	0	0	80,000	40,000	23,158
Grants - Roads to Recovery	0	0	0	0	0	292,000	292,000	292,287
Grants - Country Pathways	0	0	0	0	0	30,000	21,000	30,000
	0	0	0	0	0	1,812,544	1,780,419	1,557,532
Non-operating contributions								
Recreation and culture								
Contributions and donations	0	0	0	0	0	1,750	875	0
	0	0	0	0	0	1,750	875	0
TOTALS	0	0	0	0	0	1,814,294	1,781,294	1,557,532

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 13
TRUST FUND**

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance 1 July 2019	Amount Received	Amount Paid	Closing Balance 31 May 2020
	\$	\$	\$	\$
Nomination Fees	0	400	(400)	0
	0	400	(400)	0

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 14
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
Budget adoption			Opening surplus			(19,954)	(19,954)
0011 Rates levied all areas		190901	Operating Revenue			(32,025)	(51,979)
0162 Allowances - travelling & ICT		190901	Operating Expenses			(14,000)	(65,979)
0270 Salaries		190902	Operating Expenses			(91,000)	(156,979)
0322 Staff training		190902	Operating Expenses			(6,000)	(162,979)
0452 Office Maintenance		180906	Operating Expenses			(10,000)	(172,979)
0582 Sundry Expenses FBT		190902	Operating Expenses			(4,599)	(177,578)
0604 M/V Purchase		190902	Capital Expenses			(9,650)	(187,228)
0662 Staff relocation expenses		190902	Operating Expenses			(7,500)	(194,728)
1712 Building Maintenance - (Including insurance)		190902	Operating Expenses			(7,500)	(202,228)
1773 Charges housing other		190902	Operating Revenue		8,300		(193,928)
1794 Transfer to reserves - housing		190901/190902	Capital Expenses		88,000		(105,928)
2854 F & E- Purchase lane ropes		201205	Capital Expenses			(16,000)	(121,928)
3484 Furniture & Equipment		180906	Capital Expenses		10,000		(111,928)
3574 Transfer to reserves - plant		190902	Capital Expenses		95,475		(16,453)
3912 Area Promotion		190902	Operating Expenses			(20,000)	(36,453)
3912 Area Promotion		190902	Operating Expenses		20,000		(16,453)
4572 Gross Total Salaries & Wages		190902	Operating Expenses			(165,500)	(181,953)
4782 Staff Allowances		190902	Operating Expenses			(19,500)	(201,453)
4572 Gross Total Salaries & Wages		190902	Operating Expenses		165,499		(35,954)
8421 Swimming Pool Recreational Equip Reserve		201205	Capital Expenses		16,000		(19,954)
1743 Contributions/Reimbursements - Other Revenue		014/2020	Operating Revenue		2,200		(17,754)
2915 Contributions		014/2020	Operating Revenue			(1,000)	(18,754)
0272 Salaries (Muni Fund)		014/2020	Operating Expenses			(6,900)	(25,654)
1723 Charges Rent/Leases		014/2020	Operating Revenue		7,500		(18,154)
1733 Other Minor Charges		014/2020	Operating Revenue			(1,250)	(19,404)
1883 Charges - Kadathinni Units		014/2020	Operating Revenue			(5,000)	(24,404)
4333 Charges - Private Works Various		014/2020	Operating Revenue		20,000		(4,404)
3523 Grants - RRG Projects MRWA		014/2020	Capital Revenue			(10,000)	(14,404)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 14
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
3543	Grants - Blackspot Funding	014/2020	Capital Revenue			(400,000)	(414,404)
0613	Interest on LSL Reserves	014/2020	Operating Revenue		1,000		(413,404)
1665	Interest on CCC Reserve	014/2020	Operating Revenue			(8,500)	(421,904)
1807	Reserve Interest - Refuse Site Rehab	014/2020	Operating Revenue			(800)	(422,704)
1784	LGCHP Reserve Interest	014/2020	Operating Revenue		1,000		(421,704)
1853	Housing Reserve Interest	014/2020	Operating Revenue			(500)	(422,204)
0012	Conference expenses	014/2020	Operating Expenses			(6,000)	(428,204)
0072	Public Relations - Other	014/2020	Operating Expenses			(10,000)	(438,204)
0082	Public Relations - Yakabout	014/2020	Operating Expenses		1,500		(436,704)
0122	Refreshments & Functions	014/2020	Operating Expenses			(5,000)	(441,704)
0172	Expenses - others	014/2020	Operating Expenses			(1,000)	(442,704)
0192	WCRC - Info/Tech Standardisation	014/2020	Operating Expenses		2,500		(440,204)
0272	Salaries (Muni Fund)	014/2020	Operating Expenses		40,000		(400,204)
0272	Salaries (Muni Fund)	014/2020	Operating Expenses		15,000		(385,204)
0372	Bank Charges	014/2020	Operating Expenses			(1,200)	(386,404)
0382	Printing & Stationery	014/2020	Operating Expenses			(10,000)	(396,404)
0392	Telephone/Facsimile/Internet	014/2020	Operating Expenses		4,500		(391,904)
0422	Advertising	014/2020	Operating Expenses		7,500		(384,404)
0452	Admin Office Maintenance	014/2020	Operating Expenses			(7,500)	(391,904)
0462	Audit Fees	014/2020	Operating Expenses		3,500		(388,404)
0602	Accounting Support	014/2020	Operating Expenses		7,500		(380,904)
0692	Fire Control - Other	014/2020	Operating Expenses			(15,000)	(395,904)
0722	Admin Allocation	014/2020	Operating Expenses			(5,000)	(400,904)
0762	Website Maintenance	014/2020	Operating Expenses			(1,250)	(402,154)
0773	Building Maintenance - Fire Shed (New)	014/2020	Operating Expenses			(5,000)	(407,154)
0932	Community Emergency Services - Expenditure	014/2020	Operating Expenses			(10,000)	(417,154)
1662	Child Care Centre	014/2020	Operating Expenses			(5,000)	(422,154)
1722	Housing Other Maintenance	014/2020	Operating Expenses			(12,500)	(434,654)
1772	Rubbish Site Maintenance	014/2020	Operating Expenses			(5,000)	(439,654)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 14
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
2102	Townscape Project	014/2020	Operating Expenses			(5,140)	(444,794)
2302	Cemetery Operation/Maintenance	014/2020	Operating Expenses		10,000		(434,794)
2642	Public Parks, Gardens & Reserves	014/2020	Operating Expenses			(10,000)	(444,794)
2652	Other Sporting Amenties	014/2020	Operating Expenses			(10,000)	(454,794)
3402	Depot Maintenance	014/2020	Operating Expenses			(10,000)	(464,794)
3432	Street Cleaning	014/2020	Operating Expenses		20,000		(444,794)
3462	RoMan - Annual Maintenance	014/2020	Operating Expenses			(500)	(445,294)
4282	Private Works - Various	014/2020	Operating Expenses			(20,000)	(465,294)
4492	Parts & Repairs	014/2020	Operating Expenses			(20,000)	(485,294)
4552	Consumables	014/2020	Operating Expenses			(5,000)	(490,294)
6264	Minor Tool Purchases (< \$5,000)	014/2020	Operating Expenses			(10,000)	(500,294)
6952	Long Term Financial Plan - Exp A/C	014/2020	Operating Expenses			(10,000)	(510,294)
6962	Corporate Business Plan	014/2020	Operating Expenses		30,000		(480,294)
0532	Asset Management Expenditure	014/2020	Operating Expenses			(40,000)	(520,294)
0562	Computer S/W & H/W Enhancement	014/2020	Operating Expenses			(20,000)	(540,294)
0022	Election expenses	014/2020	Operating Expenses		1,500		(538,794)
0023	Contributions Yakabout	014/2020	Operating Expenses			(3,500)	(542,294)
0222	Donations & Gifts	014/2020	Operating Expenses			(1,000)	(543,294)
0232	Expenses - Members of Council Training	014/2020	Operating Expenses		1,000		(542,294)
0232	Expenses - Members of Council Training	014/2020	Operating Expenses			(6,000)	(548,294)
0113	Sundry Income - Other	014/2020	Operating Revenue		10,000		(538,294)
0513	Insurance Scheme Credit	014/2020	Operating Revenue		1,000		(537,294)
1943	Sundry Income	014/2020	Operating Revenue			(100)	(537,394)
1615	Child Care Facility - ECLC	014/2020	Capital Expenses		125,000		(412,394)
1732	Buildings Capital - Housing Other (input taxed)	014/2020	Capital Expenses		12,500		(399,894)
1773	Charges - Other Houses	014/2020	Operating Revenue			(8,300)	(408,194)
1784	Reserves - Interest Transfer	014/2020	Capital Expenses			(1,000)	(409,194)
1823	Charges - 89 Williamson Street	014/2020	Operating Revenue		8,300		(400,894)
2132	Main Street Re-vitalisation Project	014/2020	Capital Expenses		5,140		(395,754)

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 14
BUDGET AMENDMENTS**

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	Decrease in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
2410	Lovelocks Soak	014/2020	Capital Expenses			(10,000)	(405,754)
3104	Blackspot Grant - Projects	014/2020	Capital Expenses		650,000		244,246
3124	Roads to Recovery Grants	014/2020	Capital Expenses		60,000		304,246
3164	Road Construction - Muni Fund	014/2020	Capital Expenses			(80,000)	224,246
117940	Transfer to reserves - housing	014/2020	Capital Expenses		0	(224,246)	0
133140	Drainage Reserve	018/2020	Capital Expenses		210,000		210,000
109300	COVID-19 Community Response	018/2020	Operating Expenses			(210,000)	0
135540	Purchase Plant & Equipment MUN {New Doctor car}	031/2020	Capital Expenses			(50,000)	(50,000)
135740	Transfer To Reserves MUN	031/2020	Capital Expenses		50,000		0
				0	1,661,414	(1,661,414)	

**NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
FOR THE PERIOD ENDED 31 MAY 2020**

**NOTE 15
EXPLANATION OF MATERIAL VARIANCES**


The material variance thresholds are adopted annually by Council as an indicator of whether the actual expenditure or revenue varies from the year to date Actual materially.

The material variance adopted by Council for the 2019-20 year is \$10,000 or 10.00% whichever is the greater.

Reporting Program	Var. \$	Var. %	Timing/ Permanent	Explanation of Variance
	\$	%		
Revenue from operating activities				
Governance	22,284	61.96%	▲ Permanent	Wage Subsidy received
General purpose funding - other	627,073	106.00%	▲ Permanent	FAG Grants for 23020-21 Received in May 2020
Transport	(14,723)	(10.03%)	▼ Permanent	Black Spot Funding
Expenditure from operating activities				
Governance	106,891	23.19%	▲ Permanent	Attributed to low salary cost
Law, order and public safety	172,649	46.60%	▲ Timing	Depreciation is lower
Health	16,693	13.04%	▲ Timing	WIP - Annual Financial Asset Register & Depn Etc
Education and welfare	(12,423)	(66.63%)	▼ Timing	WIP - Annual Financial Asset Register & Depn Etc
Other property and services	234,632	214.33%	▲ Permanent	Recovery cost low in Public Works and Plant.
Investing activities				
Non-operating grants, subsidies and contributions	(206,887)	(11.73%)	▼ Timing	ECLC - Funding to be Received from BBRF & MWDC
Financing activities				
Transfer from reserves	(276,000)	(35.57%)	▼ Permanent	Transfer from Muni To Rerserve - June 2020



Shire of Three Springs Schedule of Fees and Charges - 2020/21



	Proposed Fees 2020-2021	GST INC. Y/N		2019/2020	2018/2019	General Ledger
PROGRAMS	Total Cost		Authority to set fee	Total Cost	Total Cost	Code
GOVERNANCE						
Freedom of Information						
Application Fees	\$ 30.00	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Charge of Staff Members' time dealing with Application - Per Hour (Pro rata)	\$ 30.00	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Changes for Access - Time supervised by Staff Member - Per Hour (Pro rata)	\$ 30.00	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Photocopy charges - staff time Per Hour (Pro rata)	\$ 30.00	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Charges for time taken by staff to transcribe data between media	\$ 30.00	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	\$ -	\$ -	101130
Photocopy charges	\$ 0.20	N	Set by FOI Regs 1993	\$ -	\$ -	101130
GENERAL PURPOSE FUNDING						
Rates						
Late Payment Penalty Interest	0.00%	N	Set by LGA 6.13	11.00%	11.00%	100610
Instalment Option Interest	0.00%	N	Set by LGA 6.45	5.50%	5.50%	105430
Instalment Option Admin Fees - Per Instalment	\$ -	N	Set by LGA 6.45	\$ 12.00	\$ 10.00	105530
Enquiry/Orders/Requisition Fee	\$ 75.00	Y	Council	\$ 75.00	\$ 65.00	105530
Rate payment by special arrangement	\$ -	Y	Council	\$ 22.00	\$ 22.00	105530
Dishonour Cheque Processing fee	Actual Cost	Y	Council	\$ -	\$ -	105530
Sale of Council Publications						
Electoral Roll (Email PDF Copy)	\$ 11.00	Y	Subject to LGA Admin Reg 29B	\$ 11.00	\$ 11.00	101130
Council Minutes	NC					
Printing/Photocopying/Facsimile/Email						
Black Only						
Photocopying per single sheet A4 B&W	\$ 0.35	Y	Council	\$ 0.50	\$ 0.50	100730
Photocopying per double sided A4 B&W	\$ 0.60	Y	Council	\$ -	\$ -	100730
Photocopying per single sheet A3 B&W	\$ 0.60	Y	Council	\$ 0.65	\$ 0.60	100730
Photocopying per double sided A3 B&W	\$ 1.15	Y	Council	\$ -	\$ -	100730



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
Colour						
Photocopying per single sheet A4 Colour	\$ 0.60	Y	Council	\$ 0.60	\$ 0.60	100730
Photocopying per double sided A4 Colour	\$ 1.00	Y	Council	\$ -	\$ -	100730
Photocopying per single sheet A3 Colour	\$ 0.95	Y	Council	\$ -	\$ -	100730
Photocopying per double sided A3 Colour	\$ 1.65	Y	Council	\$ -	\$ -	100730
Facsimile						
Facsimile (Outgoing) per minute 1 Page	\$ 1.10	Y	Council	\$ 1.00	\$ 1.00	100730
Facsimile (Outgoing) Additional Page	\$ 1.10	Y	Council	\$ -	\$ -	100730
Facsimile (Incoming) Additional Page	\$ 1.10	Y	Council	\$ -	\$ -	100730
Laminating & Binding						
Laminating A4 Per Page	\$ 2.00	Y	Council	\$ 2.00	\$ 1.50	100730
Laminating A3 Per Page	\$ 2.75	Y	Council	\$ 2.50	\$ 2.00	100730
Binding Per Document	\$ 5.50	Y	Council	\$ 5.50	\$ 5.50	100730
Email						
Send Scan EMAIL - 1st Page	\$ 2.20	Y	Council	\$ -	\$ -	100730
Send Scan EMAIL - Additional Page	\$ 0.55	Y	Council	\$ -	\$ -	100730
INTERNET ACCESS POINT COMPUTERS						
Internet Access - 1/2 Hour	\$ 3.30	Y	Council	\$ 3.00	\$ 3.00	101130
Internet Access - 1 Hour	\$ 5.50	Y	Council	\$ 5.00	\$ 5.00	101130
Printing per page A4 B&W	\$ 0.55	Y	Council	\$ 0.50	\$ 0.50	101130
			Council	\$ -	\$ -	101130



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
YAKABOUT - LOCAL NEWS						
Sale Price						
Per Issue	\$ -		Council	\$ 1.00	\$ 1.00	100230
Annual Subscription (Electronic Copy - FREE) Link via EMAIL.	\$ -		Council	\$ 20.00		100230
Annual Subscription (hard copy)	\$ -		Council	\$ 20.00		100230
Advertising Charges - Business/Commercial						
Prepared						
Full Page (Black and White)	\$ 40.00	Y	Council	\$ 40.00	\$ 30.00	100230
Full Page (Colour)	\$ 160.00	Y	Council	\$ 160.00	\$ 120.00	100230
Half Page (Black and white)	\$ 20.00	Y	Council	\$ 20.00	\$ 15.00	100230
Half Page (Colour)	\$ 80.00	Y	Council	\$ 80.00	\$ 60.00	100230
Quarter Page (Black and White)	\$ 10.00	Y	Council	\$ 10.00	\$ 7.50	100230
Quarter Page (Colour)	\$ 40.00	Y	Council	\$ 40.00	\$ 30.00	100230
Attachment (copies provided)	\$ 8.00	Y	Council	\$ 8.00	\$ 7.50	100230
Advertising Charges - Non Business/Commercial						
Prepared						
Full Page (Black and White)	\$ 30.00	Y	Council	\$ 30.00	\$ 40.00	100230
Full Page (Colour)	\$ 80.00	Y	Council	\$ 80.00	\$ 160.00	100230
Half Page (Black and white)	\$ 15.00	Y	Council	\$ 15.00	\$ 20.00	100230
Half Page (Colour)	\$ 40.00	Y	Council	\$ 40.00	\$ 80.00	100230
Quarter Page (Black and White)	\$ 8.00	Y	Council	\$ 8.00	\$ 10.00	100230
Quarter Page (Colour)	\$ 20.00	Y	Council	\$ 20.00	\$ 40.00	100230
Attachment (copies provided)	\$ 8.00	Y	Council	\$ 8.00	\$ 7.50	100230
Not for Profit organisations and Community groups FREE page each edition Copy available on website after a week's release						



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
LAW, ORDER AND PUBLIC SAFETY						
DOG REGISTRATION FEES (set by Dog Act)						
Sterilised Dog - One Year						
Normal Fee	\$ 20.00	N	Dog Regs 2013	\$ 20.00	\$ 20.00	108330
Pensioner Concession - 50% fees otherwise payable	\$ 10.00	N	Dog Regs 2013	\$ 10.00	\$ 10.00	108330
Working Dogs - 25% of Fees otherwise payable	\$ 5.00	N	Dog Regs 2013	\$ 5.00	\$ 5.00	108330
Sterilised Dog - Three Years						
Normal Fee	\$ 42.50	N	Dog Regs 2013	\$ 42.50	\$ 42.50	108330
Pensioner Concession - 50% fees otherwise payable	\$ 21.25	N	Dog Regs 2013	\$ 21.25	\$ 21.25	108330
Working Dogs - 25% of Fees otherwise payable	\$ 10.63	N	Dog Regs 2013	\$ 10.63	\$ 10.63	108330
Sterilised Dog - LifeTime						
Normal Fee	\$ 100.00	N	Dog Regs 2013	\$ 100.00		108330
Pensioner Concession - 50% fees otherwise payable	\$ 50.00	N	Dog Regs 2013	\$ 50.00		108330
Working Dogs - 25% of Fees otherwise payable	\$ 25.00	N	Dog Regs 2013	\$ -		108330
Unsterilised Dog - One Year						
Normal Fee	\$ 50.00	N	Dog Regs 2013	\$ 50.00	\$ 50.00	108330
Pensioner Concession - 50% fees otherwise payable	\$ 25.00	N	Dog Regs 2013	\$ 25.00	\$ 25.00	108330
Working Dogs - 25% of Fees otherwise payable	\$ 12.50	N	Dog Regs 2013	\$ 12.50	\$ 12.50	108330
Unsterilised Dog - Three Years						
Normal Fee	\$ 120.00	N	Dog Regs 2013	\$ 120.00	\$ 120.00	108330
Pensioner Concession - 50% fees otherwise payable	\$ 60.00	N	Dog Regs 2013	\$ 60.00	\$ 60.00	108330
Working Dogs - 25% of Fees otherwise payable	\$ 30.00	N	Dog Regs 2013	\$ 30.00	\$ 30.00	108330
Unsterilised Dog - LifeTime						
Normal Fee	\$ 250.00	N	Dog Regs 2013	\$ 250.00		108330
Pensioner Concession - 50% fees otherwise payable	\$ 125.00	N	Dog Regs 2013	\$ 120.00		108330
Working Dogs - 25% of Fees otherwise payable	\$ 62.50	N	Dog Regs 2013			108330



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
DOG & CAT IMPOUNDING FEES						
1st Day	\$ 100.00	N	Council	\$ 100.00	\$ 100.00	108530
Additional days	\$ 30.00	N	Council	\$ 30.00	\$ 20.00	108530
Kennel Registration	\$ 200.00	N	Council	\$ 200.00	\$ 200.00	108530
SCHEDULE OF DOG INFRINGEMENT FEES						
Charged in accordance with the Dog Act 1976						
CAT REGISTRATION FEES (set by Cat Act)						
Sterilised Cat						
One Year Normal Fee	\$ 20.00	N	Cat Regs 2012	\$ 20.00	\$ 20.00	108740
Pensioner Concession	\$ 10.00	N	Cat Regs 2012	\$ -	\$ -	108740
Three Years Normal Fee	\$ 42.50	N	Cat Regs 2012	\$ 42.50	\$ 42.50	108740
Pensioner Concession	\$ 21.25	N	Cat Regs 2012	\$ -	\$ -	108740
Lifetime	\$ 100.00	N	Cat Regs 2012	\$ -	\$ -	108740
Pensioner Concession	\$ 50.00	N	Cat Regs 2012	\$ -	\$ -	108740
Cat Traps - refundable bond, no daily hire fee	\$ 50.00	N	Cat Regs 2012	\$ 50.00	\$ 50.00	108740



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
HEALTH						
SEPTIC TANK FEES						
Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			as per Regs	as per Regs	114230
HEALTH (PET MEAT) AMENDMENT REGULATIONS 2007						
Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			as per Regs	as per Regs	114230
HEALTH (OFFENSIVE TRADES FEES) REGULATIONS 1976						
Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			as per Regs	as per Regs	114230
HEALTH (PUBLIC BUILDING) AMENDMENT REGULATIONS 2007						
Refer to Health Regulations Statutory Fees for various statutory fees	as per Regs			as per Regs	as per Regs	114230
HEALTH (TREATMENT OF SEWAGE AND DISPOSAL OF EFFLUENT AND LIQUID WASTE) AMENDMENT REGULATIONS 2007 (Schedule 1)						
Application for the approval of an apparatus by relevant local governments	as per Regs			as per Regs	as per Regs	114230
Application for the approval of an apparatus by the Executive Director-						
a) with a local government report	as per Regs			as per Regs	as per Regs	114230
b) without a local government report	as per Regs			as per Regs	as per Regs	114230
Issuing of a 'Permit to Use an Apparatus'	as per Regs			as per Regs	as per Regs	114230
FOOD PREMISES						
Registration - All premises including mobile and itinerant						
Annual renewal fee						
- High Risk Premises	as per Regs			as per Regs	as per Regs	114230
- Medium Risk Premises	as per Regs			as per Regs	as per Regs	114230



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
- Low Risk Premises	as per Regs			as per Regs	as per Regs	114230
HOUSING						
RENTALS (per week)						
Staff Housing	\$ 80.00	N	Council	\$ 80.00	\$ 80.00	117230
Non - Staff Housing/ or as negotiated (3 Bedroom)	\$ 160.00	N	Council	\$ 160.00	\$ 160.00	117230
Non - Staff Housing/ or as negotiated (4 Bedroom)	\$ 200.00	N	Council	\$ 200.00	\$ -	117230
Non - Staff Housing/ or as negotiated (4 Bedroom plus & 2 Bathroom)	\$ 250.00	N	Council	\$ 250.00	\$ 255.00	117230
Kadathinni Units (2 Tenants)	\$ 120.00	N	Council	\$ 120.00	\$ 120.00	118830
Kadathinni Units (1 Tenant)	\$ 100.00	N	Council	\$ 100.00	\$ 100.00	118830
54 & 60 Glyde Street (negotiable)	Negotiable	N	Council	\$ 160.00	\$ 160.00	117530
223 Mayrhofer Street (NMHS)	\$ 180.00	N	Council	\$ 180.00	\$ 180.00	117930
3 Howard Street (Dentist)	\$ 200.00	N	Council	\$ 200.00	\$ 200.00	117830
Bond Deposit of 4 weeks rent required for all housing (including Senior Staff)	per above	N	Council			
If Residential Rent - Input Taxed sales						
COMMUNITY AMENITIES						
REFUSE CHARGES						
240 Litre Bin Collection	\$ 220.00	N	Council	\$ 220.00	\$ 220.00	118030
Additional 240 Litre Bin Collection	\$ 220.00	N	Council	\$ 220.00	\$ 220.00	118030
1500 Litre Bin Collection	\$ 1,085.00	N	Council	\$ 1,085.00	\$ 1,085.00	119230
Additional 1500 Litre Bin Collection	\$ 1,085.00	N	Council	\$ 1,085.00	\$ 1,085.00	119230
3000 Litre Bin Collection	\$ 1,935.00	N	Council	\$ 1,935.00	\$ 1,935.00	119230
Additional 3000 Litre Bin Collection	\$ 1,935.00	N	Council	\$ 1,935.00	\$ 1,935.00	119230
Asbestos Waste (per cubic metre)	\$ 150.00	Y	Council	\$ 150.00	\$ 150.00	119550
Demolition rubble / refuse (per cubic metre)	\$ 150.00	Y	Council	\$ 150.00	\$ 150.00	119550



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
THREE SPRINGS CEMETERY						
Burial Fee	\$ 450.00	N	Council	\$ 450.00	\$ 450.00	123630
Reservation Fee	\$ 40.00	N	Council	\$ 40.00	\$ 40.00	123630
Permission to erect headstone etc	\$ 50.00	N	Council	\$ 50.00	\$ 50.00	123630
Undertakers license fee	\$ 30.00	N	Council	\$ 30.00	\$ 30.00	123630
Permission to inter ashes in Occupied grave site.	\$ 45.00	N	Council	\$ 45.00	\$ 45.00	123630
Reservation Fee for Niche Wall	\$ 110.00	N	Council	\$ 110.00	\$ 110.00	123630
PLANNING FEES						
Development Applications:						
Home Occupation						
(a) Initial Fee	as per regs		Planning & Development Regs 2009 Schd. 2	as per regs	as per regs	122530
(b) Renewal Fee	as per regs		Planning & Development Regs 2009 Schd. 2	as per regs	as per regs	122530
Advertising Signs	as per regs		Planning & Development Regs 2009 Schd. 2	as per regs	as per regs	122530
All Other Development - Where the Estimated Cost of Development is:						
(a) Not More than \$50,000.00	as per regs		Planning & Development Regs 2009 Schd. 2	as per regs	as per regs	122530
(b) \$50,000.00 - \$500,000.00 (0.32% of Estimated Development Cost)	as per regs		Planning & Development Regs 2009 Schd. 2	as per regs	as per regs	122530
(c) \$500,000.00 - \$2.5m (\$1,600.00 + 0.257% for every \$1 in excess of \$500,000)	as per regs		Planning & Development Regs 2009 Schd. 2	as per regs	as per regs	122530
(d) \$2.5m and above	as per regs		Planning & Development Regs 2009 Schd. 2	as per regs	as per regs	122530
Lodging House Operation	\$ 80.00	N	Planning & Development Regs 2009 Schd. 2	\$ 80.00	\$ 80.00	122530
Hawkers Licence (Per Day)	\$ 30.00	N	Planning & Development Regs 2009 Schd. 2	\$ 30.00	\$ 30.00	113830
Hawkers Licence (Annual)	\$ 600.00	N	Planning & Development Regs 2009 Schd. 2	\$ 600.00		113830



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
RECREATION & CULTURE						
THREE SPRINGS COMMUNITY HALL/PAVILION	<i>{Community Groups must seek PRIOR exemptions -Non- Commercial Activity Only}</i>					
<u>COMMERCIAL</u>						
Whole Facility/Main Hall						
Touring Artists, Performing Artists, Films etc.	\$ 350.00	Y	Council	\$ 350.00	\$ 350.00	124530
Commercial Displays, Luncheons, Presentations, Seminars	\$ 250.00	Y	Council	\$ 250.00	\$ 250.00	124530
Red Room/Pavilion/ECLC/ Multi Purpose Function Room						
Room Hire - ECLC - Hourly Rate {Minimum 4 Hours}	\$ 27.50	Y	Council	\$ -	\$ -	116600
Room Hire - Swimming Pool - Hourly Rate {Minimum 4 Hours}	\$ 27.50	Y	Council	\$ -	\$ -	124530
Touring Artists, Performing Artists, Films etc.	\$ 150.00	Y	Council	\$ 150.00	\$ 150.00	124530
Commercial Displays, Luncheons, Presentations, Seminars	\$ 80.00	Y	Council	\$ 80.00	\$ 80.00	124530
<u>SPORTING / COMMUNITY GROUPS</u>						
Whole Facility/Main Hall						
Cabarets, Balls, Champagne Breakfasts, Weddings, 21st	\$ 190.00	Y	Council	\$ 190.00	\$ 190.00	124530
Luncheons, Presentations, Seminars, School Concerts	\$ 70.00	Y	Council	\$ 70.00	\$ 70.00	124530
Dance Classes, Yoga, Meetings (Per hour)	\$ 20.00	Y	Council	\$ 20.00	\$ 20.00	124530
Rehearsals, Preparations, Indoor Bowls, Badminton	\$ 10.00	Y	Council	\$ 10.00	\$ 10.00	124530
Cleaning of/ Damage to Facilities						
All venues should be in a clean state before hire. Hirer's who do not leave the facility in the same state will be charged to clean the facility and cost of any damage.						
Hourly Rate	\$ 100.00	Y	Council	\$ 100.00	\$ 100.00	124530
EQUIPMENT HIRE						
PA System / Projector	\$ 30.00	Y	Council	\$ 30.00	\$ 20.00	124530
Bond for use of PA System / Projector	\$ 50.00	Y	Council	\$ 50.00	\$ 50.00	124530
Trestles	\$ 2.00	Y	Council	\$ 2.00	\$ 2.00	124530



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
Chairs	\$ 1.00	Y	Council	\$ 1.00	\$ 1.00	124530
HIRE BOND FEES						
Venues where liquor is provided - Commercial	\$ 500.00	N	Council	\$ 500.00	\$ 500.00	124530
Venues where liquor is provided-Local Organisations	\$ 250.00	N	Council	\$ 250.00	\$ 250.00	124530
SWIMMING POOL						
Daily Entrance Fees						
Adults	\$ 3.50	Y	Council	\$ 3.50	\$ 3.50	127830
Children/Students and Aged Pensioners	\$ 2.00	Y	Council	\$ 2.00	\$ 2.00	127830
Children 4 years and under	Free			Free	Free	
Monthly Tickets						
Family - 2 Adults plus 2 Kids	\$ 50.00	Y	Council	\$ 50.00	\$ 50.00	127830
Double	\$ 40.00	Y	Council	\$ 40.00	\$ 40.00	127830
Single	\$ 30.00	Y	Council	\$ 30.00	\$ 30.00	127830
Children/Student and Aged Pensioners	\$ 20.00	Y	Council	\$ 20.00	\$ 20.00	127830
Season Tickets						
Family - 2 Adults plus 2 Kids	\$ 160.00	Y	Council	\$ 160.00	\$ 160.00	127830
Double	\$ 120.00	Y	Council	\$ 120.00	\$ 120.00	127830
Single	\$ 70.00	Y	Council	\$ 70.00	\$ 70.00	127830
Children/Students and Aged Pensioners	\$ 50.00	Y	Council	\$ 50.00	\$ 50.00	127830
Pool Party Hire	\$ 30.00	Y	Council	\$ 30.00	\$ 20.00	127830
SPORTING CLUB LEASES						
Football Club (per annum)	\$ 2,500.00	Y	Council	\$ 2,500.00	\$ 2,500.00	127530
Netball Club (per annum)	\$ 300.00	Y	Council	\$ 300.00	\$ 300.00	127530
Hockey Club (per annum)	\$ 600.00	Y	Council	\$ 600.00	\$ 600.00	127530
Cricket Club (per annum)	\$ 600.00	Y	Council	\$ 600.00	\$ 600.00	127530



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
TRANSPORT						
TALC AND COCKY COUNTRY PLATES Fees set by the Department of Planning and Infrastructure						
ECONOMIC SERVICES						
TOURISM & AREA PROMOTION						
Caravan Park - Ablution Block key deposit/refund	\$ 10.00	N	Council	\$ 10.00	\$ 10.00	139930
BUILDING FEES						
Building Construction Industry Training Fund (CTF Levy) The rate of Levy is 0.2% of the total value of construction (GST inclusive) over \$20,000.	as per calc.	N	Building reg 2012	as per regs	as per regs	141830
Building Services Levy Set by Other Legislation: Building Regulation 2012 Application for Building Permit:						
- Estimated value of work (incl gst) of Over \$45,000	0.137%	N	Building reg 2012	0.137%	0.139%	141430
- Estimated value of work (incl gst) of \$45,000 or Less	\$ 61.65	N	Building reg 2012	\$ 61.65	62.5	141430
Application for Demolition Permit:						
- Estimated value of work (incl gst) of Over \$45,000	0.137%	N	Building reg 2012	0.137%	0.139%	141430
- Estimated value of work (incl gst) of \$45,000 or Less	\$ 61.65	N	Building reg 2012	\$ 61.65	62.5	141430
Occupancy permit or building approval certificate for approved building work under ss47, 49, 50 or 52 of the building Act	\$ 61.65	N	Building reg 2012	\$ 61.65	61.65	141430
Occupancy permit or building approval certificate for unauthorised building work under s51 of the building Act: Value of work over \$45,000	0.274%	N	Building reg 2012	0.274%	0.0278%	141430
Occupancy permit or building approval certificate for unauthorised building work under s51 of the building Act: Value of work \$45,000 or Less	\$ 123.30	N	Building reg 2012	\$ 123.30	125.15	141430
Occupancy permit under S46 of the Building Act	No Levy	N	Building reg 2012	No Levy	No Levy	141430



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
Modification of occupancy permit for additional use of building on temporary basis under S48 of the Building Act.	No Levy	N	Building reg 2012	No Levy	No Levy	141430
Building Act Fees						
Division 1 - Application for building permits, demolition permits						
Certified application for a building permit (s.16(1))						
(a) for a building work for a Class 1 or Class 10 building or incidental structure:		N	Building reg 2012			
0.19% of the estimated value of the building work, but less than \$105	as per regs	N	Building reg 2012	as per regs	as per regs	141530
(a) for a building work for a Class 2 to Class 9 building or incidental structure:		N	Building reg 2012			
0.09% of the estimated value of the building work, but less than \$105	as per regs	N	Building reg 2012	as per regs	as per regs	141530
Uncertified application for a building permit (s.16(1))						
0.32% of the estimated value of the building work, but less than \$105	as per regs	N	Building reg 2012	as per regs	as per regs	141530
Application for a demolition permit						
(a) for demolition work in respect of a Class 1 or Class 10 building or incidental structure	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141530
(b) for demolition work in respect of a Class 2 to Class 9 building or incidental structure. \$105.00 for each storey of the building	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141530
Application to extend the time during which a building or demolition permit has effect (s. 32(3)(f))	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141530
Division 2 - Application for occupancy permits, building approval certificates						
Application for an occupancy permit for a completed building (s. 46)	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141430
Application for a temporary occupancy permit for an incomplete building (s. 47)	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141430
Application for modification of an occupancy permit for additional use of a building on a temporary basis (s. 48)	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141430
Application for a replacement occupancy permit for permanent change of the building's use, classification (s. 49)	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141430
Application for an occupancy permit or building approval certificate for registration of strata scheme, plan of re-subdivision (s. 50(1) and (2)). \$11.60 for each strata unit covered by the application, but not less than \$115.	as per regs	N	Building reg 2012	as per regs	\$ 10.60	141430



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
Application for an occupancy permit for a building in respect of which unauthorised work has been done (s. 51(2)): 0.18% of the estimated value of the unauthorised work as determined by the permit authority, but not less than \$105.00	as per regs	N	Building reg 2012	as per regs	0.183%	141430
Application for a building approval certificate for a building in respect of which unauthorised work has been done (s. 51(3)): 0.38% of the estimated value of the unauthorised work as determined by the permit authority, but not less than \$105.00.	as per regs	N	Building reg 2012	as per regs	0.38%	141430
Application to replace an occupancy permit for an existing building (s52(1))	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141430
Application for a building approval certificate for an existing building where unauthorised work has not been done (s. 52(2))	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141430
Application to extend the time during which an occupancy permit or building approval certificate has effect (s. 65(3)(a))	\$ 105.00	N	Building reg 2012	\$ 105.00	\$ 96.00	141430
Application as defined in regulation 31(for each building standard in respect of which a declaration is sought)	\$ 2,160.15	N	Building reg 2012	\$ 2,160.15	\$ 2,123.00	141430
Inspection of pool enclosures (regulation 53)	\$ 58.45	N	Building reg 2012			
Application for approval of battery powered smoke alarms (regulation 61)	\$ 179.40	N	Building reg 2012			
BUILDING INSPECTION/PLANNING FEE (EHO/BS - per hr)	\$ 88.50	Y	Council	\$ 88.50	\$ 88.50	122530
STANDPIPE WATER						
Public Standpipe System Access Card Bond	\$ 50.00	N	Council	\$ -	\$ -	142730
Public Standpipe water charges Per Kilolitre (1,000 Litres)	\$ 8.35	N	Council	\$ 8.35	\$ 3.60	142730



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
OTHER PROPERTY AND SERVICES						
PLANT HIRE						
Minimum charge of 1 hour per plant hired						
<i>Rate includes operator</i>	Per Hour			Per Hour	Per Hour	
Grader - Contractor	\$ 174.00	Y	Council	\$ 174.00	\$ 174.00	143330
Grader - Ratepayer	\$ 154.00	Y	Council	\$ 154.00	\$ 154.00	143330
Tractor/ Roller - Contractor	\$ 139.00	Y	Council	\$ 139.00	\$ 139.00	143330
Tractor/ Roller - Ratepayer	\$ 119.00	Y	Council	\$ 119.00	\$ 119.00	143330
Backhoe - Contractor	\$ 164.00	Y	Council	\$ 164.00	\$ 164.00	143330
Backhoe - Ratepayer	\$ 144.00	Y	Council	\$ 144.00	\$ 144.00	143330
Loader - Contractor	\$ 174.00	Y	Council	\$ 174.00	\$ 174.00	143330
Loader - Ratepayer	\$ 154.00	Y	Council	\$ 154.00	\$ 154.00	143330
Prime Mover plus Side Tipper - Contractor	\$ 179.00	Y	Council	\$ 179.00	\$ 179.00	143330
Prime Mover plus Side Tipper - Ratepayer	\$ 159.00	Y	Council	\$ 159.00	\$ 159.00	143330
Prime Mover plus Low Loader - Rate per Km	\$ 5.00	Y	Council	\$ 5.00	\$ 5.00	143330
Tip Truck - Contractor (large truck)	\$ 169.00	Y	Council	\$ 169.00	\$ 169.00	143330
Tip Truck - Ratepayer (large truck)	\$ 149.00	Y	Council	\$ 149.00	\$ 149.00	143330
Truck & Trailer - Contractor	\$ 179.00	Y	Council	\$ 179.00	\$ 179.00	143330
Truck & Trailer - Ratepayer	\$ 159.00	Y	Council	\$ 159.00	\$ 159.00	143330
Tractor - Contractor	\$ 124.00	Y	Council	\$ 124.00	\$ 124.00	143330
Tractor - Ratepayer	\$ 109.00	Y	Council	\$ 109.00	\$ 109.00	143330
Rubbered Tyred Roller - Contractor	\$ 144.00	Y	Council	\$ 144.00	\$ 144.00	143330
Rubbered Tyred Roller - Ratepayer	\$ 124.00	Y	Council	\$ 124.00	\$ 124.00	143330
Vibratory Roller - Contractor	\$ 164.00	Y	Council	\$ 164.00	\$ 164.00	143330
Vibratory Roller - Ratepayer	\$ 144.00	Y	Council	\$ 144.00	\$ 144.00	143330
Small Truck - Contractor	\$ 134.00	Y	Council	\$ 134.00	\$ 134.00	143330
Small Truck - Ratepayer	\$ 114.00	Y	Council	\$ 114.00	\$ 114.00	143330



Shire of Three Springs Schedule of Fees and Charges - 2020/21

PROGRAMS	Proposed Fees 2020-2021 Total Cost	GST INC. Y/N	Authority to set fee	2019/2020 Total Cost	2018/2019 Total Cost	General Ledger Code
Skid Steer - Contractor	\$ 134.00	Y	Council	\$ 134.00	\$ 134.00	143330
Skid Steer - Ratepayer	\$ 114.00	Y	Council	\$ 114.00	\$ 114.00	143330
Bus Hire - Commercial (charge per kilometre), BOND \$200	\$ 1.20	Y	Council	\$ 1.20	\$ 1.20	123640
Bus Hire - Community (charge per kilometre), BOND \$100	\$ 0.60	Y	Council	\$ 0.60	\$ 0.60	123640
SUPERVISOR (per hour)	\$ 100.00	Y	Council	\$ 100.00	\$ 100.00	143330
Penalty rates will apply if overtime is involved						
LABOURER (per hour)	\$ 55.00	Y	Council	\$ 55.00	\$ 55.00	143330
Penalty rates will apply if overtime is involved						
SAND/GRAVEL/BLUE METAL Flat rate of:						
Small Truck (approx. 3 to 4 metres) - per load	\$ 100.00	Y	Council	\$ 100.00	\$ 100.00	143330
Large Truck (approx. 10m3) per load	\$ 170.00	Y	Council	\$ 170.00	\$ 170.00	143330
Sale of:						
SAND/GRAVEL/BLUE METAL BY 6x4 TRAILER LOAD	\$ 30.00	Y	Council	\$ 30.00	\$ 30.00	143330
SMALL ITEMS -Minimum charge of 1 day per items hired						
Verticutter - per day	\$ 45.00	Y	Council	\$ 45.00	\$ 45.00	143330
Plate Compactor - per day	\$ 55.00	Y	Council	\$ 55.00	\$ 55.00	143330
Cement Mixer - per day	\$ 50.00	Y	Council	\$ 50.00	\$ 50.00	143330
Other minor plant at the discretion of CEO or WS			Council			

National Business Visa Card

21 April, 2020 to 20 May, 2020

Chief Executive Officer

NIL	\$	-
	\$	-

Deputy Chief Executive Officer

Diesel Fuel for 001TS	\$	26.40
Labels for Small Plant (Small Plant Register)	\$	495.00
Plate Change Fee for TS5013 (Roller)	\$	33.50
Diesel Fuel for 001TS	\$	77.82
	\$	632.72
Bank Charges	\$	18.00
	\$	18.00

Total Direct Debit Payment made on 25/05/2019	\$	650.72
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Police Licensing

Direct Debits from Trust Account

1 May, 2020 to 31 May, 2020

Tuesday, 5 May 2020	\$	658.60
Wednesday, 6 May 2020	\$	1,215.70
Thursday, 7 May 2020	\$	63.40
Tuesday, 12 May 2020	\$	758.50
Wednesday, 13 May 2020	\$	29.35
Thursday, 14 May 2020	\$	149.50
Tuesday, 19 May 2020	\$	3,659.85
Thursday, 21 May 2020	\$	521.80
Tuesday, 26 May 2020	\$	553.35
Thursday, 28 May 2020	\$	1,080.95
	\$	8,691.00

Bank Fees

Direct Debits from Muni Account

1 May, 2020 to 31 May, 2020

Total direct debited from Municipal Account	190.11
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Payroll

Direct Payments from Muni Account

1 May, 2020 to 31 May, 2020

Wednesday, 13 May 2020	\$	37,711.67
Wednesday, 27 May 2020	\$	37,419.05
	\$	75,130.72

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SHIRE OF THREE SPRINGS
Statement of Payments for the Month of May 2020

Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
		Telstra		
11609	07/05/2020	Monthly Account		2,581.98
		Advanced Air Filter Cleaning (Roellary Pty Ltd)		
EFT16094	07/05/2020	Monthly Account		408.10
		BOC Gases		
EFT16095	07/05/2020	Monthly Account		44.59
		Bob Waddell & Associates Pty Ltd		
EFT16096	07/05/2020	Contractor		165.00
		Success Veolia Environmental Services		
EFT16097	07/05/2020	Monthly Account		4,554.31
		Brand Enterprises (WA) PTY LTD as Trustee for PJ & E Brand Family - Think Water		
EFT16098	07/05/2020	Monthly Account		170.00
		Winc Australia Pty Limited		
EFT16099	07/05/2020	Monthly Metreplan Charges		915.57
		Geraldton Fuel Company Pty Ltd (Refuel Australia)		
EFT16100	07/05/2020	Monthly Fuel Account		10,425.44
		Mitchell & Brown		
EFT16101	07/05/2020	Monthly Account		798.00
		Geraldton Ceramics		
EFT16102	07/05/2020	Monthly Account		222.60
		JR & A Hersey Pty Ltd		
EFT16103	07/05/2020	Monthly Account		919.87
		Health Insurance Fund (HIF) Of Australia Ltd		
EFT16104	07/05/2020	Payroll deductions		141.75
		Harcourts Dongara Real Estate		
EFT16105	07/05/2020	Rates refund for assessment A301 85 WILLIAMSON STREET THREE		396.81
		Landgate Valuations		
EFT16106	07/05/2020	Valuations		3,865.23
		Moore Stephens		
EFT16107	07/05/2020	Professional Services		14,740.00
		M & B (Building Products) Sales Pty Ltd		
EFT16108	07/05/2020	Monthly Account		90.45
		Marketforce Pty Ltd		
EFT16109	07/05/2020	Advertising Account		263.78
		The Trustee For McAuliffe Family Trust T/A Mingenew Tyre Services Pty Ltd		
EFT16110	07/05/2020	Monthly Account		437.80
		Officeworks		
EFT16111	07/05/2020	Monthly Account		165.71
		Purcher-International Pty Ltd		
EFT16112	07/05/2020	Monthly Account		436.55
		Perfect Computer Solutions Pty Ltd		
EFT16113	07/05/2020	Computer and IT Services		1,030.00
		Dudawa Haulage		
EFT16114	07/05/2020	Contractor		40,851.80
		Sweetman's Hardware		
EFT16115	07/05/2020	Monthly Account		71.90
		BR & CG Sweetman		
EFT16116	07/05/2020	Contractor		4,500.00
		Three Springs IGA		
EFT16117	07/05/2020	Monthly Account		147.13

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Statement of Payments for the Month of May 2020

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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
		Geraldton SPECIALIST WHOLESALERS PTY LTD T/A TRUCKLINE		
EFT16118	07/05/2020	Parts Account		401.04
		Three Springs Rural Services		
EFT16119	07/05/2020	Monthly Account		2,923.74
		Steven Tweedie		
EFT16120	07/05/2020	Contractor		2,750.00
		M.J Griffiths & A Griffiths T/A Terra Form Contracting		
EFT16121	07/05/2020	Contractor		19,591.00
		Westrac Pty Ltd		
EFT16122	07/05/2020	Monthly Account		274.52
		Three Springs Nutrien Ag Solutions (Landmark Operations Ltd)		
EFT16123	07/05/2020	Monthly Account		1,625.00
		Wilsons Sign Solutions		
EFT16124	07/05/2020	Niche Wall Plaque		632.50
		Industrial Automation Group Pty Ltd T/A Waterman Irrigation		
EFT16125	07/05/2020	1 x Standpipe controller Arrino		9,310.05
		AIM Consultants (Asset Infrastructure Management Pty Ltd ATF Maximus Trust)		
EFT16126	22/05/2020	Professional Services		445.50
		Blackwoods		
EFT16127	22/05/2020	Monthly Account		90.02
		Shire of Carnamah		
EFT16128	22/05/2020	Ranger and Emergency Services Officer		3,816.37
		Winc Australia Pty Limited		
EFT16129	22/05/2020	Stationery and Cleaning Products Order		88.43
		Dallcon		
EFT16130	22/05/2020	Supplier		3,927.00
		Dormakaba Australia		
EFT16131	22/05/2020	Service Agreement		550.00
		Eastman Poletti Sherwood Architects		
EFT16132	22/05/2020	Professional Services		6,360.20
		John Charles Freebairn		
EFT16133	22/05/2020	Reimbursement		23.94
		Greenfield Technical Services		
EFT16134	22/05/2020	Professional Services		2,585.00
		Health Insurance Fund (HIF) Of Australia Ltd		
EFT16135	22/05/2020	Payroll deductions		141.75
		Hays Specialist Recruitment (Australia) Pty Ltd		
EFT16136	22/05/2020	Monthly Account		7,568.66
		NAPA Auto Parts		
EFT16137	22/05/2020	Monthly Account		2,933.63
		Institute of Public Works Engineering Australasia Limited (IPWEA)		
EFT16138	22/05/2020	Purchase		540.82
		Landgate Valuations		
EFT16139	22/05/2020	Valuations		382.05
		Leeman Plumbing & Excavation		
EFT16140	22/05/2020	Contractor		925.10
		Moore Stephens		
EFT16141	22/05/2020	2020 Tax Webinar Series		1,232.00

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Statement of Payments for the Month of May 2020

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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
		The Trustee For McAuliffe Family Trust T/A Mingenew Tyre Services Pty Ltd		
EFT16142	22/05/2020	Monthly Account		134.13
		Shire of Perenjori		
EFT16143	22/05/2020	Contractor		6,053.20
		Perfect Computer Solutions Pty Ltd		
EFT16144	22/05/2020	Computer and IT Services		637.50
		Perenjori Community Resource Centre		
EFT16145	22/05/2020	Account		299.00
		Rumbold Ford Pty Ltd		
EFT16146	22/05/2020	Repairs TS5023		5,503.05
		Australian Communications And Media Authority (ACMA)		
EFT16147	22/05/2020	Annual Licence Fee		46.00
		Sweetman's Hardware		
EFT16148	22/05/2020	Monthly Account		195.40
		Geraldton SPECIALIST WHOLESALERS PTY LTD T/A TRUCKLINE		
EFT16149	22/05/2020	Monthly Account		31.21
		Three Springs Rural Services		
EFT16150	22/05/2020	Monthly Account		12,697.97
		S.P. & K.A. Gilbert T/A Total Toilets		
EFT16151	22/05/2020	Supply Portable Bathroom Hire		1,303.46
		Westrac Pty Ltd		
EFT16152	22/05/2020	Monthly Account		221.03
		Three Springs Nutrien Ag Solutions (Landmark Operations Ltd)		
EFT16153	22/05/2020	Monthly Account		545.16
		Western Australian Local Government Association (WALGA)		
EFT16154	22/05/2020	Hand Sanitiser		7,715.40
		Zed Elect		
EFT16155	22/05/2020	Contractor		8,076.75
		iiNet Limited		
DD12309.1	01/05/2020	Monthly M/C Coorow Account		234.45
		Synergy		
DD12309.2	01/05/2020	Electricity Account		125.95
		Bond Administrator		
DD12314.1	01/05/2020	BOND DIRECT DEBIT UNIT 5 KADATHINNI DELYS WERRETT		400.00
		Water Corporation		
DD12318.1	05/05/2020	Water Usage and Service Charges		13,437.50
		Commander Australia		
DD12319.1	12/05/2020	Monthly Account		46.92
		Synergy		
DD12320.1	18/05/2020	Electricity Usage Charges		5,224.79
		Water Corporation		
DD12323.1	18/05/2020	Water Service Charges		235.26
		WA Super		
DD12328.1	12/05/2020	Payroll deductions		4,476.07
		Colonial First State - FirstChoice Wholesale Personal Super		
DD12328.2	12/05/2020	Superannuation contributions		484.62
		Australian Super		
DD12328.3	12/05/2020	Superannuation contributions		330.31

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Statement of Payments for the Month of May 2020

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Cheque /EFT No	Date	Name Invoice Description	INV Amount	Amount
DD12328.4	12/05/2020	ANZ Smart Choice Super Superannuation contributions		182.65
DD12328.5	12/05/2020	Retail Employees Superannuation Pty Ltd (REST) Superannuation contributions		194.60
DD12328.6	12/05/2020	Cbus Super Superannuation contributions		204.18
DD12328.7	12/05/2020	Sunsuper Superannuation Fund Superannuation contributions		229.60
DD12346.1	24/05/2020	Telstra Monthly Account		22.11
DD12347.1	24/05/2020	Telstra Monthly Account		486.93
DD12348.1	25/05/2020	Synergy Monthly Account		2,235.15
DD12350.1	26/05/2020	WA Super Payroll deductions		4,561.32
		Colonial First State - FirstChoice Wholesale Personal Super		
DD12350.2	26/05/2020	Superannuation contributions		484.62
DD12350.3	26/05/2020	Australian Super Superannuation contributions		330.31
DD12350.4	26/05/2020	ANZ Smart Choice Super Superannuation contributions		182.65
DD12350.5	26/05/2020	Retail Employees Superannuation Pty Ltd (REST) Superannuation contributions		194.60
DD12350.6	26/05/2020	Cbus Super Superannuation contributions		204.18
DD12350.7	26/05/2020	Sunsuper Superannuation Fund Superannuation contributions		229.60
DD12351.1	26/05/2020	Synergy Electricity Charges		67.20
DD12352.1	28/05/2020	Synergy Electricity Account		2,997.52
DD12353.1	29/05/2020	Synergy Electricity Account		115.67
DD12354.1	30/05/2020	Telstra Monthly Account		50.00
DD12356.1	25/05/2020	National Mastercard Monthly Account		650.72
DD12358.1	31/05/2020	Department Of Transport - Daily Licensing POLICE LICENSING PAYMENTS FOR MAY 2020		8,981.65

REPORT TOTALS

Bank Code	Bank Name	TOTAL
L	POLICE LICENSING	8,981.65
M	MUNICIPAL BANK	239,541.43
TOTAL		248,523.08

		Debtors Trial Balance					
		As at 31.05.2020					
Debtor #	Name	Credit Limit	02.03.2020	01.04.2020	01.05.2020	31.05.2020	Total
			GT 90 days	GT 60 days	GT 30 days	Current	
			Age Of Oldest Invoice (90Days)				
B101			0.00 0	0.00	0.00	0.00	-100.00
C102			0.00 0	0.00	499.50	0.00	499.50
C108			0.00 0	0.00	0.00	20.46	20.46
D14			0.00 0	0.00	0.00	0.00	-40.00
G67			0.00 0	0.00	0.00	0.00	0.00
H54			0.00 0	0.00	199.98	0.00	199.98
H55			0.00 0	0.00	40.00	0.00	40.00
J17			0.00 0	1546.59	1546.59	0.00	3093.18
N7			0.00 0	0.00	720.00	0.00	720.00
N41			0.00 0	0.00	0.00	273.60	273.60
O17			0.00 0	0.00	0.00	0.00	-600.00
P43			0.00 0	0.00	0.00	0.00	-40.00
P47			0.00 0	0.00	160.00	0.00	160.00
S115			0.00 0	0.00	0.00	0.00	-200.00
T12			0.00 0	0.00	0.00	0.00	-2500.00
T13			0.00 0	0.00	0.00	0.00	-600.00
T25			0.00 0	0.00	0.00	0.00	-300.00
T52			2396.90 212	640.00	1440.00	0.00	4476.90
V11			0.00 0	0.00	150.00	0.00	150.00
W2			0.00 0	143.37	0.00	0.00	143.37
W60			0.00 0	0.00	0.00	0.00	-138.61
W69			0.00 0	0.00	30.00	0.00	30.00
W101			0.00 0	0.00	0.00	0.00	-100.00
Totals --- Credit Balances:		-4618.61	2396.90	2329.96	4786.07	294.06	5188.38