



Shire of Cue Policy Manual 2024

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(This manual supercedes all previous versions)

Policy Manual Amendments Register

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WORKS – SECTION A

A.1 Crossovers

- A.1.1 Subject to application and approval by the Shire of Cue, Council will subsidise crossover construction to a maximum of \$1,200 per crossing.
- A1.2 The construction of vehicle crossings shall be under the supervision and direction of the Manager Works and Services.
- A1.3 All materials shall be in accordance with industry standards – inferior materials shall be liable to rejection and removal and replacement will be at the contractors / owners expense.
- A1.4 Protection of works and the public, including signs and barricades shall be at the contractors / owners expense.
- A1.5 Premix concrete shall comply with the requirements of AS1379 – 1973. All concrete shall develop a minimum compressive strength of 20MPa at 28 days with a minimum of 100mm.
- A1.6 The finish shall be obtained by screeding to correct level and broom finishing to provide a non-slip, dense surface free of depressions and marks.
- A1.7 A standard crossing as consists of a 150mm compacted and water bound gravel and bitumen sealed crossover, running from the kerb to the building line and tied in or made contiguous with abutting structures (kerbs, footpaths and driveways).
- A.1.8 The minimum width of the standard crossing shall be 3.0m for residences, 4.0m for commercial, 4.5m for light industrial, 6.0m for heavy industrial and 7.5m for service stations each with a 1.5m radius fishtail into the kerb line.
- A.1.9 The gradient shall be positive 2% for the first 1.5m from the kerb line, then not exceed plus or minus 2% to the property line.
- A.1.10 The Shire of Cue will share the costs of such a standard crossing to a land holding on a 50/50 basis for the first such crossing only and subject to available funding.
- A.1.12 Where the ratepayer elects to construct greater than the standard crossover as defined in 1.7, the shire's contribution shall not exceed the cost of a standard crossing as defined in 1.7 and 1.8.
- A.1.13 A budget allocation is made in each year's budget to allow for the shire's contributions to crossovers.

A.2 Road Closures

- A.2.1 Gravel and formed roads are to be closed at times of heavy rain to minimise damage from vehicles and at any other time when traversing the road may endanger road users.
- A.2.2 Road closure signs are to be placed on the roads which are subject to closure.
- A.2.3. Road closure signs will identify which minor roads are closed and will be affixed to the road signage at the Cue end of the Beringarra and Wondinong Roads in addition to signs placed on the road surface.
- A.2.4 The latest road closure updates can be found on the Shire's website and an email is sent to the notification group.

- A 2.5 The Shire / pastoralists will communicate on road conditions and administer road closed signs as deemed necessary. The Shire is to provide pastoralists with 'Road Closed' signs to effect closure of the road when rain or damage is seen as sufficient to close the road.
- A 2.6 Police and emergency services vehicles and other light vehicles with a legitimate need must gain permission from the Shire prior to entering on a closed section of road.
- A 2.7 The Shire will liaise with neighbouring Shires where roads are common to ensure that the entire road is opened or closed.

A.3 Standard of Road Construction

All new construction to be carried out to MRWA standards, type 3 RD except where otherwise resolved at the discretion of the Council.

A.4 Airstrip Maintenance (Private Strips)

The shire will carry out grading of pastoral airstrips within the shire as part of the shire's ordinary maintenance program. These strips are maintained to provide emergency access throughout the district.

- A.4.1 Strips are to be graded on request from the station owner and at a time when shire plant is in the area

A.5 Cyclone Preparation / Clean Up Strategy

- A.5.1 Prior to the beginning of the cyclone season (November – April), all residents and ratepayers in the town site of Cue are to be notified requesting that all debris and dangerous items around yards and buildings be removed or securely tied down
- A.5.2 A date will be set by the CEO or delegate for all bulk rubbish to be collected by the shire prior to the cyclone season.
- A.5.3 The shire will assist residents in removing damaged vegetation and materials free of charge following a cyclone or severe storm.

A.6 Firebreaks Around Townsite

Prior to the summer, the shire will place firebreaks around town areas due to the dry grass and debris lying around, to be coordinated with the fire brigade's assistance.

A.7 Borrow Pits

- A.7.1 Existing owners of the lease shall be consulted prior to commencement of new works. Vehicles entering and leaving points shall be instructed to avoid unnecessary clearing of vegetation.
- A.7.2 Upon commencement of works all topsoil and vegetation shall be stacked into separate piles. Raw materials shall be extracted from strategic locations to enable staged rehabilitation works to commence immediately upon completion of extraction. Rehabilitation works will include re-contouring the pit, deep ripping and reinstating topsoil and direct seeding if necessary.

- A.7.3 Pastoralists are to be consulted after works are completed to ensure that they are satisfied with the works undertaken

NOTE: Refer also to the requirements required by the Department of Environment and Conservation and obligations under Native Title in creating new pits which may vary from time to time.

A.8 Roadside Memorials

The Main Roads Western Australia's "Roadside Memorials Policy and Guidelines" will be the basis of the Policy when receiving applications for the erection of memorials on shire controlled roads, subject to –

- A.8.1 Removal of any obligation on the shire to provide or subsidise the materials, plants etc., used in any memorial; and

A.9 Road Use (RAV) Agreements Policy

Introduction

The Shire of Cue manages approximately 800 kilometres of local roads, of which the majority are gravel.

The Shire constructs, maintains and renews these road assets for low volume general traffic with funding from rates, local government financial assistance grants (FAGS), Main Roads through the regional roads group and federal funding through the Roads to Recovery program.

Some of the roads on the Shire's network are classified under the Main Roads WA network for Restricted Access Vehicles (RAV).

RAV traffic (i.e.: multi-trailer heavy vehicles) results in significantly increased cost to maintain the road asset, particularly if the road construction is not engineered to sustain such traffic. Wear and tear increases proportionally with the vehicle length, number of trailers, axle combinations and weight of the load carried.

It is important that the Shire receives adequate compensation from these users to ensure that the Shire can fund construction, maintenance and renewal of its affected road assets.

Objective

This policy establishes the common factors for Road Use (RAV Haulage) Agreements between the Shire and the road user to enable the Shire to process requests efficiently and consistently; and to secure funding from road users to construct, maintain and renew the Shire's affected road assets to an appropriate standard of safety and access.

Cross Reference

This policy should be read in conjunction with policy A:10 - Assessment of CA07 Applications (Restricted Access Vehicles on Shire roads).

Policy Statement

1. Council is committed to maintaining its road assets in accordance with the integrated long term financial and asset management plans and associated policies.
2. In principle, Council maintains its road assets for general use, and does not have funding to construct or maintain road assets for heavy haulage by Restricted Access Vehicles (RAV).
3. Where road users apply to Council for a CA07 authority to operate Restricted Access Vehicles on roads in the Shire of Cue that are classified under the Main Roads WA permit network, the Shire of Cue may require the user to enter into a Road Use (Restricted Access Vehicle Haulage) Agreement with the Shire.

4. The Agreement will be a legally binding contract in a standard format that will be developed and updated from time to time under professional advice from the Shire's engineers and lawyers.

Council approval is required if the applicant makes any material modification to the standard agreement.
5. Council will require the other party to the Agreement to bear all costs associated with the Agreement including but not limited to legal fees involved in entering into the agreement, and the cost of all professional and engineering advice.
6. The Agreement will cover the following minimum provisions:
 - Pre-work: road works that the user agrees to fund and complete before the haulage task commences, in order to prepare the road for the haulage task. The specification for such tasks will be established by the Shire in consultation with engineers and Main Roads as required.
 - Safety Management Plan: the user will be required to prepare and lodge a road safety risk assessment and management plan to the Shire for all of the route that is in the Shire (i.e.: this will include roads under control on Main Roads WA as well as Shire roads).
 - Bank Guarantee: the Agreement may stipulate lodgement by the user of a bank guarantee, in an amount that is equal to 50% of the estimated annual haulage task payment. The maximum will be \$500,000 unless otherwise authorised by Council.
 - Rate: the user will pay to the Shire a rate calculated using the WALGA User Guide for Estimating the Incremental Cost Impact on Unsealed Local Roads from Additional Freight Tasks. The agreement will provide for periodic reviews of the rate should the amount prove insufficient to maintain the road to an adequate standard.
 - Payment: the user will calculate and pay the amount to the Shire in advance at intervals of no less than quarterly. The first payment will be non refundable in its entirety.
 - Adjustments: the user will provide a report to the Shire after each year of haulage showing the total tonnes and kilometres, supported by documentary evidence (eg: reports to Main Roads, rail/port statistics), against which under/over adjustments will be made in the following invoice.
 - Community Benefit: Council and community believe in principle that mining activities should return a direct benefit to local communities. The Agreement will therefore state how the user will contribute to the Shire's community programs and/or community infrastructure for the long term benefit of residents of the Shire.
7. Where relevant the Shire may convene, or request the user to convene, user group/s for the purpose of establishing forward works programs on the affected roads and to identify and address safety issues.
8. The costs of administering road use agreements will be apportioned to the cost of maintaining the road; and the Shire executive may elect to engage external professional services to administer the agreements.

A.10 Assessment of CA07 Applications (Restricted Access Vehicles) on Shire Roads

Introduction

Main Roads WA issues road network use permits for RAV (restricted access vehicles). Where the road network includes Shire road/s, a local government can impose a condition, called a CA07 condition, for RAVs that requires the operator to carry written approval from the LG authority permitting use of the road.

Objective

This policy is intended to provide guidance as to:

- Placement of CA07 condition for RAV access on Shire roads
- The method of application
- Which applications the CEO can determine, and which must be submitted to Council for determination.

Policy Statement

The Shire maintains its road network

1. The CEO of the Shire is authorised to apply CA07 conditions on Shire roads where deemed necessary to manage RAV access in order to preserve the condition of the road and avert financial losses through heavy vehicle damage.
2. Where a CA07 condition exists, RAV operators must apply in writing to the shire providing details of their intended use of the road network.
3. The CEO of the Shire of Cue is authorised to determine the outcome of applications where the total tonnage is 200,000 per annum or less.
 - (i) Where the CEO declines an application, the applicant has the right to lodge a written appeal which will be presented to Council for consideration.
4. For applications exceeding 200,000 tonne per annum, the application must be submitted to Council for consideration and must contain a full proposal from the operator including, but not limited to:
 - Vehicle movements
 - Operational controls
 - Contribution to road maintenance
 - Capital investment
 - Asset replacement
 - Consultation with other stakeholders

BUILDING – SECTION B

B.1 Second Hand Dwellings

Relocated Dwellings (Second Hand Dwellings)

Application for Planning Approval under the Scheme shall be a prerequisite to a building licence for relocated dwellings. The application is to be accompanied by plans, photographs of each elevation, and a report of the condition of the dwelling to be relocated.

When considering applications for planning approval, particular attention will be paid to the impact of relocating a dwelling on the residential amenity of the area, and the extent to which similar housing exists. This emphasis is in addition to all other matters the Shire is to consider.

The Shire may refuse to approve the transportation of a relocated second hand dwelling if, in its opinion, the proposed building would have an adverse effect on the amenity of the locality. The Shire shall have regard to, but not limited to, the following:

1. The external appearance of the second hand dwelling and any associated structures and landscaping;
2. The design of all elevations of the second hand dwelling where applicable, particularly those visible from a public road;
3. The dimensions and proportions of the second hand dwelling;
4. The use of compatible building and landscape materials, taking into consideration tone, texture, scale, shape and color;
5. The effect on existing buildings on nearby properties and on the occupants of those buildings;
6. The environment resulting from the second hand dwelling itself and the effect of that environment on the occupants of the building and the Shire's intentions for the development of the surrounding locality.
7. The effect of the building on existing and future services and community facilities. In particular, drainage, sewerage, water reticulation and existing or proposed community facilities such as schools, parks, civic buildings and pedestrian links;
8. The effect on the landscape and environment generally; and
9. Any other matter which, in the opinion of the Shire, is relevant to the amenity of the locality.

Removal of Asbestos

All asbestos is to be removed from secondhand dwellings that require transport.

Removal of asbestos materials from dwellings is to be carried out in compliance with Health (Asbestos) Regulations 1992, by a licensed contractor in accordance with:

- a) Should the dwelling require transport from a location outside of the Shire boundaries all asbestos materials are to be removed from the dwelling before transport is undertaken.
- b) Should the dwelling require transport from a location within the Shire every reasonable effort must be made to remove the asbestos materials from the dwelling before transport is undertaken. If the removal of asbestos materials prior to transport is not possible, permission from the Shire must be obtained prior to transport of the dwelling.

- c) All asbestos materials disposed within the Shire shall be at a Shire authorised disposal facility.

Legal Agreement Requiring the Payment of Bonds

A legal agreement at the cost of the applicant is required to be entered into to ensure that there is a bank guarantee of \$15,000 relating to specific stages of the building project that will need to be subsequently completed, which can then be progressively extinguished when reached, as follows:

Stage One:

Release \$3,000 if, within 6 months of the date of planning approval being issued:

- a) The dwelling is correctly positioned on site as depicted on the approved plan issued with Shire's planning approval;
- b) The dwelling is correctly stumped or suitably affixed to the ground and the site is filled and/or drained satisfactorily, such that as it is structurally adequate in accordance with the engineer's certification; and
- c) The dwelling is up to lock up stage (all external windows, doors and fittings / fixtures installed / repaired).

Stage Two:

Release \$3,000 if, within 8 months of the date of planning approval being issued:

- a) All gutters, fascia and downpipe work is completed to the satisfaction of the Shire;
- b) All roof end / roofing work is completed (flashings on ridge and gable ends installed); and
- c) All external surfaces are painted or re-clad to a tradesman-like standard in accordance with the painting and building approvals (including wall, doors, windows).

Stage Three:

Release \$6,000 if, within 10 months of the planning approval being issued:

- a) Compliance with planning conditions has taken place;
- b) Approved effluent disposal system has been installed. System has been inspected by Council's Health Officer and a permit to use has been issued;
- c) Completion and certification of all electrical work;
- d) Completion and certification of all plumbing work;
- e) All wet area tiling completed in accordance with the Building Code of Australia;
- f) Kitchen fit-out completed (cupboards / benches and stove / hotplate installed, etc); and
- g) Building has reached practical completion stage.

Stage Four:

Release \$3,000 if, within 12 months of the planning approval being issued:

- a) Landscaping is planted and established to an officer of the Shire's satisfaction.

- b) Landscaping has measures in place to ensure its maintenance to an officer of the Shire's satisfaction.

Compliance with Planning Conditions

Shire officers shall ensure that the progress and maintenance of all conditions imposed on any approval for the relocation of a second hand dwelling are fully advanced, and in accord with the intent of the Policy.

The relocated dwelling shall be completed to the satisfaction of the Shire within twelve (12) months of the date of planning approval.

The Shire will include the following conditions, when appropriate, in planning approvals for relocated dwellings:

- a) The removal of asbestos materials from dwelling in compliance with Health (Asbestos) Regulations 1992.
- b) Certification by suitably qualified persons shall be submitted prior to the issue of a building licence, to confirm that the dwelling is structurally suitable for transportation.
- c) Electrical wiring (including installation of hard-wired smoke alarms), plumbing modifications, and insulation to external walls and roof spaces, shall be installed before re-cladding dwellings with new material.
- d) The external surfaces of the dwelling shall be painted to the Shire's satisfaction or re-clad in materials approved by the Shire.
- e) The relocated dwelling shall be completed to the satisfaction of the Shire within twelve months of the date of planning approval.
- f) A legal agreement at the cost of the applicant is prepared to have a bank guarantee of \$15,000 provided to the Shire. The amount of the bank guarantee to be refunded progressively extinguished when specified stages of the building project are reached.

The Shire shall ensure that the progress and maintenance of all landscaping requirements associated with the Approval are fully advanced, and in accord with the intent of the Policy.

As a condition of considering an application for a relocated dwelling the Shire's Building Surveyor will inspect the building in its current location prior to a report being considered by the Shire

B.2 Valuations of Property

The Chief Executive Officer is authorised to obtain from the Valuer General's Office or a sworn valuer duly appointed by notice in the Government Gazette, the value of any land or property being the subject of a report or submission to the Council involving negotiations for the purchase or sale thereof for municipal purposes

B.3 Sufficient Fencing

Purpose

The purpose of this policy is to ensure that definitions exist for the provision of sufficient fences within the Shire

Policy

Specifications for a sufficient fence on a residential lot within the townsites of Cue

Each of the following is a “sufficient fence” on a residential lot—

- (A) A fully enclosed timber fence built to manufacturer’s specifications or in accordance with established construction techniques, the height of the fence to be 1800 mm except with respect to the front setback area for which there is no minimum height but which shall be no higher than 1200mm, unless approved by the Shire.
- (B) A fence constructed of corrugated fibre reinforced pressed cement or steel sheeting erected to manufacturer’s specifications or which satisfies the following specifications—
 - (a) a minimum in-ground length of 25 per cent of the total length of the sheet, but in any case shall have a minimum in-ground depth of 600 mm;
 - (b) the total height and depth of the fence to consist of a single continuous fibre reinforced cement or steel sheet;
 - (c) the sheets to be lapped and capped with extruded “snap-fit” type capping in accordance with the manufacturers written instructions; and
 - (d) the height of the fence to be 1800 mm except with respect to the front set back area for which there is no minimum height but which shall be no higher than 1200mm, unless approved by the Shire
- (C) A fence constructed of brick, stone or concrete, which satisfies the following specifications—
 - (a) footings of a kind appropriate to the soil type;
 - (b) fences to be offset a minimum of 200 mm at maximum 3000 mm centres or 225 mm x 100 mm engaged piers to be provided at maximum 3000mm centres;
 - (c) expansion joints in accordance with the manufacturer’s written instructions; and
 - (d) the height of the fence to be 1800 mm except with respect to the front set back area for which there is no minimum height but which shall be no higher than 1200mm, unless approved by the Shire.
- (D) A composite fence having a minimum overall height of 1800 mm except with respect to the front set back area for which there is no minimum height but which is subject to clause 3.1, which satisfies the following specifications for the brick construction—
 - (1)
 - (a) brick piers of minimum 345 mm x 345 mm at 1800 mm centres bonded to a minimum height base wall of 514 mm;
 - (b) each pier shall be reinforced with one R10 galvanised starting rod 1500 mm high with a 250 mm horizontal leg bedded into a 500 mm x 200 mm concrete footing and set 65 mm above the base of the footing. The top of the footing shall be 1 course (85 mm) below ground level;
 - (c) the minimum ultimate strength of brickwork shall be 20 mpa. Mortar shall be a mix of 1 part cement, 1 part lime and 6 parts sand;
 - (d) the ground under the footings is to be compacted to 6 blows per 300 mm and checked with a standard falling weight penetrometer; and
 - (e) control joints in brickwork shall be provided with double piers at a maximum of 6 metre centres; or
 - (2)
 - (a) brick piers of a minimum 345 mm x 345 mm x 2700 mm centres bonded to the base; and
 - (b) each pier shall be reinforced with two R10 galvanised starting rods as previously specified.

- (E) A galvanised link mesh wire constructed of 50 mm mesh 2.5 mm galvanised iron wire, to be strained, neatly secured and laced to the posts and affixed to cables.

Specifications for a sufficient fence on a commercial or industrial lot within the townsites of Cue

Each of the following is a “sufficient fence” on a commercial lot and an industrial lot—

- (A) A fence constructed of galvanised or PVC coated rail-less link mesh, chain mesh or steel mesh which satisfies the following specifications—
- (a) corner posts to be minimum 50 mm nominal bore x 3.5 mm and with footings of a 225 mm diameter x 900 mm;
 - (b) intermediate posts to be minimum 37 mm nominal bore x 3.15 mm at maximum 3.5 metre centres and with footings of a 225 mm diameter x 600 mm;
 - (c) struts to be minimum 30 mm nominal bore x 3.15 mm fitted at each gate and two at each corner post and with footings 225 mm x 600 mm;
 - (d) cables to be affixed to the top, centre and bottom of all posts and to consist of two or more 3.15 mm wires twisted together or single 4 mm wire;
 - (e) rail-less link, chain or steel mesh is to be to a height of 2000 mm on top of which are to be three strands of barbed wire carrying the fence to a height of 2400 mm.
 - (f) galvanised link mesh wire to be 2000 mm in height and constructed of 50 mm mesh 2.5 mm galvanised iron wire and to be strained, neatly secured and laced to the posts and affixed to cables. Vehicle entry gates shall provide an opening of not less than 3.6 metres and shall be constructed of 25 mm tubular framework with one horizontal and one vertical stay constructed of 20 mm piping and shall be covered with 50 mm x 2.5 mm galvanised link mesh strained to framework. Gates shall be fixed with a drop bolt and locking attachment.
- (B) A fence of fibre reinforced cement sheet or steel sheeting constructed to the minimum specifications referred to in category (B) of the residential standards above.
- (C) A fence constructed of aluminium sheeting when supported on posts and rails provided that it is used behind a building line and is of a minimum height of 1800 mm but no greater than 2400 mm.
- (D) Fences of timber, brick, stone or concrete constructed to the minimum specifications referred to in of the residential standards above.

Specifications for a sufficient fence on a rural, mining or recreational lot

- (A) In the case of a non-electrified fence, a sufficient fence on a rural lot, mining or a recreational lot is a fence of posts and wire construction, the minimum specifications for which are—
- (a) wire shall be high tensile wire and not less than 2.5 mm. A minimum of five wires shall be used, generally with the lower wires spaced closer together than the higher wires so as to prevent smaller stock passing through, and connected to posts in all cases.
 - (b) posts shall be of indigenous timber or other suitable material including—
 - (i) timber impregnated with a termite and fungicidal preservative;
 - (ii) standard iron star pickets; or
 - (iii) concrete;
 - (c) if timber posts are used, posts are to be cut not less than 1800 mm long x 50 mm diameter at small end if round or 125 mm x 60 mm if split or sawn. Posts to be placed at not more than 10 metre intervals, set minimum 600 mm in the ground and 1200 mm above the ground; and
 - (d) strainer posts, if timber, shall be not less than 2250 mm long and 150 mm diameter at the small end (tubular steel to be 50 mm in diameter) and shall be cut from indigenous timber or other suitable material. These shall be placed a minimum of

1000 mm in the ground and set at all corners, gateways and fence line angles but not exceeding 200 metres apart.

- (B) An electrified fence having four wires only is a sufficient fence if constructed generally in accordance with (a).

B.4 Temporary Accommodation while Building a Dwelling

Objectives

To enable the Shire to give approval for residence on a lot provided it can be demonstrated that basic health requirements are met, and a defined time limit is in place.

Policy

The only form of temporary accommodation to be approved shall be within a caravan in accordance with the Caravan Parks and Camping Grounds Regulations 1997 for a period of up to 12 months. Any subsequent extension requires Ministerial approval under the Regulations.

Temporary accommodation may be approved by the Shire, under the Caravan Parks & Camping Grounds Regulations 1999, Section 11(2)(c), subject to conditions.

Conditions:

Temporary accommodation applications will only be considered where the following criteria have been met-

- The application is made in writing addressed to the CEO;
- Applicants demonstrate that they own or have a legal right to occupy the land.
- When a building permit for a permanent dwelling has been issued, and all fees relating to the same have been paid;
- When the applicant submits a letter from a lending institution, or other evidence, demonstrating that finance or funds are available for the construction of the dwelling;
- Where reticulated water supply is available that it is connected to the lot, (If reticulated water is not available a supply of sufficient quantity for drinking, washing and fire fighting purposes will be determined at the total discretion of the CEO);
- The Applicant can demonstrate that a caravan or campervan is available for temporary accommodation on the lot; and
- Toilet, shower and laundry facilities connected to an approved effluent disposal system are located on the lot and are available for use.

The use of the temporary accommodation is not to be commenced until all facilities are inspected and approved by an Environmental Health Officer.

PLANNING – SECTION C

C.1 Mining Within the Town Bouncary

1. Cue Townsite

- 1.1 The shire generally opposes the granting of any mining lease or license that may affect;
 - a) The satisfactory continuation of existing urban uses within and adjacent to the existing townsite; and
 - b) The planned use of the land in the vicinity of the townsite.
 - c) The Council may by decision permit limited mining activities within Cue townsite but only under conditions that will be determined at the time by the Council.
- 1.2 The Council may approve mining activities close to but external from the Cue townsite and such conditional approval may include but will not be limited to landscaping, dust/noise suppression measures, and any other provisions considered by the Council to be necessary to protect and preserve the amenity of the existing nearby uses especially residential uses.

2. Other Town sites

- 2.1 Other townsites which are now vacant and to which the shire has an interest, are identified as the townsites of Austin, Cuddingwarra, Mainland, Reedy, Tuckanarra, Big Bell, Day Dawn, Pinnacles.
- 2.2 The shire generally opposes to granting of any mining lease or license that may affect the historic fabric of these townsites.

The Council may, by decision, permit limited mining activities within these townsites but only under conditions that will be determined at the time by the Council.
- 2.3 Council may allow mining under these townsites only on the proviso that there is no disturbance to the natural surface of the town site by way of waste, rock emplacement or tailings storage facilities.

C.2 Location of Mining Camps – Workforce Accommodation

The Shire supports the Western Australian Planning Commission's 2018 Position Statement: Workforce Accommodation which states that "Where practicable, workforce accommodation should be provided in established towns, in locations suitable to its context, to facilitate their on-going sustainability."

The Shire considers that any mining or drilling activity within the Shire could comfortably be reached from the Cue townsite within a one hour's drive. Accordingly, the Shire is of the view that:

- a. The Cue townsite is suitability located to accommodate the accommodation needs of any future mine or drilling operation with the Shire;
- b. There is sufficient suitable land within the Cue townsite to accommodate workforce accommodation; and
- c. All new permanent mining or drilling accommodation should be located within the Cue townsite.

C.3 Outbuildings

Definitions

“Carport” means an outbuilding detached from and / or not included under the main roof of the residence with a maximum of one side being enclosed. Carports that are included under the main roof of the residence are not subject to this policy;

“Chief Executive Officer” means the Chief Executive Officer appointed by the Council of the Shire and includes an officer acting in that position;

“Combined Floor Area of Outbuildings” for the purpose of this policy is the total floor area of all of the outbuildings located on the subject land;

“Combined Roof Area of Outbuildings” for the purpose of this policy is the total roof area of all outbuildings located on the subject land;

“Commission” means the Western Australian Planning Commission as per the Planning and Development Act 2005;

“Garage” for the purpose of this policy is an enclosed outbuilding detached from and/or not included under the main roof of the residence. Garages that are included under the main roof of the residence are not subject to this policy;

“Garden Shed” means a prefabricated steel structure with a maximum floor area of 10m², a maximum wall height of 1.8m and a maximum ridge height of 2.1m;

“Outbuilding” means a structure used for the housing / storage of machinery or household items which may be provided with power and water and incorporates such structures as sheds and barns. An outbuilding also means a Class 10A building as defined by the Building Code of Australia, which class 10 refers to a “non-habitable” building;

“Ridge Height” means the maximum vertical distance between the natural ground level and the finished roof height directly above;

“Shed” means, for the purposes of the Scheme, a structure with a floor area of greater than 12.25m² used for the housing / storage of machinery or household items which may be provided with power and water but does not have any ablution facilities and does not include garden sheds and carports. A shed also means a Class 10A building as defined by the Building Code of Australia, which class refers to a “non-habitable” building;

“Shire” means the Shire of Cue;

“Structure” means any construction built on land which could include, but is not limited to, sea containers, outbuildings, dwellings, stables, sand arenas, additions to existing buildings, relocatable second hand dwellings etc;

“Unauthorised Development” means any development which would normally require planning approval but has been undertaken without first seeking Council approval.

“Location”

Within the “Residential” zone, outbuildings other than a carport or garage will not be permitted in the area between the house and the front boundary of the property.

Setback Requirements

Outbuildings shall be subject to the appropriate setback requirements to the external face of a wall of the outbuilding, as outlined in Table 1.

Table 1 - Minimum Setbacks to Outbuildings

Zone	Setback From	Minimum Distance
Residential	Front Boundary Side/Rear Boundaries	As per RDC, refer to Location and Parapet Walls in Residential Zone

Parapet Walls in Residential Zone

Parapet walls can be supported for outbuildings constructed on the side or rear property boundary only:

- (a) On land with a residential density code of “R10” or higher;
- (b) When the written support of the owner(s) of the adjacent property on whose boundary the parapet is to be placed has been obtained;
- (c) A maximum length of 9m and height of 3m from natural ground level; and
- (d) In accordance with the Performance Criteria of the Residential Design Codes for Boundary Walls.

Parapet walls are to be designed to the satisfaction of the Chief Executive Officer or delegated officer.

Cladding Materials

Use of Non-Painted Steel Cladding

For all outbuildings in the “Residential” zone, non-painted custom-orn or similar cladding will only be supported where the Shire’s officers are satisfied that reflection will not cause undue impact to neighbouring properties or passing road traffic.

Use and Colour of Factory Applied Painted Steel Wall and Roof Cladding

The Shire will support the use of factory applied painted steel wall and roof cladding in a colour that is sympathetic to the surroundings and colour scheme of the residence.

Use of Masonry Construction

Where masonry construction is to be employed, the wall and roof colour and appearance of any outbuilding should be complementary to the design and construction of the residence.

Use of Second Hand Materials

The use of second hand materials will only be approved where all materials have been inspected and deemed appropriate by the Chief Executive Officer or their delegate, prior to construction and an application being approved. The materials are to have an “as new” appearance. The applicant is to comply with any conditions placed upon the use of the materials as outlined in the approval within 30 days of construction commencing.

Permissible Outbuildings

The Shire will permit up to two (2) outbuildings on a lot, the combined area of which must comply with the following. Table 2 outlines the maximum total floor area allowable under this policy in the Residential zone.

Table 2 - Maximum Floor Areas

Zone	Maximum Floor Area (combined)
Residential	8% of the lot area

The maximum wall height from natural ground level for outbuildings shall be as outlined in Table 3.

Table 3 - Maximum Wall Heights

Zone	Wall Height	Ridge Height
Residential	3.0m	4.0m

Construction Restrictions

Construction of Outbuildings on Land Without a Constructed Dwelling

The construction of an outbuilding of greater than 40m² on vacant land within the “Residential” zone under this Policy will not be permitted without an application for a building permit for a residence having been received and approved by the Shire.

Construction of the dwelling for which a building licence has been received and approved by the Shire must commence within twelve (12) months and be completed and occupied within two (2) years of the date of issue of a building permit for an outbuilding.

Construction of an outbuilding in a “Residential” zone may be permitted under this Policy if the subject vacant land adjoins land, which consists of a dwelling and is owned by the applicant. Amalgamation of the lots may be required by the Shire.

Accommodation in Outbuildings

Outbuildings shall not be approved for permanent occupation, tourist accommodation or commercial purposes with the exception of a home based business or cottage industry or other use(s) as approved by the Shire via a planning consent application or an amendment to the Scheme.

Temporary Accommodation in Outbuildings Whilst Constructing a Dwelling

Outbuildings will not be approved by the Shire’s Environmental Health Officer for temporary accommodation. Council’s policy for temporary accommodation shall be adhered to in relation to persons residing on lots without an approved dwelling.

Upon completion and occupation of a dwelling, any outbuilding previously modified as part of an approval for temporary accommodation must be converted to a class 10A building as defined in the Building Code of Australia. Further, the Shire may request the removal of any installed facilities within such an outbuilding.

Carports, Garages, Garden Sheds and Sea Containers

Carports and Garages

Carports and garages not incorporated under the main roof of the residence are subject to the relevant requirements outlined in this Policy. Where a carport or garage is to be constructed in front or to the side of the residence, the carport structure is to reflect the materials and design of the residence in terms of roof pitch, colour and type of column. Front setbacks for carports and garages will be assessed in accordance with the requirements of Clause 6.2.3 of the RDC and the provisions of this Policy.

Carports and garages that are incorporated under the main roof of the residence are not subject to this policy and will be assessed under the relevant requirements relating to the dwelling contained in the RDC.

Garden Sheds

No planning approval is required for one (1) prefabricated garden shed of or less than 10m² in floor area with a wall height of or less than 1.8m and a ridge height of or less than 2.1m per residential lot. Garden sheds must comply with the setback requirements with respect to the RDC and this policy.

Sea Containers

The location of sea containers within the townsite is regarded as development and will require separate Planning Approval unless compliant with this policy.

One sea container (12m in length or less) may be located on a property in the townsite subject to the following conditions:

- (a) That the container shall be located to the rear of any dwelling, existing or proposed, and shall be positioned so as to, as far as practicable, not be visible from the street;
 - (b) That the applicant obtain a Building Permit for a sea container in accordance with the requirements of the Building Act 2011 and the Building Regulations 2012;
 - (c) That the container be located within normal building setbacks;
 - (d) The container may be fitted with windows and doors and shall be able to be opened from the inside to ensure safety of users;
 - (e) That the container may be used as an outbuilding but not for ancillary accommodation;
 - (f) That the container shall not to be located over septic tanks and/or leach drains; and,
 - (g) As an outbuilding, the sea container must comply in all respects with the requirements of this policy.
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FINANCE – SECTION D

D.1 Debt Recovery

1. Objective

The purpose of this policy is to provide guidance to Council in determining efficient, effective and economical procedures for debt collection.

This is achieved through manageable and efficient control over overdue accounts by closely monitoring aged accounts in an attempt to reduce the likely occurrence of unrecoverable debts and to ensure consistency for all debt collection activities.

2. Principles

Council will exercise its debt recovery powers, as outlined in Part 6 of the *Local Government Act 1995*, in order to reduce the overall debt burden on ratepayers. It will be guided by the principles of:

- Providing the Shire of Cue with a more effective method of collection of outstanding debtors;
- Ensuring that debt collection procedures are carried out in a fair and equitable manner;
- Making the processes used to recover outstanding debt clear, simple to administer and cost effective;
- Transparency by making clear the obligations of its ratepayers and sundry debtors to the processes used by Council in ensuring that they meet their financial obligations;
- Equity by having regard to providing the same treatment for ratepayers and sundry debtors with similar circumstances;
- Flexibility by responding where necessary to changes in the local economy;
- Ensuring the Shire of Cue is compliant with all regulatory obligations; and
- Promoting effective governance and definition of roles and responsibilities.

2.1 Recovery of Sundry Debtor Accounts

The Shire of Cue's credit terms are as stated on the issued tax invoice. The recovery of outstanding sundry debtor accounts will be collected in a fair and timely manner.

- Where payment is not received within forty (35) days from the date of the initial invoice, a Final Notice shall be issued requesting full payment within seven (7) days unless the debtor has agreed to enter into a special repayment arrangement.
- Where amounts remain outstanding sixty (60) days from the date of the initial invoice, recovery action will commence based upon a risk management approach as determined by the value and type of debt including referral to a debt collection agency.

Where payment is not received within forty (35) days from the date of the initial invoice, interest will be applied on money that remains outstanding. Interest is calculated on the number of days from the due date of payment until the day the payment is received by the Shire of Cue.

Interest (percentage) charged on sundry debtors is the percentage as adopted at the annual budget meeting in accordance with section 6.13(1) of the *Local Government Act 1995*. The rate authorised under section 6.13(1) of the *Local Government Act 1995* is not to exceed the maximum rate of

interest as prescribed within regulation 19A of *the Local Government (Financial Management) Regulations 1996*.

2.2 Recovery of Rate Arrears

The recovery of outstanding rates will be collected in a fair and timely manner. Rate notices are due for payment 35 days from date of issue in accordance with the Local Government Act 1995.

Interest is calculated on the number of days from the due date of payment until the day the payment is received by the Shire of Cue. This includes overdue amounts where the debtor has elected to pay by an instalment option.

Accounts unpaid by the due date shown on the Rate Notice

Where accounts remain outstanding ten (10) days after the due date shown on the Rate Notice, a Final Notice shall be issued requesting full payment within fourteen (14) days unless the debtor has entered into a repayment arrangement which has been agreed upon by both parties.

Final Notices are not to be issued to eligible persons registered to receive a pensioner or senior rebate under the *Rates and Charges (Rebates and Deferments) Act 1992*, as such persons have until 30 June of the current financial year to make payment, without incurring any penalty interest. Final notices will, however, be issued to registered pensioners or seniors where there are unpaid charges which are not subject to a rebate or deferment e.g. rubbish collection charges.

Accounts after the expiry date shown on the Final Notice

Where amounts remain outstanding ten (10) days after the expiry date shown on the Final notice, recovery action will commence and may include such action as referral to a Council's debt collection agency.

Seizure of Rent for Non Payment of Rates

Where the property owner of a leased or rented property on which rates and service charges are outstanding cannot be located or refuses to settle rates and service charges owed, a notice may be served on the lessee or tenant under the provisions of Section 6.60 of the *Local Government Act 1995* whereby requiring the lessee or tenant to pay to the Shire the rent due that they would otherwise pay under the lease/tenancy agreement as it becomes due, until the amount in arrears has been paid.

Lodging a Caveat on the Title for Land

If rates and service charges which are due to Council in respect of any rateable land have been unpaid a caveat may be registered on the title for the land, under the provisions of Section 6.64 (3) of the *Local Government Act 1995*.

Options to recover rates debt where rates are in arrears for in excess of three (3) years.

Sale of Land

If rates and service charges which are due to Council in respect of any rateable land have been unpaid for at least three (3) years, Council may take possession of the land under the provisions of Section 6.64 of the *Local Government Act 1995*. The approval of Council is required to be obtained before this course of action is undertaken.

2.3 Bad Debts – Sundry Debtors

Where a sundry debtor has accounts unpaid for a period exceeding four months (120 days) and

- i) The debtor has provided documentary evidence of having filed for Bankruptcy/ Insolvency; or
- ii) The debtor has moved and all reasonable attempts to locate the debtor have been unsuccessful;

Council Officers shall prepare a report for the CEO listing the name of the debtor, the description of the debt, the amount outstanding, the period overdue and a reason for write off. Bad debts will be recognised when the sundry debt is seen to be no longer commercially collectable.

D.2 Investment Policy

Policy Objective

To provide guidelines with respect to the investment of surplus funds which ensure that returns on funds invested are maximised within levels of acceptable risk.

Policy Statement

1. Investment Objectives

- To take a conservative approach to investments, but with a focus to add value through prudent investment of funds.
- To achieve a high level of security for the overall portfolio by using recognised rating criteria.
- To maintain an adequate level of diversification as detailed in Section 6D of this policy.
- To have ready access to funds for day to day requirements, without penalty.

2. Statutory Compliance

All investments are to be made in accordance with:

- Local Government Act 1995 - Section 6.14
- Local Government Act (Financial Management) Regulations 1996 reg. 19(c)
- The Trustees Act 1962 – Part III Investments as amended by the Trustees Amendment Act 1997.

3. Approved Institutions

Investments shall be made with institutions which meet this policy's guidelines on diversification and credit risk.

4. Investment Guidelines

A. Council's Direct Investments

To invest surplus funds with consideration of risk and the most favourable rate of interest available, at the time, allowing for administrative and banking costs.

B. Investments placed by the Council must be appropriately documented at the time of placement.

C. General Policy Guidelines

(i) Diversification/Credit risk

The amount invested with any one financial institution or managed fund should not exceed the following percentages of average annual funds invested. When placing investments, consideration should be given to the relationship between credit rating and interest rate.

Long Term Rating	Short Term Rating	Maximum of
(Standard & Poors)	(Standard & Poors)	total portfolio

AAA to AA-	A1+	100%
A+ to A-	A1	75%
BBB+ to BBB-	A2	50%

(ii) Credit Ratings

If any of the funds / securities are down graded such that they no longer fall within the Council's investment policy guidelines, they will be divested as soon as is practicable.

The short term (0-365 days) rating (as defined by Standard and Poors Australian Ratings) is:

- A1+ Extremely strong degree of safety regarding timely payment
- A1 A strong degree of safety for timely payment
- A2 A satisfactory capacity for timely payment

The long term rating is:

- AAA An extremely strong capacity to repay.
- AA+ to AA-A A very strong capacity to repay.
- A+ to AA Strong capacity to repay.
- BBB+ to BBB- An adequate capacity to repay.

D. Community Benefit Factor

When comparing investment products, preference will be given to institutions that provide a higher level of benefit to the local community. If investment products offer the same rate of investment, then the institution that provides the greater benefit to the Cue Community shall be awarded the investment.

The level of community benefit provided by institutions will be assessed during the review of this policy.

5. Reporting

- Documentary evidence must be held for each investment and details thereof maintained in an Investment Register.
- Certificates must be obtained from the financial institutions confirming the amounts of investments held on the Council's behalf as at 30 June each year and reconciled to the Investment Register.
- A monthly report shall be submitted to Council with details of the investment portfolio.

D.3 Inkind Works

The Chief Executive Officer is authorised to approve free of charge minor in-kind works within the Shire of Cue.

D.4 Severance Pay

Policy Objective:

Section 5.50(1) of the *Local Government Act 1995* requires local governments to prepare a policy in relation to employees whose employment is finishing. This policy is to set out the circumstances

and manner of assessment in which the Shire of Cue will pay an employee an amount that is in addition to any amount to which the employee would normally be entitled.

Policy:

1. Application

This policy applies to all employees of the Shire of Cue

Decisions under this policy are to be made –

- (a) By the Council – where the decision involves a payment to the CEO; and
- (b) By the CEO – where the decision involves a payment to any other employee of the Shire of Cue.

2. Circumstances for payment

The Shire of Cue may make a payment in the following circumstances-

- (a) Redundancy- “Redundant” will be taken to mean that the duties of a position will no longer be performed by an employee of the Shire of Cue;
- (b) Shire of Cue boundary changes and amalgamations; and
- (c) to settle such other termination matters (that do not relate to an employee being made redundant) in accordance with clause 4.

3. Exclusions

3.1 A payment will not be made to an employee who-

- (a) is redeployed within the Shire of Cue ;
- (b) accepts employment with a successful tenderer;

D.5 Exceptional Circumstances – Pastoral Properties

Rates for pastoral properties will be discounted on the rates levied due to exceptional circumstances as follows:

- 40% discount in the year that exceptional circumstances are recognised.
- 20% discount for the first year after exceptional circumstances have been lifted
- 20% discount for the second year after exceptional circumstances have been lifted

No discount will apply after the second year after the exceptional circumstances are no longer applicable.

D.6 Bank Account Signing Authority

In accordance with Sections 5.42 and 5.44 of the Local Government Act 1995 and Local Government (Financial Management) Regulations 12 and 13, Council delegates authority to the Chief Executive Officer to make payments from the Shire of Cue Municipal or Trust Fund

Cheque Payments:

The signing authority for cheques drawn on the Municipal Fund is the Chief Executive Officer and one other signatory.

EFT Payments;

EFT processing must be authorised by two people electronically, being the Chief Executive Officer and one other signatory.

D.7 Capitalisation Threshold for Assets

The Chief Executive Officer will capitalise asset purchases of \$5,000 and over and manage attractive assets less than the threshold on an off-balance record and review all assets on an annual basis as June 30th.

D.8 Purchasing Policy

1. Policy

The Shire of Cue is committed to delivering best practice in the purchasing of goods, services and works that align with the principles of transparency, probity and good governance. Procurement processes and practices to be complied with are defined within this Policy.

2. Objectives

- To provide compliance with the *Local Government Act, 1995* and the *Local Government (Functions and General) Regulations, 1996*.
- To ensure compliance / complimentary approach to Council Policy D15 (Regional Price Preference).
- To deliver a best practice approach and procedures to internal purchasing for the Local Government.
- To ensure consistency for all purchasing activities that integrates within all the Local Government operational areas.

3. Requirement for Purchasing Policy

The Local Government is committed to setting up efficient, effective, economical and sustainable procedures in all purchasing activities. This policy:

- Provides the Local Government with an effective way of purchasing goods and services.
- Ensures that purchasing transactions are carried out in a fair and equitable manner.
- Maintains integrity and confidence in the purchasing system.
- Ensures that the Local Government receives value for money in its purchasing.
- Ensures the Local Government is compliant with all regulatory obligations.
- Promotes effective governance and definition of roles and responsibilities.
- Engenders respect from the public and industry for the Local Government's purchasing practices that withstands probity.

4. Ethics & Integrity

All officers and employees of the Local Government shall observe the highest standards of ethics and integrity in undertaking purchasing activity and act in an honest and professional manner that supports the standing of the Local Government.

The following principles, standards and behaviours shall be observed and enforced through all stages of the purchasing process to ensure the fair and equitable treatment of all parties:

- full accountability shall be taken for all purchasing decisions and the efficient, effective and proper expenditure of public monies based on achieving value for money;
- all purchasing practices shall comply with relevant legislation, regulations, and requirements consistent with the Local Government policies and code of conduct;
- purchasing is to be undertaken on a competitive basis in which all potential suppliers are treated impartially, honestly and consistently;
- all processes, evaluations and decisions shall be transparent, free from bias and documented in accordance with applicable policies and audit requirements;
- any actual or perceived conflicts of interest are to be identified, disclosed and appropriately managed; and
- any information provided to the Local Government by a supplier shall be treated as commercial-in-confidence.

5. Value for Money

Value for money is an overarching principle governing purchasing that allows the best possible outcome to be achieved for the Local Government. It is important to take into account price, compliance, user requirements, quality standards, sustainability, life cycle costing, and service benchmarks.

An assessment of the best value for money outcome for any purchasing should consider:

- all relevant whole-of-life costs and benefits. Whole of life cycle costs (for goods) and whole of contract life costs (for services) including transaction costs associated with acquisition, delivery, distribution, as well as other costs such as but not limited to holding costs, consumables, deployment, 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;
- financial viability and capacity to supply without risk of default. (Competency of the prospective suppliers in terms of managerial and technical capabilities and compliance history); and
- a strong element of competition in the allocation of orders or the awarding of contracts. This is achieved by obtaining a sufficient number of competitive quotations wherever practicable.

Where a higher priced conforming offer is recommended, there should be clear and demonstrable benefits over and above lower total priced, conforming offers.

6. Purchasing Threshold

Where the value of procurement (excluding GST) for the value of the contract over the full contract period (including options to extend) is, or is expected to be:-

Amount of Purchase	Policy
Up to \$5,000	Direct purchase from suppliers using purchase order or corporate credit card issued by the Shire.
\$5,001 to \$10,000	Obtaining at least one verbal or written quotation from a suitable supplier.
\$10,001 to \$50,000	Two or more quotes must be obtained. One quote may be verbal but must be recorded on Purchasing Template.

	Previous quotes less than 6 months old can be utilised as quotations.
\$50,001 to \$100,000	Two or more quotes, in written form, must be obtained. Previous quotes less than 6 months old can be utilised as quotations.
\$100,001 to \$249,999	At least three written quotes to be obtained. CEO to approve (not including dealings with land or buildings, which will be approved by Council). Previous tender prices not more than 6 months old can be utilised as quotations.
\$250,000 and above	Conduct a public tender process or use the WALGA Preferred Supplier List through the E-Quotes system.

- Where it is considered beneficial, tenders may be called in lieu of seeking quotations for purchases under the \$250,000 threshold (excluding GST). If a decision is made to seek public tenders for Contracts of less than \$250,000, a Request for Tender process that entails all the procedures for tendering outlined in this policy shall be followed in full.

Up to \$10,000

Where the value of procurement of goods or services is up to the value of \$10,000, delegated Officers approved by the CEO may purchase goods and services on the basis of seeking the greatest benefit to the Shire, and where possible seek written or verbal quotations. These quotations should be either provided or recorded. It is recognised that in some instances it may not be practicable or cost effective to seek quotations.

From \$10,001 to \$50,000

For procurement of goods or services where the value ranges between \$10,001 and \$50,000, at least two written quotations or one written and one verbal quotation are to be obtained. Verbal quotes to be recorded appropriately. Where this is not practical, e.g. due to limited suppliers, it shall be noted through records relating to the process. The CEO must be informed regarding quotes obtained and a recommendation of best value for money be made. The CEO is to approve prior to issuing a Purchase Order.

From \$50,001 to \$100,000

For procurement of goods and services where the value exceeds \$50,001 but is less than \$100,000, two written quotes must be obtained from competitive suppliers. The CEO must be informed regarding quotes obtained and a recommendation of best value for money be made. The CEO is to approve prior to issuing a Purchase Order.

From \$100,001 to \$249,999

For the procurement of goods or services where the value exceeds \$100,001 but is less than \$250,000, at least three written quotes are to be obtained from competitive suppliers. The CEO to approve expenditure in this category before issuing a Purchase Order (not including dealings with land and buildings, which will be approved by Council).

The CEO will demonstrate due diligence seeking quotes and to comply with any record keeping and audit requirements. Record keeping requirements will be maintained in accordance with record keeping policies.

E-Quotes are to be utilised where possible on the proviso that a detailed scope of works or specifications can be drawn up.

Notes: The general principles relating to verbal and written quotations are;

Verbal and Written Quotations: - The general principles are (for quotes up to \$100,000):

- Ensure that the requirement / specification is clearly understood by the Local Government employee seeking the verbal quotations.
- Ensure that the requirement is clearly, accurately and consistently communicated to each of the suppliers being invited to quote.
- Read back the details to the Supplier contact person to confirm their accuracy.

- Written notes detailing each verbal quotation must be recorded.

Written Quotations: - The general principles are (for quotes over \$100,000):

- An appropriately detailed specification should communicate requirement(s) in a clear, concise and logical fashion.
- The request for written quotation should include as a minimum:
 - o Written Specification
 - o Price Schedule
 - o Invitations to quote should be issued simultaneously to ensure that all parties receive an equal opportunity to respond.
 - o Offer to all prospective suppliers at the same time any new information that is likely to change the requirements.
 - o Responses should be assessed for compliance, then against the selection criteria, and then value for money and all evaluations documented.
 - o Respondents should be advised in writing as soon as possible after the final determination is made and approved.
- Record keeping requirements will be maintained.

7. Regulatory Compliance

7.1 Tender Exemption

In the following instances public tenders or quotation procedures are not required (regardless of the value of expenditure):

- An emergency situation as defined by the Local Government Act 1995;
- The purchase is under a contract of WALGA (Preferred Supplier Arrangements), Department of Treasury and Finance (permitted Common Use Arrangements), Regional Council, or another Local Government. If the purchase cost ex GST is \$250,000 or more it must go to Council for their decision.
- The purchase is under auction which has been authorised by Council;
- The contract is for petrol, oil, or other liquid or gas used for internal combustion engines;
- Any of the other exclusions under Regulation 11 of the Functions and General Regulations apply.

7.2 Sole Source of Supply (Monopoly Suppliers)

The procurement of goods and/or services available from only one private sector source of supply, (i.e. manufacturer, supplier or agency) is permitted without the need to call competitive quotations provided that there must genuinely be only one source of supply.

7.3 Anti-Avoidance

The Local Government shall not enter two or more contracts of a similar nature for the purpose of splitting the value of the contracts to take the value of consideration below the level of \$250,000, thereby avoiding the need to publicly tender.

7.4 Tender Criteria

The Local Government shall, before tenders are publicly invited, determine in writing the criteria for deciding which tender should be accepted.

The evaluation panel shall be established prior to the advertising of a tender and include a mix of skills and experience relevant to the nature of the purchase.

For requests with a total estimated (Ex GST) price in excess of \$100,000, the panel shall consist of a minimum of two members.

7.5 Advertising Tenders

Tenders are to be advertised in a state wide publication e.g. "The West Australian" newspaper, Local Government Tenders section, preferably on a Wednesday or Saturday.

The tender must remain open for at least 14 days after the date the tender is advertised.

The notice must include;

- a brief description of the goods or services required;
- information as to where and how tenders may be submitted;
- the date and time after which tenders cannot be submitted;
- particulars identifying a person from who more detailed information as to tendering may be obtained;
- detailed information shall include;
- such information as the local government decides should be disclosed to those interested in submitting a tender;
- detailed specifications of the goods or services required;
- the criteria for deciding which tender should be accepted;
- whether or not the local government has decided to submit a tender; and
- whether or not tenders can be submitted by facsimile or other electronic means, and if so, how tenders may so be submitted.

7.6 Issuing Tender Documentation

Tenders will not be made available (counter, mail, internet, referral, or other means) without a process to ensure the recording of details of all parties who acquire the documentation.

7.7 Tender Deadline

A tender that is not received in full in the required format by the advertised Tender Deadline shall be rejected.

7.8 Opening of Tenders

No tenders are to be removed from the tender box, or opened (read or evaluated) prior to the Tender Deadline.

Tenders are to be opened in the presence of the Chief Executive Officer's delegated nominee and at least one other Council Officer. The details of all tenders received and opened shall be recorded in the Tenders Register.

Tenders are to be opened in accordance with the advertised time and place. There is no obligation to disclose or record tendered prices at the tender opening, and price information may be regarded as *commercial-in-confidence* to the Local Government. Members of the public are entitled to be present.

The Tenderer's offer form, price schedule and other appropriate pages from each tender shall be date stamped and initialled by at least two Local Government Officers or nominated representative(s) present at the opening of tenders.

7.9 No Tenders Received

Where the Local Government has invited tenders, however no compliant submissions have been received; direct purchases can be arranged on the basis of the following:

- a sufficient number of quotations are obtained;
- the process follows the guidelines for seeking quotations between \$100,000 & \$249,999 (listed above);
- the specification for goods and/or services remains unchanged;
- purchasing is arranged within 6 months of the closing date of the lapsed tender.

7.10 Tender Evaluation

Tenders that have not been rejected shall be assessed by the Local Government by means of a written evaluation against the pre-determined criteria. The tender evaluation panel shall assess each tender that has not been rejected to determine which tender is most advantageous.

7.11 Addendum to Tender

If, after the tender has been publicly advertised, any changes, variations or adjustments to the tender document and/or the conditions of tender are required, the Local Government may vary the initial information by taking reasonable steps to give each person who has sought copies of the tender documents notice of the variation.

7.12 Minor Variation

If after the tender has been publicly advertised and a successful tenderer has been chosen but before the Local Government and tenderer have entered into a Contract, a minor variation may be made by the Local Government.

A minor variation will not alter the nature of the goods and/or services procured, nor will it materially alter the specification or structure provided for by the initial tender.

7.13 Notification of Outcome

Each tenderer shall be notified of the outcome of the tender following Council resolution. Notification shall include:

- The name of the successful tenderer
- The total value of consideration of the winning offer

The details and total value of consideration for the winning offer must also be entered into the Tenders Register at the conclusion of the tender process.

7.14 Records Management

All records associated with the tender process or a direct purchase process must be recorded and retained. For a tender process this includes:

- Tender documentation;
- Internal documentation;
- Evaluation documentation;
- Enquiry and response documentation;
- Notification and award documentation.

For a direct purchasing process this includes:

- Quotation documentation;
- Internal documentation;
- Order forms and requisitions.

Record retention shall be in accordance with the minimum requirements of the State Records Act, and the Local Government's internal records management policy.

Note: In some instances a particular good or service may only be available from one source, If this is the case then it is to be recorded.

D.9 Disposal of Surplus Equipment Policy

Disposal of Surplus Equipment under the Value of \$20,000

Policy

To provide direction and clarity around the disposal of surplus equipment.

The Manager Works and Services is to provide the CEO with list of surplus items that are no longer used or required by the Shire of Cue. The list is to identify these items and to allocate a Market value for these items. The value is to take into consideration the market value of such items.

These items are to be disposed of according to the following table dependent on their individual value.

Value	Method of Disposal
\$5,000 to \$20,000	Invite offers in the Dryblower and Mid West Times, with offers open for a period of 14 days following publication. Require Council approval

\$500 to \$5,000	Invite offers in the 'Dryblower' with offers open for a period of 14 days. Disposal at the discretion of the CEO Preference will be given to residents within the Shire of Cue
\$0 to \$500	The CEO will decide whether to dispose of the items at the waste site, sell them or otherwise dispose of the items.

Relevant legislation

Local Government Act (s 3.58)

Local Government (Functions and General) Regulations 1996 (r. 30(3)(a))

D.10 Use of Corporate Purchasing Cards

Objective

The objective of this policy is to:

- Provide guidance in the issue and use of corporate credit cards and purchasing cards ("Corporate") to ensure good governance.
- Reduce the risk of fraud and misuse of Corporate Cards and minimise the Shire's financial and reputational risk.
- The application of this policy is to be in conjunction with the Shire of Cue's Code of Conduct and fulfil all statutory requirements of the Local Government Act, Local Government (Financial Management) Regulations 1996 11(1)(a) with respect to the use of Corporate Cards.
- Adopt best practice in developing a clear and comprehensive policy on the use of Corporate Cards.

Policy

The requirement of this policy covers all Shire employees that are issued with and/or use Corporate Cards.

Advantages of Corporate Cards

The use of Corporate Cards shall only be approved if there is a demonstrated need and advantage to the Shire. These include:

- eliminating or reducing time spent on paper-based ordering and payments;
- reduction of administrative costs;
- reducing the number of payments per month;
- provision of a useful resource in an emergency situation.

Financial Institution

The Shire's Corporate Credit Cards are to be issued by its financial institution once approved by the Chief Executive Officer.

The Financial Institution will verify the card user by requiring identification as per banking legislation policy prior to issue of the card.

Fuel Cards & Purchasing Cards

- **Fuel Cards**

The requirement for corporate fuel cards will be determined on a case-by-case basis and approved by the Chief Executive Officer.

Fuel cards will only be used for purchasing fuel for the Shire vehicle (or hire vehicle where appropriate) to which the application relates.

All fuel card expenditure gets billed monthly and will be reported to Council within the list of monthly creditors payments.

- **Other Purchase Cards**

The requirement for other purchase cards will be determined on a case-by-case basis and approved by the Chief Executive Officer.

Purchase Cards will only be used for purchasing items for the Shire.

All expenditure is to be reported to Council within the list of monthly creditors payments.

Policies and Procedures Governing the use of Corporate Cards

The following shall be compiled with for controlling the use of Corporate Cards issued:

- An agreement shall be signed by the cardholder which sets out the cardholder's responsibilities and legal obligations when using the corporate purchasing and credit cards.
- A secure register managed by the Deputy Chief Executive Officer of all current cardholders should be kept which includes card number and expiry date of the card. Details of goods and services the cardholder has authority to purchase are outlined in the cardholder agreement.
- All new and existing cardholders shall be provided with a copy of the policies and procedures relating to the use of corporate purchasing and credit cards and shall formally sign the register to acknowledge that they have read and understood the requirements of the policy.
- When an employee misplaces their Corporate Card, they shall promptly report the matter to the Deputy Chief Executive Officer who shall immediately cancel the card.
- Corporate Cards shall not be transferred to other users.
- Use of the reward schemes, such as Fly Buys and Frequent Flyers, will not be permitted for personal gain.
- All surrendered Corporate Cards shall be destroyed by the Deputy Chief Executive Officer in the presence of another employee.
- In the event that a cardholder fails to comply with the policy's requirements, the Chief Executive Officer shall withdraw the use of the Corporate Card and take appropriate disciplinary action. All criminal/illegal acts of alleged misuse shall be reported to the Police and other relevant authorities.
- The use of Corporate Cards for any personal use whatsoever is strictly prohibited.
- Use of the Corporate Cards for purchases over the internet should be restricted to trusted secure sites.

For Fringe Benefits Tax purposes, any expenditure for entertainment must include the reason for the function, the number of people who were in attendance and the full names of any Shire staff.

Purchasing

- Corporate Cards shall only be used for purchasing goods and services on behalf of the Shire and in circumstances when the issue of a Purchase Order Number from the Shire is not accepted, appropriate or convenient.
- Fuel Cards will be issued to employees where applicable and must only be used when purchasing fuel for Shire vehicles.
- Personal expenditure is strictly prohibited.
- Shire Credit Card does not have a cash advance facility.

- Purchases by facsimile, telephone or over the internet shall be authorised by the person and all paperwork shall be kept and verified.
- The nominated fuel card should be used in preference to a Credit Card when purchasing fuel unless it is not accepted by the retailer and then the vehicle odometer reading and fuel receipt are to be recorded at the time of purchase.
- Corporate Card purchases are to comply with the Procurement Policy for acquiring of goods and services.
- The cardholder will be responsible for providing appropriate and sufficient documentary evidence of all charges, as required, on a monthly basis. Information should include a copy of the GST invoice and an explanation as to why the expense was incurred.
- Time frames for all payment of accounts shall be monitored by the Deputy Chief Executive Officer to ensure that credit charges are minimised, and accounts are paid so as not incur a penalty or interest.
- All transactions requested by Officers other than the cardholder must complete the Credit Card Authority Form, which is approved by the Chief Executive Officer.
- The cardholder shall sign and date the credit card statement with supporting documentation attached stating 'all expenditure is of a business nature'.
- All transactions on Corporate Credit Cards are to be listed and form part of the monthly financial reports to Council in accordance with the requirements of *Local Government (Financial Management) Regulation 13*.

D.11 Light Vehicle Purchasing Policy

Policy

Preferred Manufacturer

The preferred manufacturer will be any manufacturer who provides the Shire of Cue with the best value given considerations such as trade in value of vehicle to be traded, purchase price of new vehicle, length of warrantee, servicing costs and residual market value.

Preferred Engine / Gearbox

1. Diesel
2. Automatic

Vehicle Classification/ Model

The vehicle type and model supplied will be dependent on the line position of the employee and work related requirements as follows;

1. Chief Executive Officer – as stated within the employment contract.
2. Managers – As negotiated via individual employment contracts and consideration given to the requirements of the organisation at the discretion of the CEO.
3. Other – to meet the requirements of the organisation.

Safety Standard

Conseration will be given to the ANCAP safety rating of the vehicle.

Vehicle Accessories

All vehicles are to be fitted with the following accessories:

1. Factory supplied & fitted bull bars
2. Spot Lights
3. Headlight protectors
4. Body protectors for well bodies (where required)
5. Floor mats & dash mats
6. Well body cover

Vehicle Allocations

Vehicle rotation between positions, where the vehicle type is the same, shall be applied where possible when a vehicle is travelling too few or too many kilometres annually to achieve optimal ownership/changeover cost.

Replacement Schedule

To ensure council vehicles are replaced at a time which optimizes its use and minimises the whole of life cost or as directed by the Chief Executive Officer.

D.12 Travel and Accommodation Expenses Policy

1. Objective

To ensure that Councillors and Employees are provided with appropriate travel and accommodation expenses when travelling on official Council business.

2. Principles

This policy is to provide guidelines as to the eligibility to claim travel and accommodation expenses when attending Shire related functions, conferences, courses or meetings.

Direct costs of attending events generally will be covered by the Shire. Expenditure incurred of a personal or private nature will not be covered by the Shire and will be at the cost of the Councillor or Employee.

The below procedures may not consider all the factors associated with travel and accommodation expenses. In this case, the CEO may determine what is appropriate on a case by case basis and such decision remains final.

3. Policy

3.1 Approvals

3.1.1 Councillors

In respect to travel by Councillors, approval must be sought from the CEO in advance of any bookings. The CEO will take into consideration annual allocations provided to Councillors for professional development and available funds remaining.

3.1.2 Chief Executive Officer

In respect to attendance at conferences by the CEO, approval must be sought from the Shire President in advance of any bookings. Due consideration shall be given to the CEO's negotiated contract for professional development opportunities.

3.1.3 Other Employees

In respect to attendance at conferences/courses by Employees, approval must be sought in advance. Travel by staff and all interstate/international travel is to be approved by the CEO.

All other travel is to be approved by the CEO.

3.2 Bookings

The most cost effective travel arrangements should be used at all times with the booking of concessional fares being pursued where available. Government rates are to be utilised where available and appropriate.

No amendments are to be made after the booking has been confirmed except with the approval of the CEO. This ensures that there is an audit trail of bookings.

3.2.1 Travel

Air Travel

Air travel shall be based on "economy" class of a commercial air carrier. Any upgrade in travel class shall be at the expense of the Councillor or Employee. Air travel costs will include passenger bookings, departure and arrival taxes where applicable, insurance on cancellations and baggage claims.

The Employee or Councillor is responsible for providing the correct information when booking air travel.

Accompanying persons travelling with the Councillor or Employee will not be covered by the Shire. Payment for such persons will be at the cost of the Councillor or Employee.

Road Transport

Where air travel is not available, a Shire vehicle is to be used to travel to the destination. Where air travel is an option but the preference is to drive, this arrangement will require approval of the CEO prior to the travel being undertaken. Consideration will be given to the costs of travel, time and accommodation.

3.2.2 Accommodation

Commercial accommodation is to be met by the Shire for those days that the Councillor or Employee requires accommodation.

Commercial Accommodation

Where the purpose of the travel is being held at a venue that provides for accommodation, the accommodation shall be booked at that venue. If the accommodation rate exceeds \$350 per day, approval will be required by the CEO to confirm the booking.

Subject to relative cost, accommodation should be booked in as close proximity to the function, conference, course or meeting as possible. This ensures that the use of external travel options are minimised. Councillors and Employees are encouraged to use public transport or walk to the function, conference, course or meeting wherever possible.

Accompanying persons travelling with the Councillor or Employee may be included in the accommodation booking, however if an upgrade is required for additional bedding configurations, the Councillor or Employee will be required to reimburse the Shire for the cost differential.

Parking will be covered for one (1) Councillor or Employee vehicle on official council business.

3.2.3 Meal Allowances

Meal allowance will be reimbursed according to the Australian Government Taxation Office – Taxation Determination as provided annually. This covers Breakfast, Lunch, Dinner and Incidentals. Employees will pay for their own meals, up to an amount provided in the determination and need to provide receipts. Any additional monies paid for meals over and above the determination will be the responsibility of the employee.

3.3 Tacking on of Leave

If the Councillor or Employee has personal arrangements that they wish to attend to at their destination or wish to arrive earlier or leave later, this should be arranged at the time of booking. Except with the approval of the CEO, the amount of leave "tacked on" by an Employee should not exceed the duration of the attendance to the business that is the subject of the trip plus one day for travel (e.g. for a 2 day conference, no more than 3 days leave can be added). If an employee wishes to increase the amount of leave "tacked on" they will be required to meet 50% of the travel costs incurred by the Shire.

These arrangements can only be made if operational requirements allow and if the Employee has sufficient leave accrued. Leave must be approved in accordance with the Leave Policy.

The Councillor or Employee will be required to pay any difference in the costs of travel and accommodation arising from the change of dates otherwise required for the travel.

3.4 Substantiation of Expenditure

Documentary evidence in the form of receipts is required from the Councillor or Employee for the substantiation of all expenditure within 14 days of returning from travel. Should fringe benefits tax be incurred by the Council, it shall be borne by the Councillor or Employee concerned.

4. Miscellaneous

The shire will pay the cost of meals, accommodation and attendance fees for the Councillor and partner for attendance at Council endorsed functions.

If the training or conference is cancelled the airfares and accommodation may be cancelled or utilised for other Shire travel.

If travel duration exceeds seven (7) days in total, the CEO may deem it appropriate to cover the Employee or Councillor under a specific travel insurance policy.

D.13 Regional Price Preference Policy

Policy Purpose

The purpose of the Shire of Cue's 'Regional Price Preference Policy' is to support local business and industry and to encourage employment of local people thereby generating economic growth within the Shire.

Definitions

For the purpose of this Policy, the "Region" is defined as the geographical area which comprises the whole of the Shire of Cue.

Local Industry is defined in the Policy as being a business / organisation substantially trading from a recognised business address within the region. This Policy requires the businesses to have been operating out of the local premises for a continuous period of not less than six (6) months.

Policy Content

- (a) Unless specifically excluded in advance of advertising, a Regional Price Preference will apply to purchases when calling tenders
- (b) The regional pricing preference to be given to a regional tenderer is outlined below and represents the amount by which the regional tenderer's price bids or other quotations would be reduced for the purposes of assessing the tender or quotations:

CONSTRUCTION / BUILDING SERVICES				
Value of Tender / Supply By Regional Tenderer			Regional Price Preference	
\$0	to	\$20,000	\$0	+ 10% of excess above \$0
\$20,000	to	\$50,000	\$1,000	+ 4% of excess above \$20,000
\$50,000	to	\$100,000	\$2,200	+ 3% of excess above \$50,000
\$100,000	to	\$250,000	\$3,700	+ 2% of excess above \$100,000
Above \$250,000			\$6,700	+ 1% of excess above \$250,000

GOODS & SERVICES	
Value of Tender / Supply By Regional Tenderer	Regional Price Preference

\$0	to	\$10,000	\$0	+	5% of excess above \$0
\$10,000	to	\$20,000	\$1,000	+	6% of excess above \$10,000
\$20,000	to	\$50,000	\$1,600	+	4% of excess above \$20,000
\$50,000	to	\$100,000	\$2,800	+	3% of excess above \$50,000
\$100,000	TO	\$250,000	\$4,300	+	2% of excess above \$100,00
Above \$250,000			\$7,300	+	1% of excess above \$250,000

Subject to the maximum regional price preference capped at \$50,000

D.14 Provision of Sponsorship and Donations

Policy Statement

Calculation of Value of Requested Donation or Sponsorship

This Policy deals with requests for donation or sponsorship from external bodies. Requests may be for a cash donation or sponsorship; in kind (provision of goods and services or waiving of fees) donation or a combination of cash and in kind.

In assessing requests for in kind donation or sponsorship, or a combination of in kind and cash sponsorship, then the value of the in-kind request will be calculated. The full cost of the request (including calculated value of any in kind component) will be considered.

Donations

Donations by the Council reflect its commitment to improve the wellbeing of the community of the Shire of Cue. Because of the philanthropic nature of donations, the Council does not seek a direct cost – benefit return from the donation and does not require a business case to be put. However, the Council will give preference to donations which will assist organisations which benefit the community of the Shire of Cue, or improve the services provided to visitors to the Shire of Cue.

Where the funds are not fully expended on the approved donation the surplus money is to be returned to the Shire.

All donations are to be acquitted in the financial year that it was granted unless prior approval is granted.

Eligibility

To be eligible to apply for a donation, the applicant must be an Association incorporated in accordance with the *Associations Incorporations Act 1987* which includes organisations with religious and / or charitable objectives; and / or community based not for profit groups providing a direct service to the stakeholders and visitors of the Shire of Cue which demonstrably contribute to the wellbeing of residents and visitors, and serve to promote the development of the community.

Service Areas

The range of service areas considered for donations may include:

- a) Senior citizen's / community centre;
- b) Community information and support services;
- c) Youth services;
- d) Children's services;
- e) Emergency relief services;
- f) Recreation services / sports clubs;
- g) Community services;
- h) Health services;
- i) Education services;

Organisations are expected to acknowledge the contribution made by the Shire of Cue.

Where a donation is approved for a specific purpose – such as purchase of equipment – the organisation is required to provide evidence of expenditure.

Assessment Process

Applications are to be made in writing to the Chief Executive Officer detailing as a minimum:

Reason for request;

Amount requested (whether monetary, in kind or a combination of both); and

If donation is to be used towards the purchase of equipment, who will ultimately be the owner of the equipment and be responsible for its upkeep / maintenance.

Any sponsorship or donation approved by the Chief Executive Officer will be funded from the G/L Account 04143 – CEO Discretionary Expenses.

Any request for sponsorship or donation which the Chief Executive Officer believes is outside his / her delegation, is in excess of the aforementioned budgetary item and / or requires the consideration of Council will be referred to Council.

Where a request for sponsorship or donations is referred to Council, the Council may decline the application or subject to sufficient funds being available in the Council's budget, approve the application.

D.15 Financial Hardship Policy

Policy Objective

To give effect to our commitment to support the whole community to meet the unprecedented challenges arising from financial hardship.

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.

Policy Scope

This policy applies to:

1. Outstanding rates and service charges as at the date of adoption of this policy; and

It is a reasonable community expectation 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.

Policy Statement

Payment difficulties, hardship and vulnerability¹.

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 Cue recognises 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.

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 Cue of any change in circumstance that jeopardises the agreed payment schedule.

In the case of severe financial hardship, we reserve the right to consider waiving additional charges or interest (excluding the late payment interest applicable to the Emergency Services Levy).

Interest Charges

A ratepayer that meets the Financial Hardship Criteria and enters into a payment arrangement may request a suspension or waiver of interest charges. Applications will be assessed on a case by case basis.

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.

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 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.

D.16 Risk Management Policy

Policy Purpose

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

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 difference 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.

Policy Statement

It is the Shire's Policy to achieve best practice (aligned with AS/NSZ 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 Chief Executive Officer 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.

Risk Management Objectives

- Optimise 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 organisational resilience.
- Identify and provide for the continuity of critical operations.

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 with 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.

Roles, Responsibilities & Accountabilities

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

Monitor & Review

The Shire will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

This policy will be kept under review by the Shire's Management Team and its employees. It will be formally reviewed annually.

LEGAL – SECTION - E

E.1 LEGAL ADVICE

Objectives

To prescribe procedures for the Shire's administration to obtain legal advice to ensure the most efficient and effective use of these resources.

Policy Statement

1. Introduction

The following is the Shire of Cue's Policy and Procedures to be followed when obtaining legal advice.

2. Purpose

- 2.1 The policy outlines the circumstances in which obtaining specialist legal advice may be required and the arrangements for this.
- 2.2 The Shire will seek expert legal advice where, in the opinion of the Chief Executive Officer, that advice is required to:
 - (a) minimise the potential risk of litigation;
 - (b) obtain assistance on interpretation and implications of relevant new and/or existing legislation or legal precedent;
 - (c) clarify statutory powers and responsibilities;
 - (d) clarify the Shire's responsibility to take action to protect the health, safety and well-being of the Shire's ratepayers/residents general public and protection of property; or
 - (e) ensure the best commercial outcome for the Shire.

3. Definition

Obtaining legal advice is defined as; "the procurement of specialist advice for areas of work where there are gaps in specialist and/or legal knowledge within the Shire".

4. Authorisation

- 4.1 The Chief Executive Officer only will be able to access legal advice.
- 4.2 Where necessary, the Chief Executive Officer may approve of other employees to obtain legal advice.

5. Legal Advice

- 5.1 The legal advice will be sought from a legal firm having specialised expertise in the matter being considered
- 5.2 All legal advice will be recorded in a Legal Register or appropriate file.

E.2 LEGAL REPRESENTATION FOR COUNCIL MEMBERS AND EMPLOYEES

Objective

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

This policy is necessary to ensure security, equity and consistency for Members and Employees to work for the good government of the district. This policy applies in that respect.

Policy Statement

Explanation of Key Terms

approved lawyer is to be a 'certified practitioner' under the Legal Practice Act 2003.

council member or employee means a current or former commissioner, Council Member, Non-elected Member of a Council Committee or Employee of the Shire.

legal proceedings may be civil, criminal or investigative.

legal representation is the provision of legal services, to or on behalf of a Council Member or Employee, by an approved lawyer that are in respect of –

- (a) a matter or matters arising from the performance of the functions of the Council Member or Employee; and
- (b) legal proceedings involving the council member or employee that have been, or may be, commenced.

legal representation costs are the costs, including fees and disbursements, properly incurred in providing legal representation.

Legal services includes advice, representation or documentation that is provided by an approved lawyer.

payment by the Shire of legal representation costs may be either by –

- (a) a direct payment to the approved lawyer (or the relevant firm); or
- (b) a reimbursement to the Council Member or Employee.

1. Payment Criteria

There are four major criteria for determining whether the Shire will pay the legal representation costs of a council member or employee. These are –

- (a) the legal representation costs must relate to a matter that arises from the performance, by the Council Member or Employee, of his or her functions;
- (b) the legal representation cost must be in respect of legal proceedings that have been, or may be, commenced;

- (c) in performing his or her functions, to which the legal representation relates, the council member or employee must have acted in good faith, and must not have acted unlawfully or in a way that constitutes improper conduct; and
- (d) the legal representation costs do not relate to a matter that is of a personal or private nature.

2. Examples of legal representation costs that may be approved

- 2.1 If the criteria in clause 1 of this policy are satisfied, the Shire may approve the payment of legal representation costs –
 - (a) 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
 - (b) 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 to the Council Member or Employee; or
 - (c) 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.
- 2.2 The Shire will not approve, unless authorised by an Absolute Majority, the payment of legal representation costs for a defamation action, or a negligence action, instituted by a Council Member or Employee.

3. Application for payment

- 3.1 A Council Member or Employee who seeks assistance under this policy is to make an application(s), in writing, to the Council or the CEO.
- 3.2 The written application for payment of legal representation costs is to give details of –
 - (i) the matter for which legal representation is sought;
 - (ii) how that matter relates to the functions of the council member or employee making the application;
 - (iii) the lawyer (or law firm - if known) who is to be asked to provide the legal representation;
 - (iv) the nature of legal representation to be sought (such as advice, representation in court, preparation of a document etc);
 - (v) an estimated cost of the legal representation; and
 - (vi) why it is in the interests of the Shire for payment to be made.
- 3.3 The application is to contain a declaration by the applicant that he or she has acted in good faith, and has not acted unlawfully or in a way that constitutes improper conduct in relation to the matter to which the application relates.
- 3.4 As far as possible the application is to be made before commencement of the legal representation to which the application relates.
- 3.5 The application is to be accompanied by a signed Statutory Declaration by the applicant that he or she –

- (a) has read, and understands, the terms of this Policy;
 - (b) acknowledges that any approval of legal representation costs is conditional on the repayment provisions of clause 7 and any other conditions to which the approval is subject; and
 - (c) undertakes to repay to the Shire any legal representation costs in accordance with the provisions of clause 7.
- 3.6 In relation to clause 3.5(c), when a person is to be in receipt of such monies the person should sign a Statutory Declaration which requires repayment of that money to the local government as may be required by the local government and the terms of the Policy.
- 3.7 An application is also to be accompanied by a report prepared by the CEO or where the CEO is the applicant by an appropriate Senior Employee. The report will contain an assessment of the request, together with a recommendation.

4. Legal representation costs – Limit

- 4.1 The Council, in approving an application in accordance with this policy, shall set a limit on the costs to be paid based on the estimated costs in the application.
- 4.2 A Council Member or Employee may make a further application to the council in respect of the same matter.

5. Council's powers

5.1 The Council may –

- (a) refuse;
- (b) grant; or
- (c) grant subject to conditions, an application for payment of legal representation costs.

5.2 Conditions under clause 5.1 will include, but are not restricted to:

- (a) a financial limit; and
- (b) a requirement to enter into a formal agreement, including a security agreement, relating to the payment, and repayment, of legal representation costs.

- 5.3 In assessing an application, the council may have regard to any insurance benefits that may be available to the applicant under the Shire's Council Members or Employees insurance policy or its equivalent.
- 5.4 The Council may at any time revoke or vary an approval, or any conditions of approval, for the payment of legal representation costs.
- 5.5 The Council may, subject to clause 5.6, determine that a Council Member or Employee whose application for legal representation costs has been approved has, in respect of the matter for which legal representation costs were approved –
- (a) not acted reasonably or in good faith, or has acted unlawfully or in a way that constitutes improper conduct; or
 - (b) given false or misleading information in respect of the application.

- 5.6 A determination under clause 5.5 may be made by the Council only on the basis of, and consistent with, the findings of a court, tribunal or inquiry.
- 5.7 Where the Council makes a determination under clause 5.5;
- (a) assistance will be immediately withdrawn; and
 - (b) the legal representation costs paid by the Shire are to be repaid by the Council Member or Employee in accordance with clause 7.

6. Delegation to Chief Executive Officer

- 6.1 In cases where a delay in the approval of an application will be detrimental to the legal rights of the applicant, the CEO may exercise, on behalf of the Council, any of the powers of the council under clause 5.1 and 5.2, to a maximum of \$5,000 in respect of each application.
- 6.2 An application approved by the CEO under clause 6.1, is to be submitted to the next Ordinary Meeting of the Council. Council may exercise any of its powers under this Policy, including its powers under clause 5.4.

7. Repayment of legal representation costs

- 7.1 A Council Member or Employee whose legal representation costs have been paid by the Shire is to repay the Shire –
- (a) all or part of those costs – in accordance with a determination by the Council under clause 5.7;
 - (b) as much of those costs as are available to be paid by way of setoff – where the Council Member or Employee receives monies paid for costs, damages, or settlement, in respect of the matter for which the Shire paid the legal representation costs.
- 7.2 The Shire may take action in a court of competent jurisdiction to recover any monies due to it under this Policy.

MEMBERS – SECTION - F

F.1 COUNCIL REPRESENTATIVES

- F.1.1 All Council representatives wherever possible are to be serving members of the Council.
- F.1.2 Upon ceasing to be a member of the Council, the representative is to cease as a member of a Committee unless approved by a resolution of Council.
- F.1.3 Upon ceasing to be a member of the Council, the representative is to cease membership of any Regional Council unless approved by a resolution of Council and subject to the Regional Council Constitution.
- F.1.4 Council representatives on a committee that is not a Council Committee represent the shire's positions not the individual Councillor's position.
- F.1.5 The Council's current committees are as follows;
1. Main Roads Western Australia - Regional Road Group
 2. Murchison Regional Vermin Council
 3. Murchison Zone of the WALGA – Ward
 4. Audit Committee
 5. Local Emergency Management Committee
 6. Bushfire Advisory Committee
 7. Midwest Wheatbelt (Central) Development Assessment Council
- F.1.6 Representatives of Committees and Regional Councils are to be reviewed by Council resolution following each Council ordinary election unless a Representative resigns prior to that Election at which time a special appointment may be made by Council resolution.

F.2 Council Chambers

- F.2.1 The Council chambers may be used by any approved group, club or organisation during normal office hours subject to approval by the Chief Executive Officer or Shire President.
- F.2.2 Consideration may be given for use of the Council Chambers outside office hours provided a staff member is in attendance.

F.3 Councillor Retirement

- F.3.1 All Councillors whose term of office expires shall receive a letter and a gift from the shire on behalf of the community acknowledging their contribution to Shire of Cue in Cue.
- F.3.2 If a Councillor resigns or leaves office other than for breaches of the Act and the Councillor has served for more than three years, the Councillor will be entitled to receive a gift.

F.4 Social Drinks

The Shire President or CEO may invite, staff, members of the public and visitors to a social drink at times deemed relevant by the Shire President or the CEO.

F.5 Shire President and Deputy – Elections

If after Shire of Cue elections the positions of Shire President and / or Deputy Shire President are vacant and there is no Ordinary Meeting of Council planned within seven days after the election, then a Special Meeting will be called as soon as practicable to enable the Council to elect Councillors to those positions. The date and time of the Special Meeting should be set by the retiring Council at the last Ordinary Meeting of the Council prior to the election.

F.6 Deputations

Deputations wishing to meet with the Council should firstly meet with staff to consider the deputation's request and resolve any problems where possible. Should staff consider it necessary for the deputation to meet with the Council, then this will be referred to the Shire President for consideration in accordance with Standing Orders.

F.7 Attendance at Events

Introduction

Section 5.90A of the Local Government Act 1995 provides that a local government must prepare and adopt an Attendance at Events policy. This policy is made in accordance with those provisions.

Purpose

Council acknowledges that it is an important function of Council Members and the CEO to represent the Shire of Cue and fulfil their leadership role in the community.

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 for by the Shire of Cue. The purpose of the policy is to provide transparency about the attendance at events of Council Members and the Chief Executive Officer (CEO).

The policy applies to Council Members and the CEO of the Shire of Cue in respect of their acceptance of invitations to events where it is offered at a discounted rate or free of charge, as part of a sponsorship agreement or paid for by the Shire of Cue. 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 under the gift register provisions.

Council Members and the CEO are not required to disclose interest in relation to gifts or event invitations from the following entities:

- Western Australian Local Government Association (WALGA)
- Local Government Professionals Australia WA (LG Pro)
- Australian Local Government Association (ALGA)
- A department of the public service
- A government department of another State, Territory or the Commonwealth
- A local government or regional local government

However, Council Members and the CEO are statutorily obligated to disclose the receipt and acceptance of the gift or event invitation in accordance with section 5.87A and 5.87B of the *Local Government Act 1995*.

Definition

In accordance with section 5.90A of the *Local Government Act 1995*, an event includes the following:

- a concert;
- a conference;
- a function;
- a sporting event;
- an occasion of a kind prescribed for the purposes of this definition.

Provision of tickets to events

- 1) All invitations or offers of tickets for a Council Member or CEO to attend an event should be in writing and addressed to the Shire of Cue.
- 2) Any invitation or offer of tickets not addressed to the Shire of Cue is not captured by this policy and must be disclosed in accordance with the gift and interest provisions in the Act.
- 3) A list of events and attendees authorised by the Shire of Cue in advance of the event are listed below.

The Shire of Cue approves attendance by Council Members and the CEO at the following events:

- Shire hosted or sponsored ceremonies, functions, events and art exhibitions
- Meetings and events hosted by clubs and not-for-profit organisations in the Shire
- Any free events held in the Shire
- Cultural events or festivals in the Shire
- Events organised by any school in the Shire
- Events for which representation by the Shire President or the CEO has been requested
- Events organised by major professional bodies associated with local government at a local, state or federal level.

Approval of attendance

Decisions to attend events in accordance with this policy are to be made by simple majority.

Payments in respect of attendance

- 1) Where an invitation or ticket to an event is provided free of charge, the Shire of Cue may contribute to appropriate expenses for attendance, such as travel and accommodation, for events outside the district if Council determine attendance to be of public value.
- 2) For any events where a member of the public is required to pay, unless previously approved and listed in the approved attendance list, Council will determine whether it is in the best interests of the Shire of Cue for a Council Member or the CEO or another officer to attend on behalf of Council.
- 3) If Council determines that a Council Member or CEO should attend a paid event, the Shire of Cue will pay the cost of attendance and reasonable expenses, such as travel and accommodation.
- 4) Where partners of an authorised Shire of Cue representative attend an event, any tickets for that person, if paid for by the Shire of Cue, must be reimbursed by the representative unless expressly authorised by Council.

All travel and Accommodation will be in accordance with Shire Policy D.13 – Travel and Accommodation Expenses Policy. Elected Members should note that the *Local Government Act 1995* precludes an Elected Member to pre-spend Shire funds.

Legislative Requirements

In accordance with Section 5.90A (2) (3) of the *Local Government Act 1995*, adoption and modification of this policy requires an Absolute Majority decision by Council.

In accordance with Section 5.90A (5) of the *Local Government Act 1995*, the CEO must publish an up-to-date version of the policy on the Shire of Cue website.

F.8 Councillor Training and Continuing Professional Development

Objective

To ensure that Elected Members of the Shire of Cue 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 an Elected Member of the Shire of Cue.

Scope

This policy applies to Elected Members of the Shire of Cue (the Shire).

Policy

The *Local Government Act 1995* requires all Elected Members to undertake compulsory training within 12 months of being elected. The Shire of Cue is required under the *Local Government Act 1995* to adopt and report on compulsory training, and additionally, continuing development for Elected Members of the Shire of Cue.

It is policy that –

Elected Members of the Shire of Cue 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; and
- Understanding Financial Reports and Budgets.

All units and associated costs will be paid for by the Shire and completed within the 12 months following election. The training is valid for 5 years.

Additionally, the Shire will publish, on the Shire's website, training undertaken by all Elected Members within one month after the end of the financial year pursuant to the *Local Government Act 1995*.

The Council Member Essentials Course will be sourced by the Shire at no cost to Elected Members. It is Council's preference that the training is undertaken via the eLearning method which is the more cost efficient form of delivery. It is acknowledged however that there may be Elected Members who prefer to receive training face-to-face and/or opportunities to attend training which is being delivered in the region or in the Perth metropolitan area.

Ongoing Professional Development

The professional development of Elected Members is an important activity of the Shire to ensure that its decision making is of the highest standard and is the product of informed and ethical debate by well trained and committed Elected Members acting in the best interest of all of the community.

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

Eligible Formal Training Events

The formal training events to which this policy applies is limited to those conducted by, or organised by, any of the following organisations or individuals:

- The West Australian Local Government Association (WALGA);
- Local Government Professionals WA;
- Accredited training organisations offering training which is directly related to the role and responsibilities of Elected Members;
- Information sessions organised by the Department of Local Government, Sport and Cultural Industries; or
- Seminars, training and/or information sessions provided by individuals with a demonstrably strong knowledge of local government in Western Australia.

The following are examples of other conferences or training opportunities as described above:

- National General Assembly of Local Government;
- 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 Elected Members in their role as Councillors; or
- Conferences of organisations on which an Elected Member has been elected or appointed as a delegate.

Procedures

Approval of Professional Development

Considerations for approval of the training or professional development activity include:

- The costs of attendance including registration, travel and accommodation, if required;
- The Budget provisions allowed and the uncommitted or unspent funds remaining;
- Any justification provided by the applicant when the training is submitted for approval;
- The benefits to the Shire of the person attending;
- Identified skills gaps of elected members both individually and as a collective;
- Alignment to the Shire’s Strategic Objectives; and
- The number of Shire representatives already approved to attend.

Consideration of attendance at training or professional development courses, other than the online Council Member Essentials, which are deemed to be approved, are to be assessed as follows:

- Events for the Shire President must be approved by the Deputy Shire President, in conjunction with the CEO; and
- Events for Councillors must be approved by either the Council or the Shire President, in conjunction with the CEO.

Travel Arrangements

All travel and Accommodation will be in accordance with Shire Policy D.13 – Travel and Accommodation Expenses Policy. Elected Members should note that the *Local Government Act 1995* precludes an Elected Member to pre-spend Shire funds.

Reporting and Publishing

All Elected Members attending any conference or training are expected to report to Council on the benefits achieved by attending and should make the conference papers available to other Councillors.

A record of conferences or other training attended by Elected 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 Elected 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. In order to complete this report, Councillors shall provide evidence of completion of training to the CEO.

CORPORATE POLICIES – SECTION - G

G.1 Occupational Safety and Health Policy

This policy outlines the Shire of Cue's commitment to continuously improve the occupational safety and health standards within the workplace, to continuously improve the occupational safety and health management systems and to reduce hazards and subsequent incidents in the workplace.

The Shire of Cue's operations include all known areas under the shires control.

The Shire of Cue is committed to managing occupational safety and health including the development and implementation of an Occupational Safety and Health Management System that complies with or exceeds legislative requirements including the Act, Regulations, Codes of Practice, Guidance Notes and Australian Standards.

The Shire of Cue will ensure that all levels of employees, including senior management, all staff, contractors and volunteers, understand their roles and responsibilities in accordance with legislative requirements.

The objectives of this policy are to;

- Avoid, eliminate and control workplace hazards;
- Prevent any LTI's
- Reduce risk

The employer aims to meet their objectives by:

- i. Providing and maintaining workplaces, plant, and systems of work such that, so far as is practicable, the employees are not exposed to hazards;
- ii. Providing such information, instruction, and training to, and supervision of, the employees to enable them to perform their work so they are not exposed to hazards;
- iii. Consulting and cooperating with Safety and Health Representatives and other employees at the workplace regarding occupational safety and health issues;
- iv. Providing employees with personal protective clothing and equipment to assist protect them against those hazards;

Employees, including contractors, volunteers and work experience students are obligated to meet their duty of care by:

- i. Taking care for his or her own health and safety and avoid adversely affecting the safety or health of any other person; by
- ii. Complying with safety and health instructions given by the employer, including the direction to wear personal protective clothing or equipment;
- iii. Reporting hazards, accidents (injuries) and incidents (near misses) in the workplace.

A safe and efficient place of work is our goal, and we must all be committed to reach this outcome.

G.2 Discrimination, Harassment and Bullying Policy

Policy Statement

The Shire of Cue and its employees are committed to providing a working environment where every employee is treated equally, fairly and without prejudice. For the purposes of this policy the term "employee/s" will extend to cover contractors, volunteers and any person performing work for or with the Shire of Cue in any capacity.

Unlawful Discrimination

An employee is directly discriminated against if they are treated less favourably than another person in the same or similar circumstance, because of any one of the grounds of discrimination outlined below. Indirect discrimination can occur where a practice or requirement is imposed upon all employees; however a high proportion of employees with an attribute cannot comply with, or are affected by, that practice or requirement. The Shire of Cue acknowledges its responsibilities and obligations pursuant to State and Federal equal opportunity and anti-discrimination laws.

The Shire of Cue and its employees acknowledge they are subject to State and Federal equal opportunity and anti-discrimination legislation. The following is a non-exhaustive list of the grounds of discrimination for which it is unlawful to discriminate against an individual:

- Age;
- Family responsibility or status;
- Race or colour;
- Sex including gender identity, sexual orientation and intersex status;
- Physical or mental disability;
- Marital status;
- Political or religious conviction;
- Pregnancy;
- Criminal record;
- Breastfeeding;
- Gender history;
- Impairment;
- National extraction or social origin; and
- Trade union activity

Sexual Harassment

The Equal Opportunity Act 1984 (WA) and the Sex Discrimination Act 1984 (Cth) provide that it is unlawful to engage in sexual harassment. Sexual harassment can be defined as any unwelcome conduct of a sexual nature, such as an unwelcome sexual advance or an unwelcome request for sexual favours, in circumstances in which a reasonable person would anticipate that the person harassed would be offended, humiliated or intimidated.

Some examples of sexual harassment include, but are not limited to:

- Physical contact (touching, rubbing, patting, embracing, brushing up against etc.);
- Gestures of a sexual nature;
- Leering or staring;
- Offensive telephone calls, emails, text messages or notes;
- Sexual suggestive jokes or comments;
- Tales of sexual exploits;
- Repeated requests for a date;
- Unwelcome comments or questions about a person's sex life, appearance or dress; and
- Sexually graphic material (poster, calendars, cartoons, graffiti, messages, emails).

Bullying

Bullying is defined as repeated and unreasonable behaviour directed towards an employee or a group of employees that creates a risk to health and safety. Unreasonable behaviour amounts to behaviour that a reasonable person in the circumstances would see as unreasonable including behaviour that is victimising, humiliating, intimidating or threatening.

Bullying is also unlawful under the Occupational Safety and Health Act 1984 (WA) and the Occupational Safety and Health Regulations 1996 (WA).

Some examples of bullying include, but are not limited to:

- Loud, abusive or offensive language or comments;
- Yelling and screaming;
- Unjustified criticism and insults;
- Unjustified threats of dismissal or other disciplinary action;
- Acts of sabotaging another's work by withholding information which is required to fulfil tasks;
- Spreading malicious rumours or misinformation;
- Inappropriate comments about an employee's appearance, lifestyle or family;
- Deliberately excluding an employee from workplace meetings or activities;
- Hiding documents or equipment or withholding vital information required for effective work performance;
- Constantly changing targets or work guidelines;
- Overloading an employee with work and impossible deadlines;
- Setting tasks that are unreasonably below or beyond an employee's level of skill;
- Threats of assault or violence or actual violence;
- Teasing and practical jokes; and
- Isolating or ignoring an employee on a constant basis.

Reasonable Management Action

The Shire of Cue has a right to take reasonable management action to direct the way in which work is conducted and to give employees lawful and reasonable directions to complete work in a certain manner. Reasonable management action is not workplace bullying.

Some examples of reasonable management action include, but are not limited to:

- The establishment and regular use of performance management systems;
- The setting of reasonable performance targets and deadlines;
- Providing employees with constructive feedback or counselling to assist workers to improve their work performance or the standard of their behaviour;
- Issuing a lawful and reasonable direction to an employee to complete a work task;
- Preparing and amending a roster for employees;
- Transferring an employee to a different work location for operational reasons;
- Implementing organisational change;
- Informing an employee about inappropriate behaviour in a confidential manner; and
- Taking disciplinary action against an employee.

Other Behaviours not Considered to be Bullying

Where two or more employees have a difference of opinion and disagree on an issue, this is not usually considered to be workplace bullying. However, where conflict escalates and is repeated, it may meet the definition of workplace bullying.

Additionally bullying does not occur where bullying behaviour is a one off occurrence and if that behaviour does not create a risk to health or safety.

What are the Ways in which Bullying can Occur?

There are a variety of ways bullying behaviour can occur in the workplace such as verbally, through email or text message or via social media. Bullying can be directed at an individual employee or a group of employees, and can be carried out by one or more employees. Bullying can occur between employees, downwards from managers to employees or upwards from employees to supervisors or managers.

What to do if you think you are being Discriminated Against, Sexually Harassed or Bullied?

Refer to the Grievance Policy and Grievance Procedure for steps to take if you think you are being discriminated against, sexually harassed or bullied, or if you suspect another employee is experiencing any of those things.

Roles & Responsibilities

To ensure the intent of this policy is realised, various roles within the Shire of Cue must assume certain responsibilities.

The Employer

The Shire of Cue will endeavour to:

- provide all workplace participants with a workplace free from discrimination, sexual harassment and bullying;
- provide and maintain safe systems of work;
- provide a fair and effective procedure to investigate and resolve complaints of sexual harassment, discrimination and bullying;
- treat all employees fairly; and
- take suitable disciplinary action against any employee who is found to have sexually harassed, discriminated, bullied or victimised another employee.

All the Organisation's Employees

Employees are required to:

- report any incidents of sexual harassment, discrimination or bullying they may see happening around them to an appropriate manager or supervisor;
- follow all policies and procedures of the Shire of Cue;
- ensure they do not victimise any person making a complaint of sexual harassment, discrimination or bullying; and
- treat all employees fairly and with respect.

Support

The Shire of Cue engages the services of an external Employee Assistance Provider who can provide employees with confidential counselling. Please see Senior Administration Officer for details of the Employee Assistance Provider.

Consequences of Breaching This Policy

Any breach of this policy, may result in disciplinary action up to and including termination of employment.

Variation to This Policy

This policy may be cancelled or varied from time to time. All the Shire of Cue's employees will be notified of any variation to this policy by the normal correspondence method.

Related Corporate Documents

- Grievance Policy
- Grievance Procedure

G.3 Grievance, Investigations and Resolutions Policy

Policy Statement

All employees have a right to express any genuine grievances or complaints via an impartial internal process. All employees involved in a grievance process are expected to participate in good faith. For the purposes of this policy, the term “employee/s” will extend to cover contractors, volunteers and any person performing work for or with the Shire of Cue in any capacity.

Roles

Complainant – A employee who raises a complaint about a matter regarding the workplace.

Respondent – An employee who is alleged to have acted in a manner which caused the complainant to raise a complaint.

Support Person – A Complainant and/or a Respondent may choose to bring a Support Person with them to a meeting, where practicable. The role of a Support Person is not to advocate on behalf of anyone, but to simply provide emotional support.

Witness – A person (including an employee) who is requested by the Shire of Cue to assist the process by providing relevant information regarding the complaint.

What to do if you have a Complaint?

If an employee (Complainant) is the victim of behaviour of another employee (Respondent) which is inconsistent with the Local Government’s policies, procedures or guidelines (Policies), the Complainant should, where reasonable or practicable, first approach the Respondent for an informal discussion. If the nature of the complaint is deemed to be sufficiently serious, the complainant should contact their line manager.

If the inappropriate behaviour continues, the Complainant is encouraged to make a formal complaint to their direct manager. If the direct manager is the Respondent in the matter or if the employee feels uncomfortable approaching their line manager, the Complainant should approach a manager they are comfortable with or Chief Executive Officer.

The employee who receives the complaint must contact Senior Administration Officer or Chief Executive Officer and decide upon the most appropriate way to take the matter forward, whether it is an informal discussion with the Complainant and/or the Respondent, or the commencement of a formal investigation of the complaint.

Key Principles in the Complaint Resolution Process

The following principles are necessary for the fair investigation and resolution of a complaint:

- Confidential – Only the employees directly investigating or addressing the complaint will have access to the information about the complaint. The Shire of Cue may inform or appoint a third party to investigate or advise on the investigation. All parties involved in dealing with a complaint are required to keep the matter confidential. Information will only be placed on an employee’s personal file if they are disciplined as a result of the complaint;
- Impartial (fair/unbiased) – Both parties will have an opportunity to put their case forward. No assumptions are made and no action will be taken until available and relevant information has been collected and considered;
- Sensitive – The employees who assist in responding to complaints should be specifically trained or equipped to treat all complaints sensitively and ensure the process is free of coercion or intimidation;
- Timely – The Shire of Cue aims to deal with all complaints as quickly as possible and in accordance with any legislative requirements;
- Documented – All complaints and investigations must be documented. In formal grievance processes, records must be kept of all documents collected and/or drafted as part of that process. For more informal processes, a file note or note in a diary may be sufficient;

Natural Justice – The principles of natural justice provide that:

- A Respondent against whom allegations are made as part of a grievance process has the right to respond to the allegations before any determination is made;
- A Respondent against whom an allegation is made has the right to be told (where possible and appropriate) who made the allegation;
- anyone involved in the investigation should be unbiased and declare any conflict of interest;
- decisions must be based on objective considerations and substantiated facts; and
- the Complainant and the Respondent have the right to have a support person present at any meetings where practicable.

Procedural Fairness – The principles of procedural fairness provide that:

- the Respondent is advised of the details (as precisely and specifically as possible) of any allegations when reasonably practicable;
- A Respondent is entitled to receive verbal or written communication from the Shire of Cue of the potential consequences of given forms of conduct, as applicable to the situation;
- The Respondent is given an opportunity to respond to any allegations made against them by a Complainant;
- Any mitigating circumstances presented to the Shire of Cue through the grievance process are investigated and considered;
- the Respondent has the right to have an appropriate support person present during any inquiry or investigation process where practicable or necessary;
- any witnesses who can reasonably be expected to help with any inquiry or investigation process should be interviewed; and
- All interviews of witnesses are conducted separately and confidentially.

Outcome of Making a Complaint

If a complaint is substantiated, there are a number of possible outcomes. If the complaint involves a performance issue, the manager of the Respondent may commence a formal or informal performance management process with the Respondent or elect to discipline the Respondent in accordance with the Disciplinary Policy.

If the complaint involves a breach of a Policy or any other behaviour that is inconsistent with the employment relationship, the manager of the Respondent, in consultation with Human Resource Representative, may elect to discipline the Respondent in accordance with the Disciplinary Policy.

Vexatious or Malicious Complaints

Where a Complainant has deliberately made a vexatious or malicious complaint, the Complainant may be subject to disciplinary action, including but not limited to, termination of employment.

Victimisation of Complainant

A Complainant must not be victimised by the Respondent or any other employee of the Shire of Cue for making a complaint. Anyone responsible for victimising a Complainant may be subject to disciplinary action, including but not limited to, termination of employment.

Variation to This Policy

This policy may be cancelled or varied from time to time. All the Shire of Cue 's employees will be notified of any variation to this policy by the normal correspondence method.

Related Corporate Documents

- Discrimination, Harassment, & Bullying Policy
- Code of Conduct
- EEO Policy

G.4 Disciplinary Policy

Policy Statement

The Shire of Cue may from time to time consider that issues of employee behaviour, misconduct or unacceptable performance levels require disciplinary action.

Application

This policy applies to all employees who work at the Shire of Cue including contractors, volunteers and any person performing work for or with the Shire of Cue in any capacity.

Commitment

The Shire of Cue is committed to providing the best possible service and ensuring its employees perform and conduct themselves in accordance with the Shire of Cue policies, procedures and guidelines (Policies). Any disciplinary procedure will be applied in a consistent, fair and objective manner, and it will ensure that, where reasonable, employees are given an opportunity and assistance to improve.

Authority to take Disciplinary Action

Disciplinary action may only be taken when authorised by the Department Manager or other appropriate senior manager or other more senior positions in that Department's reporting line. The authorising officer may only approve disciplinary action after consultation with the Chief Executive Officer.

When the Disciplinary Policy Applies

Some examples of when this policy may be invoked include breaches of the Shire of Cue policy and procedures including, but not limited to:

- breaches of the Code of Conduct such as failing to disclose a conflict of interest, or accepting a prohibited gift; or
- poor performance such as frequently attending for work late or producing a poor quality or work; or
- inappropriate personal behaviour such as theft, violating the Discrimination, Harassment and Bullying Policy, or wilfully disobeying a lawful instruction.

General Disciplinary Principles

The following principles will apply to any disciplinary action taken.

- Nature of allegation and investigation: Before formal disciplinary action is taken against an employee, the nature of the allegations made against an employee will be put to the employee and an investigation may ensue, in accordance with the Grievances, Investigations & Resolution Policy and Procedure;
- Right to a support person: Where an employee is required to attend a formal meeting regarding a disciplinary matter or procedure, the employee may be accompanied by a support person where practicable. The role of a support person is not to advocate on behalf of anyone, but to simply provide emotional or other support;
- Confidential: All parties must keep matters related to a disciplinary process confidential and
- Fair and impartial: The Shire of Cue strives to keep the disciplinary process fair and impartial, meaning that all parties involved will have an opportunity to put their case forward and be given an opportunity to respond.

Serious Misconduct

Serious misconduct pursuant to the Fair Work Regulations 2009 (Cth) includes, but is not limited to:

- wilful or deliberate behaviour by an employee that is inconsistent with the continuation of the contract of employment;
- conduct that causes serious and imminent risk to the health or safety of a person; or the reputation, viability or profitability of the Shire of Cue's;
- the employee, in the course of the employee's employment, engaging in:

- (i) theft; or
- (ii) fraud; or
- (iii) assault;
- the employee being intoxicated at work; or
- the employee refusing to carry out a lawful and reasonable instruction that is consistent with the employee's contract of employment.

If an employee engages in serious misconduct, disciplinary action that may be taken includes, but is not limited to, summary dismissal (termination of employment without notice).

Other Disciplinary Action

With the exception of serious misconduct, where an employee has engaged in an act or omission which is inconsistent with any of the Shire of Cue's Policies, the employee could be disciplined as follows:

- Verbal warning – Where an employee engages in an act or omission which is inconsistent with the Policies, management has the discretion to issue the employee with a verbal warning. The verbal warning should be noted in a file note and placed on the employee's personnel file;
- Written warning – If the employee engages in a more serious act or omission, or acts in a manner which is inconsistent with the Policies, management has the discretion to issue the employee with a written warning. The employee must be given a copy of the written warning.; and
- Termination of employment with notice – In cases other than summary dismissal, an employee's employment may be terminated with notice or payment in lieu of notice provided the Shire of Cue has a valid reason for terminating the employee's employment and the employee has an opportunity to respond to the reasons for termination.

Whenever an employee is required to attend a meeting regarding a disciplinary issue, the employee may have a support person present where practicable. The type of disciplinary action taken against an employee is at the Shire of Cue's discretion and the type of disciplinary action will depend on the seriousness and frequency of any misconduct or performance issue.

Principles to be Applied

Where disciplinary action is taken, the principles of procedural fairness must prevail. These principles are expanded on in the Shire of Cue's Grievances, Investigations, and Resolutions Procedure.

Investigation Procedures for Alleged Misconduct

Investigations into alleged misconduct should follow the processes detailed in Shire of Cue's Grievances, Investigations, and Resolutions Policy and Procedure.

Reporting Obligations

If an officer or employee of the Shire of Cue has reporting obligations pursuant to the Corruption and Crime Commission Act 2003 (WA) and suspects on reasonable grounds that a matter arises which concerns or may concern misconduct, the Corruption and Crime Commission must be notified of that matter as soon as reasonably practicable.

Employees must also be aware of and adhere to any obligations pursuant to the Public Interest Disclosure Act 2003 (WA).

Variation to this Policy

This policy may be cancelled or varied from time to time. All the organisation's employees will be notified of any variation to this policy by the normal correspondence method.

Related Corporate Documents

- Managing and Developing Performance Guideline.

- Grievances, Investigations, and Resolutions Policy
- Grievances, Investigations, and Resolutions Procedure
- Code of Conduct

G.5 Drug and Alcohol Policy

Policy Statement

The Shire of Cue's Commitment

The **Shire of Cue** and its employees must take all reasonable care not to endanger the safety of themselves or others (including customers) in the workplace. Alcohol and other drug usage becomes an occupational safety and health issue if a worker's ability to exercise judgment, coordination, motor control, concentration and alertness at the workplace is impaired.

For the purposes of this policy, the term "employee/s" shall extend to cover contractors, volunteers and any person performing work for or with the **Shire of Cue** in any capacity.

The Individual's Responsibility

Under the *Occupational Safety and Health Act 1984* (the OSH Act), workers must take reasonable care of their own safety and health and not endanger the safety and health of others at the workplace. The consumption of alcohol and/or drugs while at work is unacceptable, except in relation to any authorised and responsible use of alcohol at workplace social functions. Employees are required to present themselves for work and remain, while at work, capable of performing their work duties safely. An employee who is under the influence of alcohol and/or drugs at the workplace, or is impaired, may face disciplinary action including possible termination of employment.

Reporting Requirements

Employees must report to their employer any situation where they genuinely believe that an employee may be affected by alcohol and/or other drugs.

Drug Use on the Premises

Employees who buy, take, or sell drugs on **the Shire of Cue's** premises, may be found to have engaged in serious misconduct. Such behaviour may result in disciplinary action up to and including dismissal. Employees who have been prescribed medication/drugs by a medical practitioner that could interfere with their ability to safely carry out their role must inform their manager or Human Resources and disclose any side effects that these medication/drugs may cause.

For the purposes of this policy, the term "premises" shall extend to cover all items of council vehicle and plant.

Drug/Alcohol Treatment Programs

Where an employee acknowledges that they have an alcohol or drug problem and are receiving help and treatment, the **Shire of Cue** may provide assistance to the employee.

- The **Shire of Cue** will allow an employee to access any accrued personal or annual leave if they are undergoing treatment. And;
- The **Shire of Cue** will take steps to return an employee to their employment position after completion of the treatment program, if practicable in the circumstances.

Where an employee acknowledges that they have an alcohol or drug problem and are receiving help and treatment, the line manager or members of senior management, will review the full circumstances

and agree on a course of action to be taken. This may include redeployment to suitable alternative employment, or possible termination from employment if the employee is unable to safely carry out the requirements of their role.

Managers' Responsibilities - Consumption of Alcohol at Work Sponsored Functions

Managers shall:

- encourage their people to make alternative arrangements for transport to and from work prior to the function;
- ensure that the following is made available: - Low alcohol beer, soft drinks, water and food;
- if the manager believes a person may be over the BAC 0.05 limit, assist the person with safe transport home (including contacting a family member or arranging a taxi); and
- if the manager has to leave the function early, appoint a delegate to oversee the rest of the function.

Pre-Employment Medical Tests

As part of the recruitment selection criteria, preferred candidates for employment positions may be required to attend a medical assessment which includes drug and alcohol testing.

Identification of Impairment & Testing

If the **Shire of Cue** has reasonable grounds to believe that an employee is affected by drugs and/or alcohol it will take steps to address the issue.

Reasonable grounds may include (but are not limited to), where an employee's coordination appears affected, has red or bloodshot eyes or dilated pupils, smells of alcohol, acts contrary to their normal behaviour, or otherwise appears to be affected by drugs and/or alcohol.

If the **Shire of Cue** suspects that an employee is under the influence of drugs and/or alcohol it may pursue any or all of the following actions:

- direct an employee to attend a medical practitioner and submit to a medical assessment to determine whether the employee is fit to safely perform their duties;
- require that an employee undergo drug and alcohol testing administered by a representative of the **Shire of Cue**;
- direct an employee to go home.

A medical assessment may include a drug and/or alcohol test. Testing shall be conducted in accordance with the Australian Standard AS/NZS 4308:2008 - Procedures for specimen collection and the detection and quantitation of drugs of abuse in urine.

In circumstances where an employee indicates the consumption of prescription or pharmacy drugs, the **Shire of Cue** may request further information from the medical practitioner conducting the assessment about the effects and proper usage of the prescription or pharmacy drugs being taken. The **Shire of Cue** may direct the employee to go home following the medical assessment until it can be established that they are fit to undertake their duties.

If an employee refuses to attend a medical examination or refuses to submit to an alcohol or drug test, the employee will be immediately directed to go home. Refusal to attend a medical assessment or refusal to go home constitutes a breach of this policy and may result in disciplinary action being taken against the employee up to and including the termination of employment.

Tolerance Levels

For Alcohol: A confirmed breath alcohol concentration reading of equal to or greater than 200 micrograms (0.02) of alcohol per litre of breath constitutes a positive test.

For Drugs: A confirmed drug test reporting levels of drug or metabolites that exceed designated cut-off levels constitutes a positive test. Cut-off levels are as follows:

- Amphetamine 50 ng / ml
- Cocaine & metabolites 50 ng / ml
- THC (Cannabis) 25 ng / ml
- Opiates 50 ng / ml
- Benzodiazepines 10 ng / ml

Return of Positive Test Result

The following steps are to be taken where an employee who has submitted to a medical assessment returns a positive test result for alcohol and/or drugs:

- The employee tested and the supervisor (or respective employer) will be informed of the result;
- A disciplinary discussion will take place in accordance with the disciplinary policies and procedures of the **Shire of Cue**.

An employee who returns a positive test will be in breach of this policy. A breach of this policy may result in disciplinary action being taken against the employee up to and including the termination of employment.

Education, Training & Awareness

The **Shire of Cue** will provide education and training to all employees at the workplace about the effects of alcohol and other drugs and their risks to safety and health.

Line managers will be given training that they may identify situations where an employee is potentially misusing alcohol or drugs.

Employees who recognise that they have a drink or drug problem, or that they are at risk of developing one, are encouraged to come forward so that they can be assisted to get the appropriate help. Contacts at outside agencies where help can be obtained will be made readily available to all employees via the Local Government noticeboards.

The **Shire of Cue** engages the services of an external Employee Assistance Provider who can provide the organisation's people with free and confidential counselling.

Consequences of Breaching this Policy

An employee engaged by the **Shire of Cue** who breaches the provisions of this policy may face disciplinary action including possible termination of employment.

Variation to this Policy

This policy may be cancelled or varied from time to time. All the organisation's employees will be notified of any variation to this policy by the normal correspondence method.

G.6 Corporate Uniform, Dress Code and Hygiene at Work Policy

Policy Statement

The type of clothing and standard of dress for the Shire of Cue's employees varies according to roles and safety requirements. This policy provides parameters regarding appropriate types of clothing, standards of dress and related matters.

Commitment

The Shire of Cue is committed to presenting itself in a professional manner as well as maintaining a safe and healthy working environment for its employees. This policy aims to fulfil such a commitment by providing clarity in relation to personal clothing and hygiene standards. For the

purposes of this policy the term “employee/s” shall extend to cover contractors, volunteers and any person performing work for or with the Shire of Cue in any capacity.

Compulsory Uniform/Protective Clothing

The Shire of Cue will require employees to wear a uniform. The Shire of Cue will provide the uniform at no cost to the employee. An allowance may be provided for the purchase and maintenance of a uniform, this is set at each budget. The following applies in relation to compulsory wearing of Shire of Cue uniforms:

- The employee is responsible for ensuring their uniform is kept clean and presentable. Any employee who fails to wear the required uniform when presenting for duty may be sent home to change and may not receive payment for the time they are not at work;
- Uniforms shall be replaced if it is determined by an appropriate officer that they are no longer suitable for use due to ordinary wear and tear;
- If an employee's uniform is damaged the employee may be entitled to a replacement uniform or an additional one-off allowance. An employee may not be entitled to a replacement uniform or an additional one-off allowance if their uniform has been damaged due to neglect or misconduct. In such cases the employee will be responsible for the replacement costs of the uniform; and

Additional Requirements Relating to Protective Clothing

An employee may be instructed to wear protective clothing by an appropriate officer. Employees will be issued with protective clothing by the Shire of Cue. An employee must not modify, alter or change protective clothing under any circumstances unless they are directed to do so by an appropriate officer.

Wearing of Uniform out of Hours

Primarily uniforms are to be worn only during working hours and employees should take care to refrain from wearing uniforms outside of work. Employees must recognise that when wearing the uniform they are recognised as representing the Shire of Cue. Employees must adhere to the Shire of Cue's Code of Conduct, policies and procedures if they are wearing the uniform outside of work.

An employee must refrain from consuming alcohol whilst wearing a Shire of Cue uniform unless alcohol consumption has been sanctioned by an appropriate officer. Employees who consume alcohol or act in an inappropriate manner whilst wearing a uniform may face disciplinary action.

Acceptable Standards of Dress

Employees who are not required to wear uniforms must present for work in a professional manner and be suitably attired for their work activities. The standard for both men and women is smart business dress.

Smart business dress for work may include, tailored trousers, tailored skirts, collared business shirts, tailored shorts, tailored jackets, dresses, blouses, smart/business shoes, socks, appropriate underwear, belts and ties.

Smart business dress for work does not include; low cut or sheer tops, tops that expose the midriff, shorts that expose the buttocks, thongs, bare feet, singlets, faded jeans, frayed jeans, board shorts or other items of clothing deemed unsuitable by an appropriate officer.

The following items may be acceptable provided they do not pose any possible hazard to health and safety at work or deviate significantly from the image required in the given work area.

- Clothing worn to comply with cultural or religious practices;
- Tattoos or body piercings; and
- Jewellery.

An Employee's hair should be neat and tidy and kept in a clean condition. Employees with long hair may be required to tie it back or wear a hair net at the request of an appropriate officer.

Casual Dress Days

On “casual dress” days, “smart casual” is the minimum required standard. Further guidance is available from the respective line manager.

Unacceptable Standards of Dress

The following items are unacceptable at the Shire of Cue:

- Clothing that contains messages or designs that may be offensive to others including but not limited to items of clothing which may be considered racist, sexist or derogatory; and
- Body tattoos that contain messages or designs that may be offensive to others including but not limited to tattoo's which may be considered racist, sexist or derogatory.

Tax Deductibility

The Shire of Cue's uniform has been entered on the Register of Approved Occupations clothing, meaning the expenditure incurred by a paid employee in relation to their uniform can be claimed as a tax deduction.

Personal Hygiene

Employees are responsible for ensuring that they maintain good standards of personal hygiene whilst at the workplace. Clothes should be laundered to a reasonable standard and employees should be respectful of others and minimise strong body odour, perfumes and colognes when attending the workplace.

Where problems are identified in working arrangements or facilities or with the health and safety of the individual, these must be reported to a responsible person immediately.

All matters relating to personal hygiene will be handled sympathetically and discreetly.

Consequences of Breaching This Policy

This policy constitutes a lawful instruction to all of the organisation's people and breaches may lead to disciplinary action or termination by the Shire of Cue. People who breach the policy may also be personally liable for their actions.

Variation to This Policy

This policy may be cancelled or varied from time to time. All the organisation's employees will be notified of any variation to this policy by the normal correspondence method.

G.7 Staff Rental Agreements and Housing Bonds

(NOTE: the word tenant refers to staff members only)

Bonds

The Shire of Cue lets the premises to the tenant on the condition that the tenant pays a bond and rent (as set by the Council from time to time or as negotiated by the Chief Executive Officer) regularly and on time.

If applicable bonds will be held until the end of the lease and any portion of the bond may be used to pay for damages to the property caused by the tenant and for the payment of any rental arrears at the time of the rental termination.

Rent Reviews

Rental charges will be reviewed during the normal budgetary process. The Council may choose to increase or decrease rental charges in accordance with the rates and charges set out in the annual budget. In accordance with the Residential Tenancies Act if any increase in rent takes place the Shire will give the tenant sixty (60) days notice in writing.

Rental Conditions

Premises may only be used for residential purposes unless the Chief Executive Officer gives prior approval for other activities.

Rooms may not be sub-let but more than one employee may agree to cost share.

Premises must not be used for any illegal activities or in a manner that causes a nuisance to other people.

Tenants may not structurally alter the premises in any way without Council permission (alter or add to the premises).

The tenant must maintain the premises in a clean and tidy condition at all times.

The tenant is responsible for repairing any damage caused to the premises by the tenant or anyone occupying the premises with the tenant's permission.

Any damage must be reported to Chief Executive Officer within three (3) days of the damage occurring.

Lawns and gardens must be maintained by the tenant, unless otherwise stipulated in an employment contract, to a reasonable standard and all rubbish must be removed from the property.

The shire will pay water charges if the gardens are adequately maintained.

The tenant must ensure that the premises are free from rats, mice, cockroaches and other vermin. The shire will attempt to eradicate any white ant, singapore ant or termite problems.

The tenant is responsible for all electricity, gas, water and telephone charges other than what is permitted in or in an individual contract or employee agreement.

Insurance Coverage

The premises will be covered under the shire's insurance policies, however tenants must take out their own contents insurance if they want to protect their belongings.

The tenant must not do or permit anything to be done which would increase the risk to the Shire of suffering any loss or damage to person or property in respect to the rental premises.

Vacating the Property

Two (2) weeks notice must be given when vacating the premises. Rental charges will still apply for this period or the bond will be withheld if no notice is given.

All keys (including duplicates) must be returned to the shire office.

Premises must be in the same condition when the tenant leaves as they were at the beginning of the tenancy.

If a shire house is provided as part of a condition of employment, the termination of that employment will result in the immediate termination of the rental agreement. In this instance staff will be given fourteen (14) days from the date of dismissal to vacate the property.

Inspections

Inspection of the premises requested by the shire is to occur within seven (7) days of the request at a time that is convenient to the tenant.

Inspections will be carried out every six (6) months.

Contract Breaches

Where an ordinary tenant is in breach of any of the above conditions, the shire reserves the right to immediately terminate the tenancy agreement. Tenants will be given fourteen days (14) notice to vacate the premises.

Where an employee breaches any of the tenancy conditions a notice will be issued and the employee will have fourteen (14) days to correct the breach. If the problem is not rectified the shire will take further action which may include eviction.

G.8 Staff Vacancies – Advertising

The Chief Executive Officer is to assess a vacant position in accordance with the Position Description and consider any internal applicants suitability for the vacant position. If an internal applicant meets the requirements of s5.40 of the Local Government Act they may be offered the vacant position.

Where there are no suitable internal applicants or the Chief Executive Officer considers external advertising to be more appropriate to attain a better range of applicants, the position should be advertised on electronic job sites, the shire web site and in regional or state newspapers as deemed appropriate.

G.9 Chief Executive Officer Performance Review

G9.1 The Chief Executive Officer Review will be carried out by the Council which has the role of meeting at least once each year with the Chief Executive Officer to review the officer's performance in accordance with the criteria specified in the Chief Executive Officer's contract of employment. The Review will be conducted under the guidance of an external Employee Relations consultant selected by the Council.

The Council shall discuss their concerns in a civil and frank manner with the Chief Executive Officer with due regard to natural justice and fairness and record all matters raised and responses, in writing.

The object of the meetings is to ensure both parties are aware of any concerns held by the parties and to ensure that the Council and the Chief Executive Officer operate as a team for the benefit of the local government.

G9.2 The Council will employ a consultant to facilitate the Chief Executive Officer's review.

G.10 Employment of an Employee's Spouse/Partner or Family Member

It is not an uncommon practice in smaller or remote areas for a husband and wife team (or partner) to be working for the same local government. This might occur as a consequence of the other being appointed to a senior position with the Shire of Cue and the need (and availability) of suitable persons to do the second job on offer. Disruption to the organisation when they both move on can be fairly severe.

The shire will ensure there is a transparent process for the selection of a new employee in the circumstance when one of the applicants is a relative or partner of an existing senior employee. It is the intention of this policy to remove as far as possible any perception as to conflict of interest.

Whilst acknowledging the provisions of Sections 5.40 and 5.41 of the Local Government Act 1995, the shire requires the officer to remove himself/herself from the selection process should one of the applicants for a position with the shire be a spouse, partner or close relative.

G.11 Employee Incentive Scheme

In recognition of labour shortages, the Shire of Cue participates in the evolutionary process of redeveloping itself into an Employer of Choice.

An integral component of this strategy is the Council's capacity to offer incentives to employees.

G.11.1 A pay increase of \$10,000 per annum to all full time permanent employees over and above their current rate and on the following basis:

- A \$5,000 increase after 6 months completed service (inclusive of a probation period).
- A further \$5,000 after 12 months completed service.

- The two increases are subject to the employee having a satisfactory performance assessment. The CEO will develop KPI's that are to be achieved in order to be eligible for the incentive scheme.
- The continuance of the increase is subject to satisfactory performance and achievement of KPI's reviewed at the time of each increment then annually.
- The increase is paid in arrears on a fortnightly basis and is taxed as an allowance.
- The increase ceases to be paid when an employee ceases to be employed by the Shire of Cue and there is no further claim against the incentive scheme.

G11.2 The shire wherever possible and necessary, will supply housing for its employees to encourage the employee to settle in the town. The Chief Executive Officer will negotiate housing or accommodation requirements with the position applicant.

G11.3 The shire will make an allowance of up to \$2,500 per annum (pro rata) to subsidise electricity costs that accrue due to the high energy use. Records will be kept of each eligible employee and electricity costs claimed over a financial year.

G11.4 The Chief Executive Officer may consider supplying some of its premises with basic furniture needs to cater for employees.

G11.5 The Shire of Cue will modify the conditions of service for all employees so that the shire will match on a dollar for dollar basis voluntary superannuation contributions by employees up to a maximum of 5% of salary.

G11.6 The Shire of Cue will provide employee's who are either purchasing their own home or renting privately, under a tenancy agreement, with an allowance equal to the subsidised rent payable by staff who rent a Shire House. (for example if an employee pays \$70 rent for a Shire house the Shire will pay an employee a taxable allowance of \$70 if he or she is renting privately or purchasing a home)

This housing allowance will be reviewed at each budget period and it will reflect the rate of rent set for the subsidised Shire owned housing rental.

The housing allowance will cease upon the termination of the employee's employment.

G.12 Staff Vehicle Use

Objective:

To clarify the conditions of use for shire supplied vehicles by staff and Councillors and to ensure that the vehicles are also available for staff and Councillors for Council business during normal business hours.

Definitions:

"Fully Maintained" means that the shire meets all costs associated with the operation of the vehicle during all approved use. This includes the costs of licensing, insurance, fuels and oils, tyres and servicing by an authorised service centre.

"Shire Supplied" means a vehicle either purchased or leased by the shire.

Types of Use:

Vehicles are negotiated by the Council for the Chief Executive Officer or by the Chief Executive Officer for other employees.

Vehicle type and use will be negotiated under the following categories:

"Unrestricted Private Use" – means a fully maintained shire supplied vehicle allocated for use by an Officer for private purposes outside of working hours including periods of approved leave within the State of Western Australia or as otherwise provided in Employment Contract.

"Commuter Use" – means a fully maintained shire supplied vehicle for the purpose of commuting between the officer's place of employment and residence.

Standard Conditions of Use:

1. The authorised officer is responsible for ensuring that the vehicle is kept in a clean and tidy condition at all times. The costs of washing and vacuuming the motor vehicle will be met by the officer.
2. The vehicle is to be regularly serviced.
3. All fuel must be claimed either using the shire's fuel cards or the Chief Executive Officer's credit card. Fuel purchased by cash cannot be reimbursed unless a receipt is provided relative to the official or contracted use of the vehicle.
4. The vehicle may be driven by a spouse, partner or associate provided the officer is in the vehicle and has given permission for the other person to drive the vehicle.
5. The officer / Councillor, whilst the vehicle is being driven by that officer / Councillor, their spouse or partner, accepts responsibility for any vehicle damage if the shire's Insurer rejects liability on the grounds of the driver not complying with ANY CONDITION CONTAINED WITHIN the insurance policy.
6. The officer / Councillor, whilst the vehicle is being driven by that officer / Councillor, their spouse or partner, will be responsible for any traffic infringements or parking fines received.
7. The vehicle is to be stored off the street, secure (locked) and where possible, under cover.
8. During office hours the vehicle is to be available for staff to utilise for business purposes, and, with the Officer's agreement, for Councillors to use for official business, unless the officer's negotiated salary package specifically states otherwise.
9. Officers not entitled to use the vehicle on annual leave are required to relinquish the vehicle at the conclusion of their final working day prior to going on leave and collect it on the morning of their first working day after the conclusion of their leave.
10. The officer is generally entitled to use the vehicle for rostered days off and public holidays, unless the officer's negotiated salary specifically states otherwise.

Breach of Conditions of Use:

If the officer responsible for the vehicle fails to meet any of the conditions of use, the Chief Executive Officer may, after considering the seriousness of the non-compliance, withdraw the use of the vehicle for other than work related activities for a period considered appropriate by the Chief Executive Officer.

Any such action shall be notified in writing to the officer and a copy placed on the officer's personnel file.

G.13 Rostered Days Off – Nine Day Fortnight

This policy applies to full time staff employed on the basis of a 38 hour week as per the Local Government Award.

Staff will work sufficient time over a period of nine days so as to accumulate sufficient time for the tenth day to be taken as a rostered day off.

Staff will work 8.5 hours per day except for the Friday of work which is an 8 hour day. Each day a 30 minute unpaid lunch break is to be taken.

No overtime payments are applicable for any time worked for the purpose of accruing time for a rostered day off and no payment will be applicable for acting in a higher duty position in respect of a rostered day off.

Managers and Coordinators are responsible for rostering staff so that there are sufficient staff on duty at all times.

Rostered days off can only be worked with the prior approval of the department Manager. Where an employee works a rostered day off the manager and the employee are responsible for scheduling the accrued day to be taken prior to the next rostered day falling due, wherever possible.

Rostered days off may only be permanently rescheduled by mutual agreement between the employee and their Manager. In every case final approval rests with management.

Provision of Leave:

Under this policy the rostered day off shall be credited as an unpaid non-working day for all purposes.

Where an employee becomes ill on their rostered day off it would be treated the same as becoming ill on a weekend (Saturday or Sunday) for staff employed from Monday to Friday

For the purpose of taking a single day's leave: outdoor staff employed on a 38 hour week will work 8.5 hours per day except for the Friday of work which is an 8 hour day.

Workers compensation shall be treated in the same manner as the other forms of approved leave. A rostered day off falling due on a public holiday will generally be transferred to the next working day.

Where a rostered day off falls within a period of leave this rostered day off is deemed to be taken.

Where an employee is required to work on their rostered day off, another day off will be granted or overtime paid by mutual agreement.

Council reserves the right to vary or revoke this policy.

G.14 Relocation Expenses to Cue – New Permanent Full time Employees

This Policy applies only to permanent, full time employees.

(a) Where furniture and belongings are transported by a removal company:

- 1 The best value of three furniture removal quotes is accepted.
- 2 The shire will meet up to \$7,000 of the total cost payable in two halves.
50% on arrival and 50% after 12 months service.
- 3 If less than 12 months service is given the employee is to reimburse the shire the removal costs on a pro-rata i.e. after 6 months service
50% of the 50% which has been paid is to be refunded by the shire.

(b) Where furniture and belongings are transported by the new employee's own arrangements:

- 1 The new employee be invited to furnish a detailed claim of the expenses incurred with the Chief Executive Officer.

Arrangements as detailed in (a) 2) and 3) above apply except if the claim is \$500 or less in which case the amount claimed be paid.

G.15 Staff Use of Office Facilities/Equipment for Personal Use

1. There should be no private use of shire equipment by employees for commercial gain.
2. The shire equipment may be utilised by staff for personal use, with the discretion of this use subject to individual circumstances and with approval of the MWS or Chief Executive Officer.

3. All shire equipment should be marked clearly to identify it as belonging to the Shire of Cue and returned to the facility taken from within the period of time agreed (preferably on the weekend or Rostered Days Off).
4. Any employee found utilising equipment outside of the circumstances approved by the MWS or Chief Executive Officer or utilising the equipment in such a manner to be considered negligent or profiteering, that employee will forfeit future access to any shire equipment.

G.16 Emergency Services Call Out Policy

This policy demonstrates a level of support to volunteers in their community service commitment.

- 1 Absences during the employees normal days Monday to Friday are to be a paid absences.
- 2 Absences after normal work days between 5pm up to midnight – are not to be a paid absence.
- 3 Call-outs after midnight resulting in a less than a ten (10) hour break until normal work resumes being a paid absence up to the ten hour threshold *after which the employee is reasonably expected to resume duty.*

For example, a callout at 2am concluding when the employee returns home at 4am, requires a ten hour break from 4am to 2pm, where the four (4) hours from 8am to midday will be a paid absence and where the employee is expected to return to work at 2pm and be paid for the balance of the day in normal course.

- 4 Call-outs on weekend or at a time which is not a work day are not a paid day or paid time absence.
- 5 Up to 5 days per year (pro rata) emergency services training leave may be granted to assist with attendance at emergency service compulsory training. Access to this leave must be applied for and approved by the Chief Executive Officer before leave is taken.

G.17 Loss of Motor Vehicle License

An employee who loses their motor driver's license or has that license suspended or it expires and the person cannot legally drive a motor vehicle, the loss, suspension or expiry shall be reported immediately to the employee's supervisor or the Chief Executive Officer.

The employee will be given two weeks to rectify the situation and demonstrate to the Supervisor or Chief Executive Officer that they have regained that license. Should the employee fail to comply then a notice of termination of employment may be served unless circumstances apply as determined by the Chief Executive Officer.

G.18 Customer Service Charter

Objective

This Customer Service Charter aims to communicate the standards we strive to deliver to our customers. Our customer service principles are backed up by service level commitments which we measure.

We value you as our customer, and have introduced this Charter as an expression of our commitment to providing a high standard of service and ensuring consistency and sustainability in service delivery.

Principles

At the Shire of Cue we pride ourselves on service excellence. Our customers are our residents, visitors, ratepayers, businesses and workers. We strive to achieve excellent customer service and satisfaction. We aspire to be connected to our customers and our community through being inclusive and provide outstanding service delivery across all sectors of the organisation.

Our commitment to you

- Providing prompt, friendly and efficient customer service
- Constantly looking at ways to improve our customer service
- Offering customer friendly systems and processes
- Actively seeking your feedback to ensure that your needs are being met.

Our service provision

- Council staff will be available to answer your telephone call from Monday to Friday, between the hours of 8.30am and 4.00pm and aim to answer calls within 5 rings
- We aim to ensure that 75% of enquiries made in person at our customer service counter are attended to within ten minutes
- We will respond to your written correspondence within 10 days. If the issue is complex we will keep you informed of our progress

When you deal with the Shire we will:

- Be helpful and courteous
- Act with integrity and honesty
- Provide you with clear, accurate and timely information
- We will always treat you with respect and welcome your feedback on our services, our processes and our people
- We will treat your personal information with confidentiality

You can help us by:

- Being courteous and respectful to our staff
- Respecting the rights of other customers
- Being complete and accurate in your dealings with us
- Working with us to find solutions
- Providing us with positive feedback when you have received excellent customer service
- Letting us know if our services are not meeting your expectations so that we can make improvements

Making a complaint

If we fall short in our service delivery or make a mistake we encourage you to bring your concern to our attention so that we can address the matter promptly and to your satisfaction.

If your issue is still not resolved and you remain dissatisfied, we will refer you to the most appropriate complaints body.

Consequences

This policy represents the formal policy and expected standards of the Shire of Cue. Unless appropriate approvals are obtained, deviations from the policy may invoke disciplinary action to be taken.

Roles and Responsibilities

It is incumbent on all staff that the customer service charter is to apply in our everyday activity to not only public and external third parties but also amongst fellow staff and Council.

G.19 Record Keeping Policy

Record Keeping Policy

Creation of Records:

All elected members, staff and contractors will create full and accurate records, in the appropriate format, of the shire's business decisions and transactions to meet all legislative, business, administrative, financial, evidential and historical requirements.

Capture & Control of Records:

All records created and received in the course of the shire's business are to be captured at the point of creation, regardless of format, with required metadata, into appropriate recordkeeping and business systems, that are managed in accordance with sound recordkeeping principles.

Security and Protection of Records:

All records are to be categorized as to their level of sensitivity and adequately secured and protected from violation, unauthorized access or destruction, and kept in accordance with necessary retrieval, preservation and storage requirements.

Access to Records:

Access to the shire's records by staff and contractors will be in accordance with designated access and security classifications. Access to the shire's records by the general public will be in accordance with the *Freedom of Information Act 1992* and the shire's Policy. Access to the shire's records by elected members will be via the Chief Executive Officer and in accordance with the *Local Government Act 1995*.

Appraisal, Retention & Disposal of Records:

All records kept by the shire will be retained and disposed of in accordance with the General Disposal Authority for Shire of Cue Records, produced by the State Records Office.

Elected Members Mail

- Mail addressed to a named elected members is to be put into the elected members folder located in the administration office.
- If the mail is addressed to the position e.g. The President without naming the person, then it is to be handled the same as other mail, then placed in the folder for the member.

G.20 Public Complaints

Philosophy

Complaints from members of the public are valuable opportunities to identify ways to improve services. The complaints handling protocol is designed to achieve the following:

- To contribute to continuous improvement of our services
- To inform customers of their rights and obligations
- To seek for the customer an early and satisfactory resolution

Scope of this policy

This policy is limited to complaints by residents, ratepayers, visitors or stakeholders. It is not intended to cover complaints by staff or elected members, nor does it deal with objections and appeals against Council decisions.

What is a complaint?

A complaint for the purposes of this policy is feedback from a customer or stakeholder alleging that the Shire of Cue or an employee has:

- Failed to do or provide something that should have been done or provided;
- Behaved inappropriately.

Examples of feedback from members of the public that should not be considered complaints include:

- A report by a resident of something that needs attention (e.g. a pot hole or washaway) unless they have previously reported the issue and it has not been attended to in a timely manner
- Suggestions for improvement.

Types of complaints

These protocols deal with the 3 most common forms of complaint:

- Informal complaint (usually in person or by telephone)
- Formal complaint (using complaint form, or written complaint)
- Feedback from community consultation processes.

Other Avenues for Complaint Resolution

Customers must be made aware of other complaints handling mechanisms available to them. These mechanisms include:

- The State Ombudsman will investigate complaints of perceived maladministration, but if a complaints handling process exists the Ombudsman will generally encourage complainants to access that process first.
- The Shire of Cue will consider complaints involving a perceived failure to comply with the Shire of Cue, Act or Regulations.
- The Equal Opportunity Commission will act on complaints of perceived unlawful discrimination.
- Public Question Time at Council Meetings is one means of allowing members of the public to ask questions of the council.
- Elected members may follow up concerns raised by members of the public, but will generally suggest that constituents access the complaints handling process first.

Informal complaints

Informal complaints will be oral, either by telephone or in person. Informal complaints cannot be made about an Elected Member or a Member of Staff. Complaints should be dealt with wherever possible by the person taking the call or dealing with the inquiry. The staff member dealing with the complaint should:

- Establish the nature of the customer's concern
- If the customer has not received or been provided with something to which they are reasonably entitled, arrange for immediate access to that service
- Where it is clear that we have made a mistake or behaved inappropriately, apologise
- Seek resolution
- Ask the customer if they are happy with the outcome
- If the customer is not satisfied refer them to the CEO
- Enter the outcome in the complaints register
- Complete any agreed follow up action
- Record details of the complaint even if there is no basis for or truth to the complaint.

Formal Complaints

Formal complaints are those in writing. Formal complaints will be handled as follows:

- All formal complaints will be referred immediately to the CEO except if the complaint is against the CEO in which case the complaint is referred to the Shire President.
- The CEO will instigate investigation of the circumstances of the complaint.
- The investigation may include:
 - Personal interview with the complainant;
 - Interview with affected staff
 - Examination of documents and records
- The CEO will advise the complainant of the outcome. This will always include a written response, but may also include a personal interview with the complainant if this will assist resolution.
- The CEO will record the outcome of the investigation in the complaints register, including any changes required to prevent recurrence and improve future service;
- The CEO will ensure that all follow up action is completed
- The CEO may decide not to investigate a complaint by a person declared vexatious by the Council.

Customer Surveys

Public surveys or community consultations will from time to time identify specific complaints or concerns about the quality of service provided. All relevant complaints identified in this way will be referred to the CEO for follow up.

This may include:

- If the customer has identified themselves, contact the customer and follow the steps described for an informal complaint;
- If the customer is not identified in the survey examine processes and procedures relevant to the complaint, and make changes if appropriate;

- Record the outcome of the investigation in the complaints register, including any changes required to prevent recurrence and improve future service;
- Complete any follow up action.

Filing of complaints

Copies of reports on complaints will be held centrally in the Complaints Register.

Confidentiality

The Chief Executive Officer will take all reasonable steps to protect the confidentiality of complainants. There may be occasions where complaints will result in disciplinary action against staff members.

The principles of industrial law and natural justice require that an employee in this circumstance is aware of the nature of a complaints made against them, which in some cases will reveal the identity of the complainant.

Protection of complainants

The Chief Executive Officer will ensure that there is no retribution by employees against members of the public who make a complaint. Any such action by staff will be treated as serious misconduct and will result in disciplinary action.

Vexatious complainants

If the Chief Executive Officer receives a large number of complaints, derogatory comments or unsubstantiated allegations in the form of questions from a particular individual, and the Chief Executive Officer considers that the complainant is vexatious, the Chief Executive Officer may make a recommendation to Council that the person be deemed a vexatious person.

The Chief Executive Officer may choose not to investigate complaints from declared vexatious persons.

Definition of vexatious – an abuse of process, to harass or annoy, to cause delay or detriment (Refer Vexatious Proceedings Act 2002)

Complaints against the Chief Executive Officer or Elected Members

Complaints alleging inappropriate action or behaviour by the Chief Executive Officer should be directed to the Shire President.

Complaints alleging inappropriate action or behaviour by an elected member should be directed to the Chief Executive Officer.

The complaint has to be a formal complaint where the complainant is required to provide their name, address and the nature of the complaint. The complaint should be in a sealed envelope addressed to the Shire President or CEO and marked Private & Confidential. This will ensure that the complaint will be delivered unopened.

The responsible person is to inform the defendant of any complaint received so that natural justice can prevail regardless if the responsible person believes any allegations are without merit.

The responsible person will follow the procedures detailed for a formal complaint process. The responsible office may also invoke the vexatious clause if he / she determines the complaint to be derogatory, defamatory or without substance. If the responsible person deems that the complaint is vexatious he / she will provide a copy of the complaint to the defendant.

The defendant reserves the right to instigate legal proceedings against a complainant if the complaint is of a type deemed serious enough to cause personal harm

Access to this policy

Copies of this policy will be available to members of the public on the shire website.

G.21 Smoke Free Workplace

Objective

To ensure that staff are not adversely affected by smoking in the workplace.

Policy

The Shire of Cue workplace is a non-smoking area and applies to all persons including staff and visitors to the workplace. All buildings and Shire provided accommodation are declared smoke free and all staff and members of the public shall refrain from smoking therein.

All Shire owned vehicles (station sedans, utilities, trucks, plant etc.) are declared as smoke free and no personnel shall smoke or permit smoking in those vehicles whether alone or travelling with passengers.

Managers and supervisors are responsible for ensuring compliance with this smoke-free workplace policy for areas and personnel under their responsibility. All staff are responsible for ensuring visitors comply with this policy. Any staff member or visitor who is in breach of this policy will be requested to stop and reminded of their responsibilities under this policy. Staff members who continue to breach this policy will be subject to disciplinary action. Visitors who refuse to comply with this policy will be asked to leave.

G.22 Equal Employment Opportunity Policy

Policy Statement

The Shire of Cue recognises its legal obligations under the *Equal Opportunity Act 1984* and will actively promote equal employment opportunity based solely on merit to ensure that discrimination does not occur on the grounds of gender, marital status, pregnancy, race, disability, religious or political convictions.

Detail

All employment training with the Shire of Cue will be directed towards providing equal opportunity to all employees provided their relevant experience, skills and ability meet the minimum requirements for such training.

All promotional policies and opportunities with the Shire of Cue will be directed towards providing equal opportunity to all employees provided their relevant experience, skills and ability meet the minimum requirements for such promotion.

All offers of employment within the Shire of Cue will be directed towards providing equal opportunity to all employees provided their relevant experience, skills and ability meet the minimum requirements for such engagement.

The Shire of Cue will not tolerate harassment within its workplace. Harassment is defined as any unwelcome, offensive action or remark concerning a person's race, colour, language, ethnicity, political or religious convictions, gender, marital status or disability.

The equal opportunity goals of the Shire of Cue are designed to provide an enjoyable, challenging, involving, harmonious work environment for all employees where each has the opportunity to progress to the extent of their ability.

GENERAL – SECTION - H

H.1 Hall/Complex Bookings

- H.1.1 Use of the hall and complex facilities is to be available to as many local organisations as practicable and monopolising of prime booking times by any organisation is to be avoided when there are other organisations seeking to use the facilities.
- H.1.2 Sporting clubs, art groups and other community organisations can enter into short-term agreements with the shire to use the facilities on a regular basis at a reduced fee.
- H.1.3 Bookings for cabarets, dances or similar functions should be made no earlier than four weeks before the date of the function. Where a second application is received within one week, the Chief Executive Officer shall decide the successful applicant having regard to policy number one (1) of this part.
- H.1.4 Bookings accepted on a regular basis may be cancelled to allow special events at the discretion of the Chief Executive Officer.
- H.1.5 The bond, and fees are reviewed annually in the schedule of fees and charges.
- H.1.6 The Chief Executive Officer has authority to waive hire fees for fund raising or other events by local community groups or local persons or for other events in extraordinary circumstances.

H.2 Flying of Shire/Australian Flags

- H.2.1 The Australian and shire flags are to be flown by shire staff, on the shire flagpoles.
- H.2.2 On the death of a long time distinguished local identity, the Chief Executive Officer has the discretion of flying the shire flag at half mast from the shire flag pole and on the day of mourning, the Australian flag may be flown at half mast.

H.3 Water Standpipe

- H.3.1 The shire has priority over all other users.
- H.3.2 Users of the standpipe water will be charged a service fee to cover the shire operating costs. This fee is to be reviewed with the shire's other fees and charges on an annual basis.
- H.3.3 The hours of usage by other than the shire is restricted to business hours only. This may be waived in emergency situations and approved by the Chief Executive Officer with associated costs charged to the user.

H.4 Shire Logo

The Shire logo is reserved for use on official shire documentation only.

H.5 Cue Community Bus

- H.5.1 The community bus must be inspected by an appropriate staff member prior to and after each hire ensuring that the log book is filled out.

A checklist of the inspection will be completed each time and retained as evidence to justify the return of any bond.
- H.5.2 The hire conditions for the community bus are as follows;

- a) There will be NO SMOKING on the community bus.
 - b) The Hirer must possess a current "LR" Class License and produce a current Passenger Transport Drivers (PTD) endorsement.
 - c) The person(s) hiring the bus will ensure that all due care is taken with the bus at all times and will also be responsible for the insurance excess in the event of an accident (Excess amount as per the shire insurance policy).
 - d) That the person hiring the bus to take another person for driving license tests is responsible for the bus at all times.
 - e) In the event of an accident, if the driver of the bus has a blood alcohol reading above the legal limit, the shire will not accept liability.
 - f) The bus is hired with a full tank of fuel and must be returned with a full tank of fuel.
 - g) The bus is hired out clean and tidy and must be returned in the same condition.
 - h) Any bond to be refunded can be collected in due course from the shire office once the bus has been inspected (bonds are not refunded in cash).
 - i) The free use of the bus for medical hire is for preventative medical screening not available in Cue and only if the number of attendees is greater than can be transported by a single motor vehicle.
 - j) This policy is to be laminated and fixed for display inside the bus at all times and each time the bus is hired, this Policy is to be signed by the hirer and kept with the bus hire records.
- H.5.3 The community bus is permitted to travel on gazetted gravel roads during daylight hours in certain circumstances at Council's discretion and based on road conditions, however the bus must not be used for any other purpose than passenger transport. Failure to comply will result in forfeiting of the bond and the hirer being banned from further hire opportunities.
- H.5.4 The CEO is authorised to approve appropriate requests from local community groups to use the community bus where fees are waived.

H.6 Historical Photographic Collection

Background

The photographic collection was assembled and researched by Cue locals, and in particular, Mrs. Gwen Price. It was collected between 1991 and 1997. Her contribution will continue to be acknowledged with a plaque displayed prominently within the collection.

Ownership of Photographs

The photographs in the collection are displayed by the Shire of Cue. Many of the images in the collection belong to third parties and have restrictions placed on their use. Reproduction of these images without prior permission may infringe copyright.

Copies of Photographs for Personal Use

Members of the public may request copies of particular photographs. Generally this will be because they include a member of their family or a place or building of significance to their family history. Requests for copies of photographs will be considered as follows:

- **Photographs from other collections**

Photographs used by permission from other collections will be referred to the image owner with the relevant reference information (Identification Numbers)

- **Photographs belonging to third parties**

Photographs forming part of the Shire of Cue Historical Collection, where the image is owned by a third party, but not part of a formal collection, may be copied if there is no stipulation from the image owner that they cannot be reproduced.

- **Photographs belonging to the Shire of Cue**

Photographs forming part of the Shire of Cue Historical Collection where the image is also owned by the Shire of Cue may be copied for personal use only.

The printer will charge reproduction costs.

The Shire of Cue does not impose any additional charges.

The Chief Executive Officer may design a form for the purpose of processing these requests.

- **Copies of Photographs for Publication**

Requests for copies of photographs to be used in a publication will be considered as follows:

- Each request will be considered by the Council on its merits;
- The image may be used a single time only, and any subsequent use must be considered as a separate request;
- The Shire of Cue will be provided with a free copy of the publication;
- The Shire of Cue may specify from time to time a 'reproduction fee' for successful requests;
- Consideration will include the promotional value to Cue of the publication, and whether the publication will in any way diminish the value of the collection.

- **Donation of Photographs**

Members of the public will from time to time donate additional photographs to the collection.

When photographs are donated, staff will gather as much information as possible including:

- When taken and the names, if known, of people in the photograph;
- Confirmation that the person donating the photograph owns the image; and
- Whether there are any limitations on its subsequent use.

The CEO may design a form for the purpose of gathering this information.

- **Maintaining the Historical Photograph Collection**

Photographs from the Battye Library are available for display at the shire's discretion.

Visitors to the collection are not permitted to photograph anything in the collection. This does not prevent general photography at Council events.

The collection is to be reviewed by a professional photographic restoration company every 2 - 3 years where any damages are to be repaired and where the photo is to be replaced with a new copy of the same image should repair or restoration not be possible.

H.7 Additional Office Closures

Shire office closures, outside of gazetted closures may be authorised by the Chief Executive Officer for exceptional circumstances.

H.8 Animals in Shire Buildings

Animals are not permitted to be kept on any council controlled property other than shire residences. This excludes licensed dogs for the blind. Approval for pets at the Tourist Park for tourists is covered under separate policy. Animals on streets or other public property is also covered under separate Acts.

H.9 Citizen of the Year Award

Policy

Each year an individual in the Shire of Cue will be eligible for the Premier's Australia Day Active Citizenship Award.

The recipient will be selected from people who have made a noteworthy contribution since the closure of the previous nomination period or given outstanding service to the local community over a number of years through active involvement.

The Australia Day Council of WA provides this award each year for presentation in the Shire of Cue on Australia Day.

The winners will have been judged to have shown active citizenship and:

- Significant contribution to the Cue Community
- Demonstrated 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
- Inspiring qualities as a role model for the community

Nominees should reside principally within the Shire of Cue. Generally, a person cannot receive the award twice. Unsuccessful nominees may be nominated in future years.

Sitting members of State and Federal Governments are not eligible.

Shire of Cue members may be considered only if the award relates to non-Shire of Cue activities.

Nominees must agree to being nominated for the award.

Nominations will generally follow the Australia Day Council guidelines. The winner of the Australia Day Active Citizenship Award will be selected from nominations received from the community with a 'Confidential' report being prepared for Council consideration.

The Shire of Cue will hold the award ceremony on or around the 26th of January in Cue.

EMERGENCY MANAGEMENT – SECTION - I

I.1 Restricted and Prohibited Burning Times and Chief Bushfire Officer

I.1.1 The shire has adopted the following restrictive burning dates:

Town

Restricted burning times 01 October -30 November

Prohibited burning times 01 December -31 March

Outside Town Boundary

Restricted burning times All year

Prohibited burning times 01 November -30 April

1.1.2 In accordance with the Bush Fires Act, the Chief Executive Officer (as appointed from time to time) is appointed Chief Bush Fire Control Officer or other designated officer (as appointed from time to time) is appointed Deputy Chief Bushfire Control Officer.

I.2 Grader use as Protective Plant in a Bushfire

I.2.1 Should a shire grader be called upon to assist in fire fighting, the driver will be entitled to retain discretion as to the use of the grader and not proceed through scrubland in order to avoid potential damage to shire equipment.

I.2.2 The grader must always be accompanied by a support vehicle while carrying out duties of a bushfire nature.

I.3 Notification to all Fire Control Officers of the DFES Incident Number

The Chief Bush Fire Control Officer will notify all Fire Control Officers of the DFES incident number.

I.4 Bush Fires Advisory Committee Meetings

The Bush Fire Advisory Committee will meet in conjunction with the Local Emergency Management meetings.

IT GOVERNANCE – SECTION - J

J.1 ICT Use Policy

Policy Statement

Effective security is a team effort involving the participation and support of every Shire of Cue employee who deals with information and/or information systems and devices. Every digital device user must understand this policy and carry out their use of digital devices in accordance with this policy. For the purposes of this policy the term “employee/s” shall extend to cover contractors, volunteers and any person performing work for or with the Shire of Cue in any capacity.

General Use of ICT Equipment

- While Shire of Cue’s network administration desires to provide a reasonable level of privacy, users should be aware that the data they create on the corporate systems remain the property of Shire of Cue. Because of the need to protect Shire of Cue’s network, the confidentiality of personal (non-work-related) information stored on any network device belonging to Shire of Cue cannot be guaranteed; and
- A degree of personal use is allowed on the Shire of Cue’s equipment/devices/systems. Employees should exercise conservative judgment regarding the reasonableness of personal use but should be guided by the following principles:
 - Personal use should be conducted either before or after contracted hours of work or authorised breaks;
 - Personal use should be limited and brief, avoiding excessive download or transmission. An example of acceptable personal use would be conducting brief transactions through internet banking;
 - Personal use should not breach anything in this policy, particularly relating to the downloading of offensive or copyrighted materials;
 - Managers will determine the specific acceptable personal use for their respective business areas as this will differ according to the needs of each group; and
 - If there is any uncertainty regarding acceptable personal use then employees should consult their supervisor or manager for guidance.
- For security and network maintenance purposes, authorised individuals may monitor equipment, systems and network traffic at any time, according to the specific nature and requirements of their roles.
- The Shire of Cue reserves the right to audit networks and systems on a periodic basis to ensure system integrity and compliance with this policy.

All emails sent by Shire of Cue staff should include the ‘signature’ and disclaimer at the foot of the body of the email.

Security and Proprietary Information

- All information stored on the Shire of Cue’s corporate systems should be regarded as confidential and care must be exercised before sharing or distributing any information. If there is any uncertainty regarding the level of confidentiality involved then employees should consult their supervisor or manager for guidance;
- Passwords should be kept secure and accounts must not be shared. Authorised users are responsible for the security of their passwords and accounts. Passwords should be changed in accordance with advice from the ICT Team;
- All devices connected to the Shire of Cue’s computing systems/networks, regardless of ownership, must be running approved and up to date virus-scanning software; and
- People must use caution when opening files received from unknown senders,.

Unacceptable Use

The information in this policy provides a framework for activities which fall into the category of unacceptable use, but do not represent an exhaustive list. Some users are exempted from these restrictions during the course of carrying out responsibilities related to their role. Under no circumstances is any user authorised to engage in any activity that is illegal under local, state, federal or international law while connected to or utilising the Shire of Cue's ICT systems or resources.

System and Network Activities

The following activities are not permitted:

- Violations of the rights of any person or company/organisation protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the duplication, installation or distribution of "pirated" or other software products that are not appropriately licensed for use by the Shire of Cue or the end user;
- Unauthorised copying or digitising of copyrighted material and the installation of any copyrighted software for which Shire of Cue or the end user does not have an active license;
- Exporting software, technical information, encryption software or technology, in violation of international or regional export control laws. The appropriate manager should be consulted prior to export of any material where status is unclear;
- Introduction of malicious programs or code into the network or onto devices connected to the network;
- Revealing your account password to others or allowing use of your account by others;
- The Shire of Cue's equipment is not be used for the downloading or distribution of any material that could be considered as offensive. If a user receives such material they should notify their manager and also the ICT Team;
- Making fraudulent offers of products, items, or services, or running private business interests via any Shire of Cue equipment, device or account; and
- Undertaking private work.

The following activities are not permitted unless they are within the scope of regular responsibilities for an expressly authorised role/position:

- Effecting security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the user is not an intended recipient or logging into a server or account that the user is not expressly authorised to access;
- Executing any form of network monitoring which will intercept data not intended for the user's host;
- Attempting to avoid or bypass the Shire of Cue's network security measures;
- Interfering with any other user's account, by whatever means; and
- Using the system in a way that could damage or affect the performance of the network in any way.

Email and Communications Activities

The following activities are not permitted:

- Except in the course of normal business notifications, sending or forwarding unsolicited electronic messages, including the sending of "junk mail" or other advertising material, jokes, or chain communication to individuals who did not specifically request such material;
- Any form of harassment via electronic/ICT means;
- Unauthorised use, or forging, of email header information;

- Solicitation of communication for any other electronic address, other than that of the poster's account, with the intent to harass or to collect replies;
- Creating or forwarding "chain letters" or "pyramid" schemes of any type;
- Use of any of the Shire of Cue's network or systems for the purpose of generating unsolicited communications;
- Providing information about, or lists of the Shire of Cue's employees to parties outside the Shire of Cue or to personal email addresses;
- Communicating in a manner that could adversely affect the reputation or public image of the Shire of Cue and
- Communicating in a manner that could be construed as making statements or representations on behalf of the Shire of Cue without the Shire of Cue's express permission to do so; and

Users should also endeavour to clean out their Inbox, Sent Items, Deleted Items and other email boxes on a regular basis, by either deletion or saving in the central record system. A size limit per mailbox may be implemented to ensure that the system is functioning optimally.

Remote Access

Users with remote access should be reminded that, when they are connected to the Shire of Cue's network, their machines are an extension of that network, and as such are subject to the same rules and regulations that apply to the Shire of Cue's corporate equipment and systems. That is, their machines need to connect and communicate reliably with the Shire of Cue's network and servers to ensure the security and integrity of data and records.

Users are reminded of the following conditions relating to remote access to the Shire of Cue's system:

- Family members must not violate any of the Shire of Cue's policies, perform illegal activities, or use the access for outside business interests;
- The device that is connected remotely to the Shire of Cue's corporate network should be secure from access by external non-Shire of Cue parties and should be under the complete control of the user;
- The use of non-Shire of Cue email accounts (e.g. Yahoo, Hotmail, Gmail etc.) or other external resources is not permitted for the conduct of Shire of Cue business, thereby ensuring official business is not confused with personal business; and
- All devices (whether personal or corporate) connected to the Shire of Cue's networks via remote access technologies should have up-to-date anti-malicious-code software.

Provision and Use of Mobile Phones and Information/ Communication Devices

Some people will be supplied with a mobile phone and/or other mobile computing device if it is deemed necessary to their position. All mobile devices supplied remain the property of the Shire of Cue and users must not change service providers unless permitted to do so.

Where a mobile device provides an email service, all emails sent or received or otherwise processed via the mobile device that are classified as a record of the Shire of Cue should be through the Shire of Cue's server, to ensure the integrity of the recordkeeping system.

Where the device includes a digital camera, users are to use the technology in a sensible manner. A failure to do so may lead to disciplinary action including possible termination of employment. Employees may also be held criminally liable for their actions.

It is unlawful for drivers to operate a mobile phone and/or other mobile computing device whilst driving. Phone calls may otherwise be made or received providing the device is accessible while mounted/fixed to the vehicle or does not need to be touched by the user. An employee who operates a mobile phone and/or other mobile computing device whilst driving may face disciplinary action including possible termination of employment. Employees may also be held criminally liable for their actions.

Consequences of Breaching This Policy

- Any user found to have breached this policy may be subject to disciplinary action including possible termination of employment. The Shire of Cue may also be obligated to refer any breach of this policy to an external agency where an employee may be held criminally liable for their actions.
- Private/personal or unauthorised use of corporate ICT systems and/or devices may result in the user being obligated to pay any extra costs incurred.

Variation to This Policy

This policy may be cancelled or varied from time to time. All the Shire of Cue's employees will be notified of any variation to this policy by the normal correspondence method. All users of the organisations ICT are responsible for reading this policy prior to accessing the organisations ICT.

J.2 IT Social Media Policy

Policy Statement

The Shire of Cue understands the requirement to provide a framework for using social networking sites, including clarity on appropriate conduct, and emphasizes the need for its employees to use good judgement about what appears and its context within these social media venues/spaces.

The objective of this policy is to ensure all the organisation's employees are aware of appropriate professional and personal social media conduct to ensure the greatest benefit to the Shire of Cue.

This policy applies to all employees and contractors (whether paid or unpaid) at the Shire of Cue who access social media for professional or social purposes whether via personal devices or those supplied by the Shire of Cue.

Social Media means forms of electronic communication (e.g. Web sites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (e.g. videos). Some examples include (but are not restricted to) Facebook, Pinterest, LinkedIn, Twitter; YouTube, and Foursquare.

Social Media Use for the Shire of Cue Purposes

Shire of Cue may direct specified employees to use social media for the Shire of Cue purposes.

Only employees with appropriate training and knowledge who are expressly authorised by the Chief Executive Officer may use social media for the Shire of Cue purposes.

If a person is provided with express permission by the Chief Executive Officer to use social media s/he must provide information that is truthful, accurate and in the interests of the Shire of Cue. S/he must not disclose anything that is financial or technical information, commercially sensitive information, personal information about employees, or any information about customers, suppliers or members of the general public.

Employees who are required to use social media in the course of their work must:

- Use spell check and proof read each post;
- Understand the context before entering any conversation;
- Know the facts and verify the sources;
- Be respectful of all individuals and communities with which the person interacts with online;
- Be polite and respectful of other opinions;
- Seek to conform to the cultural and behavioural norms of the social media platform being used;
- If a mistake is made, the person must correct it quickly by disclosing it was a mistake (including the particulars of the correction) and inform his/her supervisor; and

- Understand and comply with any directions given by the CEO on topics that are not to be discussed for confidential, operational or legal reasons.

A person required to use social media who has been trained and given express permission by the Chief Executive Officer should always be aware that the Shire of Cue may be liable for any posts made. Accordingly, s/he should always seek guidance from his/her supervisor or the Chief Executive Officer if s/he is ever unsure about stating or responding to something on a social media site.

Records Personal/Private Use of the Shire of Cue's Corporate Sites

An employee cannot comment on behalf of the Shire of Cue unless expressly authorised by the Chief Executive Officer. If the person wishes to broadcast something (either as an initial broadcast or a response) then a request to the Chief Executive Officer (or his/her authorised delegate) must be made.

A person of the Shire of Cue is able to share links that the Shire of Cue has posted on the social media sites, or submitting a "like" action, or comment on an event, initiative and/or program, provided that it is in the best interests of the Local Government.

Personal/Private Use of Non-Shire of Cue Sites

Employees at the Shire of Cue are permitted reasonable use of social media for personal/private purposes on the condition that it does not interfere with the performance of their work.

Employees who use social media for personal/private purposes must not infer or state they are speaking on behalf of the Shire of Cue and are reminded that any inappropriate postings or actions carried out on social media may result in disciplinary action.

Consequences of Breaching this Policy

The policy constitutes a lawful instruction to all of the organisation's people, and breaches may lead to disciplinary action or termination by the Shire of Cue or referral to appropriate external authorities where applicable. People who breach the policy may also be personally liable for their actions.

Variation to this Policy

This policy may be cancelled or varied from time to time. All the Shire of Cue's employees will be notified of any variation to this policy by the normal correspondence method. All users of social media (be it for personal or professional purposes) within the organisation are responsible for reading this policy prior to accessing social media.

J.3 IT Physical Access Policy

Key Terms

In this document, the terms "we", "us", "our" and "the organisation" refers to Shire of Cue.

Document Purpose

The purpose of this policy is to define the protocols for authorising physical access to Shire's facilities and assets.

Policy Context

The primary objective of this policy is to establish measures that will safeguard the Shire's hardware, software, and data from exposure to any individuals, whether internal or external, who may intentionally or unintentionally cause harm. By implementing this policy, the Shire can protect its physical assets and maintain the integrity and confidentiality of the Shire's data.

Roles and Responsibilities

Role	Responsibility	Details
Executive Leadership Team	Set executive security policies in accordance with the Shire's strategic objectives and provide appropriate funding.	a. Set the policy framework so that it complies with relevant regulations and standards, meets the Shire's objectives and ensures appropriate governance of those responsible for implementing it.
Employee	Comply with all the policies provided by the Shire for all its ICT systems and infrastructure.	a. Only access authorised areas based on their job roles and responsibilities. b. Report any suspicious activity or security incidents. c. Secure any issued keys, security fobs, or access cards and notify manager if lost or stolen.

Scope

This policy applies to:

- All employees of the Shire of Cue.
- All contractors and vendors who may require physical access to the Shire's sites, networks or systems.
- All visitors of the Shire of Cue.

Exceptions

Exceptions to this policy may be granted case-by-case by the designated authority, with justifications provided for deviation from established procedures. Any exceptions must align with The Shire's overall ICT strategy and objectives.

Policy Statement

This policy regulates entry privileges to ensure facility and asset security. We enforce strict measures, conduct regular audits, and promote security awareness.

Policy Requirement

Restricted Area

Staff should not enter restricted areas or into the proximity of or perform operations on key I.T infrastructure (e.g., Servers, Wireless Access Points, Firewalls and switches) unless:

- IT personnel and authorised contractors.
- Granted based on job roles.
- Project requirements and supervisor approval.

Access Control Systems

The Shire may:

- Install physical access control systems such as locks, doors and gates requiring a fob, key card or similar device.
- Provide access to secure areas by issuing you a key, security fob or access card.
- Adjust access permissions based on your job role or function.
- Conduct regular inspections and audits of access control hardware and security fobs.
- Regularly review access rights by business unit granting access.

Visitors, Contractors and Casual Employees

The Shire admin building incorporates a museum, which is open to the public and a source of pride for the community. Therefore, the admin building receives visitors from members of the public, which is encouraged.

The Shire recognises the need to balance a welcoming community spirit with security, and while attempts are made to ensure all visitors register upon arrival and are monitored while on the premises, any risks surrounding physical access to the admin building area are recognised and accepted.

Cameras and Security Devices

The Shire may deploy cameras to provide additional security for its premises and IT hardware. You acknowledge and agree that:

- a. You will not interfere with any security hardware.
- b. You may be filmed if you enter an area monitored by a camera.
- c. You may be provided with a fob or key card to access some of the Shire's facilities. In this case, you must keep it secure and notify your manager should it be lost or stolen.

Security Incidents

If you notice suspicious activity, then:

- a. Inform your manager or co-worker immediately.
- b. If appropriate, report the suspicious activity to the authorities (e.g. Police) as soon as it is practical and safe to do so.
- c. Do not attempt to intervene in potentially dangerous situations.

All employees, contractors, and visitors must report any observed or suspected security incidents immediately to the designated authority. This includes the following types of Incidents:

- a. Unauthorised Access: Any attempt to access restricted areas or IT assets without proper authorisation.
- b. Tampering: Deliberate interference or manipulation of IT hardware, such as servers, switches or security cameras.
- c. Theft: Unauthorised removal of IT equipment or data from designated areas.
- d. Physical Damage: Intentional or accidental damage to IT infrastructure or equipment.

Incident response must be but not limited to:

- a. Secure the area if safe to do so.
- b. Notify the designated authority.
- c. Refrain from tampering with the evidence.
- d. Create a detailed incident report, including actions taken and outcomes.
- e. Escalate the incident if it involves a significant security breach, threats to personnel safety, or legal implications for the Management Team and/or law enforcement agencies.

Disaster Situation

If a disaster situation is occurring, then:

- a. Secure the premises (if it is safe to do so).
- b. Notify your manager and /or other colleagues.
- c. Combustible or hazardous materials must be stored at a safe distance from the server room or other vital ICT infrastructure hardware.
- d. Follow the BCDR plan.

Security and Awareness Training

Line managers are responsible for:

- a. Providing appropriate training and awareness programs to educate employees on access control protocols and security best practices.
- b. Ensuring that all employees and external staff under their supervision adhere to access control policies and procedures.

Policy Violations

Violations of this policy may result in disciplinary action, up to and including termination of employment or legal action, depending on the severity and impact of the violation.

Reporting a Violation

Users are encouraged to report any suspected violations of this policy to their manager or their supervisor.

Definitions

Term	Meaning
Facilities	Physical locations owned, leased, or operated by the Shire, including offices, data centre and other properties.
IT Assets	Tangible or intangible resources owned and controlled by the Shire, such as equipment, machinery, intellectual property, and other confidential information.
Employees	Individuals with explicit permission to access specific areas, facilities, or assets based on their job roles, responsibilities, and security clearance.
Contractors	Individuals or entities hired by the Shire on a temporary or contractual basis to perform tasks, projects, or services.
Visitors	Individuals who require temporary access to Shire's premises for business or personal reasons and granted access under supervision and specific protocols to ensure security and safety.

J.4 IT Password Policy

Key Terms

In this document, the terms “we”, “us”, “our” and “the organisation” refer to The Shire of Cue.

Document Purpose

This policy document establishes a standard for creating strong passwords, changing them frequently, and protecting them. This policy is part of our IT security and governance framework and should be reviewed alongside our other complimentary policies and procedures.

Policy Context

The increasing reliance on a growing number of systems and applications has resulted in a diverse digital landscape. This presents an increased risk of data breaches and cyber threats. It's crucial for organisations like the Shire of Cue to implement strong measures to safeguard against these risks. One important aspect of this defence is the use of strong passwords.

Passwords are key defence against unauthorised access to sensitive information and resources. They act as a barrier between our systems and potential attackers. Therefore, it's essential to ensure their strength and resilience. By following the guidelines outlined in this policy, staff members contribute to the overall security posture of the Shire of Cue. This helps to protect our systems and data from cyber-attacks, which are always present.

Scope

This policy applies to:

- All employees of the Shire of Cue
- All contractors and vendors with access to the organisations systems

Exceptions

None.

Policy Statement

Strong passwords are useful in defeating certain types of Cyber Attacks. Make sure that your passwords are easy to remember but not easy to guess (e.g. !Password1 is not acceptable).

Policy Requirements

Password Creation

Your password must

- Contain at least:
 - o Twelve (12) characters for standard user accounts and non-standard user accounts.
 - o Sixteen (16) characters for privileged access user and service accounts.

Longer passwords are exponentially more difficult for attackers to crack through brute-force methods. Each additional character significantly increases the time and computational resources required to guess the password, thus enhancing security. For example, a 12-character password would take significantly longer to crack compared to an 8-character password.

- Contain at least three (3) of the following:
 - o An uppercase letter (A through Z)
 - o A lowercase letter (a through z)
 - o A numeric character (0 through 9)
 - o A special character (e.g. -, !, \$, #, %)

Incorporating a diverse range of character types increases the complexity of the password.

- Be different to the other passwords used for personal email accounts or websites.
- Passwords must not contain the user's account name or parts of the user's name (for example – Jack Smith could not have a password that included Jack or Smith).
- Password cannot be one of the last three passwords previously used.

If you find it difficult to create a unique or memorable password, then try to create a short memorable phrase e.g. WineAndDine@2020. While this password is quite long, it is easy to type if it is memorable.

Frequency of Change

Users are required to change their password every:

- Every 12 months for standard user accounts.
- Every 90 calendar days for privileged access user accounts.
- Every 12 months for service accounts.

Change passwords promptly if you suspect a compromise.

Password Protection

You must not

- Share your accounts and passwords with others.
- Record passwords on paper or in documents.
- Enter passwords while overlooked, and do not overlook others as they enter passwords.
- Use the same passwords for different accounts and applications.
- Store passwords in plaintext, on sticky notes, or in easily accessible digital files.

If you suspect that your password has been breached or is known by someone else, then you must inform your line manager immediately.

Policy Violations

Violations of this policy may result in disciplinary action, up to and including termination of employment or legal action, depending on the severity and impact of the violation.

Reporting a Violation

Users are encouraged to report any suspected violations of this policy to their manager or their supervisor.

Definitions

Term	Meaning
BYOD	Bring Your Own Device – This is when a user makes use of his/her privately owned device to access work emails, systems, and data.
Cyber Security Training and Awareness Programs	Cybersecurity training and awareness programs involves continuously educating and training employees regarding the risks present in cyberspace, methods to mitigate these risks, and the necessary actions to take in response to a security incident.
IT	Information Technology.
IT Support Provider	The entity responsible for providing technical support and assistance regarding IT-related issues within the Shire of Cue.
Minimum Security Standards	The baseline requirements for ensuring the security of personal devices, including password protection, antivirus software, and encryption of sensitive data.
Patching	The process of applying software updates and security patches to personal devices.

J.5 IT Bring Your Own Device (BYOD) Policy

Key Terms

In this document, the terms “we”, “us”, “our” and “the organisation” refer to The Shire of Cue.

Document Purpose

This policy document outlines the guidelines and procedures for the employees of the Shire of Cue who choose to use their personal devices to access corporate infrastructure and systems for work-related purposes. This policy mitigates the risks associated with BYOD, including unauthorised access, data breaches, and compromised sensitive information.

Policy Context

The Shire of Cue acknowledges the increasing prevalence of Bring Your Own Device (BYOD) practices among employees. While BYOD offers flexibility and convenience, it also introduces significant challenges, particularly in terms of data security and privacy. The use of personal devices for both personal and professional data calls for clear security guidelines to mitigate risks effectively.

Recognising the need to balance flexibility and security, the Shire of Cue aims to implement a BYOD policy. This policy will outline the responsibilities of employees, security protocols, and compliance requirements. By doing so, the Shire aims to empower employees to use their personal devices to

access corporate systems and data for work while ensuring that sensitive information is protected and regulatory compliance is maintained. By implementing proactive measures and enforcing the policy diligently, the Shire hopes to reap BYOD's benefits while effectively minimising associated risks.

Scope

This policy applies to:

- a. All employees of the Shire of Cue.
- b. All contractors, consultants, vendors, and other personnel who use their personal devices to access the Shire of Cue corporate infrastructure and systems.

Exceptions

None.

Policy Statement

The Shire of Cue recognises the benefits of allowing staff to use their own electronic devices when working, whether at the office, home, or while travelling. Such devices include laptops, smartphones, and tablets.

Using such devices to create and process Shire information and data poses significant security risks to our corporate infrastructure and sensitive data. Therefore, we have established a BYOD policy to govern the use of personal devices for work-related purposes.

Policy Requirements

Responsibilities of Staff Members

Individuals using personal devices for work purposes must:

- a. Obtain authorisation before using personal devices for work-related activities.
- b. Ensure personal devices meet minimum security standards, including password protection, antivirus software and encryption of sensitive data. Please refer to the Shire of Cue Password Policy.
- c. Ensure devices are always patched and updated. This is to ensure the device is always updated to prevent vulnerabilities that could be exploited by cyber attackers.
- d. Only use software or applications downloaded from reputable sources.
- e. Adhere to Acceptable Use guidelines when using your personal devices for work-related purpose.
- f. Prevent unauthorised sharing of Shire data and access of inappropriate or malicious websites.
- g. Participate in ongoing cyber security training and awareness programs as provided by the Shire and to stay informed of best practices for secure BYOD usage.
- h. Cooperate with the Shire's IT Support Provider and Management Team in enforcing and complying with all instructions required to maintain or improve security of personal devices accessing our corporate data.
- i. Set up passwords, passcodes, passkeys, or biometric equivalents in accordance with the Shire's Password Policy.
- j. Ensure devices used for work purposes are used in a way that minimises the risk of malware and viruses.
- k. Only use personal devices for work purposes that are known to be free from viruses and malware.
- l. Report any security concerns or lost or stolen devices to your line manager and/or the Shire's Management Team.

Access to the Shire of Cue Network

Employees, Contractors and Third Parties requiring access to the Shire's network must:

- a. Request access permission from the line manager.
- b. Provide details of the device, if required.
- c. Agree to the installation of a management agent or provide permission for the Shire to add the device to its Mobile Device Management Policy (MDM) if required.

Handling Sensitive Information

To help maintain the security and integrity of the Shire's data and to protect against unauthorised access or data breaches, you must:

- a. Not hold any Shire information that is sensitive, confidential, or of commercial value on personally owned devices. This includes not copying, emailing, or backing up Shire information onto personal devices.
- b. Refrain from sending, transferring, or duplicating any data related to the Shire to unsecured parties.

Monitoring and Access

The Shire reserves the right to:

- a. Restrict access to a specific device from wired and wireless networks.
- b. Prevent access to a specific system.
- c. Implement all required measures to recover Shire-owned information.
- d. At any time, monitor and preserve any communications that use the Shire's networks, including data, internet use and network traffic, to determine proper use.

Termination of Employment

Upon resignation, termination of employment, completion of contract or at any time on request:

- a. The Shire's IT provider may conduct verification checks to ensure all Shire-owned data is securely removed from the device.
- b. Any remote access privileges or accounts associated with the employee's BYOD device may be removed without notice.

Policy Violations

Violations of this policy may result in disciplinary action, up to and including termination of employment or legal action, depending on the severity and impact of the violation.

Reporting a Violation

Users are encouraged to report any suspected violations of this policy to their manager or their supervisor.

Definition

Term	Meaning
BYOD	Bring Your Own Device – This is when a user makes use of his/her privately owned device to access work emails, systems, and data.
Cyber Security Training and Awareness Programs	Cybersecurity training and awareness programs involves continuously educating and training employees regarding the risks present in cyberspace, methods to mitigate these risks, and the necessary actions to take in response to a security incident.
IT	Information Technology.
IT Support Provider	The entity responsible for providing technical support and assistance regarding IT-related issues within the Shire of Cue.
Minimum Security Standards	The baseline requirements for ensuring the security of personal devices, including password protection, antivirus software, and encryption of sensitive data.

J.6 IT Cyber Security Policy

Key Terms

In this document, the terms “we,” “us,” “our,” and “the organisation” refer to the Shire of Cue.

Document Purpose

This policy establishes the mechanisms and controls for protecting the Shire's official records, information, or data.

Policy Context

As part of its normal course of business, the Shire collects, receives, and stores information and data. Given increasing public awareness of data security and privacy concerns, the Shire needs to ensure stringent measures are taken to protect systems and data and to prevent data loss, leakage, or theft.

Given increasing public awareness of data security and privacy concerns, the Shire needs to ensure stringent measures are taken to protect systems and data and to prevent data loss, leakage, or theft.

This policy sets out the measures to increase the Shire's Cyber Security posture and minimise the chances of falling victim to an attack.

Roles and Responsibilities

Role	Responsibility	Details
Executive Leadership Team	Set executive security policies & provide appropriate funding.	a. Responds to incidents and requests for key policy and procedure changes. b. Oversees creation and delivery of security framework. c. Establishes regular security meetings. d. Effective allocation of resources.
Managed ICT Provider	Effective delivery of all security activities required to protect the Shire's networks, systems, and data.	a. Network & System Monitoring. b. Security Software. c. Vulnerability Assessments & performance tests. d. Standard Operating Environment. e. Passwords, Access and 2FA. f. Security by Design.
Employees	Comply with all the policies provided by the Shire for all its ICT systems and infrastructure.	a. Follow the procedures outlined to ensure the security of critical ICT Systems and Assets. b. Take responsible measures to protect sensitive information and technology systems from unauthorised access or compromises. c. Report any suspected violations of the policy to managers or supervisors. d. Participate in training and awareness sessions related to Cyber Security.

Scope

This policy applies to anyone with access to the Shire's electronic systems, information, software, and hardware, including:

- a. Employees (Permanent / Part-time).
- b. 3rd Party Company/Individual (Contractors, Service Providers, and Supplier).

Exceptions

Exceptions to this policy may be granted case-by-case by the CEO or Deputy CEO, with justifications provided for deviation from established procedures. Any exceptions must align with The Shire's overall ICT strategy and objectives.

Policy Statement

This policy set out the guidelines to maintain appropriate security of the Shire's systems, networks, and data which include:

- a. Security Risk Management.
- b. Information & Data Security.
- c. Sharing of Information.
- d. Security of Information.
- e. Acceptable Use.
- f. Physical Access Control.
- g. Monitoring of ICT Systems.
- h. Security Awareness and Training.

Policy Requirements

Security Risk Management

The identification, assessment and management of Cybersecurity risks are incorporated into the Shire's wider IT Risk Management policy. As part of that approach, the Shire's ICT Risk Register will include:

- a. Visibility of information security risk across the Shire.
- b. Identify ICT assets to be protected.
- c. Risk mitigation or recommendations.
- d. Monitoring of risk treatments and their effectiveness.

Information & Data Classification

The Shire will classify its data and information as follows:

- a. **CONFIDENTIAL** – Information whose unauthorised disclosure could reasonably be expected to cause damage to personal/organisation's security.
 - 1. Personal – refers to confidential information that is personal in nature, such as:
 - i. Social Security numbers.
 - ii. Date of Birth.
 - iii. Driver's License Numbers.
 - iv. Home Address and Phone Numbers.
 - 2. Sensitive – If disclosed, could reasonably be expected to cause damage to personal or organisation's security.
 - i. Information that could impair a person's security or well-being.
 - ii. Information that could compromise Shire's business operations.
 - 3. Financial – Information related to financial matters such as:
 - i. Payroll Details.
 - ii. Investments.
 - iii. Debt Levels.
 - 4. Restricted / Corporate – Refers to information that is highly sensitive and confidential business or personal data that is subject to strict protection measures.
 - i. Highly confidential business information.
 - ii. Sensitive information that could have a serious adverse impact if disclosed.

Systems that store and process this information in this category require the most stringent security measures. All employees must take extra care when handling this data or information.

- b. **INTERNAL** – Data that is only intended for use within the organisation, such as:
 - 1. Employee handbooks and policies.
 - 2. Internal memos and communications.
 - 3. Shire's intranet.
- c. **PUBLIC** – Data that is freely available and does not require special security measures. It can be openly shared with anyone without additional precautions.
 - 1. Community Announcements.
 - 2. Government projects.
 - 3. Community rules and regulations.
 - 4. Shire Staff Members and Departments.

Sharing of Information

The Shire's users may only share information:

- a. When authorised by the Shire's Executive Team.
- b. When required and permitted by Law.
- c. That is public information or for public distribution.
- d. Where a formal process has been defined.

Security of Information

All users are personally responsible for:

- a. Protecting Confidential and Internal information they have been granted access to.
- b. Protecting the systems to which they have been granted access.
- c. Informing the Shire if they suspect that their user account or credentials have been compromised or if they have become the victim of a Cyber Attack.

Security Awareness and Training

To improve staff awareness of cyber-related risks, the Shire may provide Cyber Awareness Training.

- a. All staff must attend Cyber Training sessions provided by the Shire.
- b. Exceptions for attendance may only be provided by the CEO.

Acceptable Use

Access to information and ICT resources must only be granted to employees and contractors who have been identified in accordance with the **Acceptable Use Policy**.

Physical Access Control

All critical ICT Systems or assets must be physically protected in secure areas from unauthorised access in accordance with the **Physical Access Control Policy**.

Monitoring of ICT Systems

The Shire reserves the right to monitor all staff activity on its corporate network and systems and we may retain records of user activity. The Shire may disclose these records:

- a. For any purposes related to the activities of the Shire or the employment or engagement of any User.
- b. To a law enforcement agency concerning any offence or alleged offence.
- c. In connection with legal proceedings.
- d. As reasonably necessary to avert personal impact (physical or virtual) of any potential cyber security incident.

The Shire also reserves the right to:

- a. View all information hosted on the corporate systems, including that which may have been deleted.
- b. Monitor and record information relating to internet and social media access.
- c. Block emails or access to the internet or any internet site.
- d. Restrict or revoke access to the Shire's corporate systems.

Policy Violations

Violations of this policy may result in disciplinary action, up to and including termination of employment or legal action, depending on the severity and impact of the violation.

Reporting a Violation

Users are encouraged to report any suspected violations of this policy to their manager or their supervisor.

Definitions

Terms	Definition
ICT Asset	Any physical or logical computing device either owned, leased, or used by the Shire to store, process or communicate electronic information.
Technology Systems	Any systems used by the Shire to store electronic data and information.
Confidential Information	Information whose unauthorised disclosure could reasonably be expected to cause damage to personal/organisations security.
Internal Information	Data that is intended for use within the organisation.
Public Information	Data that is publicly available and does not require special security measures.
Risk Register	A strategic log that lists all potential threats that could impact an organisation's operations, reputation, and compliance. It guides through the complexity of risks, organise and prioritise risks and enable a structured response strategy.
Information Security	The practice of protecting information assets from unauthorised access, use, disclosure, disruption, modification, or destruction to ensure confidentiality, integrity, and availability.
Privacy	The protection of personal and sensitive information from unauthorised access, use, disclosure, or misuse, ensuring compliance with privacy regulations and safeguarding individuals' privacy rights.
Threats	Potential events or circumstances that can exploit vulnerabilities in an organisation's systems, networks, or processes, leading to harm or damage to information assets.
Risk Mitigation	The process of identifying, assessing, and implementing measures to reduce the impact or likelihood of risks and threats, aiming to prevent or minimise potential harm to an organisation's operations and assets.

J.7 IT Change Management Policy

Key Terms

In this document, the terms “we”, “us”, “our” and “the organisation” refers to The Shire of Cue.

Document Purpose

The purpose of this IT Change Management Policy Document is to establish the requirements and procedures the Shire must follow to identify, document, and authorise changes within the ICT infrastructures. It requires the implementation of processes that minimise the likelihood of disruptions, unauthorised alterations, and errors occurring.

Policy Context

The Shire provides essential services to its communities. Any disruption to IT systems can impact critical functions such as public safety and administrative operations. This IT Change Management Policy ensures:

1. ICT-related changes are carefully planned and executed where possible to minimise the risk of downtime.
2. Limited ICT resources are pragmatically pre-authorised to implement low-risk change.
3. Clear channels for communicating planned changes, potential impacts, and timelines.

Roles and Responsibilities

Role	Responsibility	Details
Change Advisory Board (CAB) (e.g., CEO and/or DCEO)	Change management decision-making authority for the Shire	a. Establish and manage overall change management policies and provide guidance. b. Review and approve all pending requests for high-risk and high-impact changes. c. Appoint people to key roles to assist in assessing change risk.
Change Manager (e.g., Senior Officer)	Responsible for managing activities of the change management process for the Shire.	a. Oversee the change management process. b. Manage change request lifecycle from initiation to closure. c. Evaluate the effectiveness and outcomes of changes. d. Identify areas for improvement and best practices. e. Maintaining and scheduling CAB reviews. f. Publishing any reports required for the meeting. g. Updating policies and procedures. h. Publishing change management reports that will be beneficial to the Change Advisory Board.
Change Requestor (Any staff member)	Responsible for raising and submitting RFC to Change Manager.	a. Initiate and sponsor change requests. b. Define scope, objectives, and requirements of changes. c. Assist in determining the RFC priority and risk impact. d. Ensure the quality and success of changes. e. Report progress and results to the Change Manager and CAB.
Change Owner (MSP, 3 rd Part Vendor or Contractor)	Responsible for executing individual tasks within the change and ensuring they are completed according to the implementation plan.	a. Execute approved changes with minimal disruption. b. Follow change plan and procedures. c. Test and verify changes before and after deployment. d. Report any issues or risks to the change owner and change manager.

Scope

This policy applies to

- All staff and contractors involved in IT application or system changes, updates or patches both operational and project based.
- All changes to the IT infrastructure, applications, systems and services but not limited to network, hardware, software and configurations.

Exceptions

Exceptions to this policy may be granted case-by-case by the CEO or DCEO, with justifications provided for deviation from established procedures. Any exceptions must align with the Shire's overall ICT strategy and objectives.

Policy Statement

This policy details the types of change and how each type should be managed within the Shire's ICT context. It acknowledges that some changes are delegated to the Shire's MSP and provides a standard template and approach for initiating Standard and Emergency changes, including appropriate approval and implementation, roll-back and post-implementation review activities.

Policy Requirements

This policy explains how the Shire manages, plans and responds to change within the context of its ICT Environment.

Change Classifications

The table below identifies the three change classifications and how the Shire will respond in each case.

Type of Change	Examples	Approval Required	Expected Impact	Engagement Approach
Pre-authorised Change	• Fortnightly Patches. • Routine security updates. • Removing users. • Routine system maintenance. • User Device updates. • Printer and other peripheral maintenance.	None as pre-approved	None	None
Standard Change	• Synergy System Patches. • Software or server upgrade.	Requires CEO or DCEO approvals	Potential training requirements. Internal memo of change details and impact.	Prior communications of planned service outage. Provide training or information as required.

Type of Change	Examples	Approval Required	Expected Impact	Engagement Approach
Emergency Change	• Network or systems shutdown. • Emergency reboot of servers. • Emergency security patches. • Responding to ICT infrastructure failure.	CEO and DCEO to be informed. Depending on the situation CEO or DCEO approval required for response actions.	Loss of systems/impact on service delivery.	Urgent communication to all staff and affected stakeholders. If DR situation, follow the DRP as required.

Change Procedures

8.2.1 Pre-approved Changes

Pre-approved changes (e.g., fortnightly patching) are typically carried out by ICT support as they have a well-defined approach for implementation. No specific formal Shire approval process is required.

8.2.2 Standard Changes

These are changes that require specific approvals before they are implemented. Standard Changes must:

- i. Be raised to, and approved by, the [Change Approval Board]
- ii. Requests must include:
 1. Date/time for change implementation
 2. Preparation and delivery of appropriate communication and training materials
 3. Approach to validate whether the change is successful.
 4. Steps required to roll-back the change if the change is unsuccessful.

8.2.3 Emergency Changes

An emergency change is one that must be implemented as soon as possible. Use of emergency changes should be kept to a minimum and used only to correct service availability issues or resolve critical security vulnerabilities.

- i. The Emergency Change Process should follow the standard change process.
- ii. If this is not possible, the CEO or DCEO can assume direct responsibility for managing the change.
- iii. In the case of (b) the CEO or DCEO are responsible for document the Issue, change, response and lessons learned, once the emergency change has been implemented.

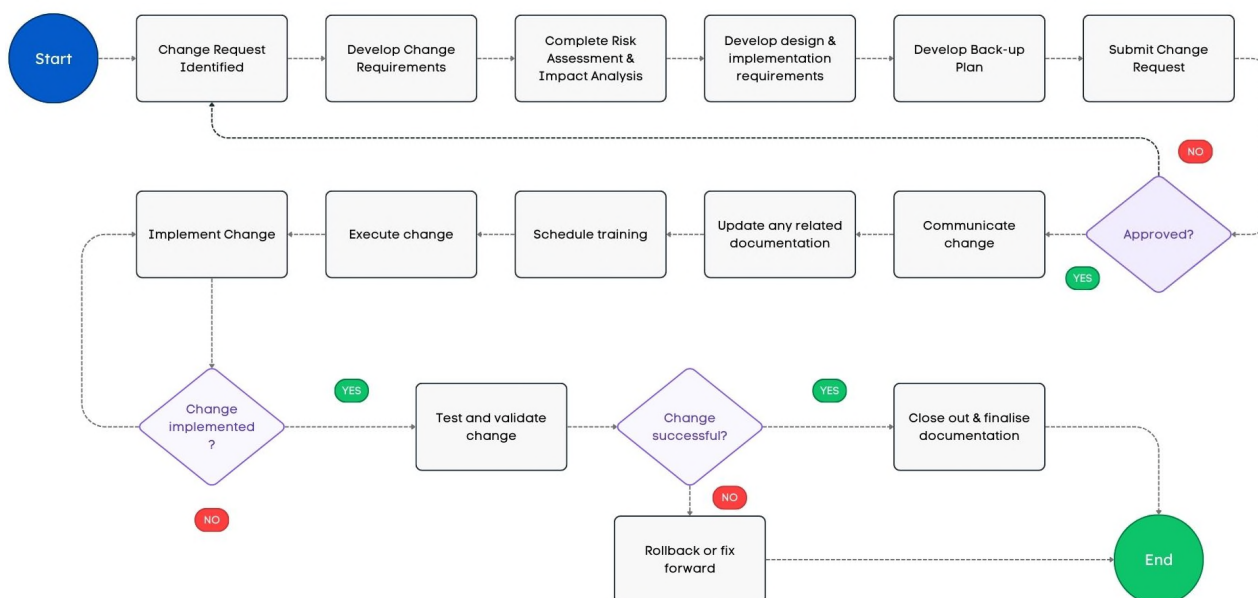


Figure 1 : IT Change Management Workflow

Policy Violations

Violations of this policy may result in disciplinary action, up to and including termination of employment or legal action, depending on the severity and impact of the violation.

Reporting a Violation

Users are encouraged to report any suspected violations of this policy to their manager or their supervisor.

Definitions

Term	Meaning
Change	Any new ICT component deliberately introduced to the ICT infrastructure that may affect an ICT service or otherwise affect the functioning of the environment or one of its components.
Change Priority	A change classification that determines the speed with which a requested changes is to be approved and deployed.
Change Record	The record within the Shire's selected technology platform that contains all the information relative to a change.
Change Request	This is a formal change request, including a description of the change, components affected, business need, cost estimates, risk assessment, resource requirement, and approval status.

J.8 IT Risk Management Policy

Key Terms

In this document, the terms “we”, “us”, “our” and “the organisation” refers to The Shire of Cue

Document Purpose

The purpose of this IT Risk Management Policy Document is to outline the principles, and procedures governing the management of Information Technology (IT) risks within the Shire of Cue.

This policy aims to establish a structured approach to identify, assess, mitigate, and monitor IT-related risks to ensure the confidentiality, integrity, and availability of information assets and the continuity of IT services.

Policy Context

IT Risk Management is important for the Shire due to several critical factors:

1. The Shire relies on its ICT systems to provide necessary services and manage day-to-day operations. It is crucial to identify and manage any potential risks associated with the Shire's IT systems to ensure uninterrupted service delivery to its citizens.
2. As a public entity, the Shire is subject to various regulations and standards pertaining to data protection, privacy, information security, etc. It is important for the Shire to identify compliance risks to mitigate legal penalties and sanctions imposed by regulatory authorities, loss of public trust, litigations, and lawsuits.
3. IT-related incidents, such as data breaches or system failures can incur significant financial costs to the Shire.

Effective IT Risk Management is essential to help mitigate risks and reducing the likelihood and severity of IT-related incidents.

Roles and Responsibilities

Role	Responsibility	Details
Executive Leadership Team	Strategic oversight of ICT Risk Management Practices.	a. Lead the development of a Risk Management Plan. b. Provide oversight and direction for IT Risk Management initiatives. c. Ensure IT Risk Management efforts are aligned with the Shire's Community plan and its overall goals and objectives. d. Ensure ICT-related risks are documented in the Risk Register. e. Monitor key risk indicators and metrics related to IT Risks. f. Hold regular Risk Management sessions to review and document existing and emerging risks within the Shire. g. Reviewing and assessing the effectiveness of the Shire's overall risk management framework, including ICT-related risks. h. Establish a culture of risk awareness and accountability throughout the organisation.
Risk Owners	Management, monitoring, and mitigation of specific IT risks.	a. Conduct risk assessments, implement risk mitigation measures, and monitor identified risks' status. b. Collaborate with relevant stakeholders to ensure that risks are adequately addressed and that the mitigation strategies effectively reduce exposure to acceptable levels.
Managed ICT Provider	Support the executive management team by proactively identifying and managing IT Risks related to their services.	a. Identify and assess risks associated with the services provided. b. Implement appropriate controls and safeguards to mitigate identified risks, adhering to contractual obligations related to risk management.

Role	Responsibility	Details
		c. Monitor and respond to security incidents or vulnerabilities promptly. d. Participate in risk assessments and audits as required by the Shire. e. Provide regular updates and reports on IT Risk Management activities to the Shire.
Other Vendors & Consultants	Support the executive management team by proactively identifying and managing IT Risks related to their services.	a. Implement security measures and controls, as required, to protect data and systems accessed or managed on behalf of the Shire. b. Notify the Shire of any security incidents or breaches that may impact IT systems or data. c. Collaborate with the Shire to address and mitigate identified risks. d. Participate in risk assessments and audits as required by the Shire.
All Staff	Support the Shire's ICT risk management efforts through cooperation, compliance and proactive behaviours.	a. Follow security protocols and best practices to safeguard IT systems, data, and assets. b. Report security incidents, vulnerabilities, or concerns to the Shire's management team. c. Participate in training programs to enhance awareness of ICT risks. d. Cooperate with IT Risk Management efforts by providing relevant information and feedback to support risk identification and mitigation activities.

Scope

This policy applies to:

- a. All executive management team members.
- b. All contractors and vendors with access to the Shire's IT systems, data, or infrastructure.
- c. All employees (full-time or temporary) of the Shire of Cue.

Exceptions

Nil

Policy Statement

At the Shire of Cue, we recognise the critical importance of safeguarding our information technology (IT) assets and minimising potential risks to ensure the continuity of essential services and the protection of sensitive data. Therefore, we are committed to establishing a culture of risk awareness and proactive engagement in identifying, assessing, mitigating, and monitoring IT-related risks.

Policy Requirements

Risk Evaluation

To safeguard the integrity, confidentiality, and availability of the shire's digital assets and infrastructure, it is important for the Shire to establish a robust IT Risk Identification and Assessment framework.

This section outlines the methodologies and processes essential for proactively identifying and evaluating potential risks to the Shire's IT environment.

1. Regularly assess the evolving threat landscape relevant to the Shire's IT infrastructure, including emerging cyber threats and vulnerabilities.
2. Conduct regular vulnerability scans to identify weaknesses and security flaws in the Shire's IT systems and infrastructure.
3. Conduct collaborative workshops involving key Shire members and IT Support providers to identify and assess potential IT risks.
4. Conduct regular reviews of regulatory requirements (such as information security and privacy) relevant to the Shire's IT operations.

When a risk is identified, the Shire should follow the below measures for evaluating risks:

1. Assess the consequence and likelihood of the identified risk using the ratings below:

Rating (Level)	Financial Impact	Security	Service Interruption	Efficiency	Compliance
Insignificant (1)	Minimal financial loss (Up to \$10,000 AUD).	Minimal to zero impact on ICT service delivery.	Business As Usual.	Minimal to Zero Financial or Time Impact.	Minor non-compliance issues. No impact on operations or regulatory standing.
Minor (2)	Small financial loss (\$10,000 up to \$25,000 AUD).	Individual mistake resulting in short-term data loss or data breach (non-sensitive, personal, or confidential). Data or situation is quickly recoverable without impact to service delivery. No potential for unauthorised access.	Interruptions or delays that might slow the delivery of mainstream services. Resumption of normal services within 24 hours. Client communication not warranted.	Minor governance, process or system gaps requiring some additional manual workarounds, some duplication of effort and/or minor data integrity issues.	Small compliance issues resulting in minimal penalties or warnings from regulators.
Moderate (3)	Noticeable financial impact (\$25,000 up to \$100,000 AUD).	Incident resulting in data loss or data breach of confidential, personal or sensitive data; or resulting in potential unauthorised access to internal systems and data.	Interruptions or delays that might halt the delivery of mainstream services for up to 24 hours. Client communication warranted.	Weaknesses in governance, processes, or systems likely to lead to some confusion and/or materially impact quality, efficiency or system integrity, requiring significant duplication of	Moderate compliance violations resulting in financial penalties or temporary regulatory scrutiny or restrictions on operations.

				effort, manual workarounds or data recovery.	
Major (4)	Substantial financial loss (\$100,000 up to \$250,000 AUD).	Limited unauthorised access or use of systems potentially resulting in loss of confidential, personal, or sensitive data. This may also coincide with financial loss or short-term loss of systems.	Interruptions or delays that might halt the delivery of mainstream services for up to 72 hours. Client communication warranted.	Inadequate internal governance, processes, systems, or policies leading to a lack of clear direction, system disruption, ongoing or frequent data integrity issues, data loss, inaccurate reporting, and erroneous decision-making.	Major non-compliance issues resulting in significant fines, lawsuits, and long-term restrictions on operations.
Catastrophic (5)	Severe financial crisis (Exceeding \$250,000).	Widespread security breach or improper use of systems resulting in confirmed loss of confidential, personal, or sensitive data; or confirmed financial loss or loss of key systems impacting service delivery.	Interruptions or delays that might halt the delivery of mainstream services for over 72 hours. Client communication warranted.	Systemic internal governance, process or quality gaps leading to service delivery failures or system outages and resulting in significant financial costs.	Severe compliance breaches leading to criminal violations, extensive legal action, permanent restrictions on operations, or extreme financial penalties.

Table 1: Measures of Consequence

Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year
4	Likely	The event will probably occur in most circumstances	At least once per year
3	Possible	The event should occur at some time	At least once in 3 years
2	Unlikely	The event could occur at some time	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years

Table 2: Measure of Likelihood

2. Assess the Risk rating based on the measure of consequence and likelihood matrices. Use the Risk Matrix table below to identify the Risk Priority and rating.

Shire of Cue Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	Moderate (5)	High (10)	High (15)	Critical (20)	Critical (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Critical (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Table 3 Risk Matrix Table

3. Identify the Risk Owner based on the Risk Acceptance Criteria table below:

Risk Rank	Description	Criteria	Responsibility
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, would have minimal impact if they did occur, overseen through standard operational procedures and reviewed on an annual basis.	Corporate Services Manager/Supervisor
MODERATE (5-9)	Monitor	Risk acceptable with adequate controls, managed by designated protocols, reviewed semi-annually.	Corporate Services Manager/Supervisor
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management, subject to monthly monitoring.	CEO/DCEO
EXTREME (20-25)	Unacceptable	Risk only acceptable with excellent controls, managed by senior management, all mitigation	CEO/Council

		strategies to be investigated and applied as feasible, subject to continuous monitoring.	
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Table 4: Risk Acceptance Criteria

4. Log the identified risk and details to the Shire of Cue's IT Risk Register.
5. Communicate the identified risk, its potential impact to the risk owners and relevant stakeholders.

Risk Management and Monitoring

Proactive Risk Management and monitoring is essential for the Shire to ensure that identified risks are under control and that resources are allocated wisely and effectively. The Shire will manage and monitor identified risks using the below measures:

a. Risk Management Meetings

- Conduct monthly IT Risk Meetings with key personnel and relevant stakeholders.
- Review the IT Risk Register and open risks to determine current risk ratings and review outstanding actions.
- Provide updates on the progress of IT Risk Management efforts to the Shire's Management, Team, Council and relevant stakeholders.
- Identification and assignment of new risks.
- Classification and prioritisation of risks based on the assessment of their consequence and likelihood.
- Assignment of risk ownership and risk mitigation actions and responsibilities.

b. Risk Management Action Plan

The Shire shall develop a Risk Management Action Plan outlining specific actions and controls to reduce or eliminate identified risks. The action plan shall have the following information:

- Owner(s).
- Timelines.
- Due Dates.
- Costs / Budget.
- Mitigation Actions.
- Target Risk Rating.

c. Risk Register

The Shire shall develop an IT Risk Register. An IT Risk Register is a checklist that identified common strategic IT Risk and catalogues those risks according to common risk types and IT domains. At a minimum, the risk register must include the following fields:

- Risk ID.
- Creation Date.
- Title.
- Description.
- Date Raised.
- Risk Owner.
- Consequence.
- Likelihood.
- Risk Priority.
- Frequency.
- Response.
- Comments.
- Overall Risk Rating.

- Mitigation Actions.
- Risk Review Dates.
- Target Due Dates.
- Date Last Reviewed.
- Related Risks.

Definitions

Term	Meaning
Business Continuity	Business continuity is the Shire's level of readiness to maintain critical functions after an emergency or disruption.
Disaster Recovery	Disaster recovery (DR) is the Shire's ability to respond to and recover from an event that negatively affects business operations. The goal of DR is to reduce downtime, data loss and operational disruptions while maintaining business continuity.
ICT Risk Register	The IT Risk Register is a sortable checklist designed to identify prevalent strategic IT risks and categorise them based on the Shire's common risk types and classifications.
Information Security	Information security (sometimes referred to as InfoSec) covers the tools and processes that organizations use to protect information.
IT	Information Technology
Risk	The formal definition of Risk (adopted by ISO 31000) accepts that risk is the effect of uncertainty on objectives.
Risk Categories	Risk categories is the classification of risks according to various activities by the Shire. Risk categorisation is a process involving grouping risks of one nature separate from another to provide an easy way of determining where the most significant risks lie.
Risk Management Action Plan	A risk action plan is the course of action which the Shire agrees upon to help address potential risks, reduce the likelihood of these risks occurring and to lessen the impact of these risks if they do occur. A plan is created to ensure that the right actions are carried out in a timely manner
Risk Owner	A risk owner is an individual within the Shire who is responsible for overseeing the remediation of a specific risk. They are accountable for managing and mitigating that risk, including implementing necessary actions to address it effectively.
Privacy	Privacy refers to the fundamental right of individuals to control their personal information and how it is collected, used, shared, and stored by others, typically organisations or entities. It involves safeguarding sensitive data from unauthorised access, ensuring confidentiality, and respecting individuals' autonomy over their personal information.

J.9 IT Asset Management Policy

Key Terms

In this document, the terms “we”, “us”, “our” and “the organisation” refers to Shire of Cue.

Document Purpose

This document aims to establish clear guidelines and procedures for the effective management of ICT assets within the Shire. It outlines the responsibilities, methods, and requirements for asset tracking, maintenance, and security.

Policy Context

The IT Asset Management Policy is in line with the Shire's objectives of enhancing operational efficiency, ensuring data security, and optimising resource utilisation. It is designed to integrate with existing IT policies and procedures to support the organisation's overall ICT governance approach.

Roles and Responsibilities

Role	Responsibility	Details
Executive Leadership Team	Set executive security policies & provide appropriate funding.	a. Ensure that the policy aligns with the organisation's overall business objective. b. Monitor performance and effectiveness of the policy measures. c. Provide executive oversight and support.
Managed ICT Provider	Effective delivery of all security activities required to protect the Shire's, networks, systems and data.	a. Collaborate with the Shire's asset manager/owner to implement and maintain the Shire's ICT Assets and Infrastructure. b. Provide guidance on the industry best practices. c. Implement and maintain tools and systems required for effective IT Asset Management. d. Ensure IT Assets are properly configured, maintained, and upgraded as needed. e. Advise on software license compliance and optimisation.
Employees	Comply with all the policies provided by the Shire for all its ICT systems and infrastructure.	a. Properly use and maintain the IT Assets assigned to them. b. Report any lost, stolen, or damaged IT Assets to the Executive Team.

Scope

This policy applies to all ICT assets owned, leased, or otherwise utilised by the Shire. This encompasses hardware, software, and network infrastructure assets and associated acquisition, tracking, maintenance, security, and disposal processes.

Exceptions

The CEO or Deputy CEO may grant Exceptions to this policy on a case-by-case basis, with justifications provided for deviation from established procedures. Any exceptions must align with the Shire's overall ICT strategic objectives.

Policy Statement

The Shire is committed to proactively managing and overseeing its ICT assets to ensure operational efficiency, data security, and regulatory compliance. This policy establishes the framework for systematic asset tracking, maintenance, security, and disposal throughout the asset lifecycle.

Policy Requirements

Asset Inventory and Record-Keeping

- a. The Shire must maintain an accurate and up-to-date inventory of all ICT assets, including hardware, software licenses, and subscriptions.
- b. Asset records must include relevant details such as serial numbers, purchase dates, warranty information, and assigned users or departments.

Hardware Assets Register

- a. All hardware assets must be registered in the Asset Management Register and include the following information:
 1. Unique ID (See section 9.4).
 2. Date of Purchase.
 3. Hardware Category (See Section 9.4).
 4. Model/Make.
 5. Manufacturer.
 6. Vendor.
 7. Procurement method (e.g. owned, leased).
 8. Cost.
 9. Anticipated end of Life.
 10. Specification (where appropriate).
 11. Operating System / Firmware version.
 12. Assigned user/owner.
- b. Where known, the following additional hardware information should also be provided.
 1. Support Agreement Information.
 2. End of Support Date.
 3. Asset Lifetime (Depreciation Period).
 4. Serial Numbers.

All software assets and subscriptions must be registered in the asset management register and contain the following information:

- a. Unique ID (See section 9.4).
- b. Date of Purchase.
- c. Vendor.
- d. Product or Version.
- e. Licence Term (month, 1 year, 2, years, 3 years 5 years).
- f. Number of Users.
- g. Licence Fee.
- h. Start Date.
- i. Renewal Date.

Hardware Asset Identification and Classification:

- a. All assets must be clearly labelled with a unique asset identification number.
- b. All assets must be classified into one of the following categories:
 1. Laptop.
 2. Desktop.
 3. Mobile Phone.
 4. Tablet.
 5. Server.
 6. Firewall.
 7. Switch.
 8. Wireless Access Point.

9. Printer / Multi-Function Device (MFD).

Asset Renewal

The Shire will aim to renew hardware assets based on the following schedule:

Category	Target Asset Lifespan (Depreciation Period)	Support Required (Yes or No)	Initial Support Warranty	Target Replacement
Laptop	3	Yes	1 year	4 years
Mobile Device	3	Yes	1 year	4 years
Desktop	3	Yes	1 year	4 years
Server	5	Yes	3 year	5 years
Firewall	5	Yes	3 year	5 years
Switch	5	Yes	3 year	5 years

Note: this may need to change based on operational circumstances.

Security Measures:

- a. All mobile, laptop and tablet devices must incorporate security features such as:
 1. Two Factor Authentication.
 2. Face ID.
 3. Biometric Login.
 4. Password encryption.
- b. Mobile assets should also be tagged with security ink or QR codes to designate the owner should they be lost or stolen.

Minimum Specifications

- a. A standardised operating environment (SOE) will be established for all ICT devices, leveraging Intune for centralised device management and security enforcement.

Category	Vendor	Model	Memory	Processor	Hard Drive
Laptop		Yes	8 GB RAM	Intel Core i5	256 GB SSD
Mobile Device		TBD			
Desktop		Yes	8 GB RAM	Intel Core i5	256 GB SSD

Server		TBD			
Firewall		TBD			
Switches		TBD			

- b. Migration plans must be developed and implemented to transition all devices to the SOE within specified timelines.

Asset safety

All ICT infrastructure hardware assets must be stored in a safe place.

- a. All assets must be stored in a well-ventilated room and safe from environmental factors that could damage the equipment.
- b. Periodic storage area inspections should be performed to identify and mitigate potential risks, such as leaks or electrical hazards.
- c. Flammable materials, such as toner cartridges, must not be stored within infrastructure rooms.
- d. The server room should always be locked by default and only opened as required by authorised personnel.

All personal devices must also be always protected.

- a. Staff must ensure corporate devices are kept safe when not in use.
- b. Automatic lock screens must be activated for tablets and desktops if idle for 5 minutes.
- c. Devices must not be visible when left in a car or left unattended in a public place.

Disposal and Retirement

When disposing of ICT hardware, the Shire will ensure the following:

- a. Plan the disposal process by determining:
 - 1. Timeline for disposal (e.g. by considering depreciation or end-of-contract dates).
 - 2. Disposal Method (e.g. Recycled, Donated, or Scrapped).
- b. Ensure the asset is securely wiped prior to disposal:
 - 1. Ensure all sensitive information is securely transferred to a new device.
 - 2. Device Wiping – use a secure method (or approved vendor) to ensure all data is securely wiped.
- c. Record-keeping
 - 1. Document device data erasure and disposal dates.
 - 2. Capture the remaining fair market value of the asset, including depreciation.
 - 3. Store any third-party device wiping certificates against the asset record.

Documentation and Records Management:

Key ICT hardware and infrastructure artefacts must be created and updated to reflect changes in the Shire's ICT Environment. Such documents include:

- a. High-Level Network Topology Diagrams.
- b. Network Settings (e.g. VLAN and internet configurations).
- c. Router, Switch and Server configuration settings.
- d. Standard Operating Environment settings.
- e. Key software of environment configuration settings.
- f. Any key manuals.

Policy Violations

Violations of this policy may result in disciplinary action, up to and including termination of employment or legal action, depending on the severity and impact of the violation.

Reporting a Violation

Users are encouraged to report any suspected violations of this policy to their manager or their supervisor.

Definition

Terms	Definition
ICT Asset	Any hardware, software, or other technology resources owned or utilised by The Shire to support its operations.
ICT Asset Lifecycle	The stages an IT asset passes, including procurement, deployment, maintenance, and disposal.
ICT Asset Owner	The individual or department responsible for overseeing and managing an IT asset.
ICT Asset Inventory	Detailed list of all IT assets owned or used by the Shire.
Managed Service Provider	An external service provider responsible for managing and maintaining ICT assets and services on behalf of The Shire.
Server Room	The room dedicated to housing the Shire's critical ICT components, such as servers, firewalls, switches.
Procurement Process	The procedures and protocols for acquiring IT assets, including vendor selection, negotiation, purchasing, and contract management. Effective procurement processes aim to secure high-quality assets at competitive prices while adhering to budgetary constraints and organisational requirements.
Usage Monitoring	Monitoring and analysing the utilisation patterns and performance metrics of IT assets to identify inefficiencies, underutilisation, or potential optimisation opportunities. Usage monitoring facilitates informed decision-making regarding asset allocation, upgrades, or retirement.

J.10 IT Asset Replacement Plan

Key Terms

In this document, the terms “we”, “us”, “our” and “the organisation” refers to Shire of Cue.

Document Purpose

The purpose of this policy is to establish a standard IT Asset Management Replacement Plan to guide our organisation when the need to replace the IT assets arises. As a reference, the Shire must consider the Asset Renewal Schedule of all ICT devices found in the IT Asset Management Policy.

Policy Context

The IT Asset Management Replacement Plan is in line with The Shire's objectives of enhancing operational efficiency, optimising resource utilisation, and compliance requirements.

Roles and Responsibilities

Role	Responsibility	Details
Executive Leadership Team	Set executive security policies & provide appropriate funding.	a. Ensure that the policy aligns with the organisation's overall business objective. b. Monitor performance and effectiveness of the policy measures. c. Provide executive oversight and support.
Managed ICT Provider	Effective delivery of all security activities required to protect the City's, networks, systems and data	a. Collaborate with the Shire's asset manager/owner to implement and maintain the Shire's ICT Assets and Infrastructure. b. Provide guidance on the industry best practices. c. Implement and maintain tools and systems required for effective IT Asset Management. d. Ensure IT Assets are properly configured, maintained, and upgraded as needed. e. Advise on software license compliance and optimisation.
Employee	Comply with all the policies provided by the Shire for all its ICT systems and infrastructure	a. Properly use and maintain the IT Assets assigned to them. b. Report any lost, stolen, or damaged IT Assets to the Executive Team.

Scope

This policy applies to all ICT assets owned, leased, or otherwise utilised by The Shire, These encompasses hardware, software, and network infrastructure, among other components. and cloud-based services. It covers asset tracking, current asset assessment, asset acquisition, budget consideration, and documentation.

Exceptions

Exceptions to this policy may be granted case-by-case by the designated authority, with justifications provided for deviation from established procedures. Any exceptions must align with the Shire's overall ICT strategy and objectives.

Policy Statement

This policy establishes the guideline for a more methodical, organised and efficient replacement plan of all the ICT assets of the Shire.

Policy Requirements

Asset Lifecycle Management

- a. An accurate and up-to-date inventory of all ICT assets, including hardware, software, and subscriptions, must be maintained.
- b. Only those assets owned by the Shire are to be recorded. IT assets personally owned by the employees are not included.
- c. The Shire will work on an ongoing basis to identify assets eligible for replacement and as required, work with appropriate vendors to procure appropriately specified and configured devices.

Asset Replacement Criteria

Prior to replacement, the Shire must evaluate the current condition of its ICT assets based on the following:

- i. Age and Expected Remaining Lifespan.
- ii. Performance.
- iii. Specification.
- iv. Technical compatibility.
- v. Cost to repair/replace.
- vi. Ability to substitute (e.g. does the asset perform a unique function).
- vii. Business needs.

Asset Replacement Schedule

The ICT assets shall be subject to periodic review for replacement. The Shire must comply with the details of the Asset Renewal Plan specified on the IT Asset Management Policy as below:

a. Hardware.

Category	Target Asset Lifespan (Depreciation Period)	Support Required (Yes or No)	Initial Support Warranty	Target Replacement
Laptop	3	Yes	1 year	4 years
Mobile Device	3	Yes	1 year	4 years
Desktop	3		1 year	4 years
Server	5	Yes	3 Year	5 Year
Firewall	5	Yes	3 Year	5 Year
Switch	5	Yes	3 Year	5 Year

b. Software Assets and Subscriptions.

Category	License Term Lifespan (Depreciation Period)	Start Date	Target Replacement/Renewal Date
Operating Systems	3	Yes	4 years
Security Software (Antivirus/Anti Malware)	Annual	Yes	Annual (rollover)
SAAs (Software as a Service)	Annual	Yes	Annual (rollover)

Asset Acquisition

- a. The Shire will only purchase assets that meet minimum acceptable standards and specifications.
- b. The Shire will update the minimum acceptable specifications for its assets on an annual basis.
- c. The Shire will aim to standardise its asset base to simplify management and maintenance.

Approval and Budget Allocation Process

- a. The replacement of IT assets shall be approved by the Shire's DCEO with considerations of the IT Department or the relevant stakeholder's recommendations.
- b. The Shire's Finance Department shall allocate the needed budget to cover the expenses of the IT Asset replacement.

Disposal and Documentation

Retired IT assets may be destroyed, recycled or donated for reuse, subject to:

- a. All assets containing data (e.g. those with hard drives) must have all data wiped prior to re-use (please refer to the Shire's IT Asset Management Policy).
- b. Data removal must be performed by a professional vendor who can provide data removal/destruction certificates.

Policy Violations

Violations of this policy may result in disciplinary action, up to and including termination of employment or legal action, depending on the severity and impact of the violation.

Reporting a Violation

Users are encouraged to report any suspected violations of this policy to their manager or their supervisor.

Definitions

Term	Meaning
ICT Asset	Any hardware, software, or other technology resources owned or utilised by The Shire to support its operations.
ICT Asset Lifecycle	The stages an IT asset passes, including procurement, deployment, maintenance, and disposal.
ICT Asset Inventory	Detailed list of all IT assets owned or used by the Shire.
DCEO	Deputy Chief Executive Officer