Shire of Cranbrook
Great Southern's Finest

2026 Policy Manual & Code of Conduct

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Policy Manual

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A copy of this plan is available in alternate formats if required. Please contact the Shire on the above number if you require the plan in an alternate format. (Refer to Policy Manual)

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Under section 2.7(2b) of the Local Government Act 1995, the Council is to determine the Local Government's policies. The Policy Manual is presented to Council for its review and adoption annually.

Where relevant, policies have been subject to consultation with professionals in the area of Planning, Health and Building, the Executive Management Team and employees of the Shire of Cranbrook.

These policies will guide the decision-making and actions of the Council and Executive Management Team in line with the Council Plan 2025 – 2035 objective to:

to demonstrate and partake in strong government and leadership

SHIRE OF CRANBROOK

CODE OF CONDUCT FOR EMPLOYEES

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Foreword

The Shire of Cranbrook Code of Conduct for Employees, (the Code) has been adopted to ensure employees understand and respect their roles and responsibilities. This enables professional relationships to be established and maintained in the interests of providing good governance, overall integrity, and good government for the community.

Whereas previously there was a single Code of Conduct for Council Members, Committee Members and Employees, adopted by Council, new legislation requires that there be a separate Code of Conduct for Council Members, Committee Members and Candidates for Election, adopted by the Council, and for Employees, adopted by the CEO.

The Code sets out principles and standards of behaviour that employees must observe when performing their duties and is intended to promote accountable and ethical decision-making. However, the Code does not establish a rule for every situation an employee may face while performing their role and undertaking their duties daily.

The Code should be read in conjunction with the Local Government Act 1995, the Local Government (Administration) Regulations 1996, other legislation, Council and CEO Policy Manuals and operational procedures that affect employees while performing their role and duties and the Code does not override or affect those provisions or requirements.

The Code contains certain matters for employees which must be addressed as a requirement of legislation, including gifts and conflicts of interest, as well as the standards around personal behaviour, which if breached, may lead to reporting and action being taken under the Code.

In view of this, the Code details explanatory matters around key areas of:

- professional conduct
- record keeping
- use of Shire resources and finances
- conflict of interest, gifts, and benefits
- reporting breaches of the Code

Employees of the Shire of Cranbrook (the Shire) are subject to the provisions of the Code upon their acceptance of employment and while they remain employed by the Shire.

The Code is an important document in outlining the expectations of employee behaviour and aims to ensure that the Shire of Cranbrook's residents, ratepayers and stakeholders will recognise the high standards of service and ethical decision making by all employees.

If you have any concerns about anything in the Code, please raise it with your Manager or myself, as your Chief Executive Officer.

Linda Gray
Chief Executive Officer
Shire of Cranbrook
March 2024

CODE OF CONDUCT – LOCAL GOVERNMENT EMPLOYEES AND CONTRACTORS

Preamble

The Shire of Cranbrook Code of Conduct (the Code) provides employees with clear guidelines for the standards of professional conduct expected of them in carrying out their functions and responsibilities.

The Code addresses the broader issue of ethical responsibility and encourages transparency and accountability. The Code expresses the Shire's commitment to high standards of ethical and professional behaviour and outlines the principles in which individual responsibilities are based.

The Code is complementary to the principles adopted in the *Local Government Act 1995* (the Act) and associated regulations, which incorporate four fundamental aims:

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

Statutory Environment

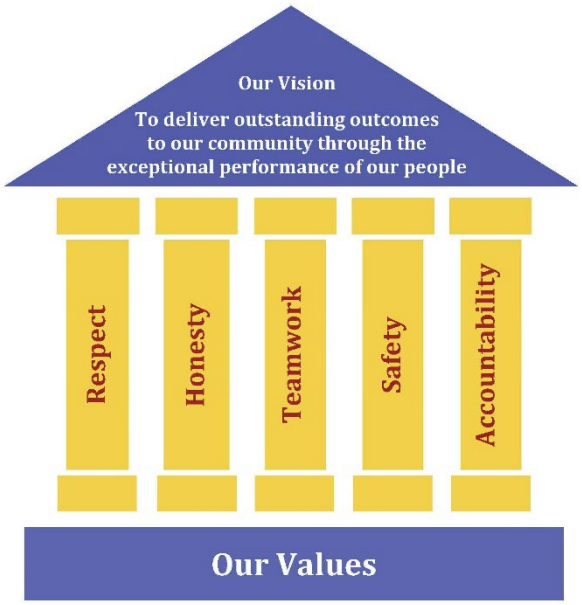
The Code addresses the requirement in section 5.51A of the Act for the CEO to prepare and implement a code of conduct to be observed by employees of the Local Government, and includes the matters prescribed in Part 4A of the *Local Government (Administration) Regulations 1996*.

The Code should be read in conjunction with the Act and associated regulations. Employees should ensure that they are aware of their statutory responsibilities under this and other legislation.

Application

For the purposes of the Code, the term employees includes persons employed by the Shire of Cranbrook or engaged by the Shire of Cranbrook under a contract for services. The Code applies to all employees, including the CEO, while on the Local Government's premises or while engaged in Local Government related activities. Clause 2.15 of this Code (Gifts), does not apply to the CEO.

1. Our Vision and Values



Respect: Means that we are committed to a workplace in which;

- *We listen to each other and the **community***
- ***We communicate** clearly and with **fairness***
- *We take **pride** in our work, and are **proud** of our contribution*
- *We show **caring**, **kindness**, and **empathy** to each other and our community*
- *We **respect** our staffs commitment to **family** and work **balance***
- *We demonstrate **enthusiasm** and **loyalty** to the Shire of Cranbrook*
- *We act with **dignity***

Honesty: Means that in our workplace there is;

- *A high level of **trust** between our Staff, Managers and Councillors*
- *A high level of **integrity** and **ethics** and we follow policies, procedures and our code of conduct*
- ***Clarity**, **accuracy** and transparency in our work*
- ***Dedication** to undertaking the roles we are engaged to do*
- ***Honest** open **communication** and our staff feel secure in their employment*

Teamwork: Means that in our workplace our teams;

- *Are **resourceful** and empowered to **solve problems***
- *Have **humour**, **fun**, **friendship** and **partnership** to get the job done*
- *Are **diverse**, **friendly**, **helpful** and **dependable***
- *Work together, with good **communication** and **cooperation** to get the job done*
- *Are positive and have an energetic approach to our work*

Safety: Our employees are committed to;

- *Creating an environment where everyone **cares** about our **safety** and **health***
- *Reporting hazards, incidents and accidents to make a **safer** workplace*
- *A safe workplace, safe roads and safe community*
- ***Continuous improvement** to make our workplace safer*

Accountability: We are accountable to ourselves, our managers, the Council and the Community;

- *We have a **reliable**, **committed** workforce*
- *We strive to **be the best** and achieve **excellence***
- *Where the **quality** of what we do is important*
- *We take **initiative**, **create leaders**, **embrace change** and **organisational growth***
- *We are **productive**, **adaptable** and deliver the outcomes our community express through the Strategic Community Plan*
- *We seek to achieve our goals and **make things happen***
- *We simply strive to do our best and **be the best***
- *We encourage and reward **high performance** where we are achieving excellent results*

2. Code of Conduct

2.1 Role of Employee

The role of employees in Local Government is determined by the functions of the CEO as set out in section 5.41 of the Act.

5.41. Functions of CEO

The CEO's functions are to:

(a) advise the council in relation to the functions of a local government under this Act and other written laws;

(b) ensure that advice and information is available to the council so that informed decisions can be made;

(c) cause council decisions to be implemented;

(d) manage the day to day operations of the local government;

(e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions;

(f) speak on behalf of the local government if the mayor or president agrees;

(g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees);

(h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and

(i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

Local Government Act 1995

2.2 Principles affecting employment by the Shire of Cranbrook

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

5.40. Principles affecting employment by local governments

The following principles apply to a local government in respect of its employees —

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

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

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

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

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

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

Local Government Act 1995

2.3 Personal Behaviour

Employees will:

(a) act, and be seen to act, properly, professionally and in accordance with the requirements of the law, the terms of this Code and all policies of the Shire;

(b) perform their duties impartially and in the best interests of the Shire, uninfluenced by fear or favour;

(c) act in good faith (i.e. honestly, for the proper purpose, and without exceeding their powers) in the interests of the Shire and the community;

(d) make no allegations which are improper or derogatory (unless true and in the public interest);

(e) refrain from any form of conduct, in the performance of their official or professional duties, which may cause any reasonable person unwarranted offence or embarrassment; and

(f) always act in accordance with their obligation of fidelity to the Shire.

2.4 Honesty and Integrity

Employees will:

(a) observe the highest standards of honesty and integrity, and avoid conduct which might suggest any departure from these standards;

(b) be frank and honest in their official dealing with each other; and

(c) report any dishonesty or possible dishonesty on the part of any other employee to their Manager or the CEO in accordance with this Code and the Shire's policies.

2.5 Performance of Duties

While on duty, employees will give their whole time and attention to the Shire's business and ensure that their work is carried out efficiently, economically and effectively, and that their standard of work reflects favourably both on them and on the Shire.

2.6 Compliance with Lawful and Reasonable Directions, Decisions and Policies

(a) Employees will comply with any lawful and reasonable direction given by any person having authority to make or give such an order, including but not limited to their Manager or the CEO.

(b) Employees will give effect to the lawful decisions and policies of the Shire, whether or not they agree with or approve of them.

2.7 Administrative and Management Practices

Employees will ensure compliance with proper and reasonable administrative practices and conduct, and professional and responsible management practices.

2.8 Intellectual Property

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

2.9 Recordkeeping

Employees will ensure complete and accurate local government records are created and maintained in accordance with the Shire's Recordkeeping Plan.

2.10 Dealing with Other Employees

(a) Employees will treat other employees with respect, courtesy and professionalism, and refrain from behaviour that constitutes discrimination, bullying or harassment.

(b) Employees must be aware of, and comply with their obligations under relevant law and the Shire's policies regarding workplace behaviour and occupational safety and health, set out in the Council and/or CEO Policy Manuals.

(c) Employee behaviour should reflect the Shire's values and contribute towards creating and maintaining a safe and supportive workplace.

2.11 Dealing with Community

(a) Employees will treat all members of the community with respect, courtesy and professionalism.

(b) All Shire of Cranbrook services must be delivered in accordance with relevant policies and procedures, and any issues resolved promptly, fairly and equitably.

2.12 Professional Communications

(a) All aspects of communication by employees (including verbal, written and electronic), involving the Shire of Cranbrook's activities should reflect the status, values and objectives of the Shire.

(b) Communications should be accurate, polite and professional.

2.13 Personal Communications and Social Media

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

(b) Employees must not, unless undertaking a duty in accordance with their employment, disclose information, make comments or engage in communication activities about or on behalf of the Shire of Cranbrook, it's Council Members, employees or contractors, which breach this Code.

(c) Employee comments which become public and breach the Code of Conduct, or any other operational policy or procedure, may constitute a disciplinary matter and may also be determined as misconduct and be notified in accordance with the *Corruption, Crime and Misconduct Act 2003*.

2.14 Personal Presentation

Employees are expected to comply with professional, neat and responsible dress standards at all times, in accordance with the Shire of Cranbrook's relevant policies and procedures.

2.15 Gifts

(a) Application

This clause does not apply to the CEO.

(b) Definitions

In this clause –

activity involving a local government discretion has the meaning given to it in the *Local Government (Administration) Regulations 1996;*

activity involving a local government discretion means an activity —

(a) that cannot be undertaken without an authorisation from the local government; or

(b) by way of a commercial dealing with the local government;

[r.19AA of the *Local Government (Administration) Regulations 1996]*

associated person has the meaning given to it in the *Local Government (Administration) Regulations 1996*;

associated person means a person who —

(a) is undertaking or seeking to undertake an activity involving a local government discretion; or

(b) it is reasonable to believe, is intending to undertake an activity involving a local government discretion

[r.19AA of the *Local Government (Administration) Regulations 1996]*

gift has the meaning given to it in the *Local Government (Administration) Regulations 1996;*

gift —

(a) has the meaning given in section 5.57 [of the *Local Government Act 1995*]; but

(b) does not include —

(i) a gift from a relative as defined in section 5.74(1); or

(ii) a gift that must be disclosed under the *Local Government (Elections) Regulations 1997* regulation 30B; or

(iii) a gift from a statutory authority, government instrumentality or non-profit association for professional training; or

(iv) a gift from WALGA, the Australian Local Government Association Limited (ABN 31 008 613 876), the Local Government Professionals Australia WA (ABN 91 208 607 072) or the LG Professionals Australia (ABN 85 004 221 818);

[r.19AA of the *Local Government (Administration) Regulations 1996]*

gift means —

(a) a conferral of a financial benefit (including a disposition of property) made by 1 person in favour of another person unless adequate consideration in money or money's worth passes from the person in whose favour the conferral is made to the person who makes the conferral; or

(b) a travel contribution;

travel includes accommodation incidental to a journey;

travel contribution means a financial or other contribution made by 1 person to travel undertaken by another person

[Section 5.57 of the Local Government Act 1995]

relative, in relation to a relevant person, means any of the following —

(a) a parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant of the relevant person or of the relevant person's spouse or de facto partner;

(b) the relevant person's spouse or de facto partner or the spouse or de facto partner of any relative specified in paragraph (a),

whether or not the relationship is traced through, or to, a person whose parents were not actually married to each other at the time of the person's birth or subsequently, and whether the relationship is a natural relationship or a relationship established by a written law;

[Section 5.74(1) of the Local Government Act 1995]

prohibited gift has the meaning given to it in the *Local Government (Administration) Regulations 1996*;

prohibited gift, in relation to a local government employee, means —

(a) a gift worth the threshold amount or more; or
(b) a gift that is 1 of 2 or more gifts given to the local government employee by the same person within a period of 1 year that are in total worth the threshold amount or more;

[r.19AA of the *Local Government (Administration) Regulations 1996]*

reportable gift means:

(i) a gift worth more than $24 but less than $50 as determined by the CEO; or

(ii) a gift that is 1 of 2 or more gifts given to the local government employee by the same person within a period of 1 year that are in total worth more than $24 but less than $50.

threshold amount has the meaning given to it in the *Local Government (Administration) Regulations 1996,* subject to the CEO's determination under subclause (c);

threshold amount, for a prohibited gift, means $300 or a lesser amount determined under regulation 19AF.

[r.19AA of the *Local Government (Administration) Regulations 1996]*

(c) Determination

In accordance with Regulation 19AF of the *Local Government (Administration) Regulations 1996* the CEO has determined $50 as the threshold amount for prohibited gifts.

(d) Employees must not accept a prohibited gift from an associated person.

(e) An employee who accepts a reportable gift from an associated person is to notify the CEO in accordance with subclause (f) and within 10 days of accepting the gift.

(f) The notification of the acceptance of a reportable gift must be in writing and include:

(i) the name of the person who gave the gift; and

(ii) the date on which the gift was accepted; and

(iii) a description, and the estimated value, of the gift; and

(iv) the nature of the relationship between the person who is an employee and the person who gave the gift; and

(v) if the gift is one of two or more accepted from the same person within a period of one year:

(1) a description;

(2) the estimated value; and

(3) the date of acceptance,

of each other gift accepted within the one year period.

(g) The CEO will maintain a register of reportable gifts and record in it details of notifications given to comply with subclause (f).

(h) The CEO will arrange for the register maintained under subclause (g) to be published on the Shire's official website.

(i) As soon as practicable after a person ceases to be an employee, the CEO will remove from the register all records relating to that person. The removed records will be retained for a period of at least 5 years.

2.16 Conflict of Interest

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

(b) Employees will not engage in private work with or for any person or body with an interest in a proposed or current contract with the Shire, without first disclosing the interest to the CEO. In this respect, it does not matter whether advantage is in fact obtained, as any appearance that private dealings could conflict with performance of duties must be scrupulously avoided.

(c) Employees will lodge written notice with the CEO describing an intention to undertake a dealing in land which is within the district of the Shire of Cranbrook, or which may otherwise be in conflict with the Local Government's functions (other than purchasing the principal place of residence).

(d) Employees who exercise a recruitment or any other discretionary function will disclose any actual (or perceived) conflict of interest to the CEO before dealing with relatives or friends and will disqualify themselves from dealing with those persons.

(e) Employees will conduct themselves in an apolitical manner and refrain from political activities which could cast doubt on their neutrality and impartiality in acting in their professional capacity.

2.17 Outside Employment

An employee must not engage in outside employment (including paid and unpaid work) without receiving the prior written approval of the CEO in accordance with the Shire of Cranbrook's relevant policies and procedures.

2.18 Disclosure of Financial Interest

(a) All employees will apply the principles of disclosure of financial interest as contained within the Act.

(b) Employees who have been delegated a power or duty, have been nominated as 'designated employees' or provide advice or reports to Council or Committees, must ensure that they are aware of, and comply with, their statutory obligations under the Act.

2.19 Disclosure of Interests Relating to Impartiality

(a) In this clause, ***interest*** has the meaning given to it in the *Local Government (Administration) Regulations 1996.*

> ***interest*** —
>
> (a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and
>
> (b) includes an interest arising from kinship, friendship or membership of an association.
>
> [r.19AA of the *Local Government (Administration) Regulations 1996]*

(b) An employee who has an interest in any matter to be discussed at a Council or Committee meeting attended by the employee is required to disclose the nature of the interest:
   (i) in a written notice given to the CEO before the meeting; or
   (ii) at the meeting immediately before the matter is discussed.

(c) An employee who has given, or will give, advice in respect of any matter to be discussed at a Council or Committee meeting not attended by the employee is required to disclose the nature of any interest the employee has in the matter:
   (i) in a written notice given to the CEO before the meeting; or
   (ii) at the time the advice is given.

(d) A requirement described under (b) and (c) excludes an interest referred to in Section 5.60 of the Act.

(e) An employee is excused from a requirement made under (b) or (c) to disclose the nature of an interest because they did not now and could not reasonably be expected to know:
   (i) that they had an interest in the matter; or
   (ii) that the matter in which they had an interest would be discussed at the meeting and they disclosed the nature of the interest as soon as possible after the discussion began.

(f) If an employee makes a disclosure in a written notice given to the CEO before a meeting to comply with requirements of (b) or (c), then:
   (i) before the meeting the CEO is to cause the notice to be given to the person who is to preside at the meeting; and
   (ii) at the meeting the person presiding must bring the notice and its contents to the attention of persons present immediately before a matter to which the disclosure relates is discussed.

(g) If:
   (i) to comply with a requirement made under item (b), the nature of an employee's interest in a matter is disclosed at a meeting; or
   (ii) a disclosure is made as described in item (e)(ii) at a meeting; or
   (iii) to comply with a requirement made under item (f)(ii), a notice disclosing the nature of an employee's interest in a matter is brought to the attention of the persons present at a meeting,

the nature of the interest is to be recorded in the minutes of the meeting.

2.20 Use and Disclosure of Information

(a) Employees must not access, use or disclose information held by the Shire of Cranbrook except as directly required for, and in the course of, the performance of their duties.

(b) Employees will handle all information obtained, accessed or created in the course of their duties responsibly, and in accordance with this Code, the Shire's policies and procedures.

(c) Employees must not access, use or disclose information to gain improper advantage for themselves or another person or body, in ways which are inconsistent with their obligation to act impartially and in good faith, or to improperly cause harm, detriment or impairment to any person, body, or the Shire.

(d) Due discretion must be exercised by all employees who have access to confidential, private or sensitive information.

(e) Nothing in this section prevents an employee from disclosing information if the disclosure:

(i) is authorised by the CEO or the CEO's delegate; or
(ii) is permitted or required by law.

2.21 Improper and Undue Influence

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

(b) Employees must not take advantage of their position to improperly influence any other person in order to gain undue or improper (direct or indirect) advantage or gain, pecuniary or otherwise, for themselves or for any other person or body.

(c) Employees must not take advantage of their positions to improperly disadvantage or cause detriment to the local government or any other person.

2.22 Use of Shire of Cranbrook Resources

(a) In this clause –

Shire of Cranbrook resources includes local government property and services provided or paid for by the Shire;

local government property has the meaning given to it in the Act.

> ***local government property*** means anything, whether land or not, that belongs to, or is vested in, or under the care, control or management of, the local government
>
> [Section 1.4 of the *Local Government Act 1995*]

(b) Employees will:

(i) be honest in their use of the Shire of Cranbrook resources and must not misuse them or permit their misuse (or the appearance of misuse) by any other person or body;

(ii) use the Shire of Cranbrook resources entrusted to them effectively, economically, in the course of their duties and in accordance with relevant policies and procedures; and

(iii) not use the Shire of Cranbrook's resources (including the services of employees) for private purposes (other than when supplied as part of a contract of employment or in accordance with the Shire of Cranbrook's relevant policies and procedures), unless properly authorised to do so, and appropriate payments are made (as determined by the CEO).

2.23 Use of Shire of Cranbrook Finances

(a) Employees are expected to act responsibly and exercise sound judgment with respect to matters involving the Shire of Cranbrook's finances.

(b) Employees will use Shire finances only within the scope of their authority, as defined in their position descriptions, Council and CEO policies and procedures, administrative practices.

(c) Employees with financial management responsibilities will comply with the requirements of the *Local Government (Financial Management) Regulations 1996*.

(d) Employees exercising purchasing authority will comply with the Shire's Purchasing Policy, and the systems and procedures established by the CEO in accordance with regulation 5 of the *Local Government (Financial Management) Regulations 1996.*

(e) Employees will act with care, skill, diligence, honesty and integrity when using local government finances.

(f) Employees will ensure that any use of Shire of Cranbrook finances is appropriately documented in accordance with the relevant policy and procedure, including the Shire's Recordkeeping Plan.

2.24 Reporting of Suspected Breaches of the Code of Conduct

Employees may report suspected breaches of the Code to their Manager or the CEO.

2.25 Handling of Suspected Breaches of the Code of Conduct

Suspected breaches of the Code will be dealt with in accordance with the relevant Shire of Cranbrook policies and procedures, depending on the nature of the suspected breach.

2.26 Reporting Suspected Unethical, Fraudulent, Dishonest, Illegal or Corrupt Behaviour

(a) Employees may report suspected unethical, fraudulent, dishonest, illegal or corrupt behaviour to their supervisor, Manager, or the CEO.

(b) In accordance with the *Corruption, Crime and Misconduct Act 2003,* if the CEO suspects on reasonable grounds that the alleged behaviour may constitute misconduct as defined in that Act, the CEO will notify:

(i) the Corruption and Crime Commission, in the case of serious misconduct; or
(ii) the Public Sector Commissioner, in the case of minor misconduct.

(a) Employees, or any person, may also report suspected serious misconduct to the Corruption and Crime Commission or suspected minor misconduct to the Public Sector Commissioner.

(d) Employees, or any person, may also make a Public Interest Disclosure to report suspected unethical, fraudulent, dishonest, illegal or corrupt behaviour, using the Shire of Cranbrook's Public Interest Disclosure Procedures, published on the Shire's website.

2.27 Handling of Suspected Unethical, Fraudulent, Dishonest, Illegal or Corrupt Behaviour

Suspected unethical, fraudulent, dishonest, illegal or corrupt behaviour will be dealt with in accordance with the appropriate Shire of Cranbrook policies and procedures, and where relevant, in accordance with the lawful directions of the appropriate statutory body.

Declaration

I,_____, acknowledge that I have read, understood and agree to abide by the Shire of Cranbrook Code of Conduct.

Signed:_____

Date:_____

Manager:_____

Signed:_____

Date:_____

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1.	Adopted Code of Conduct	Adopted Code of Conduct
2.	18 October 2023	Minor amendments
3.	17 March 2026	Amended Per LG Reforms. S2.17

Code of Conduct for Council Members, Committee Members and Candidates

Shire of
Cranbrook
Great Southern's Finest

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Shire of Cranbrook Code of Conduct for Council Members, Committee Members and Candidates

Policy Purpose:

This Policy is adopted in accordance with section 5.104 of the *Local Government Act 1995*.

Division 1 — Preliminary provisions

1. Citation

These is the Shire of Cranbrook Code of Conduct for Council Members, Committee Members and Candidates.

Division 1 — Preliminary provisions

1. Citation

This is the Shire of Cranbrook Code of Conduct for Council Members, Committee Members and Candidates.

2. Terms used

(1) In this code —

Act means the Local Government Act 1995;

candidate means a candidate for election as a council member;

complaint means a complaint made under clause 11(1);

publish includes to publish on a social media platform.

(2) Other terms used in this code that are also used in the Act have the same meaning as they have in the Act, unless the contrary intention appears.

Division 2 — General principles

3. Overview of Division

This Division sets out general principles to guide the behaviour of council members, committee members and candidates.

4. Personal integrity

(1) A council member, committee member or candidate should —

(a) act with reasonable care and diligence; and

(b) act with honesty and integrity; and

(c) act lawfully; and

(d) identify and appropriately manage any conflict of interest; and

(e) avoid damage to the reputation of the local government.

(2) A council member or committee member should —

(a) act in accordance with the trust placed in council members and committee members; and

(b) participate in decision making in an honest, fair, impartial and timely manner; and

(c) actively seek out and engage in training and development opportunities to improve the performance of their role; and

(d) attend and participate in briefings, workshops and training sessions provided or arranged by the local government in relation to the performance of their role.

5. Relationship with others

(1) A council member, committee member or candidate should —

(a) treat others with respect, courtesy and fairness; and

(b) respect and value diversity in the community.

(2) A council member or committee member should maintain and contribute to a harmonious, safe and productive work environment.

6. Accountability

A council member or committee member should —

(a) base decisions on relevant and factually correct information; and

(b) make decisions on merit, in the public interest and in accordance with statutory obligations and principles of good governance and procedural fairness; and

(c) read all agenda papers given to them in relation to council or committee meetings; and

(d) be open and accountable to, and represent, the community in the district.

Division 3 — Behaviour

7. Overview of Division

This Division sets out —

(a) requirements relating to the behaviour of council members, committee members and candidates; and

(b) the mechanism for dealing with alleged breaches of those requirements.

8. Personal integrity

(1) A council member, committee member or candidate —

(a) must ensure that their use of social media and other forms of communication complies with this code; and

(b) must only publish material that is factually correct.

(2) A council member or committee member —

(a) must not be impaired by alcohol or drugs in the performance of their official duties; and

(b) must comply with all policies, procedures and resolutions of the local government.

9. Relationship with others

A council member, committee member or candidate —

(a) must not bully or harass another person in any way; and

(b) must deal with the media in a positive and appropriate manner and in accordance with any relevant policy of the local government; and

(c) must not use offensive or derogatory language when referring to another person; and

(d) must not disparage the character of another council member, committee member or candidate or a local government employee in connection with the performance of their official duties; and

(e) must not impute dishonest or unethical motives to another council member, committee member or candidate or a local government employee in connection with the performance of their official duties.

10. Council or committee meetings

When attending a council or committee meeting, a council member, committee member or candidate —

(a) must not act in an abusive or threatening manner towards another person; and

(b) must not make a statement that the member or candidate knows, or could reasonably be expected to know, is false or misleading; and

(c) must not repeatedly disrupt the meeting; and

(d) must comply with any requirements of a local law of the local government relating to the procedures and conduct of council or committee meetings; and

(e) must comply with any direction given by the person presiding at the meeting; and

(f) must immediately cease to engage in any conduct that has been ruled out of order by the person presiding at the meeting.

11. Complaint about alleged breach

(1) A person may make a complaint, in accordance with subclause (2), alleging a breach of a requirement set out in this Division.

(2) A complaint must be made —

(a) in writing in the form approved by the local government; and

(b) to a person authorised under subclause (3); and

(c) within 1 month after the occurrence of the alleged breach.

(3) The local government must, in writing, authorise 1 or more persons to receive complaints and withdrawals of complaints.

12. Dealing with complaint

(1) After considering a complaint, the local government must, unless it dismisses the complaint under clause 13 or the complaint is withdrawn under clause 14(1), make a finding as to whether the alleged breach the subject of the complaint has occurred.

(2) Before making a finding in relation to the complaint, the local government must give the person to whom the complaint relates a reasonable opportunity to be heard.

(3) A finding that the alleged breach has occurred must be based on evidence from which it may be concluded that it is more likely that the breach occurred than that it did not occur.

(4) If the local government makes a finding that the alleged breach has occurred, the local government may —

(a) take no further action; or

(b) prepare and implement a plan to address the behaviour of the person to whom the complaint relates.

(5) When preparing a plan under subclause (4)(b), the local government must consult with the person to whom the complaint relates.

(6) A plan under subclause (4)(b) may include a requirement for the person to whom the complaint relates to do 1 or more of the following —

(a) engage in mediation;

(b) undertake counselling;

(c) undertake training;

(d) take other action the local government considers appropriate.

(7) If the local government makes a finding in relation to the complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of —

(a) its finding and the reasons for its finding; and

(b) if its finding is that the alleged breach has occurred — its decision under subclause (4).

13. Dismissal of complaint

(1) The local government must dismiss a complaint if it is satisfied that —

(a) the behaviour to which the complaint relates occurred at a council or committee meeting; and

(b) either —

(i) the behaviour was dealt with by the person presiding at the meeting; or

(ii) the person responsible for the behaviour has taken remedial action in accordance with a local law of the local government that deals with meeting procedures.

(2) If the local government dismisses a complaint, the local government must give the complainant, and the person to whom the complaint relates, written notice of its decision and the reasons for its decision.

14. Withdrawal of complaint

(1) A complainant may withdraw their complaint at any time before the local government makes a finding in relation to the complaint.

(2) The withdrawal of a complaint must be —

(a) in writing; and

(b) given to a person authorised under clause 11(3).

15. Other provisions about complaints

(1) A complaint about an alleged breach by a candidate cannot be dealt with by the local government unless the candidate has been elected as a council member.

(2) The procedure for dealing with complaints may be determined by the local government to the extent that it is not provided for in this Division.

16. Appointment of a Monitor

(1) The Inspector may appoint a monitor for the local government to assist the local government to deal with matters raised by a complaint.

(2) If the Inspector appoints a monitor —

(a) the Inspector may direct the local government to defer further dealing with the complaint until the monitor reports to the Inspector on the outcome of the monitoring assignment; and

(b) the local government must comply with the direction.

[Clause 14A inserted: SL 2025/208 r. 45.]

17. Performance of local government's functions under cl. 12 and 13

(1) The local government's functions under clauses 12 and 13 must be performed by the council.

(2) Despite subclause (1), the council may, by resolution carried with an absolute majority of the council, authorise a committee of the council comprising council members only to perform a function for and on behalf of the local government.

(3) Despite subclause (1), the council may, by resolution carried with an absolute majority of the council, authorise a person who is none of the following to perform a function for and on behalf of the local government —

(a) a member of the council of any local government;

(b) a member of the governing body of any regional subsidiary;

(c) an employee of any local government or regional subsidiary;

(d) an employee of WALGA or the Local Government Professionals Australia (WA);

(e) a member of the governing body of, or an employee of, a body corporate the activities of which are, wholly or partly, advocating or otherwise acting for, or on behalf of, 1 or more of the following —

(i) local governments;

(ii) members of councils;

(iii) employees of local governments.

(4) A resolution made under subclause

(3) must include the following —

(a) a statement to the effect that the council is satisfied that the person being authorised is suitably qualified and experienced to perform the function;

(b) an explanation as to why the council is satisfied as referred to in paragraph (a);

(c) a statement to the effect that the council is satisfied that the person being authorised is impartial and has no close association with any member of the council or any employee of the local government.

(5) Nothing in this clause prevents an employee of the local government from providing, in relation to the performance of a function, any advice or other assistance to the council, a committee authorised under subclause (2) or a person authorised under subclause (3).

[Clause 14B inserted: SL 2025/208 r. 45.]

Division 4 — Rules of conduct

Notes for this Division:

1. *Under section 5.105(1) of the Act a council member commits a minor breach if the council member contravenes a rule of conduct. This extends to the contravention of a rule of conduct that occurred when the council member was a candidate.*
2. *A minor breach is dealt with by a standards panel under section 5.110 of the Act.*

16. Overview of Division

(1) This Division sets out rules of conduct for council members and candidates.

(2) A reference in this Division to a council member includes a council member when acting as a committee member.

17. Misuse of local government resources

(1) In this clause —

electoral purpose means the purpose of persuading electors to vote in a particular way at an election, referendum or other poll held under the Act, the *Electoral Act 1907* or the *Commonwealth Electoral Act 1918*;

resources of a local government includes —

(a) local government property; and

(b) services provided, or paid for, by a local government.

(2) A council member must not, directly or indirectly, use the resources of a local government for an electoral purpose or other purpose unless authorised under the Act, or by the local government or the CEO, to use the resources for that purpose.

18. Securing personal advantage or disadvantaging others

(1) A council member must not make improper use of their office —

(a) to gain, directly or indirectly, an advantage for the council member or any other person; or

(b) to cause detriment to the local government or any other person.

(2) Subclause (1) does not apply to conduct that contravenes section 5.93 of the Act or *The Criminal Code* section 83.

19. Prohibition against involvement in administration

(1) A council member must not undertake a task that contributes to the administration of the local government unless authorised by the local government or the CEO to undertake that task.

(2) Subclause (1) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

20. Relationship with local government employees

(1) In this clause —

local government employee means a person —

(a) employed by a local government under section 5.36(1) of the Act; or

(b) engaged by a local government under a contract for services.

(2) A council member or candidate must not —

(a) direct or attempt to direct a local government employee to do or not to do anything in their capacity as a local government employee; or

(b) attempt to influence, by means of a threat or the promise of a reward, the conduct of a local government employee in their capacity as a local government employee; or

(c) act in an abusive or threatening manner towards a local government employee.

(3) Subclause (2)(a) does not apply to anything that a council member does as part of the deliberations at a council or committee meeting.

(4) If a council member or candidate, in their capacity as a council member or candidate, is attending a council or committee meeting or other organised event (for example, a briefing or workshop), the council member or candidate must not orally, in writing or by any other means —

(a) make a statement that a local government employee is incompetent or dishonest; or

(b) use an offensive or objectionable expression when referring to a local government employee.

(5) Subclause (4)(a) does not apply to conduct that is unlawful under *The Criminal Code* Chapter XXXV.

21. Disclosure of information

(1) In this clause —

closed meeting means a council or committee meeting, or a part of a council or committee meeting, that is closed to members of the public under section 5.23(2) of the Act;

confidential document means a document marked by the CEO, or by a person authorised by the CEO, to clearly show that the information in the document is not to be disclosed;

document includes a part of a document;

non confidential document means a document that is not a confidential document.

(2) A council member must not disclose information that the council member —

(a) derived from a confidential document; or

(b) acquired at a closed meeting other than information derived from a non confidential document.

(3) Subclause (2) does not prevent a council member from disclosing information —

(a) at a closed meeting; or

(b) to the extent specified by the council and subject to such other conditions as the council determines; or

(c) that is already in the public domain; or

(d) to an officer of the Department; or

(e) to the Minister; or

(f) to a legal practitioner for the purpose of obtaining legal advice; or

(g) if the disclosure is required or permitted by law.

22. Disclosure of interests

(1) In this clause —

interest —

(a) means an interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest; and

(b) includes an interest arising from kinship, friendship or membership of an association.

(2) A council member who has an interest in any matter to be discussed at a council or committee meeting attended by the council member must disclose the nature of the interest —

(a) in a written notice given to the CEO before the meeting; or

(b) at the meeting immediately before the matter is discussed.

(3) Subclause (2) does not apply to an interest referred to in section 5.60 of the Act.

(4) Subclause (2) does not apply if a council member fails to disclose an interest because the council member did not know —

(a) that they had an interest in the matter; or

(b) that the matter in which they had an interest would be discussed at the meeting and the council member disclosed the interest as soon as possible after the discussion began.

(5) If, under subclause (2)(a), a council member discloses an interest in a written notice given to the CEO before a meeting, then —

(a) before the meeting the CEO must cause the notice to be given to the person who is to preside at the meeting; and

(b) at the meeting the person presiding must bring the notice and its contents to the attention of the persons present immediately before any matter to which the disclosure relates is discussed.

(6) Subclause (7) applies in relation to an interest if —

(a) under subclause (2)(b) or (4)(b) the interest is disclosed at a meeting; or

(b) under subclause (5)(b) notice of the interest is brought to the attention of the persons present at a meeting.

(7) The nature of the interest must be recorded in the minutes of the meeting.

23. Compliance with plan requirement

If a plan under clause 12(4)(b) in relation to a council member includes a requirement referred to in clause 12(6), the council member must comply with the requirement.

Document Control	
Owner	Chief Executive Officer
Responsible Officer	Executive Officer
Legislation	Local Government Act 1995
Document Management	
Version #	
1	Model Code - Adopted February 2021
2	LG Reforms – 17 March 2026

Guidelines for Local Government CEO Recruitment and Selection, Performance Review and Termination

Local Government (Administration) Amendment Regulations 2021

March 2026

Preface

The Local Government Legislation Amendment Act 2019 includes a requirement for model standards covering the recruitment and selection, performance review and termination of employment of local government Chief Executive Officers (CEOs). These reforms are intended to ensure best practice and greater consistency in these processes between local governments.

The accompanying guidelines outline the recommended practice for local governments in undertaking these processes. These guidelines will assist local governments in meeting the model standards prescribed in the Local Government (Administration) Amendment Regulations 2021.

The standards and guidelines have been developed by the Department of Local Government, Sport and Cultural Industries (Department), in consultation with representatives from the Public Sector Commission, the Ombudsman, the Western Australian Local Government Association (WALGA) and Local Government Professionals WA (LGPro). The Department gratefully acknowledges the participation and contribution of these representatives.

The Department notes that the content of these guidelines does not necessarily reflect the views or policies of the organisations or individuals that have been consulted.

Part 1 – Recruitment and Selection

One of the fundamental roles of the council is the employment of the local government's CEO. The CEO is responsible for implementing the council's strategic vision and leading the local government administration.

Principles

A local government must select a CEO in accordance with the principles of merit, equity and transparency. A local government must not exercise nepotism, bias or patronage in exercising its powers. Additionally, a local government must not unlawfully discriminate against applicants. Section 5.40 of the Local Government Act 1995 (Act) lists a number of general principles of employment that apply to local governments.

Recruitment and Selection Standard

The minimum standard for recruitment and selection will be met if:

S1.1 The council has identified and agreed to the qualifications and selection criteria necessary to effectively undertake the role and duties of the CEO within that particular local government context.

S1.2 The council has approved, by absolute majority, the Job Description Form (JDF) which clearly outlines the qualifications, selection criteria and responsibilities of the position. The JDF is made available to all applicants.

S1.3 The local government has established a selection panel to conduct the recruitment and selection process. The panel must include at least one independent person who is not a current elected member, human resources consultant, or staff member of the local government.

S1.4 The local government attracts applicants through a transparent, open and competitive process (this is not necessary for vacancies of less than one year). The local government must advertise a vacancy for the position of CEO in the manner prescribed.

S1.5 The local government has assessed the knowledge, experience, qualifications and skills of all applicants against the selection criteria.

S1.6 The local government has verified the recommended applicant's work history, qualifications, referees and claims made in their job application.

S1.7 The appointment is merit-based, with the successful applicant assessed as clearly demonstrating how their knowledge, skills and experience meet the selection criteria.

S1.8 The appointment is made impartially and free from nepotism, bias or unlawful discrimination.

S1.9 The council has endorsed by absolute majority the final appointment.

S1.10 The council has approved the employment contract by absolute majority.

S1.11 The local government re-advertises the CEO position and undertakes a recruitment and selection process after each instance where a person has occupied the position for ten (10) consecutive years.

Guidelines

Recruitment and selection process

The council of the local government should act collectively throughout the recruitment and selection process. To uphold the integrity of the process, the council must resist any attempt to influence the outcome through canvassing or lobbying.

The local government should carefully consider the role of the CEO. This includes the CEO's legislated powers and functions and their role as the head of the administrative arm of the local government. In determining the selection criteria for the position of CEO, it will be important for a local government to consider the needs of the community and the specific skills and experience that will be required of the CEO in that particular local government. The competencies the council looks for in its CEO should reflect the council's strategic community plan.

Once the essential skills and experience which form the selection criteria for the position have been established, the local government must set out the selection criteria (essential and desirable) and the responsibilities of the position in a Job Description Form (JDF). If emphasis is placed on certain selection criteria, this should be highlighted in the JDF so that applicants are aware of this. For example, some level of project management experience will usually be an important criterion, but if the local government is undertaking a major development such as a new recreation centre, added emphasis may need to be given to this criterion.

The JDF must be approved by an absolute majority of the council.

Advertising

The local government should ensure that applicants are clearly informed about the application process, such as the application requirements, the closing date for applications and how applications are to be submitted. It is essential that this process is transparent and that each step in the process is documented. Associated records must be kept in a manner consistent with the State Records Act 2000 (WA).

It is a requirement that a local government is to give Statewide public notice if the position of CEO becomes vacant. Statewide public notice must contain:

- details of the remuneration and benefits offered;
- details of the place where applications are to be submitted;
- the date and time applications close;
- the duration of the proposed contract;
- a web address where the JDF can be accessed;
- contact details for a person who can provide further information; and
- any other relevant information.

In order to attract the best possible pool of applicants for the position of CEO, it is recommended that local governments use a diverse range of advertising methods, mediums and platforms (in addition to the advertising requirement under section 5.36(4) of the Act). For example:

- advertising on the local government's website;
- posting on online jobs boards (e.g. SEEK);
- sharing the advertisement via professional networks; and
- undertaking an executive search.

A local government must publicly advertise the CEO position if the same person has remained in the job for 10 consecutive years. This requirement does not prevent the incumbent CEO from being employed for another term, provided they are selected in accordance with the standards for recruitment and selection.

Selection panel and independent person

Local governments are required to establish a selection panel to conduct and facilitate the recruitment and selection process. The selection panel should be made up of elected members (the number of which is determined by the council) and must include at least one independent person. The independent person cannot be a current elected member, human resources consultant, or staff member of the local government. Examples of who the independent person could be include:

- former elected members or staff members of the local government;
- former or current elected members (such as a Mayor or Shire President) or staff members of another local government;
- a prominent or highly regarded member of the community; or
- a person with experience in the recruitment of CEOs and senior executives.

The panel are responsible for assessing applicants and making a recommendation to council regarding the most suitable applicant or applicants. The essence of the role of an independent panel member is to bring an impartial perspective to the process and reduce any perception of bias or nepotism.

It is essential that prior to a person's appointment to a selection panel they are informed of the duties and responsibilities of their role and that of the panel. It is recommended that local governments develop a policy or terms of reference to facilitate this process that incorporate the standards for recruitment at Division 2 of the Local Government (Administration) Amendment Regulations (No.2) 2020. A policy should include important information that outlines:

- The primary functions of the panel;
- Roles and responsibilities panel members;
- Composition of the panel;
- Duration of term;
- Desirable criteria for appointment to the panel;
- A requirement that panel members sign a confidentially agreement and agree to the duties and responsibilities of their role; and
- Any other information the local government deems necessary for the panel to effectively carry out their role.

Independent human resources consultant

A local government should seek independent advice from a human resources consultant where the council lacks the capacity or expertise to facilitate the recruitment and selection process (or any aspect of it). A member of the human resources team within a local government must not be involved in the recruitment of a new CEO.

The consultant should not be associated with the local government or any of its council members. The consultant can be an independent human resources professional, recruitment consultant, or recruitment agency.

An independent human resources consultant can provide advice to the selection panel on how to conduct the recruitment process, or a local government may engage a consultant to support it in undertaking certain aspects of the recruitment process, such as one or more of the following:

- development or review of the JDF;
- development of selection criteria;
- development of assessment methods in relation to the selection criteria;
- drafting of the advertisement;
- executive search;
- preliminary assessment of the applications;
- shortlisting;
- drafting questions for interview;
- coordinating interviews;
- preparing the selection summary assessment and recommendation;
- arranging for an integrity check and/or police clearance; and
- assisting the council in preparing the employment contract.

The consultant is not to be directly involved in determining which applicant should be recommended for the position, their role is not one of decision-maker.

It is recommended that rigorous checks be conducted on any independent consultants before they are engaged to ensure they have the necessary skills and experience to effectively assist the council. Local government recruitment experience may be beneficial but is not a requirement.

The independent human resources consultant must be able to validate their experience in senior executive recruitment and appointments. It is important to note that if the local government uses a consultant or agency to assist in finding applicants, they will require an employment agent licence under the Employment Agents Act 1976 (WA).

A good independent human resources consultant will bring expertise, an objective perspective and additional human resources to what is a complex and time-consuming process. Given the time and effort involved in finding a competent CEO, and the cost of recruiting an unsuitable CEO, there can be a good business case for spending money on a human resources consultant.

If a decision is made to engage an independent human resources consultant, it is imperative that the council maintains a high level of involvement in the process and enters into a formal agreement (contract) with them. In order to manage the contract efficiently, and ensure an effective outcome, regular contact with the consultant is required during the recruitment process. As with any contractor engagement, the local government must ensure their procurement and tender processes comply with the Act and the procurement policy of the local government.

Council's responsibilities

A human resources consultant cannot undertake the tasks for which the council is solely responsible. An independent consultant cannot and should not be asked to:

- Conduct interviews: This should be done by the selection panel. However, council may decide to interview applicants recommended by the selection panel. A consultant can provide support with interviews, providing advice on the recruitment and selection process and writing up recommendations. The consultant may also arrange referee reports and checks of applicants.

- Make the decision about who to appoint to the position of CEO: Only the council can make this decision, drawing upon advice from the selection panel.
- Negotiate the terms and conditions of employment: Noting that the consultant should be able to provide advice on remuneration constraints and other terms and conditions.

Creating Diversity

In order to ensure all applicants are given an equal opportunity for success, selection methods need to be consistent and objective. In a structured interview, each applicant should have the opportunity to answer the same primary questions with follow-up questions used to illicit further detail or clarification. Behavioural-based interview questions are objective and gauge the applicants' suitability, reducing biases in assessment (see examples below).

Basing a selection decision on the results of a number of selection methods can help to reduce procedural shortcomings and ensure the best applicant is chosen. Psychometric, ability and aptitude testing are considered to be valid, reliable and objective. While applicants with extensive experience and reputable education may appear to be more qualified, an objective assessment of each person's ability and personal traits can help to provide a clearer picture of the applicant.

Where possible, it is recommended that local governments ensure diversity on the selection panel. This may be achieved by ensuring gender, ethnicity, age and experiential diversity is represented on the panel. Diversity is also a consideration when selecting an independent person for the selection panel, particularly where there is a lack of diversity on the council. A diverse selection panel will assist in making quality decisions regarding suitable applicants.

Individuals are often unaware of biases they may have. For this reason, it is helpful for the selection panel to undertake training about unconscious biases. Awareness of unconscious biases assists individuals in preventing those biases from interfering in their decision making. For example, if there are considerable discrepancies in the assessment scores between two panel members, discussion will be required to ensure bias has not influenced these scores. Allowing team members to acknowledge and recognise prejudices is essential to managing those biases. The following biases should be addressed:

- "Similar-to-me" effect - if interviewers share the same characteristics with the applicants or view those characteristics positively, they are more likely to score them highly;
- "Halo" effect – interviewers may let one quality (such as race, gender, looks, accent, experience, etc.) positively or negatively affect the assessment of the applicant's other characteristics.

Due Diligence

It is essential that the local government ensures that the necessary due diligence is undertaken to verify an applicant's qualifications, experience and demonstrated performance. This includes:

- verifying an applicant's qualifications such as university degrees and training certificates;
- verifying the applicant's claims (in relation to the applicant's character, details of work experience, skills and performance) by contacting the applicant's referees. Referee reports should be in writing in the form of a written report, or recorded and verified by the referee;
- requesting that an applicant obtains a national police clearance as part of the application process; and
- ensuring no conflicts of interests arise by looking to outside interests such as board membership and secondary employment.

A council may wish to contact a person who is not listed as an applicant's referee, such as a previous employer. This may be useful in obtaining further information regarding an applicant's character and work experience, and verifying related claims. The applicant should be advised of this and be able to provide written comments to the council.

A search of social media and whether an applicant has an online presence may also assist in identifying potential issues. For example, an applicant may have expressed views which are in conflict with the local government's values. This should be made clear in the application information. To ensure the integrity of the recruitment process, a council must act collectively when performing due diligence.

Selection

Once the application period closes, the selection panel, or consultant on behalf of the selection panel, must assess applications and identify a shortlist of applicants to be interviewed.

In shortlisting applicants for the interview phase, the selection panel should consider the transferable skills of applicants and how these would be of value in the role of CEO. The selection panel should not overlook applicants who do not have experience working in the local government sector.

It is important that the assessment process is consistent for all applicants. For example, each applicant is asked the same interview questions which are related to the selection criteria and each are provided with the same information and undertake the same assessments.

Elected members should declare any previous association with an applicant or any potential conflict of interest at the time of shortlisting if they are part of the selection panel. Similarly, if the interviews involve the full council, the elected member should make an appropriate declaration before the interviews commence. If the potential conflict of interest is significant or a member's relationship with an applicant may result in claims of nepotism, patronage or bias, the council may need to consider whether to exclude the elected member from the process. The decision should be documented and recorded for future reference.

Selecting an applicant should be based on merit; that is, choosing an applicant that is best suited to the requirements of the position and the needs of the local government. This involves the consideration and assessment of applicants' skills, knowledge, qualifications and experience against the selection criteria required for the role. As part of the selection process, a council may consider it appropriate for each of the preferred candidates to do a presentation to council.

The appointment decision by the council should be based on the assessment of all measures used, including:

- assessment technique(s) used (e.g. interview performance);
- quality of application;
- referee reports;
- verification and sighting of formal qualifications and other claims provided by the applicant; and
- other vetting assessments used (e.g. police checks, integrity checks, etc.).

Employment contract
In preparing the CEO's employment contract, the council must ensure the contract includes the necessary provisions required under section 5.39 of the Act and associated regulations.

Section 5.39 of the Act provides that a CEO's employment contract must not be for a term exceeding five years. The term of a contract for an acting or temporary position cannot exceed one year.
Further, the employment contract is of no effect unless it contains:

- the expiry date of the contract;
- the performance review criteria; and
- as prescribed under regulation 18B of the Administration Regulations, the maximum amount of money (or a method of calculating such an amount) to which the CEO is to be entitled if the contract is terminated before the expiry date. The amount is not to exceed whichever is the lesser of:
  - the value of one year's remuneration under the contract; or
  - the value of the remuneration that the CEO would have been entitled to, had the contract not been terminated.

It is recommended that the council seeks independent legal advice to ensure that the contract is lawful and able to be enforced. In particular, advice should be sought if there is any doubt as to the meaning of the provisions of the contract.

Councils should be aware that CEO remuneration is determined by the Salaries and Allowances Tribunal and the remuneration package may not fall outside the band applicable to the particular local government.

The CEO's employment contract should clearly outline grounds for termination and the termination process in accordance with the standards in regulations.

The council of the local government must approve, by absolute majority, the employment contract and the person they appoint as CEO.

Appointment
A decision to make an offer of employment to a preferred applicant must be made by an absolute majority of council. If the preferred applicant accepts the offer and the proposed terms of the contract without negotiation, there is no further requirement for council to endorse the applicant and the contract. However, if there is a process of negotiation to finalise the terms and conditions of the contract, council is required to endorse the appointment and approve the CEO's employment contract by absolute majority. In both instances, the employment contract must be signed by all parties.

The council should notify both the successful individual and the remaining unsuccessful applicants as soon as possible before publicly announcing the CEO appointment.

The successful applicant should not commence duties with the local government as CEO until the employment contract has been signed.

The unsuccessful applicants (including those not interviewed) should be notified of the outcome of their application. It is recommended that the local government creates a template letter for unsuccessful applicants that can be easily personalised with the applicants' details and sent out quickly.

The council should keep a record of their assessment of the unsuccessful applicant(s) and provide the unsuccessful applicant(s) with the opportunity to receive feedback on their application, or interview performance if they were granted an interview. Should an unsuccessful applicant request feedback, it is recommended that a member of the selection panel provides this. If a recruitment consultant is used, they may undertake this task.

Confidentiality

The local government should ensure that all information produced or obtained during the recruitment and selection process is kept confidential. This includes applicants' personal details, assessment details, the selection report and outcome of the process. This ensures privacy requirements are met and maintains the integrity of the process. It is recommended that selection panel members and councillors sign a confidentiality agreement to ensure that they are aware of their obligations.

CEO induction

Local governments should ensure that they provide the CEO with all of the necessary information on the local government's processes, policies, procedures and systems at the commencement of the CEO's employment.

New CEOs are eligible to participate in the Local Government CEO Support Program which is a joint initiative of the Department and LG Pro to provide mentoring and general support to those appointed to the position of CEO in a local government for the first time. The program runs for six to nine months from the time a CEO is appointed and involves the CEO being matched with a mentor that best meets their needs.

The program provides the CEO with an opportunity (through meetings and on-going correspondence) to discuss a wide range of issues with their appointed mentor in the strictest confidence. The program is aimed at addressing the individual needs of the CEO. Examples of issues that may be covered include the following:

- Role of the CEO
- Governance
- Strategic and long-term planning
- Legislative framework
- Relationships and dealing with council members
- Risk management
- Resource management
- Managing the business of Council
- Family considerations

Part 2 – Performance Review

Principles

The standards regarding CEO performance review are based on the principles of fairness, integrity and impartiality.

Performance Review Standards

The minimum standard for performance review will be met if:

S2.1 Performance criteria is specific, relevant, measurable, achievable and time-based.

S2.2 The performance criteria and the performance process are recorded in a written document, negotiated with and agreed upon by the CEO and council.

S2.3 The CEO is informed about how their performance will be assessed and managed and the results of their performance assessment.

S2.4 The collection of evidence regarding performance outcomes is thorough and comprehensive.

S2.5 Assessment is made free from bias and based on the CEO's achievements against documented performance criteria, and decisions and actions are impartial and transparent.

S2.6 The council has endorsed the performance review assessment by absolute majority.

Guidelines

Section 5.38 of the Act provides that, for a CEO who is employed for a term of more than one year, the performance of a CEO is to be reviewed formally at least once in every year of their employment.

In addition to this minimum requirement, it is recommended that the council engages in regular discussions with the CEO regarding their performance against the performance criteria, including progress and ways that the CEO can be supported. Any changes to the CEO's performance agreement such as changes to the performance criteria should also be discussed, and agreed to, between the council and the CEO, as the matter arises.

Employment contract and performance agreement

Section 5.39, of the Act requires the employment contract to specify the performance criteria for the purpose of reviewing the CEO's performance. This will include ongoing permanent performance criteria. A local government may wish to have a separate additional document called a "performance agreement" which includes the performance review criteria in the employment contract, additional criteria (e.g. the performance indicators in relation to specific projects) and how the criteria will be assessed. The performance agreement should be negotiated and agreed upon by the CEO and the council. The performance agreement may also set out the CEO's professional development goals and outline a plan to achieve these goals.

Performance Criteria

Setting the performance criteria is an important step. One of the CEO's key responsibilities is to oversee the implementation of council's strategic direction, and so it is important to align the CEO's performance criteria to the goals contained in the council's Strategic Community Plan and Corporate Business Plan. Accordingly, as these plans are updated, the CEO's performance criteria should be updated to reflect the changes.

In leading the administrative arm of a local government, the CEO is responsible for undertaking core tasks, the achievement of which will contribute to the effectiveness of the council. It is important that the outcomes associated with these tasks are measurable and clearly defined. These could be in relation to:

- service delivery targets from the council's Strategic Community Plan;
- budget compliance;
- organisational capability;
- operational and project management;
- financial performance and asset management;
- timeliness and accuracy of information and advice to councillors;
- implementation of council resolutions;
- management of organisational risks;
- leadership (including conduct and behaviour) and human resource management; and
- stakeholder management and satisfaction.

Performance criteria should focus on the priorities of the council and, if appropriate, can be assigned priority weighting in percentages. The council and CEO should set goals related to target outcomes for future achievement in the performance criteria. Goals should be specific, measurable, achievable, relevant and time-based.

Following the determination of the performance criteria and goals, the council will need to determine how to measure the outcomes of each criteria. It is important to relate performance indicators to the selection criteria used in selecting the CEO. For example, if the CEO has been selected due to their financial experience and ability to improve the local government's finances, indicators regarding improved revenue and reduced expenses are obvious starting points.

Considering the context within which the local government is operating is important. For example, if a significant financial event occurs, such as a downturn in the economy, financial performance indicators will likely need to be adjusted. It is important that such contextual factors are given appropriate weighting and that goals are flexible to allow regular adjustment. Adjustments may be initiated by either the CEO or the council. Councils need to be realistic in terms of their expectations of a CEO's performance and provide appropriate resources and support to facilitate the achievement of performance criteria.

Performance review panel

It is recommended that the council delegates the CEO performance review to a panel (e.g. comprising certain council members and an independent observer). The panel has a duty to gather as much evidence as possible upon which to base their assessments. The role of the review panel includes developing the performance agreement in the first instance, conducting the performance review and reporting on the findings and recommendations of the review to council. It is also recommended that council develop a policy to guide the performance review process. A policy might include the composition of the panel, primary functions, the role and appointment of an independent consultant, and the responsibilities of review panel members.

Independent consultant
If a council lacks the resources and expertise to meet the expected standard of performance review, the council should engage an external facilitator to assist with the process of performance appraisal and the development of the performance agreement. The local government should ensure that the consultant has experience in performance review and, if possible, experience in local government or dealing with the performance review of senior executives. The consultant should not have any interest in, or relationship with, the council or the CEO.

With guidance from the performance review panel, a consultant can facilitate the following tasks:

- setting performance criteria;
- preparing the performance agreement;
- collecting performance evidence;
- writing the performance appraisal report;
- facilitating meetings between the performance review panel;
- assisting with the provision of feedback to the CEO;
- formulating plans to support improvement (if necessary); and
- providing an objective view regarding any performance management-related matters between the concerned parties.

Assessing performance
It is a requirement of the regulations that the process by which the CEO's performance will be reviewed is documented and agreed to by both parties. Council and the CEO must also agree on any performance criteria that is in addition to what is specified in the CEO's contract of employment. The option to include additional criteria for performance review purposes by agreement provides a degree of flexibility for both parties in response to changing circumstances and priorities.

It is essential that CEO performance is measured in an objective manner against the performance criteria alone. It is important that reviews are impartial and not skewed by personal relationships between the review panel and the CEO. Close personal relationships between the panel members and the CEO can be just as problematic as extremely poor relationships. Evidence of CEO performance may come from an array of sources, many of which the CEO themselves can and should provide to the council as part of regular reporting. These sources include:

- achievement of key business outcomes;
- interactions with the council and progress that has been made towards implementing the council's strategic vision;
- audit and risk committee reports;
- workforce metrics (e.g. the average time to fill vacancies, retention rate, information about why people leave the organisation and staff absence rate);
- incident reports (e.g. results of work health and safety assessments, the number and nature of work health and safety incident reports, and the number and nature of staff grievances);
- organisational survey results;
- relationships (e.g. with relevant organisations, stakeholder groups, and professional networks); and
- insights from key stakeholders (this could be done by way of a survey to obtain stakeholder input).

It is important that, in addition to looking at the achievement of key performance indicators (KPIs), the council considers the following:

- How the CEO has achieved the outcomes. In particular, whether or not their methods are acceptable and sustainable.
- The extent to which current performance is contingent upon current circumstances. Has the CEO demonstrated skills and behaviours to address and manage changes in circumstances which have affected his or her performance? (for example, the impact of COVID-19.)
- What the CEO has done to ensure the wellbeing of staff and to maintain trust in the local government.

The council should consider the attention the CEO has given to ensuring equal employment opportunity, work health and safety, privacy, managing potential conflicts of interest, and complying with procurement process requirements.

Addressing performance issues

Once the CEO's performance has been assessed, it is essential that any areas requiring attention or improvement are identified, discussed with the CEO and a plan is agreed and put in place to address these. The plan should outline the actions to be taken, who is responsible for the actions and an agreed timeframe.

The performance review panel must decide on an appropriate course of action that will address the performance issue. This may include professional development courses, training, counselling, mediation, mentoring or developing new work routines to ensure specific areas are not neglected. The performance review panel should then arrange for regular discussion and ongoing feedback on the identified performance issues, ensuring improvements are being made.

It is important to keep in mind that a local government falling short of its goals is not always attributable to the CEO. External factors may have resulted in initial performance expectations becoming unrealistic. Failure to meet performance criteria does not necessarily mean the CEO has performed poorly and, for this reason, performance and outcome should be considered separately. Where ongoing issues have been identified, the council will need to take a constructive approach and seek to develop the CEO's competency in that area.

While there are obligations on the council to manage the CEO in regard to their performance, when it extends into potential wrongdoing (misconduct), the council should be referring the matter to the Public Sector Commission or Corruption and Crime Commission. This provides an independent process to follow and ensures probity, natural justice and oversight of allegations.

Confidentiality

The council must ensure that accurate and comprehensive records of the performance management process are created. Any information produced must be kept confidential.

Part 3 – Termination

Principles

The standards for the termination of a local government CEO's employment (other than for reasons such as voluntary resignation or retirement) are based on the principles of fairness and transparency. Procedural fairness is a principle of common law regarding the proper and fair procedure that should apply when a decision is made that may adversely impact upon a person's rights or interests.

Termination Standards

The minimum standards for the termination of a CEO's contract will be met if:

S3.1 Decisions are based on assessment of the CEO's performance as measured against the documented performance criteria in the CEO's contract.

S3.2 Performance issues have been identified as part a performance review (conducted within the preceding 12 months) and the CEO has been informed of the issues. The council has given the CEO a reasonable opportunity to improve and implement a plan to remedy the performance issues, but the CEO has not subsequently remedied these issues to the satisfaction of the local government.

S3.3 The principle of procedural fairness is applied. The CEO is informed of their rights, entitlements and responsibilities in the termination process. This includes the CEO being provided with notice of any allegations against them, given a reasonable opportunity to respond to those allegations or decisions affecting them, and their response is genuinely considered.

S3.4 Decisions are impartial and transparent.

S3.5 The council of the local government has endorsed the termination by absolute majority.

S3.6 The required notice of termination (which outlines the reasons for termination) is provided in writing.

Guidelines

Reasons for termination

The early termination of a CEO's employment may end due to:

- poor performance;
- misconduct; or
- non-performance or repudiation of contract terms.

There is a difference between poor performance and serious misconduct. Poor performance is defined as an employee not meeting the required performance criteria or demonstrating unacceptable conduct and behaviour at work, it includes:

- not carrying out their work to the required standard or not doing their job at all;
- not following workplace policies, rules or procedures;
- unacceptable conduct and behaviour at work;
- disruptive or negative behaviour at work;
- not meeting the performance criteria set out in the employment contract and/or performance agreement unless these are outside the CEO's control;
- not complying with an agreed plan to address performance issues;
- failing to comply with the provisions of the Local Government Act 1995 and other relevant legislation;

- failing to follow council endorsed policies.

Serious misconduct can include when an employee:

- causes serious and imminent risk to the health and safety of another person or to the reputation or revenue of the local government; or
- behaves unlawfully or corruptly; or
- deliberately behaves in a way that's inconsistent with continuing their employment.

Examples of serious misconduct can include:

- matters arising under section 4(a), (b) and (c) of the Corruption, Crime and Misconduct Act 2003;
- theft;
- fraud;
- assault;
- falsification of records;
- being under the influence of drugs or alcohol at work; or
- refusing to carry out appropriate and lawful resolutions of council.

Misconduct is also defined in section 4 of the Corruption, Crime and Misconduct Act 2003 (WA). Under this Act, misconduct can be either serious or minor and the obligation to notify the Public Sector Commission (PSC) or the Corruption and Crime Commission (CCC) is paramount.

Termination on the basis of misconduct is covered by employment law. A local government should seek independent legal, employment or industrial relations advice prior to a termination. A council should also seek independent advice during the termination process including advice on the relevant employment legislation affecting CEO employment and the application of that legislation to their specific circumstances. This will ensure that a council complies with employment law during the entire termination process.

A local government is required to endorse the decision to terminate a CEO's employment by way of an absolute majority decision. A local government must certify that the termination was in accordance with the adopted standards in regulations.

Opportunity to improve and mediation

If a CEO is deemed to have been performing poorly, the council must be transparent and inform the CEO of this. It is important that the CEO is given an opportunity to remedy the issues within a reasonable timeframe as agreed between the CEO and the council. The council should clearly outline the areas in need of improvement, and with the CEO's input, determine a plan to address any issues. If a plan for improvement is put in place and the CEO's performance remains poor, then termination may be necessary. If a local government decides to terminate the employment of the CEO it must have conducted a performance review in the previous 12 months in accordance with section 5.38 of the Act.

Where the concerns or issues relate to problematic working relationships or dysfunctional behaviour, it is recommended that a council engages an independent accredited mediator to conduct a mediation between the parties. A mediation session may be useful in assisting parties to understand and address issues before the situation escalates to a breakdown in the working

relationship (which affects the ability of the CEO to effectively perform their duties) and the subsequent termination of the CEO's employment.

Termination report

The council should prepare a termination report which outlines the reasons for termination, the opportunities and assistance provided to the CEO to remedy any issues, and an explanation of the CEO's failure to do so. Council must provide prior opportunities and support to the CEO to assist them in remedying the issues which form the basis of the termination. It is a requirement of the regulations that council must provide written notice to the CEO outlining the reasons for their decision to terminate. In addition, council must certify that the termination of the CEO's employment was carried out in accordance with the standards set out in regulations.

Confidentiality

Local governments should ensure that the termination process is kept confidential. The CEO is to be informed of their rights and entitlements. Notice of termination of employment is required to be given in writing. Where possible, the news of termination of employment should also be delivered in person. The CEO should be provided with a letter outlining the reasons for, and date of, the termination of their employment.

Before making any public announcements on the termination of the CEO, a council should ensure that the entire termination process is complete, including that the CEO has been informed in writing of the termination.

Disclaimer

It is outside the scope of these guidelines to provide legal advice, and local governments should seek their own legal advice where necessary. Guidance as to legal requirements and compliance in relation to the termination of employment is provided by the Fair Work Commission at www.fwc.gov.au, the Fair Work Ombudsman at www.fairwork.gov.au and the Western Australian Industrial Relations Commission at www.wairc.wa.gov.au.

Policy 1.0 Governance Policy Manual

Reference/s	Local Government Act 1995 (s2.7) Shire of Cranbrook Council Plan 2025 – 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The Council of the Shire of Cranbrook will determine the local government's policies and ensure that those policies are reviewed annually.

SCOPE
Elected Members, all Employees, Contractors and visitors

OBJECTIVE
- To have an accurate and responsible set of policies that are consistently developed, maintained, reviewed and adhered to; and
- To set standards, consistency and outcomes in the delivery of the functions of the Shire of Cranbrook.

PRINCIPLES
- The Shire of Cranbrook Policy Manual is reviewed annually;
- This complete manual is consistent with the laws, and regulations which underpin it; and
- That the manual provides Elected Members and Employees with clear guidelines on activities and actions which deliver the functions of the local government.

PROCEDURE ASSOCIATED WITH THIS POLICY
The Chief Executive Officer will present this manual to the Council for their review annually.

ROLES AND RESPONSIBILITIES
Elected Members
- Carefully review this manual each year;
- Understand Elected Members' responsibilities in the manual; and
- Support and adhere to the policies.

Chief Executive Officer
- Provide the Council with professional advice in relation to policies;
- Ensure that the policies in this manual are adhered to; and
- Propose new policies as required.

Employees
- Adhere to all policies

Policy 1.1 Governance Meetings of Council

Reference/s	Local Government Act 1995 (s5.27) Local Government (Administration) Regulations 1996 (s12., s14.1) Shire of Cranbrook Council Plan 2025 – 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Adopted	19 February 2014 **Motion Number** 14022014

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure that Elected Members, Employees and Members of the Public are aware of the meeting dates for the coming year and the availability of documentation for such meetings.

SCOPE
Elected Members, all Employees and Members of the Public.

OBJECTIVE
- To ensure that there is clear communication on when and where meetings of Council are to be held; and
- To identify the availability of Council meeting documentation.

PRINCIPLES
Electors' General Meetings - (s5.27)
The General (Annual) Electors' Meeting will be held within 56 days of receiving the Annual Financial Report of the previous financial year. The Annual Electors' Meeting venue will alternate between the Cranbrook and Frankland River town-sites as follows;

2025/2026 Annual Report	Cranbrook
2026/2027 Annual Report	Frankland River
2027/2028 Annual Report	Cranbrook
2028/2029 Annual Report	Frankland River

Electors are required to provide the Chief Executive Officer with their questions in writing no later than one week (7 days) prior to the Electors Meeting to enable staff to research the matter if required.

Electors' Special Meetings – (s5.28)
A special electors meeting is to be held on the request of not less than –
(a) 300 electors or 5% of the number of electors — whichever is the lesser number; or
(b) 1 /3 of the number of council members.
The request to hold a special electors meeting is to specify the matter to be discussed with the request sent to the Shire President and the meeting is to be called no more than 35 days after receiving the request.

Council Meeting - Dates and Venues (s12.1)

a) The Council meeting shall be held on the third Wednesday of every month, except that no meeting is held in the month of January;
b) All meetings will be held in the Cranbrook Council Chambers except for the meetings held in April, August and November each year which will be held at the Frankland River Community Centre;
c) The relevant Council meeting will be held at the same venue as the (Annual) Electors' General Meeting each year to reduce any inconvenience to Elected Members and members of the public that wish to attend;
d) All ordinary Council meetings commence at 3.00pm;
e) All Council meeting agendas are to be completed and uploaded by electronic means by the Friday prior to the Council meeting where possible;
f) Elected Members will be given at least 72 hours' notice of date, time, place of a meeting and be provided with an agenda (s5.5[1]);
g) The Council may close the meeting or part of the meeting as per s5.23 of the Local Government Act 1995; and
h) The CEO must publish on the local government's website the meeting details at the beginning of the year.

Special Council Meetings (s5.5[2])

a) Elected Members will be advised of date, time, place and purpose of meeting prior to the meeting, as soon as practicable; and
b) Local Public Notice of meeting dates is required.

Minutes of Council and Committee Meetings and Audio Recording – (s5.22) & (s5.23A) & (Rs13)
The CEO must cause minutes to be kept of the proceedings of a meeting of a Council or Committee. Regulations require audio recordings to be kept and made publicly available, other than sections closed to members of the public, by publishing on the Shire's website.

Notice of Change (s12.3) Any change to the meeting details for a meeting referred to in subregulation (2) must be published on the local government's official website as soon as practicable after the change is made.

Notice papers, agenda etc., public inspection of (Rs14.1)
The documents of meetings are to be made available to the public at the same time they are available to Elected Members. Documents will be made available on the Shire website or by email.

PROCEDURE ASSOCIATED WITH THIS POLICY
Procedure: Advertising AD-4

ROLES AND RESPONSIBILITIES
Elected Members

- To prepare for each meeting and pre-read all documentation;
- To ensure understanding, identify and declare possible conflicts of interest;
- To attend each meeting where possible;
- To apply for a leave of absence in writing when not able to attend a meeting, this is to be done prior to the meeting they intend to be absent or at the Ordinary Council Meeting before the absence; and
- To participate fully and wholly in the meeting process.

Chief Executive Officer

- To ensure that an agenda is prepared for the Council in accordance with this policy;
- To provide information to the Council during meetings; and
- To assist with questions from members of the public during public question time.

Executive Management Team

- To attend each Council meeting where possible;
- To ensure reports for the agenda are accurate and well researched; and
- To provide information on reports when requested to do so.

Employees

- When and where appropriate, employees will produce reports for the Council meeting agenda; and
- Are encouraged to attend at least one Council meeting during their employment.

Policy 1.2 Governance Committees of Council

Reference/s	Local Government Act 1995 (s5.8, 5.9, 5.10, 7.1A) Local Government (Audit) Regulations 1996 (s16) Shire of Cranbrook Council Plan 2025 – 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To specify the Committees of Council of the Shire of Cranbrook.

SCOPE
Elected Members, Executive Management Team.

OBJECTIVE
To clearly define the committees of Council which exist and the membership and roles of those committees.

PRINCIPLES
Under Section 5.8 of the *Local Government Act 1995*, Council may establish Committees to assist the Council and to exercise the powers and discharge the duties of the Council that can be delegated to a Committee. The purpose of Committees is linked directly to a statutory function of Council. Committees will report to the Council and can be established for a particular purpose, with a completion date, or can be ongoing. Committees assist good governance when they share the workload and responsibilities of the Council as a whole.

The Council of the Shire of Cranbrook does not routinely operate Committees preferring all matters come before a full Council, with the exception of the Audit, Risk and Improvement Committee and Bush Fire Advisory Committee.

Special Purpose Committees are reference groups that Council may form from time to time to deal with specific areas of Council business. They may be created in relation to a specific policy development, planning process, capital project or other reason for the purpose of providing advice, community engagement and/or providing feedback to Council.

It is accepted that from time to time Council may form Special Purpose Committees to deal with specific areas of Council business. The membership, responsibilities and powers of these committees will be determined by an absolute majority resolution of the Council in accordance with the Local Government Act 1995 at least every two years or earlier if required due to the retirement of members.

Current Committees

The Council currently has two committees that make recommendations to it. These committees cannot act independently. In addition to committees, a number of working groups may exist but are not formal committees of Council.

Audit, Risk and Improvement Committee

- Independent Presiding Member
- Independent Deputy Presiding Member
- Seven Councillors

Scope of Committee:

Regulation 16 of the Local Government (Audit) Regulations 1996 defines the functions of the audit committee as follows:

An audit, risk and improvement committee has the following functions —

(a) to receive and review reports on, and recommend to the council actions to be taken in relation to —
  (i) audits under Part 7 of the Act; and
  (ii) compliance audits; and
  (iii) reviews under regulation 17;

(b) to otherwise receive and review reports on the appropriateness and effectiveness of, and recommend to the council improvements to, the local government's systems and procedures in relation to —
  (i) financial management; and
  (ii) legislative compliance; and
  (iii) risk management;

(c) to receive and review reports on, and recommend to the council improvements to, the implementation of any actions that the local government —
  (i) is required to take under section 7.12A(3); and
  (ii) has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and
  (iii) has otherwise decided to take in response to a report or recommendation referred to in paragraph (a) or (b); and
  (iv) has stated it has done or proposes to do in written advice prepared under section 8.6(1)(a) or 8.23(4)(a);

(d) any other function conferred on the audit, risk and improvement committee under these regulations or another written law.

Bush Fire Advisory Committee

Comprises:

- Chief Bushfire Control Officer (CBFCO);
- Deputy Bushfire Control Officers x2;
- Base Radio Operator;
- Brigade Captains;
- Brigade Secretaries;
- Council Representative; and
- Shire Employees (CEO & CESM)

Scope of Committee

A Local Government may at any time appoint such persons as it thinks fit as a bush fire advisory committee for the purposes of advising the local government regarding all matters relating to the preventing, controlling and extinguishing of bush fires.

A committee appointed under this section may:

- from time to time meet and adjourn as the committee thinks fits,
- shall not transact business at a meeting unless the quorum fixed by the local government is present,
- is answerable to the local government and shall, as and when required by the local government, report fully on its activities.

Bush Fire Brigades Local Law states; "the Bush Fire Advisory Committee is to make recommendations to the local government on all motions received by the Bush Fire Advisory Committee from bush fire brigades."

PROCEDURE ASSOCIATED WITH THIS POLICY

The formation of any committee will be in accordance with the Local Government Act 1995 and will be the subject of a report to Council for a decision by absolute majority.

ROLES AND RESPONSIBILITIES

Elected Members

- Are responsible for the establishment of committees, their operation, type of committee, membership and its function/scope; and
- Participate and attend meetings of committees or working groups to which a member is elected.

Chief Executive Officer

- The administration of the Committees of Council.

Executive Management Team

- Attendance and participation in committees or working groups as designated.

Policy 1.3 Governance Public Question Time

Reference/s	Local Government Act 1995 (s5.24) Local Government (Administration) Regulations 1996 (r4A, r5, r6, r7) Shire of Cranbrook Council Plan 2025 – 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure that members of the public have the opportunity to address the Council and understand the nature and rules which apply to public question time at meetings of Council.

SCOPE
Elected Members, Executive Management Team, Employees, Members of the Public

OBJECTIVE
- All parties have a clear set of guidelines and rules to enable members of the public to ask and have answered, questions at a Council meeting;
- All members of the public are heard, listened to; and
- Members of the public show respect and courtesy in the asking of questions.

PRINCIPLES
- Section 5.24 of the Local Government Act 1995 determines that at each public meeting of Council there shall be an opportunity for public question time preceding any discussion of items of the meeting;
- r6(1) of the Local Government (Administration) Regulations 1996 states, the minimum question time for the public is 15 minutes; and
- r7 determines that there should be procedures for public question time. The procedures for public question time are attached to this policy and should be distributed to each member of the public attending any meeting of Council.

PROCEDURE ASSOCIATED WITH THIS POLICY
Document – Rules and Procedures Public Question Time

ROLES AND RESPONSIBILITIES
President or Presiding Member
- That the rules of public question time are adhered to;
- To ensure that all members of the public have sufficient opportunity to ask and have responded to, questions presented to the Council;
- To ensure that if, during the asking of a question, it is determined that a person has an interest in the matter, that another person be allowed to answer the question; and
- To ensure a proper and respectful process is followed during public question time.

Executive Management Team

- Ensure that members of the public are given the Rules and Procedures of Public Question Time; and
- Answer questions when required to do so.

PUBLIC QUESTION TIME – RULES AND PROCEDURES

The Shire of Cranbrook provides the public with the opportunity to raise questions (as per Section 5.24 of the Local Government Act 1995), or to make a brief statement on issues of concern at all Ordinary Meetings, Special Meetings and Standing Committee Meetings of Council.

The Local Government (Administration) Regulations 1996 requires that a minimum of 15 minutes is to be provided at the beginning of the meeting for question time (where members of the public wish to ask questions).

Question time is the first item on the agenda and the following procedures apply:

1. A member of the public who raises a question during question time is to state his or her name and address. Questions should be directed to the Shire President (or Chairman at Committee Meetings).

2. A question may be taken on notice by the Council or committee for later response.

3. When a question is taken on notice under sub-clause (2) a response is to be given to the member of the public in writing by the CEO, and a copy is to be included in the agenda of the next meeting of the Council or committee as the case requires.

4. Council encourages input from the public but will not debate any issue with those in attendance at meetings.

5. The President (or Chairman) has the right to determine any address, question or statement made by a member of the public to be out of order if it is considered to be:
(i) a personal attack or adverse reflection on the integrity of Elected Members or Employees; (ii) inappropriate behaviour and use of public question time. **Such behaviour will not be permitted or tolerated**.

6. Prevention of Disturbance (refer to Standing Order Local Law clause 8.6)
   a) Any member of the public addressing the Council or a committee is to extend due courtesy and respect to the Council or committee and the processes under which they operate and must take direction from the person presiding whenever called upon to do so. (Penalty $1,000)
   b) No person observing a meeting is to create a disturbance at a meeting, by interrupting or interfering with the proceedings, whether by expressing approval or dissent, by conversing or by any other means. (Penalty $1,000)

7. Copies of "Public Question Time – Rules and Procedures" will be distributed at each Council/Committee Meetings where members of the public are in attendance.

Recording Of Proceedings

1. No person is to use any electronic, visual or vocal recording device or instrument to record the proceedings of the Council or a committee without the written permission of the Council.
2. Subclause (1) does not apply if the record is taken by or at the direction of the CEO, with the permission of the Council or committee.

Policy 1.5 Governance — Elected Member Induction and Continued Professional Development

Reference/s	Local Government Act 1995 s5.126 s5.127 and s5.128 Shire of Cranbrook Council Plan 2025 – 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed and amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure that Elected Members are adequately inducted to the Shire of Cranbrook and receive appropriate information and training to enable them to understand and undertake their responsibilities and obligations.

SCOPE
Elected Members

OBJECTIVE
- That all elected members are formally inducted;
- That elected members complete the mandatory Council Member Essentials training within the first 12 months of being elected, unless otherwise exempt.
- That it is highly recommended that all elected members attend a variety of ongoing training and professional development to enhance their skills as a Councillor.

PRINCIPLES
Induction
All newly elected members will be provided with an in-house induction session and a copy of the Shire of Cranbrook Induction Manual.

Training
The Shire of Cranbrook recognises the importance of providing Elected Members with the knowledge and resources that will enable them to fulfil their role in accordance with statutory compliance and community expectations and make educated and informed decisions.

Pursuant to the Local Government Act 1995, Elected Members must complete the 'Council Member Essentials', within twelve months of being elected.
The Council Member Essentials course comprises of the following five units:
- Understanding local government;
- Serving on council;
- Meeting procedures;
- Conflicts of interest; and
- Understanding financial reports and budgets.

Council's preferred provider for the training is the Western Australian Local Government Association (WALGA). 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. The training is valid for a period of five 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.

All elected members are strongly encouraged to complete additional units as part of their professional development. This will assist Elected Members to remain current with their roles and responsibilities and enhance the ability of the Council as a whole.

Additional Units may include:

- Effective Community Leadership
- Dealing with Conflict
- The Role of Mayors and Presidents
- Planning Practices – Essentials
- Planning Practices – Advanced
- CEO Performance Review
- CEO Recruitment
- Strategic Policy Development
- Speaking Professionally as an Elected Member
- Oversee Asser Management Strategy

It is highly recommended that all elected members attend a variety of ongoing training and professional development to enhance their skills as a Councillor.

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

- The cost 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 skill 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.

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.

All costs associated with elected member's attendance at approved training, conferences and professional development will be paid with Shire funds in accordance with Policy 1.7. An elected member training budget is included in each annual budget.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- Attend the induction;
- Complete the five compulsory units of the Council Member Essentials course within the first twelve (12) months of being elected; and
- Undertake a variety of training and any other relevant professional development during their term in office.

Chief Executive Officer

- Provide Elected Members with information on training opportunities as they arise; and
- Include adequate budget provision in each annual budget to cover elected member training.
- Deliver Elected Member induction; and
- Include information on training undertaken by each individual elected member in the Annual Report and Shire of Cranbrook's website.

Policy 1.6 Governance Local Government Convention - Attendance

Reference/s	WALGA – Elected Members Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To designate those members of the Council and Executive Management Team who will attend the Local Government Convention each year, to represent the Shire of Cranbrook and vote on issues at the WALGA Annual General Meeting.

SCOPE
Elected Members and Chief Executive Officer.

OBJECTIVE
- To authorise the attendance of elected members at the annual WALGA Local Government Convention.
- To authorise the attendance of the Chief Executive Officer at the annual WALGA Local Government Convention.

PRINCIPLES
- That the Shire President, Deputy Shire President, and CEO will attend the annual WALGA Local Government Annual General Meeting and Local Government Convention;
- That the Council may decide and make a resolution to send other Elected Members as appropriate each year on a rotational basis to the WALGA Local Government Convention; and
- That the expenditure for the conference be contained responsibly by all attendees and be consistent with the Financial Policies and Code of Conduct of the Shire of Cranbrook.

PROCEDURE ASSOCIATED WITH THIS POLICY
Reimbursement of Expenses:
- Complete a reimbursement of expenses form with original receipts for the claim attached; and
- To be submitted to the Chief Executive Officer for approval.

ROLES AND RESPONSIBILITIES
Shire President
- To attend the WALGA Annual General Meeting/Convention, represent the Shire of Cranbrook; and
- To vote at the WALGA Annual General Meeting.

Deputy President

- To attend the WALGA Annual General Meeting/Convention, represent the Shire of Cranbrook; and
- To vote at the WALGA Annual General Meeting.

Other Elected Members

- To attend the WALGA Annual General Meeting/Convention and represent the Shire of Cranbrook if nominated to do so.

Chief Executive Officer

- To attend the WALGA Annual General Meeting/Convention, represent the Shire of Cranbrook;
- To provide executive support to the Shire President and Deputy President; and
- Include adequate budget provision in each annual budget to cover conference expenses.

Policy 1.7 Governance Elected Members - Allowances & Reimbursements

Reference/s	Local Government Act 1995, (s5.98 – s5.102) Local Government (Administration) Regulations 1996 (r30-34AB) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 March 2014	**Motion Number**	06032014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To provide elected members with an appropriate level of remuneration and entitlements to ensure that they are able to effectively fulfil their role.

SCOPE
This policy outlines the framework surrounding the allowances and entitlements of elected members.

PRINCIPLES
The Shire of Cranbrook is bound by the provisions of the *WA Salaries and Allowances Act 1975* and the determination of the Salaries and Allowances Tribunal (SAT) in regard to the payment of Elected Members. The Shire of Cranbrook is classified as Band 4 and must pay within the range allocated to Band 4.

Allowances
Elected members will be paid allowances as detailed in this policy in equal instalments, quarterly (September, December, March and June) in arrears. All allowances will be paid on a pro rata basis, based on time served in the position.

President's Annual Allowance
In accordance with the Local Government Act 1995 (the Act), section 5.98(5), the Shire President shall be paid an annual President's allowance within the prescribe range determined by SAT which shall be set by Council as part of the annual budget adoption process. This allowance is in addition to any fees or reimbursement of expenses payable to the President under section 5.98 of the Act.

Deputy President's Annual Allowance
In accordance with the Local Government Act 1995 (the Act), section 5.98A(1), the Deputy President shall be paid an annual Deputy President's allowance of the percentage that is determined by the SAT of the annual allowance to which the president is entitled under section 5.98 of the Act. This allowance is in addition to any fees or reimbursement of expenses payable to the President under section 5.98 of the Act.

Elected Member Annual Attendance Allowance

In accordance with section 5.99A of the Act, a Council member shall be paid an annual attendance allowance within the prescribed range determined by the SAT which shall be set by Council as part of the annual budget adoption process. This payment is lieu of Council meeting, committee meeting and prescribed meeting attendance fees in accordance with section 5.98(1)(b) of the Act.

Annual Information Communication and Technology (ICT) Allowance

Elected members shall be paid an annual ICT allowance within the prescribed range determined by the SAT which shall be set by Council as part of the annual budget adoption process. This payment is in lieu of reimbursing ICT expenses under section 5.98(2) of the Act.

The SAT defines ICT expenses as:

- rental charges in relation to one telephone and one facsimile machine, as prescribed by regulation 31(1)(a) of the *Local Government (Administration) Regulations 1996* (the Regs); or
- any other expenses that relate to information and communications technology (for example, telephone call charges and internet service provider fees) and that are a kind of expense prescribed by regulation 32(1) of the Regs; or
- any expenses, including the purchase costs, of ICT hardware provided to elected members.

In an Elected member's first year of office the cost of an iPad and cover will be deducted from their Annual Allowance for Meeting Attendance if the Elected Member does not own an iPad.

The ICT Allowance will cover the cost of the Data/Internet Package (SIM Card) for Elected Members iPad's, out of the annual allowance. Any remaining allowance will be paid to the Elected Member with their June payment each financial year. If an Elected Member exceeds their allowance they will be invoiced for anything greater than the annual allowance.

Reimbursements

Pursuant to section 5.98(2)(a) and (3) of the Act, an elected member who incurs an expense of a kind prescribed in regulation 31(1) of the Regs is entitled to be reimbursed for the expense to the extent determined by the SAT. Expenses are reimbursed upon submission of a Reimbursement of Expenses form.

Reimbursement of Statutory Travel Expenses

In accordance with section 5.98(2) of the Act and the Regs, regulation 31, elected members have a statutory entitlement to be reimbursed for travel expenses incurred by the elected member as a result of attendance at a council meeting or committee meeting of which they are a member.

The rate of reimbursement will be in accordance with the rate contained in Section 30.6 of the Local Government Officers' (Western Australia) Award 2021 as determined by the SAT.

Reimbursement of Statutory Child Care Expenses

In accordance with section 5.98(2) of the Act and the Regs, regulation 31, elected members have a statutory entitlement to be reimbursed for childcare expenses incurred by the elected member as a result of attendance at a Council meeting or committee meeting of which they are a member, or authorised training and Council related business.

Child care costs will be reimbursed either at the actual cost per hour or the prescribed amount set by SAT, whichever is the lesser amount. Receipts must be kept and attached to the claim for the reimbursement.

Child care costs will not be paid where the care is provided by a member of the immediate family or a relative living in the same premises as the elected member.

Conferences / Seminars / Training

Regulation 32(1) of the Regs allows for the reimbursement of all reasonable expenses to elected members incurred in performing a function under the express authority of the local government. Such expenses may include registration fees, accommodation, meals, travel and other appropriate out of pocket expenses. Proof such as receipts must be provided by the elected member as evidence the expense was incurred. Reimbursement will not be made for hotel mini-bars, in-house movies, alcohol or other entertainment expenses.

This authority also applies to the payment of expenses for partners of members when the Council has specifically resolved that elected members attend and that attendance requires absence from the district overnight.

PROCEDURE ASSOCIATED WITH THIS POLICY

Procedure - Reimbursement of Expenses:

- Complete a Reimbursement of Expenses form with original receipts for the claim attached; and
- Submit form to the Chief Executive Officer for approval.

ROLES AND RESPONSIBILITIES

Elected Members

- Apply for reimbursement, supplying all relevant receipts.

Chief Executive Officer

- Authorise reimbursements.

Manager of Finance

- Arrange for payment of allowances and reimbursements;
- Track telecommunications allowance and expenditure; and
- Arrange for purchase of iPads and SIM cards.

APPLICATION FOR REIMBURSEMENT OF EXPENSES

EMPLOYEE: _____

REASON: _____

_____

_____

EXPENSES INCURRED – Attach Receipts

JOB NO: _____ AMOUNT: _____

JOB NO: _____ AMOUNT: _____

JOB NO: _____ AMOUNT: _____

JOB NO: _____ AMOUNT: _____

JOB NO: _____ AMOUNT: _____

JOB NO: _____ AMOUNT: _____

TOTAL _____

EMPLOYEE SIGNATURE: _____ DATE: _____

OFFICE USE ONLY

MANAGER APPROVAL: YES NO

SIGNATURE: _____ DATE: _____

TRAVEL ALLOWANCE CLAIM FORM

COUNCILLOR: _____

THIS CLAIM IS SUBMITTED IN ACCORDANCE WITH LOCAL GOVERNMENT (ADMINISTRATION) REGULATIONS 1996 S31 EXPENSES TO BE REIMBURSED (Act s. 5.98(2)(a))

As follows:

31. Expenses to be reimbursed (Act s. 5.98(2)(a)) (1)

For the purposes of section 5.98(2)(a), the kinds of expenses that are to be reimbursed by all local governments are — (a) rental charges incurred by a council member in relation to one telephone and one facsimile machine; and (b) child care and travel costs incurred by a council member because of the member's attendance at a council meeting or a meeting of a committee of which he or she is also a member; and (c) child care and travel costs incurred by a council member in completing the training required by section 5.126(1).

REASON FOR TRAVEL:

_____

TYPE OF VEHICLE:

_____

DISTANCE TRAVELLED:

_____

COUNCILLOR SIGNATURE: _____ **DATE:** _____

OFFICE USE ONLY

_____

APPROVAL: YES NO

SIGNATURE:_____ DATE: _____

Policy 1.8 Governance Risk Management

Reference/s	AS/NZ ISO 31000:20018 Insurance Requirements Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

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PURPOSE

To align effective risk management practices across the Shire of Cranbrook within a common framework that can be clearly understood and applied by everyone engaged in Shire business. The policy assists the organisation to prevent / minimise the adverse effects of risks associated with its operation and to capitalise on any identified positive opportunities.

DEFINITIONS

Risk

AS/NZ ISO 31000:20018 defines risk as "the effect of uncertainties on objectives".

A risk is often specified in terms of an event or circumstance and the consequences that may flow from it. An effect may be positive, negative or a deviation from the expected. An objective may be financial, related to health and safety or any other outcome across the organisation.

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, establish the context and identifying, analysing, evaluation, treating, monitoring and reviewing risk.

SCOPE

Elected Members, Employees, Contractors, Committee Members and Volunteers engaged in Shire business.

OBJECTIVES

To design a logical and systematic method of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that will enable the Shire of Cranbrook to minimise losses and maximise opportunities.

- Elected Members and Management will have a clear understanding of key risks and strive for best practice (ISO 31000-20018 Risk Management);
- Encourage the development of strategies to identify and manage risk and achieve organisational outcomes and objectives;
- Promote a positive risk culture;
- Ensure the ongoing health and safety of Elected Members, Employees, Contractors, Members of the Public and all those with an interest in the ongoing operations of the Shire;
- Ensure continuous improvement;
- Establish effective methods for decision making and planning for risk; and
- Limit interruption to business continuity.

Risk Appetite

The Shire's risk appetite is defined by the Risk Matrix which allows for effective assessment of risk tolerances.

PRINCIPLES

The following 11 principles of Risk Management are extracted from AS/NZS ISO 31000:20018 Risk Management. The developed framework and strategy are based on the following principles:

- **Creates and protects value**
  Risk Management contributes to the achievement of objectives and improvement of performance in e.g. human health and safety, security, legal and regulatory compliance, public perception, environmental protection, product quality, project management, efficiency in operations, governance and reputation.

- **Is an integral part of all Shire of Cranbrook processes**
  Risk Management is not a stand-alone activity that is separate from the main activities and processes of the organisation. Risk management is part of the responsibilities of management and an integral part of all organisational processes, including strategic planning and all project and change management processes.

- **Is part of decision making**
  Risk Management helps decision makers make informed choices, prioritise actions and distinguish among alternative courses of action.

- **Explicitly addresses uncertainty**
  Risk Management explicitly takes account of uncertainty, the nature of that uncertainty, and how it can be addressed.

- **Is systematic, structured and timely**
  A systematic, timely and structured approach to Risk Management contributes to efficiency and to consistent, comparable and reliable results.

- **Is based on the best available information**
  The input to the process of managing risks are based on information sources such as historical data, experience, stakeholder feedback, observation, forecasts and expert

judgement. However, decision makers should inform themselves of, and should take into account, any limitations of the data or modelling used or the possibility of divergence among experts.

- **Is tailored and aligned to Shire's context and risk profile**
  Risk Management is aligned with the organisation's external and internal context and risk profile.

- **Takes human and cultural factors into account**
  Risk Management recognises the capabilities, perceptions and intentions of external and internal people that can facilitate or hinder achievement of the Shire's objectives.

- **Is transparent and inclusive**
  Appropriate and timely involvement of stakeholders, and in particular, decision makers at all levels of the organisation, ensures that Risk Management remains relevant and up-to-date. Involvement also allows stakeholders to be properly represented and to have their views taken into account in determining risk criteria.

- **Is dynamic, iterative and responsive to change**
  Risk Management continually senses and responds to change. As external and internal events occur, context and knowledge change, monitoring and review of risks take place, new risks emerge, some change, and others disappear.

- **Facilitates continual improvement of the organisation**
  Develop and implement strategies to improve their risk management maturity alongside all other aspects of the organisation.

RISK ASSESSMENT IS APPLIED ACROSS THE ORGANISATION IN THE FOLLOWING (BUT NOT LIMITED TO) BROAD CATEGORIES.

- Misconduct
- Inadequate Environmental Management
- Business and Community Disruption
- External Theft and Fraud
- Errors, Omissions and Delays
- Failure of IT and or Communication Systems and Infrastructure
- Failure to fulfil Statutory, Regulatory or Compliance Requirements
- Inadequate Document Management Processes
- Inadequate Engagement Practices
- Inadequate Asset Sustainability Practices
- Inadequate Safety and Security Practices
- Ineffective Employment Practices
- Inadequate Project/Change Management
- Inadequate Supplier/Contract Management
- Ineffective Management of Facilities/Venues/Events

The level of risk associated with, and acceptable to each business area of the Shire is identified in the Risk Management Procedure.

PROCEDURE ASSOCIATED WITH THIS POLICY

Risk Management - Risk Assessment and Acceptance Criteria

Risk Profile Reporting Tool

ROLES AND RESPONSIBILITIES

Elected Members

- Have a strong understanding of, and support for effective Risk Management throughout the organisation; and
- Be suitably trained in Risk Management to be able to sit on the Audit, Risk and Improvement Committee to review Risk Management annually.

Chief Executive Officer

- Ensure that the Strategic Risk Management Plan is implemented;
- Ensure that the Executive Management Team are adequately trained in Risk Assessment; and
- Ensure that all employees have an awareness of their role in Risk Management.

Executive Management Team

- Encourage all employees to participate in managing risk within their own work areas;
- Promote honesty, accountability and reporting of risks and any escalation or change to identified risks;
- Analyse projects, programs for risk;
- Evaluate the risk associated with all functional areas;
- Decide on treatment for each risk;
- Communicate risk awareness and information across the organisation; and
- Meet regularly to review strategic risks.

All Employees

- Have an awareness of risk and ensure they participate in the reduction of risk in the workplace;
- Report all risks and the escalation of identified risks immediately; and
- Have a positive focus on reducing risk in the workplace.

Council Plan

Workforce Plan

Appendix A – Risk Assessment and Acceptance Criteria

MEASURES OF CONSEQUENCE

RATING	PEOPLE	INTERRUPTION TO SERVICE	REPUTATION (Social / Community)	COMPLIANCE	PROPERTY (Plant, Equipment, Buildings)	NATURAL ENVIRONMENT	FINANCIAL IMPACT
Insignificant (1)	Near-Miss	No material service interruption Less than 1 hour	Unsubstantiated, localised low impact on community trust, low profile or no media item.	No noticeable regulatory or statutory impact	Inconsequential damage	Contained, reversible impact managed by on site response	Less than $2,000
Minor (2)	First Aid Treatment	Short term temporary interruption – backlog cleared < 1 day	Substantiated, localised impact on community trust or low media item	Some temporary non compliances	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	$2,001 - $10,000
Moderate (3)	Medical treatment / Lost time injury >30 Days	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Substantiated, public embarrassment, moderate impact on community trust or moderate media profile	Short term non-compliance but with significant regulatory requirements imposed	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	$10,001 to $100,000
Major (4)	Lost time injury <30 Days / temporary disability	Prolonged interruption of services – additional resources; performance affected < 1 month	Substantiated, public embarrassment, widespread high impact on community trust, high media profile, third party actions	Non-compliance results in termination of services or imposed penalties to Shire / Officers	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	$100,001 to $500,000
Extreme (5)	Fatality, permanent disability	Indeterminate prolonged interruption of services non- performance > 1 month	Substantiated, public embarrassment, widespread loss of community trust, high widespread multiple media profile, third party actions	Non-compliance results in litigation, criminal charges or significant damages or penalties to Shire or Officers	Extensive damage requiring prolonged period of restitution Complete loss of plant, equipment & building	Uncontained, irreversible impact	More than $500,000

MEASURES OF CONSEQUENCE (PROJECT)

LEVEL	RATING	Project TIME	Project COST	Project SCOPE / QUALITY
1	**Insignificant**	Exceeds deadline by >5% of project timeline	Exceeds project budget by 2%	Minor variations to project scope or quality
2	**Minor**	Exceeds deadline by >10% of project timeline	Exceeds project budget by 5%	Scope creep requiring additional work, time or resources. Reduced perception of quality by Stakeholders.
3	**Moderate**	Exceeds deadline by >15% of project timeline	Exceeds project budget by 7.5%	Scope creep requiring additional work, time and resources or shortcuts being taken. Stakeholder concerns.
4	**Major**	Exceeds deadline by >20% of project timeline	Exceeds project budget by 15%	Project goals, deliverables, costs and/or deadline failures. Project no longer aligned with the project scope Stakeholder intervention in project.
5	**Extreme**	Exceeds deadline by 25% of project timeline	Exceeds project budget by 20%	Failure to meet project objectives. Project outcomes negatively affecting the community or the environment. Public embarrassment, third party actions.

MEASURES OF LIKELIHOOD

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

RISK MATRIX

Consequence / Likelihood		Insignificant	Minor	Moderate	Major	Extreme
		1	2	3	4	5
Almost Certain	5	**Moderate (5)**	**High (10)**	**High (15)**	**Extreme (20)**	**Extreme (25)**
Likely	4	**Low (4)**	**Moderate (8)**	**High (12)**	**High (16)**	**Extreme (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)**

RISK ACCEPTANCE

Risk Rank	Description	Criteria	Responsibility
LOW (1-4)	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Manager
MEDIUM (5-9)	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Manager
HIGH (10-16)	Urgent Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Executive Management Team
EXTREME (17-25)	Unacceptable	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council

Shire of Cranbrook Existing Controls Ratings

Rating	Foreseeable	Description
Effective	There is little scope for improvement.	Processes (Controls) operating as intended and / or aligned to Policies & Procedures; are subject to ongoing maintenance and monitoring and are being continuously reviewed and tested.
Adequate	There is some scope for improvement.	Whilst some inadequacies have been identified; Processes (Controls) are in place, are being addressed / complied with and are subject to periodic review and testing.
Inadequate	A need for corrective and / or improvement actions exist.	Processes (Controls) not operating as intended, do not exist, or are not being addressed / complied with, or have not been reviewed or tested for some time.

Policy 1.9 Governance iPad Usage – Elected Members and Employees

Reference/s	Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 March 2014	**Motion Number**	06032014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The purpose of this policy is to establish usage guidelines for all Elected Members and Employees who utilise an iPad, having regard to usage, ownership and financial implications.

SCOPE
Elected Members, employees and the Executive Management Team

OBJECTIVE
The aim of the policy is to ensure that all Elected Members and Employees understand the terms and conditions associated with iPad usage.

PRINCIPLES

1. **Usage**
   The Shire of Cranbrook utilise iPads for the distribution of Council agendas, minutes, management reports and the Shire's corporate documents to reduce the time, expense and the environmental impact incurred in distributing paper copies to Elected Members and the Executive Management Team. Hard copies of Council documents will not be provided unless the Chief Executive Officer deems it necessary.

2. **Ownership**
   - Elected Members - iPads will be purchased for each Elected Member in their first year of office from the Elected Members Annual Allowance for Meeting Attendance, in accordance with Council Policy 1.7 – Governance - Elected Members Allowances & Reimbursements and distributed to Elected Members if the Elected Member does not own an iPad. The iPads then become the property and sole responsibility of the respective Elected Member.

   - Executive Management Team – iPads will be purchased using Shire funds and distributed to all managers upon appointment. The iPads remain the property of the Shire of Cranbrook for the duration of a manager's employment. Both the iPad and the SIM card for the service must be returned to the Shire of Cranbrook upon the staff member leaving employment with the local government.

3. **Data/Internet Package (SIM Card)**
   - Elected Members – If required, iPad's will be provided with a data/internet package (SIM card) which shall at all times remain the property of the Shire of Cranbrook. The monthly fee for this service will be paid for by the Shire from the Elected Members Telecommunications Allowance in accordance with Council Policy 1.7 – Governance - Elected Members Allowances & Reimbursements. Any remaining allowance will be paid to the Elected Member. If an Elected Member exceeds their allowance they will be invoiced for anything greater than their annual allowance. Upon retirement or resignation, the SIM card for the service shall be returned so it can be used for incoming Elected Members. An Elected Member may choose to purchase their own SIM card for use with their iPad or use WIFI connectivity only.

   - Executive Management Team - Each iPad will be provided with a data pack (SIM card) which shall, at all times, remain the property of the Shire of Cranbrook. The monthly fee for this service will be paid for with Shire funds (in the same way as mobile telephones are paid for). If a staff member exceeds their usage allowance they will be invoiced for anything over and above the allowance. Upon retirement or resignation, the SIM card for the service shall be returned so it can be used for the incoming manager.

4. **Terms and Conditions**

   The following terms and conditions must be adhered to at all times:
   - All applications (Apps) whether for private or Shire/work use are to be purchased privately using a personal credit card or iTunes voucher;
   - A data pack will be provided, and paid for, by the Shire of Cranbrook in accordance with the conditions listed in this policy;
   - When Elected Members are in the Shire of Cranbrook Administration Building, internet access will be provided by connecting to the Shire's wireless network (wi-fi). Access information (password etc) will be provided upon request. To ensure the integrity of the Shire's computer network, the password for the wi-fi must never be disclosed to another party;
   - iPads may be used for private use for Elected Members in terms of accessing emails, downloading music, utilising the camera features etc;
   - Elected Members and Staff must adhere to Council Policy 1.10 – Governance – Internet and Email Access;
   - Shire owned iPads must not be used to access any information, applications or videos that are deemed inappropriate or illegal;
   - Elected Members are responsible for their iPads including insurance against loss or damage;
   - Elected Members are responsible for replacing their iPads in the event they are lost, stolen or damaged;
   - If a Shire owned iPad is damaged or lost, the Council or Chief Executive Officer may determine that the staff member is liable for the replacement or repairs;
   - All lost or stolen iPads must be reported as soon as practicable in order for steps to be taken to ensure access to email and other Council documents is prohibited to unauthorised users;
   - The Shire reserves the right to monitor the data usage on the devices; and
   - The Shire reserves the right to cap or change the data plan to comply with the Shire's data requirements.

5. **Reimbursement**

   Any applications (Apps) that are purchased from the App Store by Elected Members or Staff members and are deemed imperative for operational use by the Chief Executive Officer may be reimbursed. Approval must be granted by the Chief Executive Officer for the reimbursement of Apps prior to purchase.

6. **Documents Relating to Shire Use**

   All documents required for Council and Committee meetings, reports and Shire Corporate documents will be uploaded via electronic means.

   The agenda for all Council meetings is required to be available 72 hours prior to the meeting (Local Government Act Section 5.5(1)). Elected Members will receive a text message in the week prior to the ordinary Council meeting advising that the agenda is available for viewing.

   It is the responsibility of the individual Elected Member to ensure that they have read all information uploaded into the App. Any problems should be reported to the Manager of Finance immediately. Hard copies of Council documents will not be provided to Elected Members unless the Chief Executive Officer deems it necessary.

ROLES AND RESPONSIBILITIES

Elected Members

- Ensure iPads are maintained in an operative condition and are used in accordance with this policy and the Internet and Email Access Policy 1.10.

Executive Management Team

- Ensure iPads are maintained in an operative condition and are used in accordance with this policy and the Internet and Email Access Policy 1.10.

Policy 1.10 Governance Internet and Email Access

Reference/s Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 19 March 2014 **Motion Number** 06032014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The purpose of this policy is to provide guidelines for Internet access and external email access from Shire computers and iPads

SCOPE
Elected Members and all Employees

OBJECTIVE
The aim of the policy is to ensure that all Elected Members and Employees understand the terms and conditions associated with Internet and email access.

PRINCIPLES

1. **Internet and Email Access**
   Internet and email access is provided for learning, business and information needs of Elected Members and employees of the Shire of Cranbrook. Users are encouraged to develop uses which meet their individual professional needs in a responsible, ethical and legal manner.

2. **Internet Usage**
   Unacceptable use of the Internet facility of the Shire of Cranbrook may lead to removal of internet privileges or disciplinary action and includes:
   - Violation of the privacy or rights of other users;
   - Use for commercial purposes without the CEO's written permission;
   - Breaching copyright law or other intellectual or industrial property rights;
   - Use for any illegal activity;
   - Use to threaten or harass others, such as display of offensive or objectionable material including pornographic displays;
   - Attempt to introduce any damaging computer codes or virus;
   - Attempt to alter hardware or software configurations; and
   - Revealing or publicising any Shire confidential information.

   Use of the Internet shall be via passwords. The user is responsible for protection of his/her password at all times. Computer logs shall be maintained for all usage of passwords to access web sites.

3. Email Usage

Unacceptable use of the Shire of Cranbrook's email facility may lead to removal of privileges or disciplinary action and includes:

- Violation of the privacy or rights of others in the content of emails;
- Use of the Shire's email system for commercial purposes without the CEO's written permission;
- Breaching copyright law or other intellectual or industrial property rights in the content of emails;
- Use of the Shire's email facility for any illegal activity;
- Use of the Shire's email facility to threaten or harass others, such as emails of offensive or objectionable material including pornographic displays; and
- Use of the Shire's email facility in revealing or publicising any Shire confidential information.
- Reporting any cyber security breaches to management and our IT provider.

Use of the email system shall be via passwords. The user is responsible for protection of his/her password at all times. Computer logs shall be maintained for all usage of passwords to access emails.

Use of the Shire's email system should only be for work related purposes and personal email should not be used for Shire business.

4. Management of Emails

- Email correspondence must be saved as Shire records if they provide evidence of Shire business and activities, are needed for use by others or affect the work of others. Employees and Elected Members sending and receiving emails are responsible for deciding if an email message is considered to be a Shire record and making sure that these messages are saved into the Shire's record keeping system.
- The Manager of Finance is available to assist Elected Members in determining what information should be forwarded to the Shire to be recorded into the Shire's record keeping system.
- Email messages which become Shire records will be retained in accordance with the approved retention periods listed in the Office of State Records General Disposal Authority.
- Employees and Elected Members should encourage members of the public to use the Shire's corporate email address when communicating with Council via email (admin@cranbrook.wa.gov.au)

5. Monitoring of Usage

The Shire shall continuously monitor its computer resources to protect the integrity of its computing systems, workstations and programs and maintain a record of all access including messages, inquiries and sites visited by users utilising the Shire's IT system. This record may be available under the Government Information (Public Access) Act 2009 and may be viewed or printed and distributed without reference to users.

ROLES AND RESPONSIBILITIES

Elected Members

- Ensure Internet and email usage complies with this policy

All Staff

- Ensure Internet and email usage complies with this policy

Policy 1.11 Governance Social Media

Reference/s Code of Conduct s 4.1, 4.2
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 17 February 2015 **Motion Number** 15022015

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE

- To clearly articulate the values of utilising social media as a communication tool for the Shire of Cranbrook;
- To ensure acceptable standards are maintained; and
- To reduce the risk of using social media, to the Shire of Cranbrook.

SCOPE

Elected Members and all Employees

DEFINITIONS

Social Media is a collection of internet based tools which facilitate conversation. May include, Social networking sites, video and photo sharing websites, blogs, forums and instant messaging. Such sites provide access to immediate content sharing in a public forum.

OBJECTIVE

- To enhance the use of social media as a communication tool;
- To provide clear guidelines on acceptable and unacceptable use of social media; and
- To clearly demonstrate the outcomes for inappropriate use of social media.

PRINCIPLES

When using social media platforms, Elected Members and employees will:

- Uphold the Values of the Shire of Cranbrook by acting with Respect, Honesty, Teamwork, Safety and Accountability;
- Ensure that all posts adhere to relevant legislation;
- Avoid political bias;
- Act in a timely and appropriate manner; and
- Take steps to avoid real or perceived conflicts of interest.

When developing social media content, Elected Members or employees must not:

- Use abusive, profane, derogatory and sexually explicit language;
- Undertake commercial solicitations or transactions;
- Use copyright or ownership protected materials without appropriate approvals;
- Be discriminatory, defamatory, or encourage law breaking behaviour;
- Compromise the Shire, Elected Members, its employees or safety;

- Do not reference clients, partners or suppliers without approval;
- Spam; or
- Air personal campaigns.

Personal Use of Social Media

The Shire of Cranbrook respects the rights of Elected Members and employees to participate in social media in a private capacity, however, the Shire has a set standard of appropriate and inappropriate use of social media from a workplace perspective. Elected members and employees are encouraged to:

- Recognise potential for reputational damage to be caused directly or indirectly to the Shire as a result of personal content;
- Accept personal responsibility for content published in a personal capacity on any social media platform;
- Not use a Shire of Cranbrook email address or contact details for any personal social media login; and
- Employees - social media should not be used for private purposes during work hours.

In using social media for personal communication, Elected Members and employees must not:

- Damage the reputation of the Shire;
- Disclose sensitive or confidential information;
- Post offensive or defamatory content about the Shire, Elected Members or Employees; or
- Refer to their position or profession when expressing an opinion or participate in public debate in a private capacity.

Notes:

- Elected Members and Employees should be conscious that all activities on social media sites should be considered public activities. It should also be considered that all information posted on a social media site becomes the property of that site.
- Online content is never private.
- Use of offensive, obscene or defamatory content may breach a number of Federal and State laws
- Employees in breach of this policy may be subject to the Shire of Cranbrook disciplinary process.
- Comments made by those not employed (includes Elected Members) or no longer employed, which are injurious to the Shire of Cranbrook will face appropriate legal action for such comments.

PROCEDURE ASSOCIATED WITH THIS POLICY

Social Media Procedure

ROLES AND RESPONSIBILITIES

Elected Members and All Staff

- Ensure all social media usage complies with this policy

Policy 1.12 Governance — Gifts, Benefits, Hospitality, Attendance at Events

Reference/s Local Government Act 1995 s5.90A
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 15 February 2017 **Motion Number** 08022017

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To ensure transparency and establish guidelines for the appropriate conduct in circumstances where Employees, Elected Members or the Chief Executive Officer (CEO) are offered gifts, benefits, hospitality, are recipients of awards or win prizes whether part of their official duties, at trainings or while attending functions as Shire representatives.

SCOPE
All Elected Members, Employees and the Chief Executive Officer

OBJECTIVE
- To ensure all Elected Members, Employees and the CEO have a clear understanding in relation to gifts, benefits, hospitality and includes attendance at any events, including concerts, conferences, functions or sporting events, whether free of charge, part of a sponsorship agreement, or paid by the local government.

PRINCIPLES
1. Under Section 5.90A of the Local Government Act 1995, the definition of an event includes the following:
   - A concert;
   - A conference;
   - A function;
   - A sporting event; or
   - An occasion of a kind prescribed for the purposes of this definition.

2. Council Members and the CEO have the responsibility to ensure that when any gift, benefit or hospitality offer is received the following principles are addressed:
   - A high standard of probity and accountability is maintained;
   - Legislative requirements and community expectations are met;
   - Shire activities are not influenced or perceived to be influenced by the receipt of gifts; and
   - All gifts are correctly disclosed.

3. The attraction, development and approval of events will be in accordance with the following objectives:

- Generation of direct and indirect economic and social benefits to the community;
- Creation of a calendar of events which brings visitors to the region year round and provides broad activation across the region;
- Positive promotion of the Shire of Cranbrook and the Great Southern region of WA.

4. Invitations/tickets to events may be provided to the Shire by event organisers. Where attendance at these events is approved in accordance with this Policy, the requirement to disclose a financial interest under the Act will not apply.

5. In addition to invitations/tickets provided by event organisers, the CEO, in consultation with the Shire President, may purchase tickets for the purposes of Council representation at an event.

6. In determining approval for attendance at an event, the Council will consider:
   - Who is providing the invitation or ticket to the event;
   - The location of the event;
   - Whether the event is sponsored by the Shire of Cranbrook;
   - The relevance of the event to the Council's strategic objectives;
   - The role of the Council member or CEO when attending the event (participant, presenter, observer) and the value of their contribution;
   - The cost to attend the event and/or the public value of attendance if the ticket is being provided at no cost to the Shire;
   - The number of invitations/tickets received;
   - The benefits or importance of Council and/or CEO representation at the event.

7. It is considered appropriate for a Councillor or CEO's partner to accompany them to an event held outside of normal business hours. While the Shire will not generally pay for such attendance, invitations/tickets received by the Council may be provided for this purpose where they are available.

8. The Shire President can delegate any approved attendance to an event to the Deputy Shire President, another Council member or staff member.

9. An invitation provided or addressed personally to a Councillor or to the CEO (for instance via a personal email account) may not be captured by this Policy, and the requirement to disclose a financial interest where the amount exceeds the amount prescribed under the Local Government (Administration) Regulation 20A will apply.

10. This policy does not apply where a Councillor or the CEO attends an event at their own cost and in a personal capacity.

11. Any gift received over $300 is specifically excluded from the conflict of interest provisions if the gift relates to attendance at an event where attendance has been approved by the Council in accordance with this policy.

12. Excluded gifts are still a gift that must be disclosed and published on the Gifts Register if over the value of $300.00 and received in the capacity of Council member or CEO.

13. A Council member must disclose a gift in in writing to the CEO within 10 days of receipt of the gift in accordance with s5.87A of the Act and the CEO must disclose a gift in in writing to the President within 10 days of receipt of the gift in accordance with s5.87B of the Act.

14. The CEO is required to keep a register of gifts which is to be published to the Shire's website (s5.89A) **PROCEDURE ASSOCIATED WITH THIS POLICY**

Register of Gifts and Contributions to Travel Disclosure Form

ROLES AND RESPONSIBILITIES
Elected Members, Employees, and the CEO
Ensure compliance with this policy.

Policy 1.13 Governance Council Briefing Sessions

Reference/s Local Government Act 1995 Part 5
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 21 March 2018 **Motion Number** 08032018

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The purpose of this policy is to provide a clear process for the operation of Council Briefing Sessions.

SCOPE
Elected Members, Executive Management Team

OBJECTIVE
- To provide an informal exchange of information between Elected Members and staff on issues;
- To enable Elected Members to receive information in advance of Council meetings so they can make informed decisions related to that information at subsequent Council meetings;
- To enable Elected Members to inform themselves prior to making decisions on issues; and
- To facilitate strategic considerations of issues in advance.

PRINCIPLES
1. Council Briefing Sessions are held monthly between Elected Members and the Executive Management Team on the third Wednesday of each month, immediately prior to the Council meeting. They may be held at other times if deemed necessary by the Shire President or Chief Executive Officer;
2. Council Briefing Sessions are closed to the public, so as to facilitate full disclosure. Other parties may be invited to attend from time to time to provide specialised information or to make a presentation;
3. The content of Council Briefing Sessions will remain confidential at all times;
4. Council Briefing Sessions will be chaired by the Shire President or nominated delegate. Standing orders of Council do not apply;
5. Executive Management Team Reports will be discussed during the Briefing Sessions;
6. No delegated authority from Council exists at the Council Briefing Sessions;
7. No debate or vigorous discussion between Elected Members that could be interpreted as debate is to be conducted;
8. No decisions or implied decisions that bind the Local Government are to be made; and
9. Elected Members and staff will be respectful of each other and not interrupt the speaker.

PROCEDURE ASSOCIATED WITH THIS POLICY
The Code of Conduct applies to this policy.

ROLES AND RESPONSIBILITIES

Elected Members

- Attend the Council Briefing Sessions
- Participate in the discussion

Executive Management Team

- Attend the Council Briefing Sessions
- Provide up to date information when required
- Ensure the Executive Management Team Report is completed in a timely manner to ensure it is included in the briefing session

Policy 1.14 Governance Complaints Handling

Reference/s Local Government Act 1995 Part 5 Division 9
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 21 March 2018 **Motion Number** 08032018

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The purpose of this policy is to assist the Shire with the timely and effective management of complaints and to improve the quality of operations and services provided by the Shire.

SCOPE
All Employees

OBJECTIVE
- To ensure that complaints are resolved in a timely, fair and equitable manner;
- To ensure customers are able to easily lodge a complaint and have the complaint dealt with by the relevant officer;
- To provide the customer with the relevant information in the event that the customer is not satisfied with the outcome of the complaint; and
- Complaints will be used to review and make positive changes to the Council's policies and procedures.

PRINCIPLES
1. Residents, ratepayers, visitors, staff and volunteers have the right to provide feedback or raise a complaint or concern about any aspect of the Shire's service or the operation of facilities;
2. A complaint is defined as a grievance a person may have against the quality of a service, program or process of the Shire;
3. This policy does not relate to complaints that must be legally addressed in another manner such as the State Administrative Tribunal;
4. Anonymous complaints are not considered under this policy;
5. The Shire will make all reasonable efforts to understand issues or concerns and resolve complaints within the Shire as soon as they arise;
6. All information regarding complaints will be kept confidential amongst the staff concerned with its resolution;
7. Statistics on all types of complaints will be recorded and used to inform Council and staff for ongoing improvement activities within the Shire. For this purpose complaint information may be disseminated to management and other staff however, the identity of the complainant or persons named in the feedback will not be disclosed;
8. Complainants have the right to ask for an internal reconsideration of decisions that have been made in relation to their complaint;

9. Options for internal reconsideration of decisions and external complaint resolution are offered to any complainant who is not satisfied with the resolution of their complaint within the service;
10. If the matter cannot be resolved to the customer's satisfaction they have the right to refer the matter to the Western Australia Ombudsman or the Department of Local Government, Sport and Cultural Industries;
11. All formal complaints received by the Shire will be treated with the utmost seriousness, however if a complaint is found to be malicious, frivolous or vexatious as determined by the Chief Executive Officer, then no further action will be taken on the complaint. The customer will be informed of this decision in writing by the Chief Executive Officer.
12. All complaints must be received in writing and the Complaint Submission Form located on the Shire of Cranbrook website can be used for this purpose.

PROCEDURE ASSOCIATED WITH THIS POLICY
Document – Complaints Handling Procedure
Website Complaint Submission Form
Feedback Form

ROLES AND RESPONSIBILITIES
Chief Executive Officer

- Responsible for reviewing feedback for the purpose of ongoing improvement of the Shire's activities.

Executive Management Team

- Responsible for the management of the complaints process and informing the relevant staff member of any feedback received; and
- Responsible for ensuring that complaints are documented to ensure ongoing improvement of the Shire's activities;

All Employees

- Responsible for reporting complaints to their manager before the end of their work day;
- Responsible for assisting their manager with the complaints handling process; and
- Being open to receiving suggestions for positive change to improve the overall quality of providing Shire services.

Policy 1.15 Governance Related Party Disclosures

Reference/s	Local Government Act 1995 Local Government (Financial Management) Regulations 1996 Australian Accounting Standards AASB 124 Related Party Disclosures Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	21 March 2018 **Motion Number** 08032018

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

The purpose of this policy is to ensure that the Shire's Annual Financial Report contains the disclosures necessary to draw attention to the possibility that its financial position may have been affected by the existence of related parties and transactions.

SCOPE

Elected Members and Executive Management Team (Key Management Personnel)

OBJECTIVE

- Identify related party relationships, related party transactions and ordinary citizen transactions; and
- To determine the disclosures to be made about related party transactions in the Shire's Annual Financial Report for the purposes of complying with AASB 124.

PRINCIPLES

Identification of Related Parties

The Shire of Cranbrook will be required to disclose in its Annual Financial Reports, related party relationships, transactions and outstanding balances.

Related parties includes a person who has significant influence over the reporting entity, a member of the Key Management Personnel (KMP) of the entity, or a close family member of that person who may be expected to influence that person.

KMP are defined as persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly.

For the purposes of determining the application of the standard, the Shire has identified the following as meeting the definition of Related Party:

- An Elected Member of Council;
- KMP being a person employed under section 5.36 of the Local Government Act 1995 in the capacity of Chief Executive Officer;
- Employees designated as 'Senior Employees' under section 5.37 of the Local Government Act 1995;

- Employees who are Managers at the Shire of Cranbrook;
- Close members of the family of any person listed above, including that person's child, spouse or domestic partner, children of a spouse or domestic partner, dependents of that person or person's spouse or domestic partner; and
- Entities that are controlled or jointly controlled by an Elected Member of Council, KMP or their close family members. (Entities include companies, trusts, joint ventures, partnerships and non-profit associations such as sporting clubs).

The Shire will therefore be required to assess all transactions made with these persons or entities.

Identification of Related Party Transactions

A related party transaction is a transfer of resources, services or obligations between the Shire and the related party, regardless of whether a price is charged.

Examples of related party transactions are:

- Monetary and non-monetary transactions between the Shire and any person, business or associated entity owned or controlled by the related party (including family) in exchange for goods and/or services provided by/to the Shire;
- Employee compensation whether it is for KMP or close family members of KMP;
- Application fees paid to the Shire for licences, approvals or permits;
- Lease agreements for housing rental, whether for a Shire owned property or property sub-leased by the Shire through a Real Estate Agent;
- Lease agreements for commercial properties;
- Sale or purchase of any property or asset owned by the Shire to a related party;
- Sale or purchase of any property or asset owned by a related party to the Shire;
- Loan arrangements; and
- Contracts and agreements for construction, consultancy or services.

Disclosure Requirements

For the purposes of determining relevant transactions, Elected Members and KMP will be required to complete a *Related Party Disclosures – Declaration Form* (see attachment to this policy) annually and submit it to the Manager of Finance.

In addition to the above:

- Elected Members will be required to complete a *Related Party Disclosures – Declaration Form* immediately prior to any ordinary or extraordinary election.
- KMP will be required to complete a *Related Party Disclosures – Declaration Form* immediately prior to the termination of employment of or by a KMP.

Ordinary Citizen Transactions

Ordinary Citizen Transactions (OCT) are transactions that an ordinary citizen would undertake with the Shire, which is undertaken on arm's length terms and in the ordinary course of carrying out the Shire's functions and activities.

Examples of ordinary citizen transactions assessed to be not material in nature are:

- Paying rates;
- Fines;
- Using Council owned public facilities after paying any relevant fees; and
- Attending Council functions that are open to the public.

Where these services were not provided at arm's length and under the same terms and conditions applying to the general public, Elected Members and KMP will be required to make a declaration in the *Related Party Disclosures – Declaration Form* about the nature of any discount or special terms received.

Control in Entities

What is an entity that I, or my close family member, control or jointly control?

Entities include companies, trusts, incorporated and unincorporated associations such as clubs and charities, joint ventures and partnerships.

You control an entity if you have:

a) Power over the entity;
b) Exposure or rights, to variable returns from involvement with the entity; and
c) The ability to use your power over the entity to affect the amount of your returns.

To jointly control an entity there must be contractually agreed sharing of control of the entity, which exists only when decisions about the relevant activities require the unanimous consent of the parties sharing control. In some cases, it will be obvious that you or a family member control or have joint control over an entity. In other cases, it will be less clear.

If you are unsure whether you, or a close family member, have control or joint control of an entity then you should contact the Manager of Finance for a confidential discussion.

Confidentiality

All information contained in a disclosure return, will be treated in confidence. Generally, related party disclosures in the annual financial reports are reported in aggregate and as such, individuals are not specifically identified. Notwithstanding, management is required to exercise judgement in determining the level of detail to be disclosed based on the nature of a transaction or collective transactions and materiality. Individuals may be specifically identified, if the disclosure requirements of AASB 124 so demands.

Materiality

Management will apply professional judgement to assess the materiality of transactions disclosed by related parties and their subsequent inclusion in the financial statements. In assessing materiality, management will consider both the size and nature of the transaction, individually and collectively.

PROCEDURE ASSOCIATED WITH THIS POLICY

Related Party Disclosures – Declaration Form and Related Party Disclosures – Guidance Note

ROLES AND RESPONSIBILITIES

Elected Members

- Complete Related Party Disclosures – Declaration Form as required

Executive Management Team (Key Management Personnel)

- Complete Related Party Disclosures – Declaration Form as required

Manager of Finance

- Include Related Party Disclosures in the Shire's Annual Financial Report

Related Party Disclosures – Guidance Note

Who are Key Management Personnel (KMP)

KMP's are persons having authority and responsibility for planning, directing and controlling the activities of Council, directly or indirectly. For the Shire of Cranbrook KMP's include:

- Shire President and Councillors;
- CEO;
- Managers;

Who are close family members of a KMP Person?

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

a. that person's children and spouse or domestic partner;
b. children of that person's spouse or domestic partner; and
c. dependants of that person or that person's spouse or domestic partner.

Under AASB 124, close family members could include extended members of a family (such as, without limitation, a parent, grandparent, siblings, etc) *if* they could be expected to influence, or be influenced by, the KMP in their dealings with Council.

The following table may assist you in identifying your close family members:

Definitely a close family member	**Maybe a close family member**
Your spouse/domestic partner	Your brothers and sisters, if they could be expected to influence, or be influenced by, you in their dealings with Council
Your children Your aunts	Your aunts, uncles and cousins, if they could be expected to influence, or be influenced by, you in their dealings with Council
Your dependents	Your parents and grandparents, if they could be expected to influence, or be influenced by, you in their dealings with Council
Children of your spouse/domestic partner	Your nieces and nephews, if they could be expected to influence, or be influenced by, you in their dealings with Council
Dependents of your spouse/domestic partner	Any other member of your family if they could be expected to influence, or be influenced, by you in their dealings with Council

There may be relationships that a KMP has which are not identified in this appendix but still meet the definition of a related party.

Example: Cousin of Councillor
A Councillor for the Shire has lived in the Shire her whole life. In fact her family has been in the area for generations. The Councillor's cousin, owns and operates the local newsagent through a company ABC Pty Ltd, in which she owns 100% of the shares. The Councillor and her cousin have always been close and regularly socialise together.

From these facts it would appear that the Councillor's cousin is a close family member of the Councillor because she would be expected to influence, or be influenced by, that person in her dealings with Council.

Both the cousin and the company she controls, ABC Pty Ltd would therefore be related parties of Council. Any transactions that the Council makes with the newsagent would need to be separately identified and may need to be disclosed.

What is an entity that I, or my close family member, control or jointly control?
Entities include companies, trusts, incorporated and unincorporated associations such as clubs and charities, joint ventures and partnerships.

Control
You control an entity if you have:

a. power over the entity;
b. exposure, or rights, to variable returns from your involvement with the entity; and
c. the ability to use your power over the entity to affect the amount of your returns.

In some cases, it will be obvious that you or a family member control or have joint control over an entity. In other cases, it will be less clear.

If you are unsure whether you, or a close family member, have control or joint control of an entity then you should contact the Manager of Finance for a confidential discussion.

Example: Clubs or other incorporated bodies
A Shire Councillor is the President of the local football club. This club is overseen by a committee which comprises the President and four other committee members. Each member has a single vote when making decisions at meetings. The committee members are not related and do not have agreements to vote with one another. The club has over 100 members that each have a vote in electing the committee members at the club's annual general meeting.

From these facts it would appear that the Councillor does not control or jointly control the football club so it will not be a related party of Council just because the Councillor is the president of the club.

Example (Son of a KMP employed by council)
The Shire has recently employed Paul's son (George) in the Council's parks and garden's area. Paul is Council's Deputy Chief Executive Officer but was not involved in hiring George. This process was managed by the Director of Parks and Gardens and included an independent assessment process. Paul did not have any influence in George securing the job.

Paul has been identified as a KMP of council, which makes him a related party. George will also be a related party of Council because he is a close family member of Paul. The recruitment process that was undertaken for George's position is irrelevant when assessing whether George is a related party.

Example (Cousin of President - related party commonly known but omitted from declaration)
Shelley, the President of the Shire forgets to include her cousin Mavis, and Mavis' company, when she completes her KMP declaration.

It is commonly known in the community that Shelley and Mavis are close and that Shelley would be expected to influence, or be influenced by, Mavis in her dealings with Council and vice versa.

Mavis and her company are related parties of Council, even though Shelley omitted them from her declaration.

Example (Example of control)
Fred is the President of the Shire and owns 100% of the ordinary shares in ABC Development Company Pty Ltd (the company). The ordinary shares are the only shares in the company that have voting rights.

Fred controls the company because he has the power to affect the company's decisions and the return that he will get from the company.

Fred will need to include the company on his related party declaration.

Example (Example of joint control)
Fred is the President of the Shire and owns 50% of the ordinary shares in ABC Development Company Pty Ltd (the company). Fred's brother Stan owns the other 50% of ordinary shares. Fred and Stan are the only Directors of the company and have equal voting rights on the board.

Fred and Stan have joint control of the company because any decisions require the unanimous consent of them both.

Fred will need to include the company on his related party declaration.

RELATED PARTY DISCLOSURES – DECLARATION

As per requirements of AASB 124 Related Party Disclosures. For additional information to assist you in making a declaration, please refer to Council Policy 1.15 and attached guidance notes.

The following declaration must be completed by all Elected Members, the CEO and Managers of the Shire of Cranbrook who were elected or employed at any time during the financial year.

Disclosure period (Year Ended)	
Person making disclosure	
Position held by person **eg Councillor, Director**	

1. CLOSE MEMBERS OF THE FAMILY (See Guidance Note)	
Name of family member	**Relationship to you**
If there has been no change since your last declaration, please complete 'No Change'	

2. ENTITIES THAT I, OR A CLOSE FAMILY MEMBER CONTROLS OR JOINTLY CONTROLS (See Guidance Note)	
Name of entity	**Name of person who has control/nature of control**
If there has been no change since your last declaration, please complete 'No Change'	

3. ORDINARY CITIZEN TRANSACTIONS – NOT PROVIDED AT ARMS LENGTH Did you or any member of your close family use facilities provided at the Cranbrook Community Gym, attend any event, or use any other Council provided facility AND you received a discount or special terms that would not otherwise be offered to any other member of the public?			
Name of person using the facility	**Service/Facility used**	**Nature of transaction**	**Nature of discount or special conditions received**

Note: Gym membership provided as part of employment has been provided under the same terms as those memberships provided to the public.

4. LEASING AGREEMENTS – DOMESTIC RESIDENTIAL **Did you, or a close family member or related entity, enter into a lease agreement with the Shire of Cranbrook (either as lessee or lessor) for the provision of a domestic rental property (includes properties owned by the Shire of Cranbrook and privately owned properties sub-leased through the Shire of Cranbrook from a real estate agent)? Did you receive or provide a discount or special terms that would not otherwise be offered to any other member of the public?**			
Name of person party to the lease	**Property address**	**Term of lease and weekly rent**	**Detail of any non-arms length conditions**

5. LEASING AGREEMENTS – COMMERCIAL **Did you, a close family member or related entity, enter into a commercial leasing agreement with the Shire of Cranbrook for the provision of a commercial property? Did you receive a discount or special terms that would not otherwise be offered to any other member of the public?**			
Name of person party to the lease	**Property address**	**Term of lease and weekly rent**	**Detail of any non-arms length conditions**

6. TRADING ARRANGEMENTS Were you or a close family member (as defined above) the owner of any business (or in a position to substantially control the business) that provided goods or services to the Shire of Cranbrook? Were those goods or services provided on the same terms and conditions as those available to any other customer? If not, please provide details of the specific terms provided to the Shire of Cranbrook.			
Business name	**Goods or services provided**	**Approximate value for the reporting period**	**Terms and conditions**

7. OTHER AGREEMENTS (Construction, Consultancy, Service Contracts) Did you, a close family member or related entity, enter into any other agreements or arrangements with the Shire of Cranbrook (whether or not a price was charged)? This may include (but is not limited to): construction contracts, consultancy services, service contracts (such as cleaning, maintenance, security). For example a company that a close family member controls, was awarded a contract with the Shire of Cranbrook for building a new office facility.			
Name of person or business/company	**Nature of agreement**	**Value of agreement**	**Terms and conditions**

8. PURCHASE OF PROPERTY Did you, a close family member or related entity, purchase any property or other assets from the Shire of Cranbrook? (this may include vehicles or other plant items, land or buildings) Was the purchase made at arm's length (for example at public auction), and on terms and conditions available to any other member of the public? If not, please provide details of the specific terms provided to you.			
Name of person or entity name	**Property purchased**	**Value of the purchase**	**Terms and conditions**

9. SALE OF PROPERTY Did you, a close family member or related entity, sell any property or other assets to the Shire of Cranbrook? (this may include vehicles or other plant items, land or buildings) Was the sale made at arm's length and on terms and conditions available to any other member of the public? If not, please provide details of the specific terms provided.			
Name of person or entity name	**Property sold**	**Value of the sale**	**Terms and conditions**

10. FEES AND CHARGES FOR APPLICATIONS Did you, a close family member or related entity, make an application to Council for a trading, building, planning or development application, Licence or approval, or any other type of permit or licence?		
Name of person or entity name	**Application type**	**Application and/or receipt number**

11. SELF SUPPORTING LOANS **Did you, a close family member or related entity, enter into a loan agreement with the Shire of Cranbrook? For example a club for which you have control (See Guidance Note)**			
Name of person or entity name	**Loan details**	**Value of the loan**	**Terms and conditions**

12. OTHER AGREEMENTS **Please list any other agreement or arrangement you believe is a related party transaction and should be declared.**			
Name of person or business/company	**Nature of agreement**	**Value of agreement**	**Terms and conditions**

I declare that all information and details provided in this form are true and correct to the best of my knowledge and belief and that no known relevant information has been omitted.

I have made this declaration after reading the information supplied by Council which details the meaning of the definitions to which this declaration relates.

Signed: _____ Date: _____/_____/_____

Once signed please forward to the Manager of Finance

Policy 1.16 Governance Employee Gratuity Payments

Reference/s	Section 5.50 (1) *Local Government Act 1995* Local Government (Administration) Regulations 1996 Part 4 19A Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	17 November 2021 Motion Number 06112021

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

The purpose of this policy is to determine the manner in which Council may grant a gratuity payment or farewell gift, in addition to any amount to which the employee is entitled under a contract of employment or award at the completion of their service with the Shire of Cranbrook, and to publish these guidelines for a "gratuity payment" in a policy in accordance with Section 5.50(1) of the Local Government Act 1995 as well as noting the limitations set by Regulation 19A of the Local Government (Administration) Regulations 1996.

SCOPE

All permanent full time employees of the Shire and does not form a contractual entitlement for any employee of the Local Government. A pro rata value of gratuity may be considered for permanent part time employees.

OBJECTIVE / OVERVIEW

It is a requirement under the Local Government Act 1995 and the Local Government (Administration) Regulations 1996 to prepare a policy that details the circumstances in which it can approve a "gratuity payment" that recognises a payment to a long serving departing employee or as a token of appreciation for an employee's continuous service to the Shire of Cranbrook.

PRINCIPLES

Section 5.50(1) of the Local Government Act states that:

> "A local government is to prepare a policy in relation to employees, whose employment with the local government is finishing, setting out:
>
> > a) The circumstances in which the local government will pay an employee an amount in addition to any amount to which the employee is entitled under a contract of employment or award relating to the employee; and
> > b) The manner of assessment of the additional amount, and cause local public notice to be given in relation to the policy."

Section (1a) of the Local Government Act states that:

A local government must not make any payment of the kind described in subsection (1)(a) unless the local government has adopted a policy prepared under subsection (1).

Section 5.50(2) of the Local Government Act states that:

(2) A local government may make a payment —

(a) to an employee whose employment with the local government is finishing; and

(b) that is more than the additional amount set out in the policy prepared under subsection (1) and adopted by the local government,

but local public notice is to be given in relation to the payment made.

(3) The value of a payment or payments made to a person under this section is not to exceed such amount as is prescribed or provided for by regulations.

(4) In this section a reference to a payment to a person includes a reference to the disposition of property in favour of, or the conferral of any other financial benefit on, the person.

(5) The CEO must publish the policy prepared under subsection (1) and adopted by the local government on the local government's official website that forms a part of this Policy Manual.

Local Government (Administration) Regulations 1996 Part 4 19A states:

The value of a payment or payments made under section 5.50(1) and (2) to an employee whose employment with a local government finishes after 1 January 2010 is not to exceed in total —

(a) the value of the person's final annual remuneration, if the person —
(i) accepts voluntary severance by resigning as an employee; and
(ii) is not a CEO or a senior employee whose employment is governed by a written contract in accordance with section 5.39; or

(b) in all other cases, $5 000

The criteria used by the Shire of Cranbrook is based on years of service with the payment linked to a formula based on the employee's accrued personal leave at the time of departure.

The formula is set out below:

Unused Sick Leave	**Entitlement**
1 – 200 hours	20%
201 – 400 hours	40%
401 – 600 hours	60%
601 hours +	80%

On resignation, retirement or redundancy, an employee is entitled to a bonus in accordance with the following formula: (LR-LC) x EP x RP

Where
LR = Sick leave entitlement on resignation/retirement
LC = Sick leave entitlement at the commencement of the scheme*
EP = Entitlement percentage
RP = Hourly rate of pay at resignation/retirement
*30th August 2013

Determining Continued Service
Continuous service includes:

- any period of absence from duty on approved annual leave, long service leave, paid compassionate leave, paid personal/carer's leave and public holidays, and
- any period of absence that has been supported by an approved workers' compensation claim up to a maximum absence of 12 months.

For the purpose of this policy, unless otherwise determined by the Chief Executive Officer, continuous service does not include:

- any period of unauthorised absence from duty
- any period of unpaid leave, or
- any period of absence from duty on unpaid parental leave.

Number of years' service	**Amount of gratuity**
Continuous service of 10 years and up to 20 years.	A Letter of Appreciation and a monetary payment or gift up to the value of $100.00.
Continuous service of 20 years up to 30 years.	A Letter of Appreciation and a monetary payment or gift up to the value of $200.00.
Continuous service greater than 30 years.	A Letter of Appreciation and a monetary payment or gift up to the value of $300.00

All amounts are at set or otherwise at the discretion of the Chief Executive Officer (CEO), gratuity is to be presented to the employee by the CEO, or nominated representative at a function to be determined by the CEO.

Financial liability for taxation
An employee who accepts a gratuity payment, either as a gift or monetary payment, is responsible for any attributable tax liability arising for the employee and/or the Local Government.

PROCEDURE ASSOCIATED WITH THIS POLICY
Shire of Cranbrook Administration Staff Collective Agreement
Shire of Cranbrook Works Staff Collective Agreement

ROLES AND RESPONSIBILITIES
Chief Executive Officer

- Ensure this policy is adhered to when assessing gratuity payments

Policy 1.17 Governance Public Interest Disclosure

Reference/s	Public Interest Disclosure Act 2003 Public Interest Disclosure Regulations 2003 Corruption, Crime and Misconduct Act 2003 Local Government Act 1995 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	20 April 2022 Motion Number 09042022

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To facilitate the reporting of public interest information and provide protection for those who report this information under the *Public Disclosure Act 2003* (PID Act).

SCOPE
All Shire of Cranbrook Elected Members, officers, employees and contractors.

OBJECTIVE / OVERVIEW
To support the disclosure of any corrupt or other improper conduct, including mismanagement of public resources, in the exercise of the public functions of the Shire of Cranbrook and its officers, employees and contractors. To achieve these objectives the Chief Executive Officer will appoint the Community Development Manager, in addition to themselves as Public Interest Disclosure Officers with responsibility for receiving public interest disclosures under the PID Act.

PRINCIPLES
The Shire of Cranbrook:

1. Does not tolerate corrupt or other improper conduct, including mismanagement of public resources, in the exercise of the public functions of the Shire of Cranbrook, by its members, employees or contractors;
2. Is committed to the aims and objectives of the *Public Interest Disclosure Act 2003*
3. Strongly supports disclosures being made by Elected Officers, employees or contractors as to corrupt or other improper conduct.
4. Will take all reasonable steps to provide protection to Elected Officers, employees and contractors who make disclosures from any detrimental action in reprisal for the making of a public interest disclosure.
5. Does not tolerate any of its Elected Officers, employees or contractors engaging in acts of victimisation or reprisal against those who make public interest disclosures.

A person who makes an appropriate disclosure of public interest information to the Shire of Cranbrook's nominated Public Interest Disclosure Officer under section 5 is ensured of protection under section 13 of the Public Interest Disclosure Act 2003 as outlined below:

(a) incurs no civil or criminal liability for doing so.
(b) is not, for doing so, liable:
  i) to any disciplinary action under a written law;
  ii) to be dismissed;
  iii) to have his or her services dispensed with or otherwise terminated; or
  iv) for any breach of duty of secrecy or confidentiality or any other restriction on disclosure (whether or not imposed by a written law) applicable to the person.

PROCEDURE ASSOCIATED WITH THIS POLICY
Public Interest Disclosure Form
Public Interest Disclosure Procedures

ROLES AND RESPONSIBILITIES
Chief Executive Officer
Community Development Manager

Policy 1.18 Governance — Chief Executive Officer Performance Review

Reference/s	Local Government Act 1995 (s5.8, 5.9, 5.10) Shire of Cranbrook Corporate Business Plan 2021-2025 Shire of Cranbrook Strategic Community Plan 2021-2031
Date Proposed/Adopted	14 December 2022 **Motion Number** 06122022

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
Procedure for the review process for the Chief Executive Officer

SCOPE
Chief Executive Officer, Elected members

OBJECTIVE
This policy is to provide a consistent, transparent, and accountable performance review process for the Chief Executive Officer (CEO) of the Shire of Cranbrook.

RATIONALE
This process is documented and adopted by Council to ensure a consistent approach to the Shire of Cranbrook CEO performance review.

The review process must be a collaborative, constructive process that is designed to enhance performance and provide guidance for the ensuing twelve months, using the Shire's agreed Strategic Plan and/or Business Plan.

Councillors must be prepared to take a corporate view of the process. The performance review process should be regarded as an opportunity to build relationships and to increase the effectiveness of individuals, systems and processes which will improve the performance and the profile of the Shire of Cranbrook.
The panel is to consist of three Councillors inclusive of the Shire President.

Councillors participating in the review must:
- Show an ability to be fair and objective;
- Use good communication skills;
- Possess preparation and evaluation skills;
- Avoid bias;
- Be able to concentrate on outcomes;
- Provide negotiation skills

REVIEW PERIOD
It is a statutory requirement that the CEO's performance is reviewed annually (Part 5, Division 4, Section 5.38, Local Government Act 1995). The review period is to be aligned to the CEO's employment contract period.

In the event that Council has concerns about the performance of the CEO, the President will, at the request of Council, request the CEO Performance Review Panel undertake an interim 6 month performance review.

The President must write to the CEO if Council has requested an interim performance review, outlining the areas of concern to allow the CEO the opportunity to prepare.

Composition of the Review Panel
The CEO performance review panel will consist of:
• The Shire President; and
• Two (2) Councillors nominated by resolution of Council.

If the panel have concern about the CEO, the panel may request the process to be facilitated by an independent facilitator, appointed by a resolution of Council.

All Councillors seeking appointment to the CEO review panel have the opportunity to undertake the relevant CEO performance review training course provided by WALGA (but not essential); it is important for those actually involved in the appraisal interview to feel comfortable with their skill level and role.

CEO KEY PERFORMANCE INDICATORS (KPIS)
The CEO KPIs:
• Must refer to the Council Plan.
• Must mirror the expectations of Council and Community.
• Be reviewed annually and then agreed between the CEO and the Council after each review period.
• Once agreed upon, the KPIs shall not be changed.

PROCEDURE FOR THE REVIEW OF THE CEO

1. The CEO performance review panel to set the review procedure and timeline requirements for each year. Review panel will agree with CEO on key focus areas and conduct a preliminary interview at the beginning of the cycle (endorsement of review).

2. Notification of all parties by the review panel of the review procedure, timeline requirements and any other relevant information such as the independent, external facilitator.

3. CEO to provide a self-assessment to all elected members. The CEO must provide the self-assessment in a written report format as a minimum but may also provide it in other formats of their choice.

4. CEO performance assessment survey issued to all Councillors, if any specific focus areas or key performance indicators (KPI's) are identified in the performance review.

5. Review panel will conduct an appraisal interview with the CEO. Review panel must then assess performance inclusive of feedback from all Councillor and CEO self-assessment document and appraisal (assessment summary).

Council and CEO to determine:

a) agreed specific focus areas or KRA's for next 12 month Review Period; and
b) subject to outcome of the CEO performance review, any amendments of the CEO's employment remuneration package.
c) any recommended changes to process over the next 12 months.

6. Review panel will share the performance review findings with full Council in a briefing session.

7. Full report must be distributed to all Elected Members and the CEO.

8. The President is to hold the record of the performance review. All documents relating to the review process must be registered on the Shire of Cranbrook's records management system.

Policy 1.19 Governance CONFIDENTIAL POLICY - Cyber Security

Reference/s	Cyber Security in Local Government, OAG, 24 November 2021 WA Government Cyber Security Policy 2024, Office of Digital Government Essential Eight Maturity Model, Australian Cyber Security Centre Shire of Cranbrook Council Plan 2025 - 2035
Date Proposed/Adopted	14 December 2022 **Motion Number** 06122022

Reviewed and amended	**19 August 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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This Policy is Confidential and is not available for public viewing.

Policy 1.20 Governance — Privacy Policy

Reference/s	Privacy Act 1988 (Cth) Freedom of Information Act 1992 (WA) State Records Act 2000 (WA) Privacy and Responsible Information Sharing Act 2024 (WA)		
Date Proposed/Adopted	19 August 2026	**Motion Number**	21082026

Reviewed	**19 August 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

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PURPOSE

This Policy sets out Shire of Cranbrook guidelines on managing Privacy under the *Privacy and Responsible Information Sharing Act 2024 (WA)* and other Legislation. The Shire of Cranbrook is an Information Privacy Principle (IPP) entity under the Act and is required to comply with the Information Privacy Principles (IPPs) set out in the Act.

SCOPE

This Policy applies to all Elected Members, Shire of Cranbrook workers, including business partners, contractors, suppliers, consultants, service providers and third parties, who are responsible for handling personal information held and managed by the Shire of Cranbrook.

The policy applies to personal information collected by the Shire of Cranbrook including but not limited to the Shire of Cranbrook website, online services and digital platforms (including mobile applications and social media), phone calls, emails and in-person interactions, application for permits, licences and other services, participation in community programs and events, surveys and consultations, CCTV footage and other security or monitoring systems.

This Policy does not apply to anonymous or de-identified information, which cannot be used to identify a specific individual.

OBJECTIVE

The Shire of Cranbrook values the privacy of its customers and stakeholders and is committed to protecting the personal information that it collects, stores, discloses, and uses.

The Privacy and Responsible Information Sharing Act 2024 (WA) (the Act) requires agencies bound by its principles to enact a policy on the handling of personal information.

This policy facilitates the Shire of Cranbrook's commitment to the lawful and appropriate management of personal information held by it and outlines how the Shire of Cranbrook deals with the personal information collected. It sets out what personal information it collects and holds and how it why it handles personal information in a clear, concise plain language.

PRINCIPLES

1) Collection of personal information

a) The Shire of Cranbrook is committed to upholding the right to privacy of all individuals who have dealings with the Shire of Cranbrook and will take reasonable steps to endeavour that personal information is protected in accordance with the Act.

b) The Shire of Cranbrook collects personal information to enable it to exercise its powers and perform its functions under the legislative framework and policy requirements. Personal information will only be collected for the purposes that relate to the Shire of Cranbrook carrying out its functions as a local government. This can include research to improve our services or for public consultation.

c) The Shire of Cranbrook collects personal information as required by law; through correspondence and service requests; and from online data and metadata collection.

d) The Shire of Cranbrook will provide notice about how information will be used, stored and disclosed.

e) The Shire of Cranbrook will comply, in relation to privacy, with:

   i) The Privacy Act 1988 (Cth), where required by contract.

   ii) The Freedom of Information Act 1992 (WA) regarding amendments to personal information.

   iii) The Privacy and Responsible Information Sharing Act 2024 (WA).

2) Sharing of personal information

a) The Shire of Cranbrook is bound by the Act when handling personal information during its operations as a local government.

b) Any personal information collected by the Shire of Cranbrook will only be used for the purpose for which it has been collected, or for a purpose that one would reasonably expect it to be used in carrying out the Shire of Cranbrook's activities and functions.

c) The Shire of Cranbrook will use reasonable endeavours to maintain personal information collected by the Shire of Cranbrook and will not disclose this information to third parties unless:

   i) The disclosure is authorised or required by law;

   ii) The information is one to which the public has a right to access under relevant legislation;

   iii) The individual has consented to the disclosure;

   iv) The disclosure is necessary to prevent a threat to the individual concerned; and

   v) The information is utilised by a third party engaged on behalf of the Shire of Cranbrook to undertake business purposes.

d) Shire of Cranbrook workers will take reasonable steps to ensure that personal information is accurate, complete, and up to date before use or disclosure.

3) Disclosure of personal information outside of Western Australia and Australia.

a) The Shire of Cranbrook will not disclose personal information outside of Western Australia and Australia unless it has taken reasonable steps to ensure the disclosure complies with the requirements of Act.

b) Where cross-border disclosure occurs, the Shire of Cranbrook will ensure appropriate contractual, technical or organisational safeguards are in place to protect the information and will document the basis for the disclosure.

4) Security and storage

a) All Shire of Cranbrook workers must:
   i) respect the confidentiality of personal or sensitive information they collect, use, or access, and
   ii) follow all applicable privacy laws, this policy, and Shire of Cranbrook requirements.

b) Documents held by the Shire of Cranbrook that contain personal information will be handled in a secure and responsible manner in accordance with the Shire of Cranbrook's relevant procedures and business processes, and under law. This includes the collection, storage, retention and destruction of records.

c) Unless required by law, the Shire of Cranbrook will take steps to destroy, or delete permanently identify personal information it no longer needs.

5) Accuracy of information

The Shire of Cranbrook will:

a) take reasonable steps to make sure that personal information is accurate, complete and up to date.

b) take reasonable steps to protect personal information from misuse and loss and from unauthorised access, modification or disclosure, and

c) where an individual requests access to, or the correction of, their personal information, the Shire of Cranbrook will, as soon as practicable but no later than 45 days, assess the validity of these requests in accordance with the legislative framework.

6) Privacy Breaches and Complaints

a) All identified privacy breaches must be immediately reported to the Governance Officer or, in the case of Elected Members, to the Chief Executive Officer, who will assess the report and make decisions in relation to the breach.

b) All privacy complaints will be investigated, and the complainant provided with information about the investigation and outcome. If a complainant is not satisfied with the Shire of Cranbrook's response, they are entitled to refer their complaint to the Privacy Commissioner.

7) Anonymity, Unique Identifiers and de-identified information

a) Where lawful and practicable, individuals may interact with the Shire of Cranbrook anonymously or through a pseudonym. The Shire of Cranbrook may require identification only where required by law or where it is not practicable to provide a service or function without verifying identity.

b) The Shire of Cranbrook shall not assign a unique identifier to an individual unless it is necessary to perform its functions or services. Where implementation of a unique identifier is considered the Governance Officer will assess that requirement.

c) The Shire of Cranbrook will not re-identify de-identified information except where permitted under the Act, such as where required by law, to test de-identification processes, or where authorised by another IPP entity.

8) Automated decision Making

a) The Shire of Cranbrook will inform individuals where an automated decision-making process is used to make a significant decision about them. Individuals may request human review of decisions made through automated processes.

b) Where automated decision making is used, the Shire of Cranbrook will:

i) assess risks to ensure harm, bias, or discrimination is minimised;
ii) periodically evaluate the operation and effectiveness of the automated system; and
iii) ensure compliance with all requirements of the Act.

9) Information Collection Details

Area	Information Collected	Purpose
Shire of Cranbrook website	IP address, date and time of visit pages accessed, and documents downloaded, number of bytes transmitted and received address of referring page, search terms used, type of browser used.	ISP collects this data for network management, billing, cybersecurity, and compliance with mandatory government data retention laws.
Shire of Cranbrook website	Cookies	Operational, statistical and marketing cookies. Cookies are not used to identify users and may use their own facilities to block cookies.
Shire of Cranbrook website – Online Forms	Names, Email addresses, Telephone Numbers, Addresses	To fulfil applicants' requests to Shire of Cranbrook. Correspondence
Property ownership records. Land valuations and zoning data. Building and planning application. Waste management and bin collection tracking. Dog and cat registration.	Names, Email addresses, Telephone Numbers, Addresses	Shire of Cranbrook statutory, regulatory and service delivery functions Correspondence
CCTV	Non identifying video footage	Security
Community Facilities Hub, Halls, Caravan Parks, Camping grounds, Accommodation Gym Library	Names, Email addresses, Telephone Numbers, Addresses Booking Logs Payment Information	Bookings Management. Facility hire agreements, bond and payment details.

Department of Transport activities	Names, Email addresses, Telephone Numbers, Addresses Personal Identification. Licence Number. Registration details. Vehicle identification details.	On behalf of Department of Transport facilitates licencing and registration.
Customer feedback, complaints, and service requests	Can be anonymous. Names, Email addresses, Telephone Numbers Payment Information	To fulfil applicants' requests to Shire of Cranbrook. Correspondence
Events	Names, Email addresses, Telephone Numbers, Addresses	Providing updates on activities. Conducting Surveys. Advertising.
Emails	Sender Subject Message Attachments.	Shire of Cranbrook statutory, regulatory and service delivery functions record keeping functions. Correspondence.
Mail Correspondence	Sender Subject Message Attachments.	Shire of Cranbrook statutory, regulatory and service delivery functions record keeping functions. Correspondence.
Phone Calls	Subject Message Contact details.	Shire of Cranbrook statutory, regulatory and service delivery functions record keeping functions.
Employment Records	Appointment and Contract details. Police and working with children clearances. Medical Records Employment History Banking, superannuation and tax details. Diversity information Training, induction and licence records.	Compliance with workplace laws.

PROCEDURES ASSOCIATED WITH THIS POLICY

Administration - Disposal Procedure
Administration - Record Keeping Policy & Procedure
Administration – Archives Procedure List

ROLES AND RESPONSIBILITIES

Elected Members

- Comply with and support of the Policy and its outcomes.
- Review the Policy Annually.

Chief Executive Officer

- To ensure compliance with this Policy
- Assess all privacy breaches reported by Elected Members.
- Submit the Policy to the Council for review annually.

People and Projects Officer

- To review and maintain the Policy.
- To support the implementation of the Policy.
- Monitor and review the implementation of automated decision-making processes.

Governance Officer

- Assess and act on all privacy breaches and provide guidance to the Chief Executive Officer on reporting.
- Provide guidance to the Chief Executive Officer on systems implementing unique personal identifiers.

Employees

- Ensure personal information is maintained in accordance with the Policy and Shire of Cranbrook record keeping procedures.

Policy 2.0 Workforce — Employee - Recruitment and Selection

Reference/s	Equal Opportunity Act 1984 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

To ensure the most appropriate and equitable process is used for the recruitment and selection of employees for the Shire of Cranbrook. This policy outlines the Shire's commitment to undertake the recruitment and selection of employees in accordance with the principles outlined in section 5.40 of the Local Government Act 1995 and to ensure successful recruitment and selection decisions are made.

SCOPE

Chief Executive Officer, Executive Management Team

OBJECTIVE

- To provide clear guidelines on the parameters for recruitment and selection; and
- To assist decision making.

PRINCIPLES

- Equal Employment Opportunity will be considered in all recruitment and selection;
- Positions can be filled internally or externally;
- Appropriate advertising methods are utilised to recruit potential candidates and Council reserves the right to advertise by other means (i.e. by word of mouth);
- Recruitment can be coordinated in house, or can be coordinated by a recruitment specialist where the position requires it or where a decision to do so has been made by the Council;
- Late applications will not be accepted to ensure equity;
- A shortlist should be created and selection criteria measured and recorded;
- All recruitment/selection panels will consist of at least two interviewers. Should a designated selection panel member be unavailable, a member of the Executive Management Team will fill that position;
- No pre-interview discussions are to be held outside of this policy;
- No offer of employment is to be made prior to the applicant completing all pre-employment requirements;
- All associated recruitment paperwork is to be made a record;
- The Chief Executive Officer will ultimately approve any appointment of employees;
- Managers must ensure that processes are followed and that proof of all required qualifications are provided and that medicals and other relevant assessments (eg National Police Clearance, Working with Children, reference checks etc) are undertaken prior to appointment for all employees (unless exempt through Policy 2.1); and

- If the CEO is recruiting a 'senior employee' as defined in section 5.37 of the Act, this policy applies in addition to the requirement for the CEO to inform Council of any decision to employ or dismiss a 'senior employee'.
- The selection of panel members to conduct interviews will be comprised of a Manager, an employee with expertise and knowledge of the position and a HR representative if available.

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure that this policy is adhered to.
- Wherever possible, and at the Chief Executive Officer's discretion can replace a member of the Selection Panel with another person if they can bring an expertise or skill to the employment process that will assist in selecting the best person for the job.

Executive Management Team

- Ensure that this policy and associated procedures are followed for all recruitment and selection.

PROCEDURE ASSOCIATED WITH THIS POLICY

HR-3 – Employment Procedure

Policy 2.1 Workforce Employee - Appointments

Reference/s	Equal Opportunity Act 1984 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure that the appointment of all employees is equitable and will benefit the Shire of Cranbrook and the employee.

SCOPE
Chief Executive Officer, Executive Management Team (EMT).

OBJECTIVE
- Have a clear set of principles that define the appointment process.

PRINCIPLES
- All appointments are ratified by the Chief Executive Officer;
- All applicants, successful and unsuccessful are notified in writing of the outcome of their application;
- Unsuccessful applicants will be provided with feedback when requested;
- All successful applicants must have passed the Shire of Cranbrook pre-employment screening requirements which include, pre-employment medical, national police check, drug and alcohol test, visa's and work permits where applicable and any other condition in the procedure;
- A successful applicant maybe exempt from undertaking a pre-employment medical and drug and alcohol test if they are currently working for another local government and there is no break in service when beginning their employment with the Shire of Cranbrook; and
- All permanent appointments are subject to a minimum three-month probationary period.

ROLES AND RESPONSIBILITIES
Chief Executive Officer
- Ensure that this policy is adhered to.

Executive Management Team
- Ensure that this policy and associated procedures are followed for all appointments.

PROCEDURE ASSOCIATED WITH THIS POLICY
HR-3 Employment Procedure

Policy 2.2 Workforce Employee - Induction

Reference/s	Work Health and Safety Act 2020 Equal Opportunity Act 1984 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To guide the induction of new employees to the Shire of Cranbrook.

SCOPE
Chief Executive Officer, Managers, all Employees.

OBJECTIVE
- To ensure all new employees of the Shire of Cranbrook are inducted.

PRINCIPLES
- All new employees will be fully inducted into the Shire of Cranbrook which includes;
  - General induction;
  - An induction to all work areas of the Shire; and
- An employee cannot commence his/her duties until the induction has been completed; and
- All employees will be required to sign and adhere to the Code of Conduct upon commencement of their duties.

Note: Inductions also apply to Contractors, Visitors and Volunteers and will be carried out by the appropriate manager or supervisor where appropriate.

PROCEDURE ASSOCIATED WITH THE POLICY
HR-3 Employment Procedure
Induction forms and checklists
Code of Conduct

ROLES AND RESPONSIBILITIES
Chief Executive Officer
- Ensure that all employee inductions are in accordance with this policy.

Executive Management Team
- Ensure that all new employees are inducted; and
- Ensure that all records procedures are followed.

Employees
- Fully participate in the induction process.

Policy 2.3 Workforce Employee - Performance Management

Reference/s	Public Sector Management Act 1994 Industrial Relations Act 1979 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 August 2026	**Motion Number**	18082026

Reviewed	**19 August 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure that the Shire of Cranbrook undertake appropriate and professional performance management of employees for the benefit of employees and the Shire of Cranbrook.

SCOPE
Chief Executive Officer, Managers, All Employees.

OBJECTIVE
- To ensure that all employees have the opportunity to review, and have reviewed, their performance annually; and
- To ensure that a consistent and organisational approach is adopted for employee performance management.

PRINCIPLES

Performance Management - General
- Performance management should be an ongoing and consultative process with all employees throughout their employment;
- Performance management assists the employee to achieve their goals and aspirations;
- Performance management also assists the Shire of Cranbrook deliver the aspirations of the Council Plan; and
- Includes both recognition and discipline of employees where appropriate.

Performance Improvement Plans
- Performance Improvement Plans can be implemented where an employee is facing difficulty with undertaking tasks, and is not improving through general supervision;
- Performance improvement plans can also be implemented to assist an employee to develop further skills for promotion and development for a specific task or role; and
- Policy 2.26 Performance Improvement Plans provides guidelines for implementation.

Annual Performance Review

- All employees are to be given two weeks' notice of the scheduled review date to ensure they have time to prepare, using the appropriate forms;
- All employees have the opportunity to provide feedback and comment at their review;
- The review document is made a record and a letter to the employee is provided following the review; and
- All review information is filed on personnel files and a copy is provided to the employee.

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure that all employees have the opportunity for an annual review; and
- Ensure that recognition, training, development or disciplinary action, and any other performance measures follow necessary procedures.

Executive Management Team

- Ensure that all employees receive an annual review;
- Ensure that recognition, training, development, disciplinary action and any other performance measures follow necessary procedures; and
- Ensure that all records procedures are followed.

Employees

- Fully participate in the annual review.

Policy 2.4 Workforce Managing Unacceptable Behaviour

Reference/s	Equal Opportunity Act 1984 (see document links) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032 Fair Work Act 2009
Date Proposed/Adopted	21 April 2021 **Motion Number** 05042021

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To educate all employees and Elected Members on what constitutes unacceptable behaviour in relation to workplace discrimination, bullying and harassment and the procedures that will be followed in order to rectify such incidents.

The Shire of Cranbrook does not tolerate any form of workplace discrimination, bullying or harassment and is committed to its duty to foster a safe workplace for all employees, volunteers, contractors and visitors.

OVERVIEW
All personnel have a role in preventing and resolving unacceptable behaviour. Unacceptable behaviour in the workplace is not condoned, and neither is the mismanagement or disregard of complaints. The Shire of Cranbrook is committed to ensuring that incidents of unacceptable behaviour are dealt with appropriately.

The purpose of responding to an alleged incident of unacceptable behaviour is to ensure, to the greatest extent possible, that all personnel work in a cohesive, healthy, safe and effective environment, and to address behaviour that is inconsistent with expected workplace behaviours. It is imperative that all alleged incidents of unacceptable behaviour are responded to in an appropriate, transparent and timely manner, ensuring confidence in existing systems and processes.

SCOPE
Elected Members, Employees, Volunteers, Contractors and Work Experience Students.

DEFINITIONS
Discrimination, harassment or bullying of anyone is deemed unlawful under both State (WA) and Federal (Commonwealth) legislation. Disciplinary action will be taken against any employee who discriminates, harasses or bullies a fellow colleague. Sexual harassment can also be deemed a criminal offence under criminal law leading to prosecution.

All Individuals:	Employees, volunteers, contractors and work experience students.
Assessor:	The person who officially investigates the claim.
Claimant:	The person who is lodging the claim.
Respondent:	The person who is allegedly discriminating, harassing and/or bullying.
Grievance Officers:	Any member of the Executive Management Team.

OBJECTIVES

The objectives of this policy are to:

- Create a safe environment for all employees, free of discrimination, harassment and bullying and where all people are treated with dignity, courtesy and respect;
- Create and increase awareness amongst employees of their rights and obligations in relation to discrimination, harassment and bullying;
- Encourage employees who are victims of, or witnesses to workplace discrimination, harassment or bullying to report all incidents, no matter how minor or severe;
- Provide effective and efficient informal and formal complaint processes based on the 'Procedural Fairness' and 'Natural Justice' principles;
- Treat all complaints in a sensitive, fair, timely and confidential manner;
- Reduce the Shire's direct and indirect risk associated with workplace discrimination, bullying or harassment. For example:
    - Losing valued and talented employees;
    - Reduced productivity and morale;
    - Stress related worker's compensation claims lodged; and
    - Reputational damage through media exposure and/or potential litigation
- Explain costs associated with counselling, mediation, compensation claims and possible legal action; and
- Identify behaviour occurring that contravenes the Shire of Cranbrook Values, Code of Conduct and legal responsibilities, and negatively impacts the organisation's reputation.

ROLES AND RESPONSIBILITIES

Elected Members

- To provide model leadership in this area and display appropriate standards of conduct.

Chief Executive Officer and Executive Management Team

The Chief Executive Officer and the Executive Management Team has a responsibility to:

- Provide model leadership in this area and display appropriate standards of conduct;
- Provide employees with a safe and confidential reporting structure;
- Take all claims seriously and investigate with integrity and fairness;
- Take reasonable steps to ensure all involved in the incident are treated fairly and without victimisation or disadvantage;
- Promptly respond to the incident and report and record the incident to Council if appropriate;
- Ensure all parties involved are kept informed of the progress of the response to the incident;
- Ensure all parties involved in the incident are given information on the available support services;
- Take action to restore workplace relationships, applying discretion pending the type of unacceptable behaviour that has allegedly occurred, for example sexual offences or violent behaviour; and
- Model appropriate behaviour and monitor to ensure acceptable standards of conduct are observed at all times.

Supervisors
Supervisors have additional responsibilities to promote a workplace environment where people feel respected, comfortable to approach their line management to discuss their concerns, empowered to resolve issues at the appropriate level and have faith in their line management to manage and support them.

In relation to unacceptable behaviour, supervisors must:

- Ensure that all employees, volunteers and contractors (where applicable) are working in a safe environment, free from workplace bullying and victimisation. This includes actively promoting this policy within their team;
- Provide the resources and support to employees when incidents of workplace bullying and victimisation occur;
- Address workplace bullying and victimisation incidents immediately if they are evident within their team;
- Refer any claims to another officer or external 3rd party if they feel they are not the best person to handle the claim (e.g. there is a conflict of interest or the claim is too complex or serious); and
- Ensure their employees are aware of their responsibilities and are trained in the organisation workplace discrimination, harassment, bullying and victimisation procedures. This information will be made readily available to all employees via the Shire of Cranbrook Intranet, in hard copy at the Shire Depot and Administration office.

Employee Responsibilities
All employees are required to:

- Adhere to high standards of ethical and personal conduct in connection with their workplace;
- Account for their behaviour;
- Have a responsibility to foster a fair and safe workplace environment;
- Have a role in preventing and resolving conflict and unacceptable behaviour;
- Are obliged to attempt self-resolution at the lowest appropriate level in the circumstances (where practical);
- Adhere to and uphold this Policy and the Shire of Cranbrook Code of Conduct;
- Advise their line supervisor of incidents as soon as possible. This also includes reporting incidents that may have been witnessed; and
- Maintain confidentiality if they are involved in any form of the investigation of a claim (e.g. either as a respondent, witness or claimant).

PRINCIPLES
Procedural fairness is concerned with the procedures used by a decision-maker, rather than the actual outcome reached. It requires a fair and proper procedure be used when making a decision. It is considered highly likely that a decision-maker who follows a fair procedure will reach a fair and correct decision.

What is Unacceptable Behaviour?
Unacceptable behaviour is unreasonable conduct at work or in any situation is offensive, belittling, abusive or threatening to another person or adverse to morale, discipline or workplace cohesion. This includes unlawful discrimination and harassment.

Employees need to be aware that inappropriate use of social media inside and outside of the workplace may constitute unacceptable behaviour. Employees must consider their use of social media on online platforms such as Facebook, Instagram and X and must be aware of the image they present, particularly if they can be associated with the Shire of Cranbrook. Personnel are not to post any defamatory, libellous, vulgar, obscene, abusive, profane, threatening, racially or ethnically hateful or otherwise offensive or illegal information or material.

Values-based Behaviour

Values-based behaviour requires everyone to accept personal responsibility for their actions and the subsequent consequences for themselves and others. By emphasising values, the Shire of Cranbrook aims to steer the culture away from one where the behaviour of people is constrained by rules, to one where behaviour is shaped by expectations and opportunity. Being values-based means that individuals understand in their hearts and minds what is expected and they use their judgement to behave in a way that embodies our values.

Values are the 'bottom line' in behaviour. They specify the 'left and right of arc' for expected behaviour and they encourage individuals to use their own judgement to understand the types of behaviours that are above and below “the line”. Values do not make behaviour more predictable, but they state an expectation and place the responsibility with the individual.

What is equal employment opportunity?

Equal opportunity in employment means that employees are judged on their ability to do the job based on merit rather than assumptions about them based on different characteristics.

What is discrimination?

Discrimination occurs when a person is treated less favourably than another person because of certain attributes. Under Federal and State laws, it is against the law to discriminate against people or to harass them, in various areas of public life because of their:

- Race, including colour, ethno-religious background or nationality under the Racial Discrimination Act 1975;
- Sex, pregnancy, transgender or marital status under the Sex Discrimination Act 1984;
- Disability under the Disability Discrimination Act 1992;
- Carers’ responsibilities under WA Equal Opportunity Act 1984;
- Sexual Orientation under WA Equal Opportunity Act 1984; or
- Age under the Age Discrimination Act 2004.

Direct discrimination is where someone is treated less favourably because of their sex, age, race, disability, pregnancy or any of the other grounds covered by anti-discrimination legislation.
Indirect discrimination occurs when a requirement (or rule) that is the same for everyone has an effect or result that is, or is likely to, disadvantage employees because of their sex, race, disability etc.

What is harassment?

Harassment is defined as behaviour that is directed at an individual or group of employees that, because of its severity and/or persistence, is likely to create a hostile or intimidating environment and detrimentally affect an individual's participation in employment. Harassment is determined by reference to the nature and consequences of the behaviour, not the intent of the initiator, and

occurs in circumstances where a reasonable person would have found the behaviour to be offensive, humiliating or intimidating.

What constitutes general harassment?

- Abusing a person loudly, usually when others are present;
- Repeated threats of dismissal or other severe punishment for no reason;
- Constant ridicule or being put down;
- Leaving offensive messages on email or the telephone;
- Sabotaging a person's work, for example, by deliberately withholding or supplying incorrect information, hiding documents or equipment, not passing on messages or getting a person into trouble in other ways;
- Maliciously excluding or isolating a person from workplace activities;
- Persistent and unjustified criticisms, often about petty, irrelevant or insignificant matters;
- Humiliating a person through gestures, sarcasm, criticism and insults, often in front of management or other workers; and
- Spreading gossip or false, malicious rumours about a person with an intent to cause the person harm.

What is not workplace discrimination or harassment?

It is important for all employees to understand that workplace discrimination or harassment does not include the Executive Management Team and designated supervisors legitimately exercising their right to direct and control the manner in which work is done, monitoring employees' performance and dealing with underperformance in an appropriate and constructive manner, as per the organisation's procedures.

What is sexual harassment?

Sexual harassment is any behaviour of a sexual nature, which is unwanted, unwelcome or uninvited which makes a person feel humiliated, intimidated or offended.

It may involve a single incident or a series of incidents. The Commonwealth (Federal) Sex Discrimination Act 1984 and the W.A. (State) Equal Opportunity Act 1984 declare sexual harassment to be unlawful.

The Fair Work Act has been amended to prohibit (or ban) sexual harassment in connection with work, including in the workplace. These changes apply from 6 March 2023 and expand the previous protections around sexual harassment in the workplace.

What behaviour(s) may constitute sexual harassment?

Sexual Harassment can take many forms, from relatively mild sexual banter to actual physical violence. Examples of behaviour that may be classed as Sexual Harassment include unwanted:

- Physical contact - e.g. touching; patting; pinching; kissing/embracing someone or sexual assault.
- Verbal comments - e.g. innuendo; smutty jokes; suggestive comments about someone's appearance or body; persistently inviting someone out; questions about a person's private life; requests for sexual favours.

- Nonverbal actions - e.g. leers; stares; displays of sexually explicit material; offensive body and hand movements; suggestive letters and drawings, including email; indecent exposure, stalking, taking unwanted photographs.

What is not workplace sexual harassment?
Sexual Harassment is not behaviour which is based on mutual attraction, friendship or respect. If the interaction is consensual, welcome and reciprocated it is not Sexual Harassment.

It is also important for all employees to understand that Workplace Sexual Harassment does not include the organisation legitimately exercising its right to direct and control the manner in which work is done, monitoring employees' performance and dealing with underperformance in an appropriate and constructive manner, as per the organisation's procedures.

Sexual harassment and criminal conduct
Although the Commonwealth (Federal) Sex Discrimination Act 1984 declares sexual harassment to be unlawful (deemed a civil offence), some types of sexual harassment may also be offences under criminal law.

If the organisation suspects a criminal incident has occurred, the organisation shall encourage the complainant to report the matter to the police as soon as possible, and will be provided with any necessary support and assistance.

What is workplace bullying?
Workplace bullying can be defined as repeated, unreasonable or inappropriate behaviour directed towards a worker, or a group of workers, that creates a risk to health and safety (Code of Practice: Violence, Aggression and Bullying at Work (2006)).

Behaviour is considered inappropriate if a worker or workers are harmed, intimidated, threatened, victimised, undermined, offended, degraded or humiliated.

While some workplace bullying may involve verbal abuse and physical violence, bullying can also be subtle intimidation with inappropriate comments about personal appearance, constant criticisms, isolation of workers from others and unrealistic, embarrassing or degrading work demands. Workplace bullying can also be carried out via letters, email and telephone text messages.

Abuse of Power
Abuse of power and authority attributed to an appointment or position to harass, discriminate or bully a subordinate is unacceptable, unethical and in some situations can constitute criminal behaviour. Managers and supervisors must at all times be aware of their actions in relation to their staff to ensure they do not abuse their power and authority.

What is victimisation?
Victimisation includes threatening, harassing or punishing a person in any way because they have objected to, or made a bullying claim about the manner in which they have been treated.

Workplace victimisation can be either overt or covert behaviour. Overt behaviour includes:
- Loud or abusive language;
- Yelling or screaming;

- Unexplained rages;
- Unjustified criticism or insults, particularly in front of others;
- Humiliating or demeaning conduct; or
- Unjustified threats of dismissal or other disciplinary action.

Covert behaviour includes:

- Sabotage by withholding information;
- Hiding documents or equipment;
- Constantly changing targets/work policies;
- Overloading an employee with work and impossible deadlines, causing physical and/or mental exhaustion;
- Withholding training or resources which is typically offered to other employees;
- Isolating or ignoring an employee on a constant basis; or
- Practical joking.

What is not workplace bullying or victimisation

It is also important to understand what isn't bullying to avoid false claims and to provide managers with guidance on what actions they are legally allowed to conduct. This section therefore clarifies what isn't bullying.

An isolated incident of inappropriate or unreasonable behaviour may be an affront to dignity at work but as a one-off incident it is not considered to be bullying. However, since the organisation has a general duty to provide employees with a safe workplace and systems of work, single incidents of this type should not be ignored.

It is important to differentiate between a person's legitimate authority at work and bullying. The organisation has the legal right to direct and control how work is done, and managers have a responsibility to monitor workflow and give feedback on performance.

If an employee has obvious performance problems, these should be identified and dealt with in a constructive way that does not involve personal insults or derogatory remarks. In situations where an employee is dissatisfied with management practices, the problem should also be raised in a manner that does not involve personal abuse.

Vexatious and Malicious Complaints

Vexatious means without grounds and serving only to harass or cause annoyance. A complaint is considered to be vexatious if it is an abuse of the complaint process, if there are no reasonable grounds for the complaint or the purpose of the complaint is to harass, annoy, delay or cause detriment. Malicious means a deliberate, mischievous and unjustified action characterised by a desire to inflict harm or suffering. Vexatious and malicious complaints are a form of unacceptable behaviour. Care must be taken before classifying a complaint as vexatious or malicious; seek advice and assistance from the Executive Management Team for guidance as applicable.

What is an Incident?

An incident is any non-routine event or occurrence that may have an effect on capability, operations, personnel, security, safety, reputation, property, premises, environment, legal and ethical

obligations, obligations to minors, and stakeholders – therefore unacceptable behaviour can be categorised as an “incident”.

How a manager or supervisor responds to an alleged incident of unacceptable behaviour may vary depending on the seriousness of the incident, whether it is substantiated and who was involved. An incident of unacceptable behaviour can and should be resolved in the workplace at the lowest appropriate level.
Note: The term 'incident of unacceptable behaviour' includes both alleged and substantiated incidents of unacceptable behaviour. An incident of unacceptable behaviour is considered an alleged incident until such time as the manager determines the incident has been substantiated.

Minor Incidents
Minor incidents of unacceptable behaviour may include (but are not limited to) the following examples:

- using offensive language in a workplace; and
- treating co-workers with disrespect.

Managers and supervisors are able to take reasonable action to address minor incidents of unacceptable behaviour. Reasonable action may include asking the person to stop the behaviour, explaining why the behaviour is unacceptable, and setting expectations for future behaviour. The manager or supervisor is to also consider options to manage the affected interpersonal relationships.

A series of minor incidents of unacceptable behaviour may be treated as significant incidents and may therefore require a more formal response.

Significant Incidents
Significant incidents of unacceptable behaviour may include (but are not limited to) the following examples:

- ongoing bullying or harassment;
- sexual misconduct (includes sexual harassment, sex discrimination and sexual offences);
- abuse of power; and
- misconduct that requires Code of Conduct action to be taken.

Complaints of Unacceptable Behaviour
A complaint is a response to an incident. When an incident results in a complaint of unacceptable behaviour, the complaint must be managed promptly, seriously, and with fairness and sensitivity.

Who can make a complaint of unacceptable behaviour?
Complaints can occur in two ways:
1. Complainant
A person involved in an incident either as the complainant or witness (bystander), can report the alleged incident of unacceptable behaviour to their supervisor or manager making it clear that they are making a complaint. Complaints cannot be made on behalf of another person, for example a complaint made by a witness is their complaint.
2. Management Initiated Complaint
A manager or supervisor who identifies, or is notified of, an alleged incident of unacceptable behaviour must take action even if there is no complaint from another person. The manager or

supervisor must take appropriate action to correct the behaviour and the incident is to be recorded as a 'management initiated complaint'. The requirement to take action remains even if the complaint is withdrawn.

How is a complaint of unacceptable behaviour made?
A complaint of unacceptable behaviour made by a complainant or witness can be made either in writing or verbally. Whether written or verbal, a complaint is neither formal nor informal; it is simply referred to as a complaint. When making a complaint of unacceptable behaviour, a person is to:

- clearly state they have an unacceptable behaviour complaint;
- provide a brief and clear description of the incident(s), including details of what happened, when it happened, where it happened and who was involved in the incident, including witnesses;
- identify any steps taken to seek resolution and the outcome of such steps; and
- identify the outcome they seek to achieve.

Responding to an Unacceptable Behaviour Complaint
Who should manage a complaint of unacceptable behaviour?

The person who must respond to an incident of unacceptable behaviour is determined by who the respondent is and the location at which the alleged unacceptable behaviour occurred. Usually it will be the respondent's manager who must manage the complaint. Exceptions such as when a bias, or perception of bias exists, or when there are multiple respondents.

If you are the complaint manager and cannot continue to manage the complaint, it is your responsibility to provide written advice of the transfer of responsibility to all parties involved in the complaint and to report the change of responsibility to the Executive Management Team.

What is the Complaint Management Process?
When a manager or supervisor receives a complaint of unacceptable behaviour, or becomes aware of an incident, they are obligated to act**.**

What are the timeframes for managing a complaint?
A response to a complaint is to be finalised as soon as possible, ideally within two to three weeks of becoming aware of the incident. More complex incidents or those that involve investigations or formal inquiries or multiple parties may take longer to resolve. Best practice suggests that complex incidents are to be finalised within three months.

How much information should I give to the respondent about the complaint?
The respondent must be provided with as much information as is necessary to afford procedural fairness. This will normally include disclosure of the identity of the complainant unless it's disclosable conduct or where it may impede any other inquiry or investigation (for example through the risk of destruction of evidence). The respondent should be given the opportunity to reply, receive regular progress updates, be given appropriate support, and be advised of the outcome and their review rights.

What happens if the complainant wishes to withdraw their complaint?
Once a manager or supervisor becomes aware of a complaint (through any means), they have an obligation to act, even if the complainant wishes to withdraw their complaint. The only exception is in relation to any alleged sexual misconduct whereby the victim's wishes remain paramount.

Making a Decision about a Complaint of Unacceptable Behaviour
Sufficient Information to Make a Decision
If a manager or supervisor believes that there is sufficient information to make a decision they must take action. The action will be guided by whether the evidence was sufficient to conclude that:

- unacceptable behaviour did not occur or could not be substantiated; or
- unacceptable behaviour occurred.

Unacceptable Behaviour Did Not Occur
If the manager or supervisor determines:

- the behaviour did not occur; or
- the behaviour occurred but was not unacceptable behaviour; or
- that despite reasonable efforts, nothing can be gained from further inquiry into the incident, the manager must:
  - advise the parties involved in the incident of the decision; and
  - if appropriate, refer the incident of unacceptable behaviour for action under an alternative process.

Unacceptable Behaviour Did Occur (Complaint Substantiated)
If employees, external service providers or contractors who, under the conditions of their contract with the Shire of Cranbrook, are found to have participated in unacceptable behaviour (ie the complaint has been substantiated), the manager or supervisor is responsible for responding to the incident of unacceptable behaviour.

If a manager or supervisor has determined that all the following elements have been met:

- the alleged behaviour occurred; and
- the behaviour is unacceptable behaviour.

the manager or supervisor must determine what action is to be taken to address the unacceptable behaviour, possible outcomes could be guided by:

- the nature and seriousness of the behaviour
- the service or employment relationship between the Shire of Cranbrook and the person alleged to have behaved unacceptably (LGA employee, external contractor etc)
- the service or employment history of the person alleged to have behaved unacceptably.

Insufficient Information to Make a Decision
A manager or supervisor may believe there is insufficient information on which to make a decision about the incident of unacceptable behaviour. Processes that are available to assist a manager or supervisor to obtain additional information include (not necessarily in this order):

- undertake a fact finding exercise; or
- undertake an investigation with tailored Terms of Reference approved by the CEO or the Council as appropriate.

Fact Finding
Fact finding activities can vary enormously, from simply asking a question through to more formal processes. Fact finding activities might include interviewing a witness, requesting documents from a witness or obtaining various records, including personnel records, corporate files, security gate records, internet usage records or considering applicable policy and legislative requirements. The goal of fact finding is to support decision-making.

Procedural Fairness
Procedural fairness is about giving the respondent 'a fair go' by ensuring they can tell their own story and respond to any adverse information before a decision is made against them. It is not necessary if there are no adverse effects on anyone. Procedural fairness may be granted by either or both the fact finder or the decision-maker. Commensurate with the fact finding process it can a quick, informal process such as a simple conversation or it can be more formal by providing the issues to the individual and allowing them time to make a written response.

Repairing Relationships
If an incident of unacceptable behaviour gives rise to issues that negatively affect the working relationships between two or more people, managers and supervisors may take action in an attempt to restore that relationship, for example Dispute Resolution.

Communicating Decisions
The decision-making process does not end when the decision is made – it needs to be communicated to the relevant individual or to relevant areas within the organisation.

Communicating decisions to an individual, or debriefing, may involve a formal written notice, a personal interview, counselling or some other form. The communication, whatever its form, should usually state clearly the decision made, the reasons for the decision and provide advice about any avenue of review.

Communicating decision is important, failure to do so may cause a person to become aggrieved by the way in which the decision-making process has been handled rather than the actual decision. Waiting for decisions can be a stressful and uncertain time for people therefore outcomes should be communicated to affected people quickly and with sensitivity.

Who should be informed of a decision?
Both the complainant and the respondent should be briefed on the outcome of the complaint. In some cases where an incident (including fact finding) has had a significant emotional impact on a unit or team, it would be appropriate to debrief the unit or team as a whole about the outcome. If the matter relates to misconduct, this might take place as part of a broader discussion around expected behaviours or complaint avenues.

What information should not be provided?
Decisions may involve sensitive and personal information about individuals. Decision-makers will sometimes be legally constrained in what they can say by legislation, including the Privacy Act 1988. For this reason, it may be appropriate to provide different people with different information, having regard to the purpose of a particular communication and legislative and policy restrictions. Decision-makers should exercise professional judgement in assessing what is appropriate to include in a

debriefing. It can be helpful to think about how they would want their own personal information handled in that situation. Legal advice can also be sought.

Complainants should be provided with as much information as possible about the outcome. This will usually include providing information about any action taken against the respondent, and the reasons why action was or was not taken.
However, any sensitive and personal information about the respondent, such as health information or information about their family life, should not be provided to a complainant unless the respondent has consented to the release of this information.

What needs to be documented?
When responding to an incident of unacceptable behaviour managers and supervisors are to:

- create and keep records of the incident of unacceptable behaviour including:
  - any actions taken (including fact finding)
  - any decisions made in response to the incident
  - what information was provided to the complainant and respondent and others (if appropriate).
- ensure that all information collected in the course of responding, reporting and recording of unacceptable behaviour incidents is treated as Sensitive: Staff-in-Confidence at a minimum
- put in place reasonable safeguards to protect the information against loss, unauthorised access or use, modification, disclosure and other misuse, this may include assigning access privileges to documents, storage in locked cabinets, de-identifying information conveyed by email, strictly limiting access and distribution of information to those with a role in the complaint process, and then only that information which is relevant to their role.

Resolution of Incidents and Complaints
What does resolution look like?
Unacceptable behaviour complaint resolution is achieved when the complaint has been dealt with fairly and sensitively, parties have been debriefed on the outcome and their review rights, resolution options have been implemented, and all appropriate reporting has been finalised. Managers and supervisors need to ensure:

- unacceptable behaviour has stopped – the workplace is safe and no further unacceptable behaviour has occurred
- action has been taken in relation to people acting unacceptably – this may include informal or formal resolution options
- completing any other processes (for example police action, or Code of Conduct action)
- workplace relationships are restored - this may occur by:
  - a manager or supervisor addressing workplace relationship issues with parties
  - a dispute resolution intervention (for example mediation) taking place allowing parties to address their concerns and repair their relationship
  - parties maintaining a professional working relationship
- all applicable reporting has been completed.

Resolution of a complaint does not mean that all parties will necessarily be satisfied with the outcome.

Informal Resolution
As a manager, you may determine that the matter may be resolved informally. If the behaviour has been addressed using informal resolution, the complaint may be closed.
Informal resolution options include:

- self resolution
- supported self resolution
- apology (genuine and voluntary)
- identifying training needs and taking appropriate action training
- identifying team or group needs and taking appropriate action
- counselling
- dispute resolution intervention

PROCEDURE ASSOCIATED WITH THIS POLICY
Policy 2.5 Workforce - Grievance Policy

Legislation:

- **Work Health and Safety Act 2020 and associated Regulations**
- **Industrial Relations Act 1979 and associated Regulations**
- **Corruption Crime and Misconduct Act 2003 and associated Regulations**
- **Equal Opportunity Act 1984 and associated Regulations**
- **Sex Discrimination Act 1984 and associated Regulations**
- **Racial Discrimination Act 1975 and associated Regulations**
- **Code of Practice: Violence, Aggression and Bullying at Work (2006)**
- **Workers Compensation Act 1981 and associated Regulations**
- **Public Interest Disclosure Act 2003 and associated Regulations**

Policy 2.5 Workforce Grievance Policy

Reference/s	Industrial Relations Act 1979 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To acknowledge that the Shire of Cranbrook has a legislative responsibility to ensure employees' grievances are managed effectively and fairly and to ensure that Elected Members and Employees understand that they have a responsibility to adhere to the Shire of Cranbrook's values.

DEFINITIONS
1. Definitions
1.1 Grievances
A grievance is a real or imagined cause for complain, especially unfair treatment.

1.2 Workplace Bullying
51BI. Worker bullied or sexually harassed at work (Industrial Relations Act 1979)
(1) A worker is bullied at work if, while the worker is at work —
(a) an individual, or group of individuals, repeatedly behaves unreasonably towards —
(i) the worker; or
(ii) a group of workers of which the worker is a member;
and
(b) that behaviour creates a risk to the safety or health of the worker.
(2) Subsection (1) does not apply to reasonable management action carried out in a reasonable manner.

SCOPE
Both the Shire of Cranbrook (the employer) and employees have a duty of care:

- The employer must, as far as practicable, provide and maintain a working environment where employees are not exposed to hazards. Bullying, harassment and unlawful discrimination are hazards;
- The employer must manage breaches of policy in a fair and equitable manner;
- The employer must provide employees with information, instruction, training and supervision to enable them to carry out work in a safe manner; and
- Employees must take reasonable care for their own safety and health and that of others at work and report hazards that they are aware of, to supervisors and /or management and co-workers.

OBJECTIVES

- To ensure that employees and managers understand that there is a concise process to manage grievances in the workplace and to encourage all employees to make every effort to manage grievances within the Shire of Cranbrook.
- This policy should be read in conjunction with the Grievance Procedure.

PRINCIPLES

- That all employees are treated fairly and with respect in a grievance claim;
- That grievances are dealt with promptly;
- Wherever possible grievance matters should be addressed at a local level; and
- Wherever possible complaints will be handled at a manager or supervisor level.

ROLES AND RESPONSIBILITIES

Elected Members

- To provide model leadership in this area and display appropriate standards of conduct.

Chief Executive Officer and Executive Management Team

- To provide model leadership in this area and display appropriate standards of conduct;
- To provide employees with a safe and confidential grievance reporting structure; and
- To take all claims seriously and investigate with integrity and fairness.

Supervisors

All line supervisors are required to:

- Model appropriate behaviour and monitor to ensure acceptable standards of conduct are observed at all times;
- Ensure that all employees, volunteers and contractors where applicable are working in a safe environment, free from workplace bullying and victimisation. This includes actively promoting this policy within their team;
- Provide the resources and support to employees when incidents of workplace bullying and victimisation occur;
- Address workplace bullying and victimisation incidents immediately if they are evident within their team;
- Refer any claims to another officer or external 3rd party if they feel they are not the best person to handle the claim (e.g. there is a conflict of interest or the claim is too complex or serious); and
- Ensure their employees are aware of their responsibilities and trained in the organisation workplace discrimination, harassment, bullying and victimisation procedures. This information will be made readily available to all employees via the Shire of Cranbrook Intranet, in hard copy at the Shire Depot and Administration office.

Employee Responsibilities

All employees are required to:

- Adhere to and uphold this Policy and the Shire of Cranbrook Code of Conduct;
- Advise their line supervisor of incidents as soon as possible. This also includes reporting incidents that may have been witnessed; and
- Maintain confidentiality if they are involved in any form of the investigation of a claim. (e.g. either as a respondent, witness or claimant)

Legislation:

- **Local Government Act 1995 which is also complemented by guidelines and handbooks produced by the Department of Local Government, Sport and Cultural Industries**
- **Work Health and Safety Act 2020 and associated Regulations**
- **Industrial Relations Act 1979 and associated Regulations**
- **Corruption Crime and Misconduct Act 2003 and associated Regulations**
- **Equal Opportunity Act 1984 and associated Regulations**
- **Sex Discrimination Act 1984 and associated Regulations**
- **Racial Discrimination Act 1975 and associated Regulations**
- **Code of Practice: Violence, Aggression and Bullying at Work (2006)**
- **Workers Compensation Act 1981 and associated Regulations**
- **State Records Act 2000 and associated Regulations**
- **Privacy Act 1988 and associated Regulations**
- **Freedom of Information Act 1992 and associated Regulations**
- **Public Interest Disclosure Act 2003 and associated Regulations**

Policy 2.6 Workforce Senior Employees

Deleted	5 April 2023

Policy 2.7 Workforce Professional Development and Training

Legislative Reference/s	Local Government Act 1995, (s5.41 and s5.42) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure the ongoing professional development of employees and elected members at the Shire of Cranbrook and to ensure that employees and Councillors have the necessary training and qualifications to undertake the tasks they perform.

DEFINITION
Professional development - Any activity that contributes to the relevant professional development of an employee and/or elected member and may include training, conferences, seminars, workshops.

Training - Specific activities related to the improvement in skills for an employee relevant to their position.

SCOPE
All employees, Elected Members

OBJECTIVE
The Shire of Cranbrook is committed to the provision of training and professional development to ensure that its employees have adequate skills to perform their roles, to maximise efficiency throughout the organisation, to ensure that the highest levels of safety are attained with well trained and competent employees and that employees remain committed and motivated.

- To identify training needs;
- To ensure training and professional development is budgeted for each year;
- To encourage employees to seek out and attend training or professional development opportunities;
- To ensure that such training or professional development enhances the development of the employee;
- To ensure such training or professional development is relevant to the duties of the employee and will benefit the organisation;
- To encourage the identification of professional development opportunities at Annual Reviews; and
- Ensure that all employees are consulted with and provided with the appropriate training for both employee and organisational development.

PRINCIPLES

- Managers will assess the training needs of the organisation at employee annual reviews. They will consult with employees to identify any skills gaps and will undertake or arrange training where there is an identified need;
- Consider training needs when constructing the annual budget, with regard to skills required for new projects;
- Maintain a training record, including training needs and training register;
- Ensure that an evaluation is completed after each training or professional development is undertaken and that those records are placed on the personnel file after review by the relevant Manager;
- Evaluations of the employees' performance after the training to ensure that adequate skill development has occurred;
- Expenses incurred whilst attending professional development will be reimbursed upon production of receipts. Expenses may include;
    - Registration fees
    - Accommodation
    - Meals
    - Travel
    - Parking
    - Other expenses deemed appropriate by the Chief Executive Officer
- Employees seeking permission to use their personal vehicle to attend training for work purposes must seek permission in writing from the Chief Executive Officer, prior to attending that training.
- Employees that have been approved, in writing, by the Chief Executive Officer to use their personal vehicle to attend training for work, where the training is based outside a 300km radius of Cranbrook town Centre will receive a once off payment of $140.
- A set meal allowance will be provided where a staff or elected member is staying with family or providing their own accommodation and meals and not utilising commercial accommodation with charge back options for meals and meals paid by the Shire of Cranbrook or refunded through the presentation of receipts. The meal allowance is calculated as follows: $100 per day; breakfast $25, lunch $30, dinner $45. This may be claimed via a Meal Allowance Form signed off by the Chief Executive Officer or a member of the Executive Management Team responsible for the employee – a meal cannot be claimed if it is provided by the training provider or the Shire of Cranbrook.
- No reimbursement is made for hotel mini bar, in house movies, alcohol, entertainment or other personal expenses; and
- Employees will provide their relevant Manager with feedback on the value and outcomes of attending the professional development/training.

PROCEDURE ASSOCIATED WITH THIS POLICY

Completion of Employee Training Feedback Form
Completion of Meal Allowance Claim Form

ROLES AND RESPONSIBILITIES

Elected Members

- Authorise any professional development required by the Chief Executive Officer.

Chief Executive Officer

- Authorise professional development for Managers and Elected Members;
- Ensure that there is adequate budget provision; and
- Ensure that the professional development chosen benefits the employee and/or elected member and the organisation.

Managers

- Authorise professional development for employees;
- Ensure that there is adequate budget provision;
- Arrange for a shire vehicle to be available for travel to and from training where possible; and
- Ensure that the professional development chosen benefits the employee and the organisation.

Employees

- Undertake training with interest and integrity; and
- Provide feedback.

MEAL & TRAVEL ALLOWANCE CLAIM FORM

EMPLOYEE: _____

THIS CLAIM IS SUBMITTED IN ACCORDANCE WITH COUNCIL POLICY 2.7 WORKFORCE PROFESSIONAL DEVELOPMENT & TRAINING. THE TRAINING ATTENDED IS:

_____

_____

TICK APPLICABLE BOX:

DATE	BREAKFAST		LUNCH		DINNER		TOTAL
	$25		$30		$45		$
	$25		$30		$45		$
	$25		$30		$45		$
	$25		$30		$45		$
	$25		$30		$45		$
	$25		$30		$45		$
	$25		$30		$45		$
						TOTAL:	$

One Off Fuel Allowance for Personal Vehicle Usage (Permission Attached)	**$140.00**

TOTAL CLAIM: $

COSTING ACCOUNT: _____

EMPLOYEE SIGNATURE: _____ DATE: _____

OFFICE USE ONLY

MANAGER APPROVAL: YES NO

SIGNATURE:_____ DATE: _____

Policy 2.8 Workforce Leave – Management of Annual and Long Service

Reference/s	Local Government Act 1995 (s5.42 & 5.48) Local Government (Long Service Leave) Regulations Local Government Industry Award 2010 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
The purpose of this policy is to provide a consistent application of the leave provisions in accordance with the National Employment Standards.

SCOPE
All employees

OBJECTIVE
- Facilitating consistency in administering the leave provisions for employees;
- Providing teams with information to effectively manage the Annual and Long Service Leave entitlements of employees;
- Encouraging employees to take leave by reinforcing the positive benefits of taking leave when it becomes due;
- Managing all leave to ensure that employees endeavour to utilise their leave entitlement when they become due to minimise the accrual of leave and to reduce the financial liabilities of the Local Government;
- To ensure employees are familiar with the process for accessing their leave provisions when they accrue according to the provisions in the National Employment Standards and registered agreements; and
- The Chief Executive Officer will consider and decide on applications received from employees under the Local Government (Long Service Leave) Regulations.

PRINCIPLES
- The Chief Executive Officer is to ensure that the operations of the Local Government will not be unduly hindered by absence on Long Service Leave of the applicant. In accordance with Regulation 6B Local Government (Long Service Leave) Regulations, Council indicates its support for applications to take leave on double pay i.e. taking half the normal period of entitlement at double rate of pay which extinguishes the full thirteen weeks of entitlement; and
- Managers must ensure that leave requests are managed appropriately to ensure the ongoing operations of the Shire.

PROCEDURE ASSOCIATED WITH THIS POLICY
Completion of the appropriate Leave Application Form and/or Application for Long Service Leave

ROLES AND RESPONSIBILITIES
Chief Executive Officer

- Ensure that the Shire of Cranbrook is not disadvantaged by the taking of leave; and
- Determine leave for Managers.

Managers

- Ensure that the Shire of Cranbrook is not disadvantaged by the taking of leave; and
- Determine Leave for employees.

Employees

- Must endeavour to submit applications for leave with a minimum of two weeks' notice as per the collective agreements.

Policy 2.9 Workforce Leave – Community Service

Reference/s	Fair Work Act 2009 (Division 8) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

To provide employees who volunteer to emergency organisations such as the State Emergency Service, Volunteer Fire Brigade, St John Ambulance and the Defence Force Reserves or make donations to the Red Cross Blood Bank with a leave entitlement to undertake their roles during work hours.

DEFINITIONS

Section 109 of the Fair Work Act states that eligible community service is:

"(a) jury service (including attendance for jury selection) that is required by or under a law of the Commonwealth, a State or a Territory; or

(b) a voluntary emergency management activity (see subsection (2)); or

(c) an activity prescribed in regulations made for the purpose of subsection (4)."

And then describes voluntary emergency management activity as:

"(a) the employee engages in an activity that involves dealing with an emergency or natural disaster; and

(b) the employee engages in the activity on a voluntary basis (whether or not the employee directly or indirectly takes or agrees to take an honorarium, gratuity or similar payment wholly or partly for engaging in the activity); and

(c) the employee is a member of, or has a member-like association with, a recognised emergency management body; and

(d) either:

(i) the employee was requested by or on behalf of the body to engage in the activity; or

(ii) no such request was made, but it would be reasonable to expect that, if the circumstances had permitted the making of such a request, it is likely that such a request would have been made."

With a recognised ***emergency management body*** being defined as:

"(a) a body, or part of a body, that has a role or function under a plan that:

(i) is for coping with emergencies and/or disasters; and

(ii) is prepared by the Commonwealth, a State or a Territory; or

(b) a fire-fighting, civil defence or rescue body, or part of such a body; or

(c) any other body, or part of a body, a substantial purpose of which involves:

(i) securing the safety of persons or animals in an emergency or natural disaster; or

(ii) protecting property in an emergency or natural disaster; or

(iii) otherwise responding to an emergency or natural disaster; or

(d) a body, or part of a body, prescribed by the regulations"

SCOPE

All employees who volunteer to emergency organisations such as the State Emergency Service, Volunteer Fire Brigade, St John Ambulance and the Defence Force Reserves or donate to the Red Cross Blood Bank.

OBJECTIVE

To provide access to a reasonable additional leave requirement for the purpose of performing their volunteer role.

PRINCIPLES

- Paid Community Emergency Service Leave of up to 38 hours for a full time employee (pro-rata for part-time employees) per calendar year will be granted to employees who are members of an approved volunteer emergency service (such as SES, Volunteer Fire Brigade, St John Ambulance or Defence Force Reserves) for the purpose of participating in service, at the discretion of the Chief Executive Officer or, in the case of the Chief Executive Officer, the Shire President;
- This Community Emergency Service Leave will be in addition to annual leave entitlements;
- Service in excess of 38 hours per calendar year is subject to the approval of the Chief Executive Officer or, in the case of the Chief Executive Officer, the Shire President, and is conditional upon the likely disruption to the employee's work;
- Paid leave granted under this Policy will be treated as continuous service for the purposes of calculating annual leave, long service leave, sick leave or any other entitlements. Unpaid Leave will be treated as leave without pay;
- Employees requiring access to Community Service Leave are to provide reasonable notification to the Local Government where possible, and have the leave approved by the Chief Executive Officer or, in the case of the Chief Executive Officer, the Shire President;
- Employees granted paid Community Service Leave under this Policy shall be paid for time absent from duty up to the total of ordinary time usually worked in that day or period during the emergency, but not including time in excess of ordinary working hours, weekends or public holidays;
- Employees seeking Community Service Leave to participate in a volunteer community service under this policy must provide certification that they have become members of a recognised volunteer service organisation; and
- Employees can apply to the Chief Executive Officer or, in the case of the Chief Executive Officer, the Shire President for voluntary service that either exceeds this leave provision or that is not specifically covered by the policy.

Example: If an employee normally works until 5.00pm and leaves their place of employment at 2.00pm to attend an emergency call out, they will be paid 3 hours Community Service Leave, even if their volunteer duty continues past 5.00pm.

PROCEDURE ASSOCIATED WITH THIS POLICY

Leave Application Form

ROLES AND RESPONSIBILITIES

Shire President

- To approve Community Service Leave for the Chief Executive Officer

Chief Executive Officer

- To approve Community Service Leave for all other employees

Managers

- To ensure that appropriate documentation is supplied by the employee.

Policy 2.10 Workforce — Christmas Shutdown Period

Reference/s	Local Government Act 1995 (s5.42) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To designate the closure of the Shire of Cranbrook operations during the Christmas and New Year period each year.

SCOPE
All employees

OBJECTIVE
- To ensure that the period of Christmas closure is an effective and efficient use of Shire resources; and
- To ensure that the public are aware of the Shire closure dates.

PRINCIPLES
- The Christmas shutdown period is determined for the most efficient running of the Shire;
- During the shutdown period, employees will be asked to take leave, rostered days or leave without pay for days which are not public holidays or local government days;
- If an employee does not wish to take leave during the Christmas closure period, they will be provided with work during the Christmas Shutdown Period; and
- A skeleton outdoor works crew is rostered to work during this period.

ROLES AND RESPONSIBILITIES
Chief Executive Officer
- To approve the period of closure; and
- To advertise the period of closure.

Managers
- To ensure that all employees complete the necessary leave forms for the period.

Policy 2.11 Workforce Salary Sacrificing

Reference/s Australian Taxation Office Salary Sacrifice Arrangements (as varied from time to time)
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Adopted 19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
This policy provides guidelines for salary sacrificing arrangements for employees.

SCOPE
This policy applies to all permanent employees.

OBJECTIVE
- To ensure a consistent approach to salary sacrifice requests; and
- To ensure there is no additional financial impost to the Shire of Cranbrook when entering into a salary sacrifice arrangement with an employee.

PRINCIPLES
Employees may request approval for one fringe benefit tax free item per year to be purchased through salary sacrifice provisions providing that:

- The rules of the Australian Taxation Office recognise the item as being allowable as a fringe benefit tax free item;
- There is no financial impost on the Shire of Cranbrook, other than administration costs related to payroll processing;
- For any item costing more than $5,000 the applicant is to provide written confirmation from a certified financial planner or certified public accountant, to the satisfaction of the Chief Executive Officer, that they understand and acknowledge the financial ramifications of the salary sacrificing arrangement;
- The employee takes 100% responsibility for all associated payments, including any that may be outstanding following departure of the employee from the Shire of Cranbrook; and
- Salary sacrifice deductions will be made over the course of a 12 month period to cover each item purchased.

This policy is additional to any salary sacrifice provisions relating to additional Superannuation payments.

PROCEDURE ASSOCIATED WITH THIS POLICY

- A written request from the employee to the Chief Executive Officer, to salary sacrifice must have written quotes attached and written confirmation from a certified financial planner or certified public accountant if the request is over $5,000;
- The written request must state if the freight associated with the goods is to be included in the salary sacrifice arrangements and if this will be an additional cost or incorporated into the final cost of the goods;
- The Chief Executive Officer is to review the written request and make the appropriate investigations into the employees current rate of pay and current performance prior to approval;
- The Chief Executive Officer is to confirm in writing to the employee either the approval or denial of the request;
- If approved, the employee is to sign the attached salary sacrifice form for payroll purposes;
- The employee's direct Manager is to arrange for purchase of the goods, adhering to the Council's Purchasing Policy 4.8;
- When the goods arrive, the Manager is to ensure they are forwarded to the employee and that payroll is informed to commence the repayments; and
- The employee must sign the invoice on receipt of the goods.

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- To either approve or deny each request to salary sacrifice.

Managers

- To arrange for purchase and receipt of goods.

Employees

- Ensure that they understand the financial ramifications of salary sacrificing.

EMPLOYEE SALARY SACRIFICE DEDUCTION AUTHORITY FORM

I _____ acknowledge that I am entering into a Salary Sacrifice arrangement with the Shire of Cranbrook for the purchase of _____ to the value of $_____. I hereby authorise the Shire of Cranbrook to deduct $_____ from my wages each fortnight for this salary sacrifice payment.

Deduction Start Date: _____

Deduction End Date: _____
**Deduction must not be for longer than 12 months*

I acknowledge that if I cease employment with the Shire of Cranbrook prior to the completion of this salary sacrifice agreement. Any remaining payment will be deducted from my final pay.

EMPLOYEE SIGNATURE: _____

DATE: _____

OFFICE USE ONLY

Manager

Manager Approval: YES/NO Signature: _____ Date: _____

Payroll

Personnel Number: _____ Account Deduction is to be assigned to: _____

Entered in Synergy: ☐

Payroll Signature: _____ Date: _____

Chief Executive Officer Approval: _____

Policy 2.12 Workforce Housing - Employees

Reference/s Local Government Act 1995, (s5.41 and s.5.42)
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Adopted 19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To provide equity in the provision of housing or housing allowance for all employees across the organisation.

SCOPE
This policy applies to all employees of the Shire of Cranbrook

OBJECTIVES
- To set the guidelines for allocation of Shire owned housing for employees;
- To meet the Standard Conditions of Tenancy for the lease of any Shire residence;
- To set the rules and guidelines for employee and private tenancy of any Shire owned residence;
- To articulate the requirements of tenants leasing a Shire owned residence; and
- To set the housing allowance paid to all permanent employees who provide their own housing.

PRINCIPLES
Guidelines for Shire owned housing for employees
- Properties will be rented to employees at $45 per week (or pro-rata for part time employees) below the market value of the property as assessed by the property manager;
- Rates and taxes associated with the property are to be paid by the Shire;
- Water rates are paid by the Shire;
- All power, gas, telephone, water consumption and other charges are met by the tenant except where a contract provides otherwise;
- All rentals are to be in accordance with the Residential Tenancies Act 1987 (WA);
- All rental agreements are to be in writing using Form 1AA Residential Tenancy Agreement as varied from time to time; and
- Rental agreements will be subject to annual CPI increases.
- Whilst properties will be rented to permanent employees, it is at the discretion of the Chief Executive Officer in consultation with Management, that the Shire's houses and units will be allocated.

Guidelines for the payment of a Housing Allowance to employees

In the pursuit of salary attractiveness and equity a housing subsidy will be offered to all permanent employees of the Shire of Cranbrook who provide their own accommodation. Own accommodation includes a caravan in a Shire run Caravan Park.

Permanent employees providing their own accommodation will be paid $45 per week (or pro-rata for part time employees) to encourage employees to provide their own accommodation. This allowance is subject to there being adequate provision in the Shire's budget each financial year. This allowance is not paid when the employee is on unpaid leave.

If two employees share the same accommodation only one will receive the housing subsidy.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure fair and equitable remuneration elements to all employees; and
- To ensure the implementation of this policy.

Managers

- Ensure new employees are aware of this policy, and
- Ensure that all employees are treated equitably.

Employees

- Ensure they comply with the requirements of this policy.

Policy 2.13 Workforce — Shire Vehicles – Use Arrangements

Reference/s	Local Government Act 1995, s3.18 3c Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

- To provide the guidelines for the use of Shire Vehicles; and
- To provide guidelines for the equitable and reasonable private use of Shire Vehicles for inclusion into contracts or terms of employment.

SCOPE

Elected Members, Chief Executive Officer, Executive Management Team, Works Supervisor, Ranger, Leading Hand, Building Surveyor, Community Emergency Services Manager and all other employees.

OBJECTIVE

- To ensure equity in the private use of Shire of Cranbrook vehicles;
- To ensure that drivers are approved and insured; and
- To clarify the conditions in which Shire vehicles can be used for private purpose.

PRINCIPLES

- Smoking is prohibited in all Shire Vehicles;
- The laws of Western Australia are to be observed at all times;
- Only approved drivers are to drive the vehicles;
- Any traffic infringements incurred, including parking fines, are to be paid by the driver;
- Vehicles are to be kept clean; and
- Conditions of vehicle use are to be included in contracts or provided to employees in writing, clearly articulating the principles relevant to the role.

Specific Use Designations

Elected Members

- A pool car may be available to Elected Members for use to travel to Shire related meetings and events.

Chief Executive Officer

- Full private use of a Shire vehicle is permitted in Western Australia;
- The approval of the Shire President is required for any use outside of Western Australia;
- All private use privileges extend to the spouse/de-facto/partner of the Chief Executive Officer outside of normal business hours; and
- Use of vehicle forms part of the Chief Executive Officer Contract of Employment.
- **Managers (where a vehicle is allocated)** Full private use of a Shire vehicle is permitted in Western Australia;

- The approval of the Chief Executive Officer is required for any use outside of Western Australia;
- All private use privileges extend to the spouse/de-facto/partner of the Employee outside of normal business hours; and
- Use of vehicle forms part of the Employee Contract of Employment unless otherwise approved by the CEO.

Works Supervisor

- Full private use of a Shire vehicle is permitted in the South West Land Division of WA except when on periods of leave unless approval has been provided by the Chief Executive Officer;
- Full private use privileges do not extend to the spouse/de-facto/partner of the Works Supervisor;
- Use of the vehicle extends to the spouse/de-facto/partner of the Works Supervisor for a transit journey only;
- The written approval of the Chief Executive Officer is required for any use outside the South West Land Division of WA;
- A person acting in the capacity of Works Supervisor will be afforded the same conditions as the permanent Works Supervisor; and
- Use of vehicle forms part of the Works Supervisor's terms and conditions of employment.

Ranger

- Use of a Shire vehicle is limited to home and work (commuter use);
- Private use is restricted to minor, infrequent and irregular use that is incidental to work travel;
- Usage privileges do not extend to the spouse/de-facto/partner of the Ranger;
- Use of the vehicle extends to the spouse/de-facto/partner of the Ranger for a Shire related transit journey only;
- When the Ranger is on leave the vehicle must remain at the Shire Depot for staff to use when undertaking Ranger duties;
- The written approval of the Chief Executive Officer is required for any other use; and
- Use of vehicle forms part of the Ranger's terms and conditions of employment.

Leading Hand

- Use of a Shire vehicle is limited to home and work (commuter use);
- Use of the vehicle extends to the spouse/de-facto/partner of the Leading Hand for a Shire related transit journey only;
- When the Leading Hand is on leave the vehicle must remain at the Shire Depot for staff to use; and
- No private use privileges apply without prior approval from the Chief Executive Officer.

Community Emergency Services Manager (CESM)

Use of the vehicle allocated to the CESM will be in accordance with the Memorandum of Understanding (MOU) between the Department of Fire and Emergency Services (DFES) and the participating Local Governments. This MOU states:

- The CESM will have commuting access, home garaging rights as well as private use within the DFES Region whilst on call;
- The CESM will not have use of the vehicle during periods of leave;
- Vehicle configurations above standard specifications will be funded by the Shires;

All other employees

- A pool car is available for use for employees to travel to Shire related meetings, training and events;
- Use of the vehicle may extend to others travelling with the employee for a Shire related transit journey, with permission of the Chief Executive Officer.
  (For example: If an employee is travelling to Perth for training and is accompanied by another adult, that adult may share the driving time with the employee, with prior permission of the Chief Executive Officer.) This is provided the person holds a full, current driver's licence.

Emergency and other situations

- In an emergency or other situation, where the employee is incapacitated or not in a position to drive the vehicle, another fully licenced person may drive the vehicle to return the employee to work, home, medical treatment or as otherwise necessary.

IMPORTANT NOTE:

- An approved driver must be a Shire of Cranbrook employee or Elected Member holding a current Western Australian drivers licence. A driver on P or E plates must be approved by the Chief Executive Officer;
- Where an employee is under Shire supervised driving instruction, L plates must be used (for example the attainment of a truck licence);
- All drivers other than Shire employees must be full licence holders. Another driver cannot be approved to use a Shire Vehicle if on L, E or P plates; and
- Fuel, gas and chemicals are only to be transported in the Shire's commercial vehicles.

ROLES AND RESPONSIBILITIES

Elected Members

- Utilise Shire provided vehicles where possible.

Chief Executive Officer

- Follow the guidelines in this procedure; and
- Assess and approve applications to drive Shire vehicles as required.

All Employees

- Follow the guidelines in this procedure;
- Keep vehicles clean and tidy;
- Refuel vehicles; and
- Arrange for the service of vehicles where they are the responsible officer.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

Policy 2.14 Workforce — Employee - Shire Small Equipment Hire

Reference/s	Local Government Act 1995 (s6.16,6.17,6.18,6.19) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 February 2014 **Motion Number** 14022014

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To specify the conditions and parameters for the hire of Shire small equipment to employees.

DEFINITIONS
Small equipment: Items with a replacement cost of less than $2000.

SCOPE
All employees of the Shire of Cranbrook.

OBJECTIVE
- To ensure that the Shire of Cranbrook is not disadvantaged by the hire of equipment to employees;
- To ensure the equitable and fair hire of equipment to employees;
- To have clear parameters on the terms of hire;
- Ensure compliance with the Local Government Act 1995 and Shire of Cranbrook Code of Conduct; and
- Ensure compliance with the Shire's insurance policy.

PRINCIPLES
- Employees are entitled to hire small equipment from the Shire of Cranbrook at no cost;
- Fuel operated equipment should be loaned full of fuel, and returned full of fuel; and
- Shire requirements will take precedent over private hire to employees (for example, if a lawn mower is required by the Caravan Park on a weekend, it is not available for hire by employees)

Damage to property
- All equipment is hired in working order.
- Hirers will be required to follow procedure and sign the Borrower's Register for items prior to use; this must also be countersigned by another employee;
- The Borrower's Register must be checked at the end of each month when the monthly stocktake is being done, to ensure that all property is returned within a month of the borrowing date;
- Equipment is to be returned in the same state it was borrowed; and
- Should equipment be damaged the CEO will assess any damage reported to equipment and decide on who pays for the repair or replacement of small equipment.

PROCEDURE ASSOCIATED WITH THIS POLICY

AD15 – Small Plant Hire Procedure

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure that all local government requirements are followed; and
- Assess any damage reported to equipment and decide on who pays for the repair or replacement of small equipment.

Managers

- Ensure that the register is being completed and checked at the end of each month; and
- All equipment loaned is being well maintained during hire.

All employees

- Comply with the requirements of this policy and legislation;
- Ensure that equipment is used appropriately, is maintained and returned in good order; and
- Ensure that hire forms and registers are completed;

Policy 2.15 Workforce — Relocation Expenses - Employees

Reference/s

Local Government Act 1995, (s5.41 and s5.42)
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 20 November 2013 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To assist with the attraction of quality employees by providing the opportunity for the partial reimbursement of relocation costs to new employees.

SCOPE
All new permanent employees.

OBJECTIVE
- Ensure that where appropriate and necessary relocating employees can be assisted with relocation costs.

PRINCIPLES
- Relocation expenses are not to include any personal travelling expense;
- Payment of expenses will only occur if receipts are provided;
- Relocation expense paid to any employee who is not the CEO or a Senior Employee per section 5.37 of the *Local Government Act 1996*, shall not exceed 50% of the total cost up to a maximum of $2,500 unless otherwise approved by the Chief Executive Officer; and
- Relocation expenses for Senior Employees to be negotiated by the CEO at the time of appointment.

PROCEDURE ASSOCIATED WITH THIS POLICY
Nil

ROLES AND RESPONSIBILITIES
Chief Executive Officer
- To approve an application for reimbursement of relocation expenses in accordance with this policy.

Executive Management Team
- To ensure that this is included in all application pack information and that new employees are aware of this policy.

Policy 2.16 Workforce — Work Health and Safety

Reference/s	Work Health and Safety Act 2020 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The Shire of Cranbrook is committed to providing a safe and healthy environment for all employees, contractors, volunteers, visitors, suppliers, Elected Members and customers by conforming with the Work Health and Safety Act 2020, the Work Health and Safety Regulations 2022, Codes of practice and appropriate national standards.

SCOPE
Elected Members, all employees, contractors and visitors

OBJECTIVE
- Reduce, eliminate and control workplace hazards;
- Provide employees with safety information, supervision, training and learning appropriate to the hazards they are likely to encounter;
- Ensure that Hazards, Incidents and Accidents are reported, investigated and remedied;
- Ensure that safety be priority in the mind of the Elected Members, Managers and Employees of the Shire; and
- Ensure that the financial viability of the Shire is maintained by safe, sound and ethical practices.

PRINCIPLES
- Risk management and safety issues will be dealt with in consultation with the WHS Committee;
- The Shire will provide the time and resources through the WHS Committee to implement this policy and identify hazards, assess risks and develop the necessary plans and procedures to improve all aspects of the workplace and the successful running of the Shire; and
- This policy will be kept under continuous review by the Council and WHS Committee and will be formally reviewed each year.

PROCEDURE ASSOCIATED WITH THIS POLICY
Workplace - Hazard Reporting

ROLES AND RESPONSIBILITIES

The responsibility for implementing the policy rests primarily with the Chief Executive Officer however every member of the organisation including elected members and volunteers, have an important role to play.

WHS Committee

The Members of the WHS Committee are assigned the authority to act as safety representatives to employees, contractors, volunteers, visitors and customers and are responsible for initiating and driving safety and risk management strategies on behalf of the organisation.

Employees

All employees have a **legal and moral responsibility** to:

- Work with care and awareness for their own safety and the safety of others;
- Report all Hazards, Incidents and Accidents as soon as practicable;
- Co-operate in operating a safe workplace and assist in any investigation ;
- Participate fully in training; and
- Wear the appropriate PPE for the hazards they face.

Policy 2.17 Workforce — Work Health and Safety Structure and Review

Legislative Reference/s	Work Health and Safety Act 2020 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To demonstrate that the Shire of Cranbrook is committed to the provision of a safe workplace for all employees and as such has a commitment to annual planning, employee consultation, and annual review of Work Health and Safety (WHS) structures, policies, procedures, and plans.

SCOPE
All employees

OBJECTIVE
To identify the principles for planning, consultation and review of Work Health and Safety structures, policies, procedures and plans.

PRINCIPLES
Planning
The Shire of Cranbrook has a Work Health and Safety Management Plan. This plan will be reviewed every second year by both the WHS Committee and Executive Management Team, and with sufficient notification for all other employees to provide feedback.

Consultation
To ensure that all employees are involved in the commitment to safety, consultation will occur through a range of forums including;

- The nomination and appointment of a Work Health and Safety Committee with safety representatives from across the organisation and management;
- Employee meetings (when required); and
- The provision of physical and electronic noticeboards for employees regarding WHS issues.

Review
The Executive Management Team and WHS Committee will be responsible for the review of policies and plans annually.

The WHS Committee will be responsible to review all hazard incident and accident reports and other day to day WHS matters and provide reports and recommendations to the Executive Management Team.

The Executive Management Team will monitor and review all WHS matters to ensure the provision of a safe workplace and compliance with relevant legislative requirements.

To enable planning, consultation and review, the Shire of Cranbrook will:

- Provide the necessary financial, physical and human resources for the committee to perform effectively;
- Review the Terms of Reference annually for the Work Health and Safety Committee in consultation with the committee members;
- Ensure regular management attendance at committee meetings;
- Ensure Safety and Health Representatives and Committee members receive appropriate training including refreshers if re-elected;
- Ensure that Safety and Health Representatives are involved in Accident/Incident Investigations and workplace inspections;
- Ensure that all employees receive regular feedback on the activities and performance of the committee;
- Ensure that the election of Safety and Health Representatives is in accordance with the Legislation;
- Ensure that all employees are made aware of who their elected representatives are, what their role is and how they may be contacted; and
- Managers to attend at least two Administration and Toolbox Meetings per year.

ROLES AND RESPONSIBILITIES

WHS Structure

WHS is the responsibility of all employees across the organisation, however there is also a formal WHS structure for management, implementation and review of WHS matters. This is reflected in the WHS Organisational Chart and includes;

- Chief Executive Officer; responsible for the overall management and implementation of WHS;
- Managers; responsible for the day to day management and planning of WHS matters and to keep Council and all employees aware of pertinent WHS issues;
- WHS Committee; principal aim is to discuss local safety and health issues as they arise in order to gain prompt resolution, set goals and objectives, assist management in the achievement of agreed objectives and monitor the performance of the safety and health program; and
- All Employees; are responsible for their own safety and that of those around them. Employees are required to report all hazards, incidents and accidents and are encouraged to participate in all WHS discussions and forums available to them. All employees are responsible for the safe performance of their duties and to wear all Personal Protective Equipment provided and necessary to undertake any job.

Policy 2.18 Workforce — Uniforms, Allowance, Personal Protective Equipment

Reference/s	Local Government Act 1995, (s5.41 and s.5.42) Work Health and Safety Act 2020 Work Health and Safety Regulations 2022 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To provide employees with access to appropriate work attire for employment at the Shire of Cranbrook. It will also ensure that Personal Protective Equipment (PPE) is provided appropriately and that there is a defined distinction between uniforms and PPE.

DEFINITIONS
There is a substantial difference between the provision of uniforms and the provision of PPE. The provision of PPE is governed by legislation. The provision of uniforms is at the discretion of the Chief Executive Officer and Executive Management Team.

PERSONAL PROTECTIVE EQUIPMENT (PPE)
Under the Work Health and Safety Act 2020 an employer is to;

"Where it is not practicable to avoid the presence of hazards at the workplace, provide the employees with, or otherwise provide for the employees to have, such adequate personal protective clothing and equipment as is practicable to protect them against those hazards without any cost to the employees."

UNIFORMS
Uniforms are provided to maintain a dress standard appropriate to the organisation and work performed.

SCOPE
All employees and Elected Members of the Shire of Cranbrook

OBJECTIVE
- Maintain a suitable standard of dress appropriate for the corporate image of the Shire of Cranbrook;
- Specify the provision of Personal Protective Equipment (PPE);
- Specify the provision of uniforms and or clothing allowance to employees; and
- Clearly articulate the type of attire that is appropriate for the Shire of Cranbrook.

Under the Work Health and Safety Regulations, Ref: Div 2: 3.32 – 3.36, both employers and employees have responsibilities.

Employer Responsibility;

"Employers must assess the extent of all risks and reduce risks as far as practicable and then consider the use of protective clothing."

If it is deemed that PPE is required then the organisation must ensure that:

a) *The person who uses the clothing or equipment is instructed in relation to the correct fitting, use, selection, testing, maintenance and storage of the clothing or equipment;*
b) *The person who uses the clothing or equipment is informed of the limitations of the use of the clothing or equipment;*
c) *The clothing or equipment is maintained in good working order;*
d) *The clothing or equipment is replaced -*
   i) *When it no longer provides the level of protection required to protect the wearer or user against a particular hazard;*
   ii) *When the safe working life, as specified by the person who manufactured the clothing or equipment, has expired; or*
   iii) *Subject to sub-regulation (2) when it is damaged and cannot be repaired;*

Employee Responsibility;

Regulation 3.35: Responsibilities of users of personal protective clothing and equipment.

A person to whom personal protective clothing or equipment is provided or made available for use at a workplace -

a) *Must use the protective clothing or equipment in a manner in which he or she has been properly instructed to use it;*
b) *Must not misuse or damage the clothing or equipment; and*
c) *Must as soon as practicable after becoming aware of any*
   i) *Damage to;*
   ii) *Malfunction of; or*
   iii) *Need to clean or sterilize, the clothing or equipment, notify the person providing the clothing or equipment of the damage, malfunction or need to clean or sterilise the clothing or equipment.*

- It has been deemed by the Shire of Cranbrook that Personal Protective Clothing (PPE) be determined in the Safe Work Procedure (SWP) for tasks and as such will be provided to appropriate employees at no cost;
- For outside employees, a minimum of steel cap safety boots, both leather and wellington style are to be provided along with a high visibility vest; and
- PPE can also include but is not limited to gloves, safety sunglasses, safety glasses, ear plugs and protective visors.

PRINCIPLES

- All employees are to comply with the appropriate dress standards for their work area;
- Employees do not have to utilise the entire allowance each year; and
- The allowance will not accrue from year to year.

PPE

- PPE will be provided to appropriate employees on commencement of employment;
- PPE will be replaced as required;
- Personal requirements, such as medical needs for boots, or other protective clothing, that exceed the value expended on standard issue, will require an additional contribution from the employee and may be taken from the balance of their uniform allowance;
- All PPE must be well maintained and stored correctly by employees; and
- PPE is recorded in the register and the responsible Manager will review the issue of PPE annually and request funding in the annual budget.

Uniforms - Administration Employees

Minimum Standard of dress:

- Employees are expected to wear business attire and appropriate footwear to work at all times;
- Employees are expected to wear business attire and appropriate footwear to any training or event where they are representing the Shire of Cranbrook;
- Where a training course requires a deviation from business attire, it is to be discussed with the Manager; and

Administration Employees are to be provided;

- Full Time - $450 per annum to purchase uniforms;
- Part Time - $450 per annum pro-rata on hours worked to purchase uniforms;
- Any additional requirements are to be provided by the employee; and
- Uniforms may be supplied to employees within their probationary period however should the employee not continue with their employment at the end of that period, they must repay the Shire for the cost of the uniforms. New (not worn) items can be returned and deducted from the cost.

Uniforms - Outside Employee

Minimum standard of dress:

- Employees are expected to wear Hi-Vis work wear and appropriate footwear to work at all times;
- Employees are expected to wear a clean, provided uniform and appropriate footwear to any training or event where they are representing the Shire of Cranbrook;
- Work boots are supplied and replaced as needed to a value of $240 per pair. Any additional cost is incurred by the employee and may be taken from the balance of their uniform allowance;
- Long trousers are preferred at all times;
- Long sleeved shirts are to be worn; and
- No singlets, board shorts or track pants.

Outside Employees are to be provided;

- Full Time - Uniforms to the value of $450 per annum supplied by the Shire from a preferred workwear supplier, when required;
- Part Time - $450 per annum pro-rata on hours worked per annum supplied by the Shire from a preferred workwear supplier; and.
- Uniforms may be supplied to employees within their probationary period however should the employee not continue with their employment at the end of that period, they must repay the Shire for the cost of the uniforms. New (not worn) items can be returned and deducted from the cost.

Other

- Casual employees will be provided with PPE but will not be provided with uniforms or allowance unless determined to be necessary by the Chief Executive Officer. This will be dependent upon their term of employment.
- Elected members are entitled to one (1) shirt / blouse per annum, embroidered with the Shire logo.
- All employees and Elected Members are entitled to receive an 'ACE' Polo Shirt from the Shire Administration Office at the beginning of their employment with the Shire, to be return once employment or term has ended.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- To request shirt / blouse if required.

Chief Executive Officer

- To ensure that there is equity in the provision of uniforms and allowances; and
- To ensure that the Shire of Cranbrook is professionally represented in its dress standards.

Managers

- To select reputable and suitable suppliers;
- Ensure employees are suitably attired for their work activity; and
- Ensure employees comply with the policy.

Employees

- Wear uniforms which have been purchased with allowance;
- Request to purchase uniforms responsibly; and
- Wear PPE when required to do so.

Policy 2.19 Workforce Drug and Alcohol

Reference/s	Work Health and Safety Act 2020 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

- To ensure a working environment free from the effects of alcohol and other drug use, the use of drugs or alcohol in the workplace is forbidden;
- To assist Managers and employees to fulfil their duty of care towards themselves and others in the workplace and to meet the obligations of Work Health and Safety Legislation; and
- To clearly state that the Shire of Cranbrook has a zero tolerance to drugs, alcohol and smoking/vaping in the workplace.

Although disciplinary action may be necessary, the focus of this policy is on prevention and to inform employees of the availability of referral, assessment and treatment services.

DEFINITIONS

- **Employee** means Elected Members, all Shire of Cranbrook Employees, Volunteers, Work Experience Students and Contractors.
- **Drug and Alcohol** means all substances which adversely affect or have the potential to adversely affect the health, safety and work performance or conduct of an employee. This includes alcohol, illegal drugs, prescription and over the counter drugs, and any other mind altering or intoxicating substances e.g. inhalants.
- **Serious Misconduct** refers to the improper conduct of an employee that could constitute:
  a. A criminal offence or
  b. A serious breach of council policy providing reasonable grounds for terminating employment (in accordance with the local government act and/or relevant awards)
  c. Conduct which would justify summary dismissal at common law.
- **Appropriate Employees** are defined as the Chief Executive Officer, Manager of Finance, Manager of Works and Works Supervisor.
- **Fit for Duties -** Where an **Employees'** physical condition, and mental alertness allow them to carry out their duties in a satisfactory and safe manner.
- **Workplace** is defined as any area in which work is carried out during working hours and includes Shire Buildings, Vehicles, Works Depot and Road Works Sites.

SCOPE

Elected Members, Shire of Cranbrook Employees, Volunteers, Work Experience Students and Contractors.

Contract workers: The contractor is bound to ensure that their employees comply with this policy. Should a contract worker be suspected to be impaired by drugs or alcohol, they will be requested to leave the site and negotiations will be held with the contract company.

OBJECTIVE
That the Shire of Cranbrook is a safe workplace, free of substance use that may cause impairment to the undertaking of an employee's role.

PRINCIPLES
At the Shire of Cranbrook, it is a requirement that Elected Members, Employees, Volunteers, Work Experience Students and Contractors do not work under the influence of drugs or alcohol. Being affected by alcohol or drugs at work, particularly in 'at risk' environments, can seriously compromise the health, safety and welfare of employees, visitors and members of the public in the workplace. It can also impair an individual's ability to perform their work competently and professionally. The Shire recognises that employees have the right to decide whether or not to smoke. It also recognises however that smoking is hazardous to health and it is committed to the safety and wellbeing of all of its employees, visitors and volunteers.

As such the Shire of Cranbrook will not tolerate employees:

- Possessing, selling, distributing or consuming prohibited drugs in the workplace;
- Consuming alcohol while at work;
- Being affected by alcohol or drugs including medically prescribed or over the counter drugs in the sense that their ability to work safely, competently and professionally is impaired; or
- Smoking in the workplace, including worksites both indoor and outdoor and shire vehicles.

<u>Failure to comply with this policy will result in disciplinary action, which could lead to the termination of employment.</u>

<u>Elected Members failing to comply with this policy will be subject to the provisions of the Local Government Act 1995, associated Regulations and Code of Conduct.</u>

Measures
A safe, respectful and high performance work environment.

Smoking (Includes Vaping)

- There will be no smoking within internal or external work areas, this includes all Shire vehicles and plant, Works Depot and Administration Centre;
- This also includes any office, building or work site, including cemetery, toilets, foyers and passage ways, lunchroom and the depot yard;
- Employees can smoke during nominated break periods only, however they must remove themselves from the worksite and be no closer than 10m to another employee, doorways, or air-conditioning intakes, which includes all vehicles;
- All consideration should be given to the surrounding environment, particularly during fire ban seasons and when the outside areas are extremely dry and un-extinguished cigarette butts could cause fire; and
- The disposal of cigarette butts must be undertaken in a responsible manner. At all times, butts must be extinguished and placed in rubbish bins or stored until the employee returns to a location where a rubbish bin is available.

Drug and Alcohol

Amendments to the *Road Traffic Act 1974* came into effect on 1 October 2011. Included in these changes is the extension of the zero (0.00%) blood alcohol content (BAC) limit to various groups of drivers. In addition there are a range of increases in the fines and disqualification periods for drink and drug driving offences for all drivers in Western Australia.

Imposing a zero BAC limit on certain driver categories recognises the increased risk that drivers pose to passengers and other road users when driving with alcohol in their blood. These changes bring Western Australia's drink driving laws into line with similar laws operating around Australia.

The following drivers are affected by the legislation:

- Taxi drivers;
- Drivers of passenger vehicles with capacity to carry more than 12 adult passengers, including the driver;
- Drivers of omnibuses;
- Heavy vehicle drivers;
- Drivers of vehicles carrying dangerous goods;
- Extraordinary licence holders;
- Recently disqualified drivers; and
- Exemption for Emergency Services employees and volunteers

All employees are subject to a 0.00 blood alcohol limit during work hours.

The Shire may utilise its own breathalyser unit to undertake preliminary testing of an employee or to conduct random testing. The unit used by the Shire will be of a high quality and will be calibrated as per the manufacturers' recommendations.

Detection of a Potential Drug and Alcohol Policy Breach

An employee influenced or impaired by drugs and/or alcohol may display symptoms which affect their physical condition or mental alertness or display unusual behaviour. Alternatively supervisors or co-workers may notice a gradual decline in general performance such as absenteeism, punctuality or unusual difficulties with co-workers.

All employees are required to be free of drugs during work hours. Management has a zero tolerance to drugs in the workplace.

If a manager or supervisor doubts an employee's fitness for duty, the Shire will have the employee removed from the workplace.

Measuring Impairment

Supervisors and/or Managers should start their discussion with an employee who is suspected of being impaired due to drug and or alcohol use with a view to assessing the employee's fitness for work and with safety considerations in mind. Words such as, "are you feeling ok?" may be appropriate.

All suspicion, testing and results are to be handled respectfully and in a private and confidential manner.

Supervisors may observe the following to help determine impairment:

1. Reaction time
2. Eye reaction to light
3. Walk in a straight line
4. Slurred speech
5. Responsiveness

There is no accurate way to determine impairment, testing is based on the presence of drugs and alcohol in the employee's system. Therefore, a test that identifies "non-active metabolites" will be regarded as a positive test - even after the parent drug has left the employee's system. Similarly, testing for alcohol is not just testing for actual intoxication but the risks associated with the hangover effects of alcohol.

Therefore, a positive test based on the above will be regarded as a breach of this policy.

Drug and Alcohol Testing Regime

Pre-employment or Return to Work	Shire will request a Drug and Alcohol Screen (DAS) for all preferred applicants prior to appointment at the pre-employment medical. A DAS may be required on return to work.
Causal	A DAS may be carried out after an incident. A DAS will be carried out after a major incident
Random/Blanket	At anytime the Shire can carry out a whole or part of staff DAS
Suspicion	A DAS will be carried out where there is a suspicion of impairment.

The Shire of Cranbrook reserves the right to randomly conduct drug and alcohol testing of employees across the organisation at all levels at any time.

With regard to suspicion - individual testing may be carried out where a supervisor suspects that a risk to health and safety exists for the employee, co-workers or the public. Employees shall be notified of testing programs and the consequences. Should there be any dispute from the employee regarding their fitness or otherwise, a second authorised person may be called to make an assessment.

Testing for drugs and alcohol may be undertaken in the following circumstances:

- Where the supervisor forms the opinion that an employee/s impairment by drugs (or alcohol) poses a risk to the employee or other people;
- Where there is reasonable cause to believe that the employee/s to be tested may be impaired by drugs by their physical condition, mental alertness or unusual behaviour; and
- Where the type of drug test to be used can identify the presence of a drug at concentrations which may cause impairment.

Refusal to undergo test

Any refusal to take a Drug and Alcohol Screen / Test will be considered a serious matter and may result in disciplinary action against the employee (up to and including termination of employment)

Consumption of Alcohol on the Premises

Except in situations where the Shire of Cranbrook holds a function on the premises and alcohol is provided, employees must not bring in and/or consume alcohol in the workplace.

MANAGEMENT PROCEDURE ASSOCIATED WITH THIS POLICY

This management procedure is a guide for employees and supervisors (as to possible consequences of a breach of this policy). Notwithstanding this management procedure, the Shire reserves the right to take any form of disciplinary action (up to and including termination) against an employee that it considers appropriate at any time.

Management Action – Offence 1

Employees suspected of being under the influence of Alcohol or Drugs will be directed to undergo drug and alcohol testing and if a positive result is returned, will be removed from the work place and instructed not to return to work until fit for duties. On confirmation of a positive result the employee will not be paid for any absence from work.

An employee will be required to undergo a satisfactory drug/alcohol test before returning to work and may also be required to undertake regular testing for a prescribed period of time once the employee has returned to work. Upon the employee's return to work, a discussion between the employee and immediate supervisor will take place (the employee may request a representative).

- The discussion may be presented as a counselling session. Procedural fairness must be observed and the supervisor must clearly state the reasons for the interview and the employee must be given the opportunity to respond. The supervisor must clearly state what standard is required or expected;
- A formal written warning will be issued on all occasions and other disciplinary action may be taken if deemed necessary;
- The supervisor may offer assistance by encouraging the employee to participate in an Employee Assistance scheme, although the employee is not obliged to accept;
- Following the counselling session, a timeframe for review of the employee's conduct will be established. The employee should be informed of the expected change and ongoing monitoring by the supervisor. The employee should be made aware that further disciplinary action (including termination of employment) will be taken if there is no significant improvement;
- A compulsory interview will normally be arranged at the end of a review period;
- A review interview should normally be held (after a review period) at a prescribed time. Improvements should be acknowledged. The supervisor would normally prepare a summary of the interview; and
- Management reserves the right to take any form of disciplinary action (up to and including termination) against an employee that it considers appropriate at any time.

Management Action – Offence 2

Should employees present for work for a second time in an impaired state or clearly be unfit for duties as described by this policy, the person will be removed from duties and be sent home until fit for work. The employee will be directed to undergo drug and alcohol testing. An employee will be suspended without pay for a minimum of the balance of that day and until fit to return to duties. The employee must determine when they are fit to work and report to their supervisor prior to recommencing work. The Shire will require the employee to undergo satisfactory drug and alcohol testing before returning to work and will also require the employee to undertake regular testing for a prescribed period of time once the employee has returned to work.

- Management reserves the right to take any form of disciplinary action (up to and including termination) against an employee that it considers appropriate at any time.

ROLES AND RESPONSIBILITIES

Elected Members:

- Compliance with and support of the policy and its outcomes.

Chief Executive Officer, Managers and Supervisors:

- Are responsible for ensuring compliance with this procedure.

Employees:

- Are responsible for complying with this procedure and advising their Supervisor if they are taking any prescribed drug or medication which may affect their fitness for duty or work performance; and
- Employees should also find out from their doctor or pharmacist what the effects of the prescribed drugs are on work performance.

Policy 2.20 Workforce Disciplinary

Reference/s	Industrial Relations Act 1979 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	17 February 2016	**Motion Number**	10022016

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To ensure that 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.

SCOPE
Elected Members, Employees, and includes Volunteers, Contractors and Work Experience Students

OBJECTIVE
- To ensure 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.
- To provide the best possible environment for the Shire of Cranbrook's employees to perform and conduct themselves in accordance with the Shire's values, policies, procedures and practices.

PRINCIPLES
Authority to take Disciplinary Action
Disciplinary action may only be taken when authorised by the appropriate manager. The manager may only approve disciplinary action after consultation with the Chief Executive Officer and WALGA Employee Relations.

When the Disciplinary Policy Applies
Some examples of when this policy may be invoked include breaches of the Shire of Cranbrook 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 of work; or
- inappropriate personal behaviour such as theft, violating the Discrimination, Harassment and Bullying Policy, or wilfully disobeying a lawful instruction;
- Loss or suspension of drivers' licence where a current drivers' licence is a requirement of the position; or
- Use of drugs or alcohol in contravention of Shire of Cranbrook policy.

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 other Workforce Policies and Procedures.

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.

Fair and impartial: The Shire of Cranbrook 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, as defined in the Corruption, Crime and Misconduct Act 2003 (CCM Act), turns to some extent, on the application of the term 'corruptly' but also includes any offence that is punishable by two or more years' imprisonment.

Serious misconduct is when a public officer:

- acts corruptly or corruptly fails to act in the course of their duties: or
- corruptly takes advantage of their position for the benefit or detriment of any person; or
- commits an offence which carries a penalty of two or more years' imprisonment.

The main difference between serious misconduct and minor misconduct is that serious misconduct must involve corrupt intent and / or criminal conduct.

Minor Misconduct
Minor misconduct, as defined in the CCM Act, is not that minor. To meet the test under the CCM Act definition, the misconduct should be so significant that, if proved, it could reasonably lead to termination of a public officer's employment. Minor misconduct occurs if a public officer engages in conduct that:

- adversely affects the honest or impartial performance of the functions of a public authority or public officer, whether or not the public officer was acting in their public officer capacity at the time of engaging in the conduct;
- involves the performance of functions in a manner that is not honest or impartial;
- involves a breach of the trust placed in the public officer; or
- involves the misuse of information or material that is in connection with their functions as a public officer; and
- constitutes or could constitute, a disciplinary offence providing reasonable grounds for termination of a person's office or employment.

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 Cranbrook'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.

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 Cranbrook 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 Cranbrook'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 Cranbrook's Grievance Policy.

Reporting Obligations
In terms of reporting, matters that are considered to be serious misconduct are reportable to the Corruption and Crime Commission (CCC) and any conduct matter considered to be minor is to be reported to the Public Sector Commission (PSC).

Matters that are outside of the definitions of either serious or minor misconduct are not required to be notified to the CCC or the PSC. Other matters of general low-level discipline, misbehaviour or employee relations issues are outside of the definition of misconduct under the CCM Act and are to be managed by the individual employing authorities.

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

ROLES AND RESPONSIBILITIES
Elected Members, Chief Executive Officer, Executive Management Team and Supervisors

- Comply with the policy

Policy 2.21 Workforce Superannuation

Reference/s Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 17 February 2016 **Motion Number** 10022016

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To set the guidelines for offering additional superannuation contributions for employees of the Shire of Cranbrook.

SCOPE
This policy applies to all employees.

OBJECTIVE
- To ensure that all permanent employees have the opportunity to contribute extra funds to superannuation, those funds are matched by the Shire and are capped at 5%.

PRINCIPLES
- The Shire of Cranbrook will pay the superannuation guarantee to all employees;
- In addition to the guaranteed superannuation contribution, a sliding superannuation co-contribution scheme is accessible by all permanent employees;
- If a permanent employee contributes an amount to their superannuation fund, it will be matched by the Shire of Cranbrook, capped at 5% as follows:

Employee Contribution	Employer Contribution	Total (Excluding SGC)
1%	1%	Total of 2% plus SGC
Or 2%	2%	Total of 4% plus SGC
Or 3%	3%	Total of 6% plus SGC
Or 4%	4%	Total of 8% plus SGC
Or 5%	5%	Total of 10% plus SGC

- An employee may elect to salary sacrifice their voluntary superannuation contributions and will receive details of all contributions on their fortnightly payslips.

PROCEDURE ASSOCIATED WITH THIS POLICY
Shire of Cranbrook Outside Staff Collective Agreement and Shire of Cranbrook Administration Staff Collective Agreement

ROLES AND RESPONSIBILITIES
Chief Executive Officer and Executive Management Team
- To ensure that all employees are aware of this policy at their induction.

Policy 2.22 Workforce — Outside Employment/Business

Reference/s	Local Government Act 1995 Local Government (Administration) Regulations 1996 s19ADA Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	15 February 2017 **Motion Number** 08022017

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure Shire of Cranbrook employees advise and/or make application to the Chief Executive Officer if they wish to engage in outside employment and/or operate a private business enterprise in their own time.

SCOPE
All staff

OBJECTIVE
- To allow employees to make application for outside employment and/or operate a private business enterprise that will not interfere with or prejudice their employment with the Shire of Cranbrook; and
- To enable Management to be informed of any outside employment and/or private business enterprise that employees are undertaking.

PRINCIPLES
- All employees wishing to engage in outside employment and/or operate a private business enterprise outside their primary employment with the Shire of Cranbrook must complete the 'Outside Employment/Business Application Form' and obtain permission from the Chief Executive Officer prior to commencing outside employment and/or operating a private business enterprise;
- All employees, upon commencement, must advise their Manager during their induction if they are currently engaged in a private business venture and/or wish to continue in outside employment and must complete a 'Outside Employment/Business Application Form';
- Employees that are approved to engage in outside employment and/or operate a private business by this policy are to acknowledge that their first duty is to the Shire of Cranbrook and they are not to be engaged in providing their services and/or expertise to clients that will require a decision of the Council either by a Council resolution, delegated authority or Council policy;
- Employees shall not engage in outside employment and/or operate a private business that may be detrimental to the performance of their duties with the Shire of Cranbrook;
- Any outside employment and/or private business shall not affect employees' efficiency or performance in their duties with the Shire of Cranbrook;
- Any outside employment and/or private business shall be wholly in the employees' time outside of their employment with the Shire of Cranbrook;

- If the employee, in the course of their duties with the Shire of Cranbrook, has access to confidential information that is not available to the public, they are not permitted to engage in any outside employment and/or private business to which this information may be relevant; and
- The Chief Executive Officer has sole discretion to either approve or reject any application.

PROCEDURE ASSOCIATED WITH THIS POLICY
Outside Employment/Business Application Form

ROLES AND RESPONSIBILITIES
Chief Executive Officer
- Ensure outside employment/business application forms are reviewed when submitted; and
- Ensure all applications for outside employment and/or private business are responded to in writing, whether approved or not.

Managers
- Ensure employees are aware of this policy; and
- Ensure compliance with this policy.

Employees
- Ensure outside employment/business application forms are completed and submitted for approval, prior to engaging in any outside employment and/or private business enterprise.

OUTSIDE EMPLOYMENT/BUSINESS APPLICATION FORM

This form is to be used as an application for employees who wish to undertake employment or businesslike activities outside their employment with the Shire of Cranbrook.

The Chief Executive Officer is responsible for the employment, management, supervision and direction of all staff employed by the Shire. Approval from the Chief Executive Officer is required for employees to undertake any employment and/or operate a private business enterprise outside of the Shire of Cranbrook.

The Shire of Cranbrook, as your employer, is entitled to your exclusive service during the usual hours associated with your employment. In addition, as a condition of employment, the Shire reserves the right to consider whether certain activities beyond your employment may impact upon the proper conduct of your duties and responsibilities.

Staff that are approved to engage in outside employment and/or private business enterprise by this policy are to acknowledge that their first duty is to the Shire of Cranbrook and they are not to be engaged in providing their services and/or expertise to clients that will require a decision of the Shire of Cranbrook Council either by a Council resolution, delegated authority or Council policy.

This form is to be completed by the employee seeking approval for outside employment and/or operating a private business. Once complete it should be submitted to the employees Manager who will make their own assessment and then forward it to the Chief Executive Officer who will make the final evaluation.

Any approval may be conditional and subject to review should circumstances alter in any way.

Name of Employee: _____

Position with the Shire of Cranbrook: _____

Manager: _____

Proposed Outside Position and/or Business: _____

Proposed Outside Employer: _____

Location of Proposed Outside Position and/or Business: _____

Main Duties of Proposed Outside Position and/or Business: _____

_____

_____

(If there is more than one proposed outside position and/or business, please complete a separate application)

Signature of Employee: _____ Date: _____

OUTSIDE EMPLOYMENT/BUSINESS ASSESSMENT FORM

This self-assessment will assist to determine if the proposed secondary employment and/or business will:

- Interfere with the employee's primary employment with the Shire of Cranbrook; and/or
- Have any conflict, real or potential, with the employee's duties at the Shire of Cranbrook.

Please complete this form and forward it to your manager.

QUESTION	EMPLOYEE	MANAGER	CEO
What is the proposed outside employment and/or business in the field of?			
Do you currently have a full-time position at the Shire of Cranbrook?	Y / N	Y / N	Y / N
Is the proposed outside employment and/or business lawful?	Y / N	Y / N	Y / N
Is the proposed outside employment and/or business a conflict of interest with your employment at the Shire of Cranbrook?	Y / N	Y / N	Y / N
Does it have a potential to create a conflict?	Y / N	Y / N	Y / N
Will engaging in this proposed outside employment and/or business be likely to create an adverse perception within the community?	Y / N	Y / N	Y / N
Will engaging in this proposed outside employment and/or business place any potential liability on the Shire of Cranbrook?	Y / N	Y / N	Y / N
Will the Shire continue to have your services as required?	Y / N	Y / N	Y / N
Will the proposed outside employment and/or business duties detract from your duties with the Shire of Cranbrook?	Y / N	Y / N	Y / N
In carrying out these other duties will you be prepared to inform your manager if the situation alters?	Y / N		

Any other comments you wish to add to your application. _____

_____

_____

The Shire of Cranbrook as your employer is entitled to your exclusive service during the usual hours associated with your employment. This approval may be subject to review should circumstances alter.

Manager's Comments: _____

_____

Signature of Manager: _____ Date: _____

CEO's Comments: _____

_____

Signature of CEO: _____ Date: _____

Policy 2.23 Workforce — Education and Study Assistance

Reference/s Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 20 February 2019 **Motion Number** 13022019

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
The Shire of Cranbrook is committed to their employee's academic and personal development in order to maintain knowledge, develop skills and assist with staff retention.

SCOPE
All full-time and part-time employees.

OBJECTIVE
To provide guidance to management in administering an employee's request for further education and specifies:

- What the Shire will reimburse employees, for expenses incurred; and
- What leave allocation is available to employees while they are undertaking approved courses of study as part of their career development.

ISSUES
The Shire of Cranbrook Administration Staff Collective Agreement states that:
"A permanent full-time or part-time employee may apply for "Study/External Training Leave"; the approval of this application is at the sole discretion of the Chief Executive Officer, The Chief Executive Officer may place a limit upon the number of employees receiving study assistance taking into account the Shire's operational requirements and budget."

PRINCIPLES

- The Shire will provide relevant training to employees that is applicable to the duties of the employee and will benefit the organisation as per Council Policy 2.7.
- Education and/or study (being the acquisition of general, tertiary and professional skills and qualifications) is the responsibility of the individual employee.
- Approved course of study is one that is offered by a recognised institution or organisation, for example:
    - University and other nationally recognised tertiary education establishment;
    - Technical and Further Education (TAFE) and technical college or equivalent; or
    - Australian Institute of Management (AIM) or equivalent.
- To continue to qualify for assistance under this policy, employees will need to successfully complete each unit/s. Support may be withdrawn subject to:
    - Review of results;
    - Behaviour and progress of the employee; or

    - Repeated subject failures associated with any study course.
- The successful completion of any approved course shall not necessarily entitle an employee to a higher classification or promotion.
- The Chief Executive Officer has the discretion to approve or reject any application.

Eligibility

To be eligible to seek assistance under this policy, employees must satisfy the following criteria:

1. Be a permanent full-time or part-time employee. Employees who are a trainee, apprentice or casual and employees on a temporary contract of 12 months or less together with employees that are on probation or worker's compensation will not be eligible to apply;
2. Discuss their proposed course of study with their manager in the first instance to ensure it complements the organisations goals and strategies;
3. Have the proposed course of study approved by both their manager and the Chief Executive Officer; and
4. The subjects involved shall not be repeat subjects. Repeated subjects must normally be completed in the employee's own time, although applications for time off without pay or time worked in lieu for repeated subjects will be considered on merit.

Whilst the Shire is supportive of employees who seek further education, the employee's manager and Chief Executive Officer must take into consideration the following prior to approving any application for assistance under this policy:

1. The employee is genuinely interested in and committed to the course of study;
2. The studies are relevant to their current position or their advancement within the organisation;
3. The extent to which the organisation will be inconvenienced; and
4. The employees past work performance and behaviour.

Study Leave

1. Paid study leave up to a maximum of five (5) days per financial year for full-time employees and pro-rata for part-time employees will be granted in order for them to study for and attend examinations, seminars, lectures or practical sessions relating to their course of study;
2. If further leave is required, the employee will be required to use their annual leave, unpaid leave, rostered day off or utilise time-in-lieu arrangements;
3. Study leave may, at the Chief Executive Officer's discretion, be waived from time to time under extreme workload conditions; and
4. Each employee seeking time off for study leave must make application using the 'Leave Application' form and will go through the same application process as any other type of leave.

Fee Reimbursement

1. An employee who undertakes an approved course of study may apply to have compulsory course fees (other than for supplementary examinations and late enrolment or late entry fees) reimbursed, up to a maximum of $1,500 per financial year, per full-time employees and pro-rata for part-time employees;
2. Reimbursement will be made to the employee upon successful completion of the unit/s, funds will not paid directly to the training organisation, or the employee may request the Shire to pay in advance;

3. Claims for reimbursement shall be accompanied by official receipts for fees paid, together with an official statement from the educational organisation indicating passes in those unit/s (if applicable);
4. All requests for financial assistance need to be submitted prior to March for adoption in the next financial year budget;
5. Expenditure for books, stationery, equipment, parking, campus fines, travel, memberships, guild fees or other costs associated with the course of study undertaken will not be reimbursed, although some of these expenses may be eligible deductions for taxation purposes;
6. Accommodation, travel and meals will not be the responsibility of the Shire or reimbursed whilst employees are undertaking a course of study.

PROCEDURE ASSOCIATED WITH THIS POLICY

Shire of Cranbrook Administration Staff Collective Agreement
Shire of Cranbrook Works Staff Collective Agreement
Deed of Agreement
Employee's Contracts of Employment

ROLES AND RESPONSIBILITIES

Chief Executive Officer and Executive Management Team

- Ensure this policy is adhered to when assessing applications for education and study assistance

DEED OF AGREEMENT

Employee Name: _____ (Employee)

Employee Position: _____

Study Undertaken: _____

Training Provider: _____

Dates of Study - From_____ To: _____

This agreement states that the Shire of Cranbrook (Employer) has agreed to pay $_____ towards compulsory course fees to the Employee for the course named above and in accordance with the conditions of the 'Education and Study Assistance' Policy attached.

The Employer will:

1. Reimburse the Employee upon successful completion of the course and upon receipt of official receipts;
   OR
2. Reimburse the Employee in advance of study and upon receipt of official receipts.

The Employee agrees to reimburse the Employer the whole amount stated in this agreement if:

1. The Employee voluntarily withdraws from or terminates the course of study; or
2. The Employee is dismissed or otherwise compulsorily discharged from the course of study;

The Employee agrees that the Employer may deduct a sum equal to the amount owing from their salary or wages.

Signature of Employee: _____

Manager Name: _____ Signature: _____

Witness: _____ Date: _____

Policy 2.24 Workforce — Appointment of Acting Chief Executive Officer

Reference/s

Local Government Act 1995 s.5.39 (c), 5.36 (2)
Local Government (Administration) Amendment Regulations 2021
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 21 April 2021 **Motion Number** 05042021

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To prescribe the process for the appointment of an Acting Chief Executive Officer (CEO) in both expected and unexpected circumstances.

SCOPE
Elected Members, Chief Executive Officer

OBJECTIVES
Section 5.39C of the *Local Government Act 1995* states that a local government must prepare and adopt a policy that sets out the process to be followed by Council in relation to the following:

- The employment of a person in the position of CEO for a term not exceeding one (1) year; and
- The appointment of an employee to act in the position of CEO for a term not exceeding one (1) year.

Section 5.36 (2) of the *Local Government Act 1995* states that a person is not to be employed in the position of CEO unless the Council:

- Believes that the person is suitably qualified for the position; and
- Is satisfied with the provisions of the proposed employment contract.

PRINCIPLES
Where the role of CEO is not fulfilled for a significant period, this leads to increased risk to the operations and governance of the local government. Therefore, local governments are required to develop and implement a policy that outlines the arrangements to temporarily replace a CEO for any period less than twelve months, for example, when a CEO is on planned or unplanned leave.

The policy must include the decision-maker(s) for appointing an acting CEO. The policy may include employee position titles, specifying that the Council considers a person holding these positions to be suitably qualified and experienced for the position of CEO. In addition, the policy should also include a methodology for the CEO to appoint an Acting CEO from the listed positions for a period of absence of up to four weeks; however, any decision regarding the appointment of an Acting CEO for any period exceeding four weeks must be made by the Council. The policy must be made available on the local government's official website.

When the CEO is on leave, an Acting CEO is to undertake those duties in accordance with this policy.

- For the purpose of Section 5.36(2) of the *Local Government Act 1995*, the Council has determined that the employee that is appointed to the position Acting CEO will be suitably qualified and experienced.
- The decision will be made by the CEO in consultation with the Shire President, subject to the following conditions;
    - The CEO appointing is not an interim CEO or Acting in the position;
    - The term of appointment is no longer than 20 consecutive working days; and
    - The employee's employment conditions are not varied other than the employee is entitled, at the CEO's discretion, no greater than the salary equivalent to that of the CEO during the acting period.

- In the case of the unexpected unavailability of the CEO, the Shire President is to appoint an Acting CEO for up to two (2) weeks from commencement, and continuation is then subject to a determination by the Council; and

- All other interim, Acting or CEO appointments will be referred to Council.

PROCEDURE ASSOCIATED WITH THIS POLICY
Nil

ROLES AND RESPONSIBILITIES

Elected Members

- To appoint an Acting Chief Executive Officer when required to do so in accordance with legislation.

Chief Executive Officer

- To appoint an Acting Chief Executive Officer during periods of leave.

Policy 2.25 Workforce Working from Home

Reference/s	Work Health and Safety Regulations 2022 Work Health and Safety Act 2020 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	20 October 2021	Motion Number	11102021

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The Shire of Cranbrook recognises the potential benefits of providing flexible working arrangements that will assist employees with balancing the demands of work with their family and/or personal responsibilities.

The Shire of Cranbrook aims to provide employees with the flexible option to work from home and to ensure the safety of employees where appropriate.

SCOPE
All administration employees

OBJECTIVE
It is not the intention of this policy to enable staff to work from home on a regular basis so as to substitute or reduce regular childcare arrangements that would normally be needed during work hours.

Work from home may only be entered into by mutual agreement between the Shire of Cranbrook and the employee on a case by case basis. Where it is a one off need to work from home it can be approved by the employee's manager. Where it is more than a one-off event it must be approved by the Chief Executive Officer.

Where employees work from home for more than a week at a time, they are required to attend the office weekly or as instructed, at the time determined by the manager, to meet with their manager and work colleagues. This attendance would enable monitoring, feedback, two-way interaction and can include formal meetings and/or informal communication.

If employees are working limited weekly hours, it may be more economical for this interaction to be conducted via Zoom or MS Teams. This will be determined on a case by case basis in agreement with the employee and their manager.

If an employee works from home on an ad hoc, regular or long-term basis, a Working from Home Agreement approved by the Chief Executive Officer is required. A specific workspace must be designated at the employee's home and that workspace must be assessed in accordance with the

Shire's Workplace Inspection Checklist by the employee or an appropriate Shire of Cranbrook representative. This ensures the appropriate workspace, chair and equipment if carrying out computer work is set up appropriately.
The provision of information technology equipment and services for employees working from home is subject to availability and approval by the Chief Executive Officer.

An employee's own equipment can be used once it has been approved by the respective manager. In this instance it will require setup by the Manager of HR and Administration or the Shire's IT provider to enable remote access.

Any homebased work is seen as an extension of the primary workplace, so employee requirements under the Work Health and Safety Act 2020 are to take reasonable care of their own health and safety. This is the same at home as it would be at the workplace and includes the need to report any hazards or incidents to the employer as well as ensuring that hazards in the home are managed.

PRINCIPLES
Approval to work from home on interim short-term assignments or where deemed necessary for development outcomes may be granted if:

- The employee's duties are suitable for work from home;
- The work carried out from home does not contravene any local or state government regulations;
- Suitable equipment has been provided either by the organisation or the employee;
- Record keeping and information management is undertaken in accordance with the Shire's records management policy;
- Hours of work, rest breaks and a suitable work area have been agreed to;
- Reporting processes have been arranged;
- The employee has sufficient information, experience and training to undertake work safely and with a minimum of assistance and direction;
- The arrangement would enhance or maintain productivity;
- There would be no significant additional expenses incurred;
- Working from home is an approved condition of employment in line with the Fair Work Act 2009;
- There are valid personal or family reasons and/or there is a benefit to the Shire of Cranbrook
- Circumstances exist where family – life balance will assist the organisation in retaining valuable staff and reduce the cost associated with turnover.
- Has a steady and reliable internet connection.
- Unreliable internet, including outages, may require the employee to attend the workplace in person.

PROCEDURE ASSOCIATED WITH THIS POLICY
Code of Conduct
Working from Home Checklist – Two (2) photos of works space to accompany this document Self-Assessment Checklist (LGIS)

ROLES AND RESPONSIBILITIES

All Employees

- Are to adhere to all Shire of Cranbrook policies and procedures;
- Must be contactable during normal working hours;
- Must ensure fitness for work requirements are met. If staff members are unwell or unable to work due to other reasons, then leave entitlements are to be accessed;
- Ensure home worksite complies with health and safety requirements at all times;
- Employees working from home for more than one (1) week at a time, are required to attend the office weekly or as instructed/agreed to by their manager; and
- Take responsibility for delivering their workload as agreed with their manager.

Manager

- Ensure the employee is working in accordance with their Working from Home Agreement and following all Shire of Cranbrook policies and procedures;
- Review and sign off on hours worked (timesheets) as required;
- Monitor and review and amend the Working from Home agreement as required;
- Schedule communication meeting with the employee working from home; and
- Where applicable, provide equipment required for employees to perform Working from Home tasks adequately.

Chief Executive Officer

- Schedule communications with the Working from Home employee's manager for updates;
- Monitor, review and amend the Working from Home agreement as required or at least once annually.

WORKING FROM HOME CHECKLIST

Do you have an office desk or suitable workstation / including suitable chair?	Yes / No	
Do you have access to a computer or laptop from home?	Yes / No	
Is a second screen required?	Yes / No	
For remote meetings do you have: • headphones/speakers • camera • microphone	 Yes / No Yes / No Yes / No	
Do you have access to internet?	Yes / No	ADSL / NBN / Fixed Wireless / Satellite
Do you have secure WIFI (password protected)?	Yes / No	
Do you have antivirus on your home laptop/PC?	Yes / No	Name:
Do you have access to a printer?	Yes / No	
Do you have access to a scanner?	Yes / No	
Do you have the ability to link into Zoom, a web based meeting platform?	Yes / No	
Do you have access to a landline or mobile?	Yes / No	Number:
Is your work from home environment conductive to safe work practices?	Yes / No	
Do you have emergency contact numbers and details?	Yes / No	
Are first aid supplies available and accessible?	Yes / No	
Do you foresee any obstacles or carer duties that will impede or impact your work from home environment such as carer roles? Eg if children are required to stay at home or you are caring for a relative? Please discuss this with your manager.	Yes / No	
I agree to keep all hard copy and electronic records and documents secure and safe, in line with existing organisation policies.	Yes / No	

General Requirements

In your work from home environment you will be required to outline your daily work routine with your manager. There is a requirement when working from home that you can demonstrate that you can efficiently manage your working time and can achieve the required tasks. This will be in the form of daily contact with your manager and outlining your typical task based day. You will be required to work a normal roster (8:00am to 4:30pm) Monday to Friday and any hours not worked will be deemed as leave.
At all times records (including emails) should be maintained in line with the act and regulations this includes the registering of correspondence into Synergysoft Central Records where applicable.
All hard copy and electronic records and documents will be returned to the Shire of Cranbrook for secure backup to the system.
Records will remain the property of the Shire of Cranbrook. I will discuss how I will keep all records and documents secure with my manager.
Any property of the Shire of Cranbrook used in the home office environment will remain the property of the Shire of Cranbrook.
It is your responsibility to keep your laptop/computer in a secure place after hours that can be protected from damage or theft.
Remember to take breaks as required, including a lunch break the same as you would normally do when working in the office.
Control unwanted noise and distractions that can easily send productivity plummeting. The working environment should have minimal distractions and disruptive sounds, providing a low noise environment that is most conductive to concentration and productivity.
Any safety incidents must be reported using the Shire of Cranbrook reporting system.
Any suspicious email must be dealt with as a potential threat and must be reported to the MOF asap.
Power – do not overload electrical outlets to avoid fire risk.
Trip Hazards – identify and reduce any other trip hazards in the area. Be aware of your extension/power cords to minimize trip hazards
Please complete the ergonomic checklist attached
Please provide a photo of your workstation for the Shire's records

Employee Name Position Signature Date

EMT Name Position Signature Date

Disclaimer: Please note this checklist is subject to change. Any changes will be discussed with employees prior to implementation

Self Assessment Checklist

Office Workstation Ergonomics

This Self-Assessment Checklist is designed to be completed by an employee to ensure their workstation is ergonomically setup for themselves, some assistance is recommended when adjusting the chair.

Item	Ergonomic Chair	Yes	No	N/A	Recommendations
1	Are you familiar with the features of your chair? (Height adjustment, backrest angle, lumbar support adjustment, seat pan tilt etc.)				• Spend 5 minutes becoming familiar with all the features of your chair.
2	When seated with your hips as far into the chair as possible, is there a 2-4 finger space between the back of your knee and the front of the chair?				• Slide the seat pan to a position which provides adequate space behind the knee. • Obtain a chair which provides adequate space behind the knee
3	Is the lumbar (lower back) support in the backrest positioned within the lumbar curve of your spine?				• Adjust the lumbar (lower back) support into the correct position
4	Adjust the backrest angle and/or seat pan (cushion) tilt to your comfort level. Recommended to have a 90-100° angle at your hip joint				• Adjust the seat pan (cushion) tilt • Adjust the backrest angle
5	If the chair has armrests, do they prevent access to your workstation?				• Adjust armrests • Remove armrests
6	Does the seat cushion provide adequate support?				• Obtain a chair which provides adequate cushioning
7	Does the chair have any malfunctions?				• Obtain a new chair and dispose of current chair

Item	Desk	Yes	No	N/A	Recommendations
8	Is there sufficient space under the desk? (550mm deep x 800mm wide x 720mm high)				• Adjust workstation orientation (if possible) to achieve adequate space
9	Is under the desk free of clutter? (Boxes, personal items etc.)				• Remove any clutter which may obstruct the comfortable positioning of your legs
10	When seated at your workstation are your elbows slightly higher than the desk?				• Adjust chair height • Adjust desk height
11	Are you able to place your entire foot flat on the ground when seated at your workstation?				• Footrest required (Z-rest recommended)
12	Do you experience discomfort in your wrist, forearms or elbows from resting on the desk?				• Gel mouse pad required • Gel keyboard pad required

Item	Monitor/s	Yes	No	N/A	Recommendations
13	Are you sitting directly in front of your monitor/s				• Adjust monitor position
14	Is your monitor height slightly below eye level?				• Adjust monitor height • Add or remove monitor rise • Add monitor arm
15	Are your monitor/s positioned at least an arm's length away when seated at workstation?				• Reposition monitor
16	Have you adjusted the angle of the monitor/s to best suit your eyes?				• Adjust angle of monitor
17	If you have multiple monitors, are they positioned to reflect usage? (50/50; 60/40; 70/30 etc.)				• Adjust monitor position based on usage
18	Are all monitors adjusted to the same height, distance and angle?				• Monitors to be matched
19	Do the monitors have the same brightness and contrast levels?				• Brightness matched • Contrast matched
20	Are you impacted by glare or reflection issues?				• Investigate blinds, curtains or window treatments
21	Is the display size suitable for you and easy to read?				• Display size increased to medium • Display size increased to large

Item	Keyboard and Mouse	Yes	No	N/A	Recommendations
22	Is the keyboard positioned directly in front of you?				• Reposition keyboard
23	Is the keyboard (spacebar) positioned within 10-15cm from the desk edge? (elbows should be aligned with shirt seam)				• Reposition keyboard
24	Is the keyboard angle raised and wrist discomfort experienced?				• Flatten keyboard angle
25	Is the mouse positioned on the same level and as close as possible to your keyboard?				• Reposition mouse
26	Does the mouse fit comfortably within your hand?				• Larger mouse required • Smaller mouse required
27	Do you experience any discomfort in the wrist, forearm, elbow or shoulder when using the mouse?				• Avoid overuse of mouse scroll function • Investigate an alternate mouse

Item	Telephone	Yes	No	N/A	Recommendations
28	Is the landline telephone placed on your non-writing side?				• Relocate phone
29	Is the landline telephone within easy reach? (<450mm)				• Relocate phone
30	Are you on the telephone >45% of your work day or for a duration >20mins?				• Headset may be required

Item	Workstation and Paperwork Area	Yes	No	N/A	Recommendations
31	Are all frequently used items (daily) within easy reach (<450mm)?				• Relocate items
32	Do you have appropriate storage devices?				• Set of drawers • Wire document rack • Document trays
33	Are all cables and leads routed and secured?				• Cable management (Spiral wrap and cable trays)
34	Do you require separate paperwork and computer work areas?				• Modify the workstation to include separate work areas
35	Is the lighting at your workstation adequate?				• Investigate workstation lighting options
36	Do you require a document holder for data entry computer tasks?				• Obtain a document holder. In between monitor and keyboard variety recommended, 3M A3 device preferred
37	When completing paperwork and reading, do you lower chair height to improve posture?				• Lower chair height to promote better working posture

Item	Laptop	Yes	No	N/A	Recommendations
38	Do you have an external mouse and keyboard for extended laptop use?				• Obtain a wireless keyboard and mouse combo
39	Is the laptop positioned at an appropriate height? (Slightly below eye level)				• Obtain and laptop riser or laptop docking station • Use an external full size monitor, rather than laptop screen

After completing this checklist, please discuss any questions, queries or equipment requirements with your supervisor/s.
All completed checklists should be submitted to your supervisor.

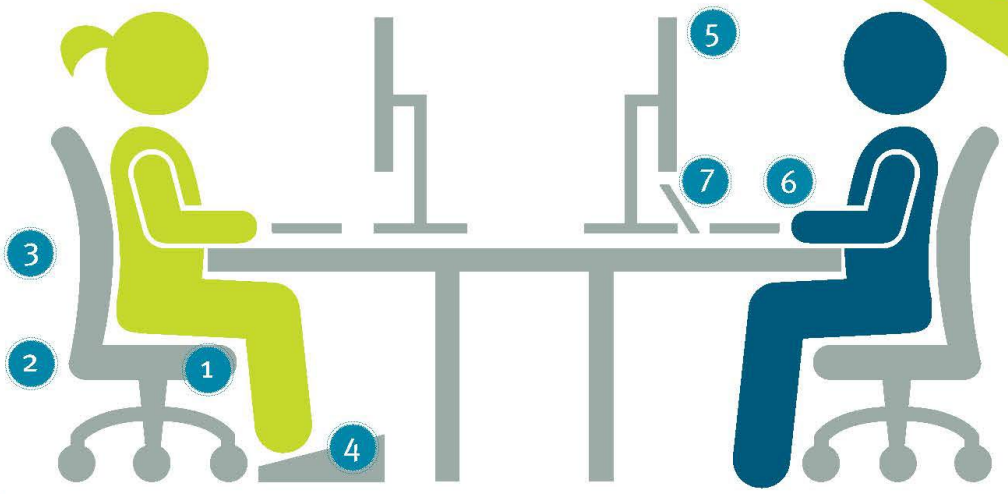
Employee Assessed:

Name		Job role	
Signature		Date	

Supervisor:

Name		Job role	
Signature		Date	
Comments	*E.g. Purchase of new chair approved – please follow up with relevant manager*		

A guide to setting up your work station



1. Ensure you have a 2-4 finger space between the edge of the seat pan and the back of your knee, when sitting back in the chair.
2. Adjust the seat pan tilt to your comfort and the backrest angle to between 90- 100°.
3. Adjust the backrest height and lumbar support to fit the curve of your lower back.
4. Adjust the height of your chair so that your elbows are slightly higher than the surface you're working on. Your elbows should have a 90- 95° angle when using the keyboard. If you cannot place your entire foot flat on the floor an adjustable footrest is required.
5. Adjust the height of your monitor so your eye level is at the top one-third of the screen and approximately arms length away. If using dual monitors, place in an orientation based on usage (50:50, 70:30).
6. The spacebar on your keyboard should be within 10 - 15cm of the desk edge, with the mouse directly next to the keyboard.
7. Use of a document holder if referring to paper based documents, placed between the monitor and keyboard.

Please note:

- Eliminate unnecessary items and clutter under your desk.
- Place your telephone on your non-dominant side, within easy reach.
- All items used frequently should be within easy reach. Items used weekly should be placed on your desk and items used monthly placed away. Storage devices should be used to maintain a clean workstation.

Lvl 3 170 Railway Parade,
West Leederville WA 6007

(08) 9483 8888 www.lgiswa.com.au

The information in this document is of a general nature only and does not constitute legal advice. You should discuss the above information and your particular circumstances with your advisors before making any decisions.

Policy 2.26 Workforce — Employee – Performance Improvement Plans

Reference/s

Local Government Act 1995
Industrial Relations Act 1979
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 19 August 2026 **Motion Number** 18082026

Adopted	**19 August 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE

The Shire of Cranbrook is committed to providing an employee the opportunity to address under-performance by implementing a Performance Improvement Process agreed to between the employee and the Shire of Cranbrook.

Performance improvement processes are also a method to support employees in developing new skills or capabilities in situation where their job environment is changing or to assist them in preparing for career advancement.

Under or non-performance relates to the quality, quantity, accuracy and timeliness of a position's responsibilities and work outputs. If not appropriately addressed the Shire of Cranbrook recognises that productivity, quality of work outputs and individual and team morale may be compromised. Where issues relate to compliance with policies and/or standards of behaviour and conduct these will be addressed through the disciplinary process, not a performance improvement plan (PIP).

The performance improvement process ensures the line manager and the employee is supported by a clear framework for that ensures procedural fairness. This will usually involve the implementation of a Performance Improvement Plan (PIP) for:

- Identifying, managing and documenting underperformance; or
- Identifying aspirational goals and the method and timeline to achieve them.

SCOPE

This policy applies to all employees employed at the Shire of Cranbrook, with the exception of the Chief Executive Officer.

PERFORMANCE IMPROVEMENT – UNDERPERFORMANCE

PIPs provide employees with an opportunity to consciously work on their performance, learn new skills where required, and prove their commitment to their role and the Shire of Cranbrook.

The Shire of Cranbrook will consider external and internal factors, some of which are outlined below, when designing a PIP with the employee. As part of this process the Shire of Cranbrook will take into consideration an employee's personal circumstances which may be impacting their performance.

External

- Changes to government policy and funding/subsidies, and
- Changes to laws regulating Local Government.

Internal

- Introduction of new technology or systems
- Changes to job design, including responsibilities
- Conflict with other employees, and
- Lack of clear goals set or misunderstanding of performance expectations.

The Shire of Cranbrook Performance Improvement Plan template should be used wherever possible to manage specific and identified performance improvement needs.

If the employee does not improve at the rate or level required or does not improve, the options to be considered are:

- Review and extend the PIP plan;
- Provide additional training or coaching;
- Adjust the goals and clarify expectations;
- Consider the suitability of the employees Position Description;
- Proceed with disciplinary processes.

ROLES AND RESPONSIBILITIES

It is the expectation of the Shire of Cranbrook that the parties involved will genuinely commit to and actively participate in the performance improvement process. Where it is evident that underperformance has not been remedied through a PIP, the Shire of Cranbrook's disciplinary process may be enacted.

Specific responsibilities of those involved are outlined below.

Line Manager

- Raise underperformance issues as soon as they are identified
- Provide reasonable support to the employee to achieve the performance expectations
- Conduct regular review meetings during the performance improvement process
- Record and document progress in a PIP
- Provide honest, constructive, timely feedback and reasonable support on an ongoing basis, and
- Address any issues that arise through this process with the employee.

Employee

- Contribute to the development of the PIP and actively participate in review meetings and utilise support options
- Inform the line manager about any circumstances that may impact on the employee's ability to meet the performance expectations as soon as reasonably practicable, and
- Make best endeavours to meet the performance expectations outlined by the Shire of Cranbrook.

Human Resources

- Provide support and guidance to line managers administering the process.

Executive Management Team

- Make recommendations based upon the principles of this policy.

DISCIPLINARY ACTION

At any stage of the performance improvement process for underperformance, if the action or under performance of the employee is sufficiently serious, a disciplinary process may be commenced without completing the entire PIP.

PERFORMANCE IMPROVEMENT – SKILLS DEVELOPMENT

The Shire of Cranbrook recognized the value its employees provide to achieving the Shire of Cranbrook's strategic objectives. Through processes such as annual performance reviews and succession planning, organizational risks and opportunities for employee personal development, skill enhancement and career development can be identified.

Based on the organizations requirements and selection based on merit and equity, the Shire of Cranbrook can offer employees these development opportunities. A Performance Improvement Plan can be used to provide the framework for delivery.

The Shire of Cranbrook Performance Improvement Plan template should be used wherever possible to manage specific and identified performance improvement needs.

If the employee does not achieve the desire goals of the PIP, the options to be considered are:

- Review and extend the PIP plan;
- Provide additional training or coaching;
- Adjust the goals and clarify expectations;
- Re-consider the employees suitability;
- Cease the Performance Improvement Plan.

ROLES AND RESPONSIBILITIES

Where an agreement between the employee and the Shire of Cranbrook to proceed with a Performance Improvement Plan for skill development the expectations are that the parties involved will genuinely commit to and actively participate in the performance improvement process. A

Performance Improvement Plan for skills development is not subject to disciplinary processes.

Specific responsibilities of those involved are outlined below.

Line Manager

- Conduct Annual performance reviews.
- Identify opportunities for skills development.
- Develop the Performance Improvement Plan with the employee.
- Provide reasonable support to the employee to achieve the performance expectations
- Conduct regular review meetings during the performance improvement process
- Record and document progress in a PIP
- Provide honest, constructive, timely feedback and reasonable support on an ongoing basis, and

Employee

- Contribute to the development of the PIP and actively participate in review meetings and utilise support options.
- Participate in activities requires as part of the plan.
- Inform the line manager about any circumstances that may impact on the employee's ability to meet the performance plan goal as soon as reasonably practicable, and
- Make best endeavours to meet the performance expectations outlined by the Shire of Cranbrook.

Human Resources

- Provide support and guidance to line managers administering the process.
- Provide support for employee training requirements.
- Conduct succession planning activities to minimize organizational risk.

Management Team

- Make recommendations based upon the principles of this policy.

Performance Improvement Plan

EMPLOYEE / LINE MANAGER DETAILS		
Employee name:	**Position title:**	**Department:**
Commencement date in role:	**Line Manager's name:**	**Line Manager's title:**

EMPLOYEE IMPROVEMENT PLAN PERIOD	
Starting date:	**Ending date:**
Interim assessment date(s): i.e. Weekly, fortnightly, monthly	

ACTION PLAN
1. ***Area requiring improvement:***
Actions / steps required listed in number format: 1.
Primary support person: **Second support person (optional):**

Success criteria:

2. *Area requiring improvement:*
Actions / steps required listed in number format: 1.
Primary support person: **Second support person (optional):**
Success criteria:
Assessment on performance:
Review date:

3. *Area requiring improvement:*
Actions / steps required listed in number format: 1.
Primary support person: **Second support person (optional):**
Success criteria:

Assessment on performance:
Review date:

4. *Area requiring improvement:*
Actions / steps required listed in number format: 1.
Primary support person: **Second support person (optional):**
Success criteria:
Assessment on performance:
Review date:

5. *Area requiring improvement:*
Actions / steps required listed in number format: 1.
Primary support person: **Second support person (optional):**

Success criteria:
Assessment on performance:
Review date:

_____ _____

***Employee's Signature** **Date**

_____ _____

Line Manager's Signature **Date**

***Employee signature signifies review and discussion of improvement plan with line manager has occurred, not necessarily employee's agreement.**

FINAL REVIEW

Date:

	Area requiring improvement	Achieved / Not achieved	Comments
1.			
2.			
3.			
4.			
5.			

Recommendations

Outline the recommendations to the Chief Executive Officer on how to proceed. This may include, but is not limited to, extending the plan, concluding the plan or taking disciplinary action if the employee's performance has not improved within the specified timeframe.

-
-
-

Performance Improvement Plan Form for printing and editing is located:

"Z:\Admin\Forms\All Word Docs\Performance Improvement Plan Form (Policy 2.26).docx"

Policy 3.0 Administration Visitors to the Administration Centre

Reference/s	Work Health and Safety Act 2020 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The Shire of Cranbrook is committed to providing a safe and healthy environment for all employees whilst maintaining an open, friendly and welcoming environment for visitors.

SCOPE
Visitors to the Shire's Administration Centre in Cranbrook.

OBJECTIVE
- Ensure that employees understand their role in ensuring the safety of visitors;
- Ensure that in an emergency, visitors to the Administration Centre are accounted for;
- Ensure that in an emergency, visitors to the Administration Centre are assisted to leave the building and make their way to the appropriate muster point; and
- Minimise the burden on Evacuation Wardens to have to account for visitors.

PRINCIPLES
Visitors – general admission to office.
- The Shire of Cranbrook is committed to having a friendly, open and approachable atmosphere;
- There are a number of types of visitors to the Shire, including those who come to specifically visit an employee, community members who assist with projects and Elected Members; and
- Visitors will be required to complete the 'Sign-in Register' prior to being taken or shown to the respective staff member.

Visitor types and how they will be accounted for
Visitors to specific employees - are to be met by the employee or their representative and escorted to an office. The responsibility for these visitors lies with the specific employee they are visiting.

Unsupervised visitors / Customers - will be the responsibility of the Customer Service Officer.

Elected Members - In the event of a Council or other meetings of Elected Members, the Presiding Member is the most appropriate person to ensure they know who is attending the meeting at any time.

Visitor Information
- Visitors or their representative should be informed of the emergency evacuation exits, muster points and procedure prior to the meeting commencing.

In the case of an emergency:

- The visitor is the responsibility of the person designated above. All visitors should be moved to the emergency muster point and remain with the person who is responsible for them; and
- Should an evacuation warden have a visitor they are to clearly and specifically delegate their visitor to another employee member who is to take the visitor with themselves to the muster point and ensure the visitor is accounted for.

There is an expectation that all visitors to the administration centre behave in a courteous and respectful manner at all times, otherwise they will be required to leave the premises.

ROLES AND RESPONSIBILITIES

Elected Members

- Compliance with and support of the policy and its outcomes; and
- Ensure emergency exits and procedures are communicated at meetings.

Executive Management Team

- Are responsible for their visitors to the administration building.

Employees:

- Are responsible for their visitors to the administration building; and
- Ensure that visitors are met by an employee.

Policy 3.1 Administration CB1 Number Plates

Reference/s	Council Motion 18082011 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

To ensure that the Chief Executive Officer's vehicle is fitted with the CB1 number plate.

SCOPE

Elected Members, Chief Executive Officer.

OBJECTIVE

- Ensure that the CB1 number plate remains on the vehicle provided to the Chief Executive Officer to identify the Shire of Cranbrook.

PRINCIPLES

- The Chief Executive Officer's vehicle always be fitted with the CB1 number plate.

PROCEDURE ASSOCIATED WITH THIS POLICY

- **Nil**

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure CB1 is always fitted to vehicle.

Policy 4.1 Finance Budget – Defining Material Variances

Reference/s	Local Government (Financial Management) Regulations 1996 s34(A) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
To ensure compliance with the Local Government (Financial Management) Regulations.

SCOPE
Elected Members, Chief Executive Officer, Managers.

OBJECTIVE
Comply with the Local Government (Financial Management) Regulations

The Local Government (Financial Management) Regulations require a local government to prepare financial statements each month that report 'material variances' between:

- The budget estimate to the end of the month to which the statement relates; and
- The actual amounts of expenditure for the period.

For those items contained in the Statement of Financial Activity as set out in the annual budget.
Regulation 34 (5) states:
"Each financial year, a local government is to adopt a percentage or value, calculated in accordance with AAS5, to be used in statements of financial activity for reporting material variances"

PRINCIPLES
The variance between actual and year-to-date budget is considered a material variance for reporting purposes when the variance is greater than 10% or $10,000, whichever is the greater.

PROCEDURE ASSOCIATED WITH THIS POLICY

- Variations are included in the Monthly Financial Report provided to the Council.

ROLES AND RESPONSIBILITIES

Elected Members

- To carefully review the monthly financial statements.

Manager of Finance

- Present to the Council monthly financial statements including an explanation of material variances.

Policy 4.2 Finance Financial Strategy

Reference/s Local Government Act 1995 (s6.20 [1,2,3a,36])
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 19 February 2014 **Motion Number** 14022014

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To articulate the financial strategy and philosophy of the Council of the Shire of Cranbrook.

SCOPE
Elected Members, Chief Executive Officer, Managers

OBJECTIVE
- That the financial strategy and philosophy of the Shire is clearly understood.

PRINCIPLES
The Shire of Cranbrook is committed to ensuring:
- The overall financial capability of the Shire remains viable;
- That due diligence is applied when considering the necessity of all long-term borrowing, including but limited to the analysis of inflation rates, external factors in the global environment, and rapid escalation of costs;
- That all municipal and reserve funds are invested securely with cash equivalent investments.

<u>Loans</u>
1. Long-term borrowing should not be used to finance current operations or normal maintenance. (For example – employee wages, maintenance of roads and buildings)
2. Long-term borrowing should not be used to purchase plant and equipment alone. (For example – an item of plant or lighting an oval. It could be considered when the equipment forms part of a larger major building project)
3. Long-term borrowing should only be used to assist with the funding of major projects that have a useful life of greater than 20 years. (For example, community facilities such as a sporting pavilion or employee housing)
4. The term of the borrowing shall be set having due regard to the economic life of the asset being acquired or constructed. The term of the borrowing shall generally not be greater than half the economic life of the asset being constructed. This is to enable the remaining economic half-life to set aside reserve funds for the future renewal or replacement of that asset should it be required at the end of its economic life.
5. All opportunities for funding of capital projects should be exhausted prior to the decision to secure a loan.
6. Long-term borrowing should only be considered if the Shire meets the WA Treasury Corporation's Net Debt Ratio and Debt Service Cover Ratio for the financial year in which the

loan is applied for. This can only be determined by completing a WA Treasury Corporation loan application form.

A credit assessment will be undertaken as stipulated in Treasury Corporation's Credit Policy. Treasury Corporation's Credit Policy stipulates that lending to a local government, other than a *regional local government* as defined by the Local Government Act, is subject to credit assessments based on:

- Net Debt Ratio;
- Debt Service Cover Ratio for;
- The immediately preceding financial year; and
- The current financial year.

(or such other levels as may be prescribed by the Corporation from time to time). Where a local government exceeds either credit criteria (or such other levels as may be prescribed by the Corporation from time to time), a firm quotation cannot be provided until Treasury Corporation's Credit Committee has given specific approval for the proposed borrowing(s).

Reserves

1. The Shire's Reserve Accounts should be maintained at a level which is greater than the level of loan principal owed.
2. The Shire's Reserve Accounts will only be invested in accordance with Council Policy 4.4 Investments.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- Make financial decisions based upon the principles of this financial strategy.

Executive Management Team

- Make financial recommendations based upon the principles of this financial strategy.

Policy 4.3 Finance — Capitalisation and Depreciation of Non-Current Assets

Legislative Reference/s	Western Australian Local Government Accounting Manual AASB 116 Property, Plant and Equipment. Local Government (Financial Management) Regulations 1996, 4(1) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
This policy is to provide guidelines for the capitalisation, depreciation and valuation of Shire assets.

POLICY STATEMENT
Capitalisation of Assets
Assets purchased or constructed to the value of $5,000 or greater are to be capitalised, placed on the asset register, and depreciated over the useful life as determined by this policy for the relevant class of asset.

Any assets with a value under $5,000, except for land, are to be expensed in the year of purchase and placed on the minor assets register.

Depreciation of Assets
Non-current assets are depreciated on a straight-line basis over the individual asset's useful life from the date of acquisition or, in respect of internally constructed assets, from the time the asset is completed and held ready for use. Asset residual values and useful lives are reviewed and adjusted if appropriate at the end of each reporting period, also having consideration for external factors that may affect residual value such as those seen during the Covid-19 pandemic, environmental disasters, or international armed conflicts.

Major depreciation periods are:

Land	Not Depreciated
Buildings	30 - 60 years
Furniture and Equipment	3 - 15 years
Plant and Equipment	1 - 15 years
Infrastructure	
Sealed Roads	
- Formation	Not Depreciated
- Pavement	45 - 55 years
- Bituminous Seal	20 – 25 years
- Asphalt Surface	25 – 30 years

Gravel Roads	
- Formation	Not Depreciated
- Pavement	20 – 40 years
Formed Roads (Unsealed)	
- Formation	Not Depreciated
- Pavement	20 – 40 years
Footpaths	25 – 45 years
Other Infrastructure	30 - 50 years
Car Parks	30 - 50 years
Drainage	60 - 80 years
Bridges	50 - 60 years
Landfill Sites	
- Make good costs	7 – 30 years

Valuation of Assets

Assets are to be recognised in accordance with AASB 116 and the *Local Government (Financial Management) Regulations 1996* and will be recorded at fair value in accordance with AASB 13. Assets not required to be recognised at fair value are to be recorded at historical cost, or where previously recognised at fair value prior to changes in the regulatory environment are to be recognised under the previous valuation method, until disposed of.

Revaluation Threshold

Revaluation threshold provides for assets with a written down value of greater than $5,000 to require revaluation. While only a portion of the total asset class is comprehensively inspected and revalued, the entire asset class is deemed to be revalued at fair value because the final result is not materially incorrect.

The minimum threshold is consistent with the Local Government (Financial Management) Regulations 1996.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil.

ROLES AND RESPONSIBILITIES

Elected Members

- Review rates annually.

Manager of Finance

Ensure compliance with the policy.

Policy 4.4 Finance Investments

Reference/s	Local Government Act (s5.42, 6.11.(2), 6.14) Local Government (Financial Management) Regulations 1996 (r19(1)) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
This policy outlines the requirements for investing the Shire's surplus funds in accordance with the *Local Government Act 1995* and *Local Government (Financial Management) Regulation 1996.*

PRINCIPLES

1. Funds surplus to the day-to-day operational needs of the Shire are to be invested to:
    a. Provide the best available rate of interest whilst minimising associated risk by investing with an approved source.
    b. Ensure sufficient liquidity to meet Council's cash flow requirements.
2. Funds in reserves are to be placed in term deposits with the bank or other interest bearing on call accounts. Consideration must be given to when the funds may be required and the best available rate of interest.
3. This policy acknowledges budgeted interest to be transferred to reserves is based on forecast interest rates, and authorises management to transfer actual interest earned on reserve accounts each year where that amount may be greater or less than budgeted.
4. Investments are limited to authorised institutions as defined in the *Local Government (Financial Management) Regulations 1996*, Regulation 19C being:
    a. Authorised deposit-taking institution as defined in the in the Banking Act 1959 (Commonwealth) section 5; or
    b. The Western Australian Treasury Corporation 1986.
5. Authorised investments under the *Local Government Act 1995*, section 6.14(1) and the *Local Government (Financial Management) Regulations,* are:
    a. Deposits with an authorised institution for terms no more than 3 years;
    b. Bonds that are guaranteed by the Commonwealth Government, or a State or Territory government with a term to maturity of up to 3 years; and
    c. Australian currency only.
6. This policy specifically prohibits the following:
    a. Investment in speculative financial investments;
    b. Leveraging (borrowing to invest);
    c. Investment in bonds not guaranteed by the Commonwealth Government, or a State or Territory Government;
    d. Investment in bonds with a term to maturity of three years or more;

    e. Investment in foreign currency; and
    f. Deposits with an institution other than an Authorised Institution.
7. A report on the investments will be included in the Monthly Financial Statements presented to Council. This will include the following details:
    a. Name of institution where investment is lodged;
    b. Amount of funds invested;
    c. Interest rate on investment; and
    d. Date of maturity of investment.
8. The CEO is delegated to administer the Investments policy in accordance with the Local Government Act 1995. The CEO may in turn delegate the day-to-day management of Council's investments to the Manager of Finance.
9. The investment portfolio will be managed with the care, diligence and skill that a prudent person would exercise.
10. Documentary evidence will be held for each investment and the details thereof maintained in an Investment Register.
11. Other forms of approved investment the Shire current holds are:
    a. Shares in the Tambellup/Cranbrook Bendigo Bank; and
    b. Equity share of Local Government House.

PROCEDURE ASSOCIATED WITH THIS POLICY

Refer to Policy 4.2 – Financial Strategy when making investment decisions.

ROLES AND RESPONSIBILITIES

Elected Members

- Review and approve investment strategies.

Chief Executive Officer

- Ensure compliance with this policy.

Manager Finance and Administration

- Ensure compliance with this policy.

Policy 4.5 Finance — Rates and Sundry Debtors Charges – Write Offs, Recovery Process

Reference/s	Local Government Act 1995 s6.12-6.13, 6.16-6.17, 6.39-6.76 Local Government (Financial Management) Regulations 1996 s42, 43, 70, 71 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To set the parameters for Rates and Sundry Debtors Charges, Write Offs and the Recovery Process

SCOPE
Chief Executive Officer

OBJECTIVE
To specify the:
- Write off of small amounts;
- Recovery Process – Rates and Sundry Debtors; and
- Waiving of Rubbish Charges.

PRINCIPLES
Write-off of small amounts:
To assist with the maintenance of the Shire's rate record and Sundry Debtors and to ensure employee resources are effectively utilised, any penalty interest amount outstanding at the end of each calendar month of less than $200.00 may be written off at the discretion of the Chief Executive Officer. This write-off is only to occur where all other property rates, rubbish charges, levies and sundry debts have been paid in full.

Recovery Process – Rates and Sundry Debtors:
- All agreements to pay property rates or service charges are to be in writing and that every effort is made to make sufficient payments in order to clear the outstanding debt (including interest) by 30 June of the financial year in which the rates were raised;
- Following a rate or debt becoming overdue for payment, the Chief Executive Officer is authorised to issue a final notice for its recovery, allowing 14 days for payment;
- The Chief Executive Officer must have regard to the Financial Hardship Policy during the recovery process;
- The Chief Executive Officer may establish an agreement with a person as to payment of rates or debts, however subject to the imposition of interest rate policies as resolved in the Council's budget adoption process;

- In the event of any rates or debt remaining outstanding, the Chief Executive Officer is authorised to provide a *"Notice of Intention to Sue"* if payment is not made within 14 days; and
- At the expiry of the notice of intention to sue, the Chief Executive Officer may initiate action to file a Local Court Summons for recovery of monies owing. The Chief Executive Officer is authorised to take, any further action deemed necessary subsequent to the Local Court Summons depending on the circumstances of each particular claim.

Waiving of Rubbish and Recycling Charges:
The following properties to be exempt from the payment of the annual charge for kerbside rubbish and recycling collection services:

- Anglican Church, Cranbrook;
- Anglican Church, Tenterden;
- Baptist Church, Cranbrook;
- Baptist Church, Frankland River;
- Catholic Church, Cranbrook;
- Catholic Church, Frankland River;
- St John Ambulance, Cranbrook; and
- St John Ambulance, Frankland River

PROCEDURE ASSOCIATED WITH THIS POLICY
Nil.

ROLES AND RESPONSIBILITIES
Chief Executive Officer

- To approve the write off of debts up to $200.00

Delegation 1.9 - Write Off of Debts.

Policy 4.6 Finance — Interest Free Loans - Community Organisations

Reference/s	Local Government Act 1995 (s3.1, 6.11) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To set the guidelines for the provision of interest free loans to community organisations.

SCOPE
Community Groups, Sporting Groups, Charitable Organisations.

OBJECTIVE
- To provide interest free loans to community groups; and
- To assist community groups to undertake significant projects or purchases.

PRINCIPLES
Applications for an interest free loan must include the following:
- Full details of the project for which funding is required including;
  - estimates of total costs, with quotes; and
  - plans etc. where necessary.
- The amount of the loan requested;
- The amount of funds the applicant is contributing and any other funds available or applied for i.e. Government Grants;
- A proposed loan repayment period (no longer than 10 years with repayments twice yearly);
- Most recent audited financial statements and current financial statements showing organisation's total funds, with an indication of capacity to meet repayments; and

PROCEDURE ASSOCIATED WITH THIS POLICY
Nil

ROLES AND RESPONSIBILITIES
Elected Members
- To approve or otherwise applications for community interest free loans.

Manager of Finance
- To present each application to the Council;
- To ensure that a contract is drawn up for each approved loan; and
- To ensure that repayments are made in accordance with the contract.

Policy 4.7 Finance Donations and Sponsorships

Reference/s Local Government Act 1995 s3.18(3c)
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To set the guidelines for the provision of donations and sponsorship to the community.

SCOPE
Elected Members, Chief Executive Officer, Executive Management Team, Community.

OBJECTIVE
- To provide donations and sponsorship to individuals and community groups; and
- To assist community groups to undertake events, projects or purchases.

PRINCIPLES
In accordance with the CEO delegation D1.10

Donations
The Chief Executive Officer may approve requests for the donation of monies or in-kind up to the value of $500 when a group or individual can demonstrate:

- Significant direct benefit to the local community;
- That the group/individual is a community group or non-profit making organisation or running a non-profit activity;
- That the group's financial status is such as to justify a donation;
- Special circumstances or needs exist in the opinion of the Chief Executive Officer to warrant a donation, e.g. support of needy groups and individuals who bring credit to the municipality by achieving state or national representation or awards, which sees them requiring financial assistance for travelling, accommodation or other incidental expenses;
- Applications for donations or sponsorship over $500 must be considered by the Council; and
- That available funding exists in the annual budget.

Sponsorship
The Chief Executive Officer may actively sponsor local sporting clubs up to $500 per annum to assist in raising the Shire's profile in the community and enable Shire representatives to play in an event and/or present a trophy.

The Chief Executive Officer may make a decision on which events are sponsored. Priority will be given to those events that enable communication with a local audience, enable recognition of the sponsorship and provide benefit to the club being sponsored.
Any sponsorship given is subject to budget provision and remaining budgeted funds.

RECORDING REQUIREMENTS

Section 5.46(3) - Local Government (Administration) Regulation No 19.
Running record of donations to be maintained.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil.

ROLES AND RESPONSIBILITIES

Elected Members

- To consider applications for donations and sponsorship over $500.

Chief Executive Officer

- To consider applications for donations and sponsorship up to $500.

Policy 4.8 Finance Purchasing

Reference/s	Local Government Act 1995 (s6.10) Local Government (Functions and General) Regulations 1996 (r11a) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	20 April 2022 **Motion Number** 10042022

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

To deliver best practice in the purchase of goods, services and works that align with the Shire of Cranbrook's strategic and operational objectives while maintaining the principles of transparency, probity and good governance.

POLICY STATEMENT

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

(a) Ensure best practice policies and procedures are followed in relation to internal purchasing for the Shire of Cranbrook.

(b) Ensure compliance with the *Local Government Act 1995*, *Local Government (Functions and General) Regulations 1996.*

(c) Ensure compliance with the *State Records Act 2000* and the Shire's Record Keeping Plan.

(d) Direct purchasing processes that ensures value for money by delivering the most advantageous outcomes possible.

(e) Ensure openness, transparency, fairness and equity through the purchasing process to all suppliers.

(f) Ensure efficient and consistent purchasing processes are implemented and maintained across the organisation.

PRINCIPLES

Ethics and Integrity:

All officers and employees of the Shire undertaking purchasing activities must have regard for the Code of Conduct requirements and shall observe the highest standards of ethics and integrity. All officers and employees of the Shire must always act in an honest manner which supports the good standing of the Shire.

Purchasing Principles:

The following principles, standards and behaviours must 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 by the authorised purchasing officer 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 Council's Policies and Code of Conduct;
- purchasing is to be undertaken on a competitive basis where all potential suppliers are treated impartially, honestly and consistently;
- all processes, evaluations and decisions shall be transparent, free from bias and fully documented in accordance with applicable policies, audit requirements and relevant legislation;
- any actual or perceived conflicts of interest are to be identified, disclosed and appropriately managed; and
- any information provided to the Shire by a supplier shall be treated as commercial, in confidence and should not be released unless authorised by the supplier or relevant legislation.

Value for Money:

Value for money is an overarching principle governing purchasing and is determined by the consideration of price, risk, and qualitative factors assessing the most advantageous outcome achievable for the Shire of Cranbrook.

Assessing Value for Money:

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

(a) All relevant Total Costs of Ownership (TCO) and benefits including transaction costs associated with acquisition, delivery, distribution, and other costs such as, but not limited to holding costs, consumables, deployment, training, maintenance and disposal;

(b) The technical merits of the goods or services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality. This includes but is not limited to an assessment of compliances, the supplier's resource availability, capacity and capability, value-adds offered, warranties, guarantees, repair and replacement policies and response times, emergency response, ease of inspection and maintenance, ease of after sales service, ease of communications, etc.

(c) The supplier's financial viability and capacity to supply without the risk of default, including the competency of the prospective suppliers in terms of managerial and technical capabilities and compliance history;

(d) 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 consistent with this Policy, where practicable;

(e) The safety requirements and standards associated with both the product design and the specification offered by suppliers and the evaluation of risk arising from the supply, operation and maintenance;

Purchasing Requirements:

The Local Government (Functions and General) Regulations 1996 and this purchasing policy prescribe the requirements that must be complied with by the Shire of Cranbrook, including purchasing thresholds and processes.

Purchasing that is $250,000 or below in total value (excluding GST) must be in accordance with the purchasing requirements under the relevant threshold as defined in this policy under "Purchasing Thresholds".

Purchasing that exceeds $250,000 in total value (excluding GST) must be put to public tender unless a Regulatory Tender Exemption in accordance with Regulation 11 of the Local Government (Functions and General) Regulations 1996 is utilised by the Shire.

Determining purchasing value is to be based on the following considerations:

i) The actual or expected value of a contract over the full contract period (including all options to extend); or

ii) The extent to which it could be reasonable expected that the Local Government will continue to purchase a particular category of good, services or works and what total value is or could be reasonable expected to be purchased.

Purchasing Thresholds:

The value, or expected value, of the purchase excluding GST over the full contract period (including options to extend) will determine the purchasing practice to be applied:

Purchase Value Threshold	Purchasing Practice	Authorised Officers
Up to and including $100	Direct purchase from suppliers. Quotations and purchase orders not required for items of minor recurrent nature, such as groceries, stationery, hardware, reticulation, consumables etc.	**All Staff**
Over $100 and up to and including $5,000	Direct purchase from suppliers using a Purchase Order or Corporate Credit Card issued by the Shire of Cranbrook, obtaining at least **one (1)** verbal or written quotation from a suitable supplier, either from: • The open market; • An existing panel of pre-qualified suppliers administered by the Shire of Cranbrook; or	**CEO, Manager of Finance, Manager of Works, Manager of Community Development &**

	• A pre-qualified supplier on the WALGA Preferred Supply Program or the State Government Common Use Arrangement (CUA)	**& Shire Engineer**
Over $5,000 and up to and including $25,000	Obtain at least **two (2)** verbal or written quotations from suppliers either from: • The open market; • An existing panel of pre-qualified suppliers administered by the Shire of Cranbrook; or • A pre-qualified supplier on the WALGA Preferred Supply Program or the State Government Common Use Arrangement (CUA)	**CEO, Manager of Finance, Manager of Works, Manager of Community Development & Shire Engineer**
Over $25,000 and up to and including $50,000	Obtain at least **two (2)** verbal or written quotations from suppliers either from: • The open market; • An existing panel of pre-qualified suppliers administered by the Shire of Cranbrook; or • A pre-qualified supplier on the WALGA Preferred Supply Program or the State Government Common Use Arrangement (CUA)	**CEO**
Over $50,000 and up to but not including $250,000	Obtain at least **three (3)** written quotations from suppliers containing price and specification of goods and services. The procurement decision is to be based on all value for money considerations in accordance with the definition stated in this policy, either from: • The open market; • An existing panel of pre-qualified suppliers administered by the Shire of Cranbrook; or A pre-qualified supplier on the WALGA Preferred Supply Program or the State Government Common Use Arrangement (CUA)	**CEO**
$250,000 and Over	Conduct a public tender process or WALGA Preferred Supplier / State Government Common Use Agreement. Refer to Council for decision unless prior delegation to the CEO. Where possible, an Elected Member will sit on the selection panel.	**Full Council**

Emergency Purchases	Where no relevant budget allocation is available for an emergency purchasing activity then, in accordance with s.6.8 of the *Local Government Act 1995,* the President must authorise the necessary budget adjustment prior to the expense being incurred. Emergency purchases are defined as unanticipated and unbudgeted purchases required in response to an emergency situation as provided for in the Local Government Act 1995 and under the Emergency Management Act 2005. In such instances, quotes and tenders are not required to be obtained prior to the purchases being undertaken. Time constraints, administrative omissions and errors do not qualify for definition as an emergency purchase. Instead, every effort must be made to research and anticipate purchasing requirements in advance and to allow sufficient time for planning and scoping proposed purchases and to then obtain quotes or tenders, as applicable	**The Shire President**

Procurement Exceptions:

A quotation is to be obtained and a purchase order is required to be issued except for:

- Reimbursement of expenses incurred by a councillor or employee on approved Shire business, where receipts are provided or a statutory declaration is made, e.g. meals or parking fees etc
- Non-contracted or non-contestable utilities, e.g. electricity, water, telephone, gas
- Regular or statutory expenses of a periodic nature, e.g. rates and taxes, insurance, licences, superannuation, subscriptions etc
- Employee / elected member allowances
- Other payments as determined by the CEO, examples include but are not limited to:
  - Credit card purchases
  - Freight companies for delivery fees (below $500)
  - Petty cash purchases
  - Fuel card purchases
  - Regional Risk Co-ordinator Scheme by Local Government Insurance Services
  - Security and on-going alarm monitoring services

Purchase of road making materials (fill, rock, gravel, water etc) from a landowner is exempt from the requirement to obtain quotes. Purchase order is required.

Whenever it is not possible to meet the purchasing requirements of the Shire, appropriate justification must be documented through records in accordance with the Shire's record management practices.

Where it is not possible to obtain the required quotations (e.g. due to limited suppliers) the CEO may, at their discretion waive the requirements to obtain quotes provided that written, justifiable reasons are provided by the responsible officer and documented through records.

Forms and Quotations:

Verbal – where a verbal quotation is required under this policy, both the request for quotation and the submission of quotation may occur verbally or in writing. Verbal quotations are to be recorded on the *Quotation Form* (see Appendix A) and attached to the purchase order.

Written – Where a written quotation is required under this policy, both the request for quotation and the submission of quotation must occur in writing. Where two (2) or more quotations are required under this policy, the *Quotation Form* must be completed and attached to the purchase order.

Quotations – Invitations to quote are to be issued simultaneously to ensure all parties have equal opportunity to respond. Both verbal and written requests for quotation must include:

- Details of goods and services required, communicated in a clear, concise and logical manner;
- The timeframe when goods and services are required;
- A date by which quotation must be submitted;
- The *Quotation Form* is to be completed and attached to the purchase order for all verbal quotes, and where multiple quotes are required.
- If a supplier declines to quote, this should be noted on the *Quotation Form* with name of supplier and date.

Tendering Exemptions:

An exemption to publicly invite tenders may apply in the following instances:

- The purchase is obtained from a pre-qualified supplier under the WALGA Preferred Supply Program or State Government Common Use Arrangement;
- The purchase is from a Regional Local Government or another Local Government;
- The purchase is acquired from a person registered on the WA Aboriginal Business Directory, as published by the Small Business Development Corporation, where the consideration under contract is worth $250,000 or less and represents value for money;
- The purchase is acquired from an Australian Disability Enterprise and represents value for money;
- The purchase is from a pre-qualified supplier under a Panel established by the Shire of Cranbrook; or
- If any of the other exclusions under Regulation 11 of the Regulations apply.

Inviting Tenders Under the Threshold

The Shire may determine to invite Public Tenders, despite the estimated Purchase Value being less than the $250,000 prescribed tender threshold, but only where an assessment determines that the purchasing requirement cannot be met through a tender exempt arrangement and the use of a public tender process will enhance; value for money, efficiency, risk mitigation and sustainable procurement benefits.

In such cases, the tender process must comply with the legislative requirements and the Shire's tendering procedures *[F&G Reg.13]*.

Sole Source of Supply:

Procurement of a unique nature over the value of $5,000 that can only be supplied from one supplier is permitted without undertaking a tender or quotation process. This is only permitted where the Shire of Cranbrook has explored alternatives and is satisfied there are no other sources of supply for those goods, services or work. Written confirmation of actions taken to find alternative sources will be kept on record. Once determined, the justification must be endorsed by the Chief Executive Officer, prior to a contract being entered into.

From time to time an approved arrangement of this nature must be re-assessed to evidence that only one potential supplier still genuinely exists.

Anti- Avoidance:

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

Sustainable Procurement:

Sustainable procurement, defined as the procurement of goods and services that have less environmental and social impacts than competing products and services, is supported by the Shire of Cranbrook. Considerations must be balanced against value for money outcomes.

Contract Renewals, Extensions and Variations:

Where a contract has been entered into as the result of a publicly invited tender process, then *Functions and General Regulation 21A* applies.

For any other contract, the contract must not be varied unless:

(a) The variation is necessary in order for the goods or services to be supplied and does not change the scope of the contract; or

(b) The variation is a renewal or extension of the term of the contract where the extension or renewal options were included in the original contract.

Upon expiry of the original contract, and after any options for renewal or extension included in the original contract have been exercised, the Shire is required to review the purchasing requirements and commence a new competitive purchasing process in accordance with this Policy.

Record Keeping

Records of all purchasing activity must be retained in compliance with the State Records Act 2000 (WA) the Shire of Cranbrook's Record Keeping Plan and associated procurement procedures.

For the quotation process, this includes:

- Quotation documentation for both verbal and written quotes, and which is to be attached to the Purchase Order;
- Any Internal documentation;
- Requisition and purchase orders;
- Any other relevant correspondence.

For the tendering process, this includes:

- Advertising
- Tender documentation
- Evaluation documentation
- Enquiry and response documentation; and
- Notification and award documentation

APPENDIX A

A Quotation form for both verbal and written quotations and justification of selection is attached.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- To ensure compliance with this policy

Chief Executive Officer

- To ensure compliance with this policy

Executive Management Team and Employees

- To ensure compliance with this policy

QUOTATION RECORD FORM

Requesting Officer: _____ **Date:** _____

DESCRIPTION OF GOODS OR SERVICES REQUIRED

The following suppliers were asked to quote as per Policy 4.8, Purchasing

DATE	SUPPLIER NAME	CONTACT PHONE/EMAIL	VERBAL/WRITTEN	AMOUNT QUOTED

The recommended supplier is _____

Justification

Name of Approving Officer: _____

Signed: _____ **Date approved:** _____

Policy 4.12 Finance — Fees and Charges - Application

Reference/s	Local Government Act 1995 (s6.16,6.17,6.18,6.19) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	15 July 2015	**Motion Number**	09072015

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To provide clarity on the application of Shire of Cranbrook advertised fees and charges.

SCOPE
All employees, Elected Members and community members.

OBJECTIVE
- To ensure the effective utilisation of community facilities;
- To ensure the equitable allocation of fees and charges;
- To encourage use of facilities by the community;
- To ensure access to community facilities to all community groups; and
- To ensure compliance with the Local Government Act 1995.

PRINCIPLES
- Fees and charges are adopted by the Council each year and cannot be modified, waived or changed outside of the scope of this policy unless it's a formal decision of the Council at a Council meeting. As per the Local Government Act 1995, any change to fees and charges must be advertised;
- Hirers are to be charged the published rates for all charges;
- Any variation to this policy must be referred to the Chief Executive Officer;
- Any variation to fees and charges not covered by this policy would be considered a donation from the Chief Executive Officer Donations account and cannot exceed $500 in value. Refer Delegation 1.10 Donations. Any donation over $500 in value must be presented to the Council for a formal decision;
- Groups and individuals must complete and sign the Application and Conditions of Hire Forms, groups must comply with all conditions on the forms;
- Any damage incurred to Shire property during a hire, will be recovered at cost from the hirer to the value of the Shire's insurance policy excess.
- Shire facilities such as halls, community centre rooms and equipment, are available free of charge to local community groups located in or in support of the Shire of Cranbrook. Hire forms are still to be completed and the request for exemption of fees and charges must be ticked on the form and signed off on by the CEO prior to the hire.
  These groups include:
  - Sporting groups
  - Church groups

- Voluntary community support groups (eg Red Cross)
- Not for profit organisations
- Schools
- Playgroups
- Groups/Individuals undertaking fundraising: (eg Relay for Life, Biggest Morning Tea)
- Groups/Individuals running a non-profit activity for the benefit of the wider community

- Any commercial or for profit activity will incur charges as per the fees and charges schedule.
- All hirers will be charged for the hire of any equipment. Any damaged, broken or lost equipment will be charged at replacement cost to the hirer.
- Applications for a donation from users outside the Shire of Cranbrook are at the discretion of the CEO; and
- Refer to the current list of fees and charges for special conditions relating to the hire of some facilities/plant.
- Cancellations or requests to reschedule a booking must be made more than 72 hours prior to the scheduled booking date to be eligible for a refund. Approved refunds will incur a $20 cancellation fee. All refund requests are at the discretion of the CEO.

Please note: Refunds will not be issued for cancellations made with less than 72 hours' notice. This policy applies to all Council facilities, including caravan park accommodation.

PROCEDURE ASSOCIATED WITH THIS POLICY
PE3 – Hire of Halls, Community Centres and Equipment – Application and Conditions of Hire
PE1 and PE2 – Hire of Community Bus – Application and Conditions of Hire
Current list of Fees and Charges

ROLES AND RESPONSIBILITIES
Elected Members
- Adopt fees and charges.

Chief Executive Officer and EMT
- Ensure that all local government requirements are followed
- That exemptions granted comply with this policy

Staff
- Ensure hire forms are completed
- Ensure hirers are aware of any special conditions

Policy 4.13 Finance — Corporate Credit Card

Reference/s	Local Government Act 1995s2.7(2)(a)and(b), Section 6.5(a) Local Government (Financial Management) Regulation 11 (1) (a) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	17 February 2015 **Motion Number** 15022015

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
To clearly define the parameters for the issuing and use of Corporate Credit Cards.

OBJECTIVE
- Provide a clear framework to enable the use of corporate credit cards
- Provide staff issued with a corporate credit card clear and concise guidelines
- Outline processes and controls for the effective management and monitoring of the use of corporate credit cards thereby reducing risk of fraud and misuse.

PURCHASING PRINCIPLES
- Corporate Credit Cards will only be issued to the Chief Executive Officer, the Executive Management Team, and the Community Emergency Services Officer who will be fully accountable for all purchasing decisions and the efficient, effective, and proper expenditure of public monies based on achieving value for money.
- Purchasing is to comply with relevant legislation, regulations, and requirements consistent with the Shire of Cranbrook's policies and Code of Conduct.
- Purchasing is to be undertaken on a competitive basis where all potential suppliers are treated impartially, honestly, and consistently.
- The purchasing decision making process is to be transparent, free from bias and fully documented in accordance with applicable policies, audit requirements and relevant legislation.
- Corporate credit cards shall only be used for Council business activities and in accordance with Council's Purchasing Policy.
- Under no circumstances shall a corporate credit card be used for cash withdrawals or personal expenditure.

ELIGIBILITY AND APPLICATION PROCEDURES
The issue of corporate credit cards and only be approved by the Chief Executive Officer, or in the case the card is for the Chief Executive Officer, approval is provided by the Shire President. Once approved, the application must be signed by the card holder and two (2) signatories to Council's bank accounts.

The maximum credit limit of each approved credit card holder is as follows:

- Chief Executive Officer's corporate credit card, a maximum credit limit of $8,000 is to be applied.
- Manager of Works's corporate credit card, a maximum credit limit of $5,000 is to be applied.
- Manager of Finance's corporate credit card, a maximum credit limit of $5,000 is to be applied.
- Community Development Manager's corporate credit card, a maximum credit limit of $5,000 is to be applied; and
- Community Emergency Services Manager's corporate credit card, a maximum credit limit of $2,000 is to be applied.

The cardholder shall acknowledge and accept conditions of use of the Shire of Cranbrook's corporate credit card.

TRANSACTION EVIDENCE AND RECONCILIATION PROCEDURES

- Transactions shall be supported by a tax invoice or receipt that includes the date, company name, address, ABN, amount, and any GST amount included, along with the type and amount of goods purchased.
- Where an invoice or receipt is unable to be obtained, the cardholder shall provide a declaration detailing the nature of the expense. Approval of this expense is to be referred to the Chief Executive Officer.
- The authorised receipt/tax invoice must be provided to the Finance Officer as soon as practicable after the credit card purchase is made.
- The General Ledger/Job Number for allocation of the payment must be quoted on the receipt/tax invoice.
- Corporate credit card expenditures are to be reconciled monthly.

REVIEW OF CORPORATE CREDIT CARD USE

The Chief Executive Officer shall review the monthly corporate credit card expenditure and will be required to authorise and sign the reconciliation. The Shire President shall review the monthly expenditure of the Chief Executive Officer and sign the reconciliation.

The loss or theft of a corporate credit card must be immediately reported to the card provided regardless of the time or day discovered. The cardholder must also formally advise the Manager of Finance of the loss or theft on the next working day.

Damaged cards must be returned to the Manager of Finance who will organise a replacement card.

CANCELLATION OF CORPORATE CREDIT CARDS

Cancellation of a card may be necessary where the cardholder ceases employment with the Shire of Cranbrook or has a change in job role. Under such circumstances and as soon as practicable the card is to be handed to the Manager of Finance who will ensure the card is cancelled with the provider, destroyed and records updated.

ROLES AND RESPONSIBILITIES

Corporate Credit Cardholders responsibilities:

- Ensure corporate credit cards are maintained in a secure manner and guarded against improper use. Credit card details are not to be released to anyone. Credit card purchases are to be made by the Cardholder.
- Corporate credit cards are to be used only for Shire of Cranbrook official activities, there is no approval given for any private use.
- All documentation regarding a corporate credit card transaction is to be retained by the cardholder and produced as part of the reconciliation procedure.
- Credit limits are not to be exceeded.
- The use of the credit card shall not be tied to any type of reward system that provides cardholders with any personal benefit or reward.
- Purchases on the corporate credit card are to be made in accordance with the Shire of Cranbrook's Purchasing Policy.
- Monthly reconciliations of the credit card purchases are to be completed within seven (7) days of the date of the end of month.
- Corporate credit cards are to be returned to the Manager of Finance on or before the employee's termination date with a full acquittal of expenses.
- All cardholder responsibilities as outlined by the card provider

Chief Executive Officer

- Ensure compliance with this policy

Executive Management Team

- Ensure compliance with this policy

Community Emergency Services Manager

- Ensure compliance with this policy

Finance Officer

Ensure the credit cards are reconciled monthly

PROCEDURE ASSOCIATED WITH THIS POLICY

Acknowledgement of Credit Card Responsibilities as attached

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure compliance with this policy

Executive Management Team

- Ensure compliance with this policy

Community Emergency Services Manager

- Ensure compliance with this policy

Finance Officer

- Ensure the credit cards are reconciled on a monthly basis

CORPORATE CREDIT CARDHOLDER AGREEMENT

I, _____ (Name)

being the _____ (Position)

at the Shire of Cranbrook, acknowledge that I am in receipt of a Shire of Cranbrook Administration Corporate Credit Card and agree to abide by the following conditions:

- Ensure corporate credit cards are maintained in a secure manner and guarded against improper use.
- Corporate credit cards are to be used only for Shire of Cranbrook official activities, there is no approval given for any private use.
- All documentation regarding a corporate credit card transaction is to be retained by, or provided to, the cardholder and produced as part of the reconciliation procedure.
- Credit limits are not to be exceeded.
- The use of the credit card shall not be tied to any type of reward system that provides cardholders with any personal benefit or reward.
- Observe all cardholder responsibilities as outlined by the card provider.
- Purchases on the corporate credit card are to be made in accordance with Shire of Cranbrook's Purchasing Policy.
- Transactions will be supported by a GST invoice stating the type of goods purchased, amount of goods purchased, and the price paid for the goods. The receipt shall meet the requirements of the Goods and Services Tax Act 1999 to enable an input tax credit to be claimed where available/appropriate.
- Transactions shall be accompanied by a job number for costing purposes.
- If no supporting documentation is available, the cardholder will provide a declaration detailing the nature of the expense. Approval of this expense is referred to the Chief Executive Officer for a decision. Regular failure to provide documented records may result in the card being forfeited.
- Should approval of expenses be denied by the Chief Executive Officer, reimbursement of the expense shall be met by the cardholder.
- Lost or stolen cards shall be reported immediately to the card provider and a written account of the circumstances shall be provided to the Manager of Finance on the next working day.
- Corporate Credit Cards are to be returned to the Manager Finance and Administration on or before the employee's termination date with a full acquittal of expenses.

Failure to comply with any of these requirements could result in the card being withdrawn from the employee. In the event of loss or theft through negligence or failure to comply with the Shire of Cranbrook's Corporate Credit Card Policy any liability arising from the use of the card may be passed to the cardholder.

The use of a Shire of Cranbrook corporate credit card is subject to the provisions of the Code of Conduct of Shire of Cranbrook. Any serious transgression of the above listed responsibilities or the Code of Conduct may result in an appropriate referral under the Corruption and Crime Commission Act 2003 and/or termination of employment.

Signature of Cardholder:_____ Date:_____

Signature of CEO:_____ Date:_____

MISSING INVOICE/RECEIPT DECLARATION

Name (please print):_____

I certify that I made the purchase shown below and all expenditure was of a business nature but do not have a receipt for the following reason:

_____

Supplier Name			
Address/Location			
Date of Purchase			
Detailed Description of Purchase		GL Code/Job No/Plant No	Amount ($)
Total Purchase Amount			

This document is in lieu of an invoice or receipt for this transaction. I certify that all items listed above were purchased and received for Shire of Cranbrook business. I understand that a Missing Invoice/Receipt Declaration should be required only on rare occasions and may not be used on a routine basis.

Signature of Cardholder:_____ Date:_____

Signature of CEO:_____ Date:_____

Policy 4.14 Finance — Asset Disposal

Reference/s

Local Government Act 1995
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032
Asset Management Plan
Annual Budget

Date Proposed/Adopted 21 March 2018 **Motion Number** 08032018

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE

Council is committed to ensuring an open, fair, transparent and accountable process in the disposal of the Shire's surplus assets, whilst obtaining best value for money and avoiding any conflicts of interest, whether real or perceived. The disposal of Council assets needs to follow the procedures set out in Section 3.58 of the Local Government Act 1995, and under the Local Government (Functions and General) Regulations 1996.

SCOPE

All elected members and employees

OBJECTIVE

To provide consistent methodology and outline the principles applied for disposal of surplus assets.

PRINCIPLES

All disposal of asset related activities shall be conducted in a manner that complies with these general principles:

- Disposal of assets will be consistent with the Shire's Strategic Community Plan, Corporate Business Plan and adopted replacement programs;
- At all times, the disposal of assets will be conducted in a manner that maximises returns whilst ensuring open and effective competition;
- Disposal of assets will be through adoption of the following practices – public tender, public auction, expressions of interest, trade-in, direct sale or transfer, on-line sales/auctions, recycled or destroyed;
- Disposal of assets to Councillors and employees of the Shire should not occur outside of a public process;
- Commercial confidentiality will apply to negotiations for disposal of land and other asset transactions where appropriate unless Council determines otherwise; and
- Purchasers of disposed assets are to rely on their own enquiries regarding the condition and workability of an asset. No warranty or after sale service is to be offered on any asset disposed of.

Reasons for Disposal

A decision to dispose of a Shire owned asset may be based on one or more of the following:

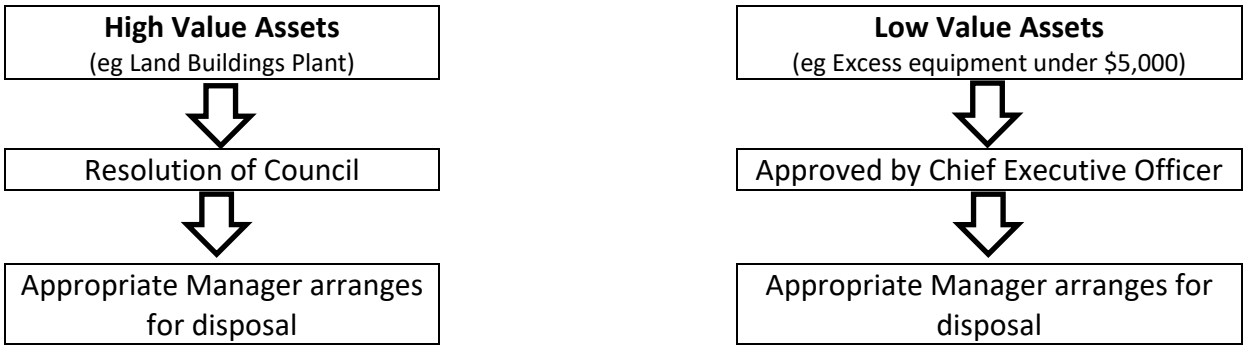
- No longer required;
- Unserviceable or beyond economic repair;
- Technologically obsolete and operationally inefficient;
- Non-compliant with work
- Work health and safety standards;
- Surplus to current or immediately foreseeable needs;
- Optimum time for maximum return; or
- Part of an asset replacement program.

Disposal Guidelines

- Consideration is to be given to the 'whole of life' cost for all new assets and for any major renewal or upgrade;
- Items of historical or cultural significance are to be considered;
- Dangerous goods and/or building materials (eg asbestos) are to be disposed of by an authorised contractor and in line with relevant regulations;
- Responsible officers must ensure that no conflict of interest occurs in or as a result of the asset disposal process and must disclose any actual or perceived conflict of interest that may arise during the process;
- The recommendation to dispose of an asset is reported to Council prior to disposal;
- Scheduled disposals are to be included in the Annual Budget; and
- Appropriate approvals must be obtained prior to disposal (eg demolition permit).

Disposal Process

Approval to commence the disposal process must be obtained from the Chief Executive Officer or Council where appropriate. Prior to disposal, all reasonable efforts are to be made to ensure no other work area within the Shire has a need for the asset.



PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- Disclose any interest either real or perceived in the disposal of assets; and
- Approve the disposal of high value assets

Chief Executive Officer and Executive Management Team

- Ensure correct approvals are in place prior to any disposal; and
- Disclose any interest either real or perceived in the disposal of assets

Policy 4.15 Finance Financial Hardship

Reference/s Local Government Act 1995 – Local Government (Financial Management Regulations 1996)
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 20 May 2020 **Motion Number** 09052020

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
The purpose of this policy is to ensure that the Shire of Cranbrook provides fair, equitable, consistent and dignified support to ratepayers and community groups suffering hardship, while treating all members of the community with respect and understanding at what is a difficult time.

SCOPE
This policy is intended to apply to all ratepayers and community groups experiencing financial hardship regardless of their status, be they a property owner, tenant, business owner, lessee etc and is applicable to all rates and service charges levied.

OBJECTIVE
To provide consistent methodology and outline the principles applied for determining financial hardship.

The Shire will advise ratepayers and community groups at the time their account falls into arrears, to advise them of the terms of this policy and encourage eligible persons to apply for hardship consideration.

PRINCIPLES
Overarching Principle
Overdue rates must be paid, nonetheless, fair, reasonable and flexible approaches to payment are beneficial. All ratepayers have a responsibility to pay overdue rates. This policy in no way overrides, detracts from, or diminishes, the responsibility of ratepayers to pay overdue rates, consistent with the *Local Government Act*.

Research demonstrates that a fair, reasonable and flexible approach leads to better repayment outcomes and fewer resources expended in the collection of payments. Greater efficiency and predictability in the collection of rates thereby assists Council to plan and fund service delivery priorities. Furthermore, addressing overdue rates through an early intervention approach without resorting to court recovery processes minimises legal and court costs to individual ratepayers.

Financial Hardship Criteria

While evidence of hardship will be required, the Shire recognises that not all circumstances are alike. The Shire 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 and community groups will be encouraged to provide any information about their individual circumstances that may be relevant for assessment. This may include demonstrating a capacity to make some payments and wherever possible, entering into a payment arrangement.

Application Process

Each person wishing to apply under this financial hardship policy will be required to complete the application form that is attached to this policy.

The Shire's Chief Executive Officer and Manager of Finance will assess each application on a case by case basis. All circumstances will be considered and the principles of fairness, integrity and confidentiality will be applied in all instances, whilst complying with statutory responsibilities at all times.

Payment Arrangements

Payment arrangements will be facilitated in accordance with Section 6.49 of the Local Government Act 1995 and will be of an agreed frequency and amount. These arrangements will consider the following:

- If the ratepayer or community group has made a genuine effort to meet rate and service charge obligations in the past;
- If the payment arrangement will establish a known end date that is realistic and achievable.

Ratepayers and community groups will be responsible for informing the Shire of any change in circumstances that may jeopardise the agreed payment schedule.

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

- The Shire will suspend its debt recovery processes while negotiating a suitable payment arrangement and whilst the agreed payment arrangement is adhered to.
- Where ratepayers or community groups are unable to make payments in accordance with the agreed payment arrangement an alternative payment arrangement will be considered and if agreed upon, the Shire will continue to suspend all debt recovery processes.
- Where ratepayers or community groups do not reasonably adhere to the agreed payment arrangement, the Shire will offer one further opportunity to enter into a payment arrangement that will clear the debt by the end of the financial year that the debt is relevant to.
- Rates and service charge debts that remain outstanding at the beginning of the following financial year will be subject to normal debt recovery procedures as prescribed in the Act.
- If no contact is made by the ratepayer or community group in relation to the outstanding debt then normal debt recovery procedures will apply.
- Subdivision 6 of the *Local Government Act 1995* details requirements to be met and the processes to be undertaken for actions against land where rates or services charges are unpaid.

Communication and Confidentiality

- The Shire will maintain confidential communications at all times and undertake to communicate with a nominated support person or other third party at the ratepayers request.
- The Shire will advise ratepayers and community groups of this policy and its application when communicating with a ratepayer or community group with an outstanding rate or service charge debt.

PROCEDURE ASSOCIATED WITH THIS POLICY

Application for Financial Hardship form

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Consider applications for financial hardship in accordance with this policy

Manager of Finance

- Consider applications for financial hardship in accordance with this policy

APPLICATION FOR SHIRE OF CRANBROOK FINANCIAL HARDSHIP ASSESSMENT

The Shire of Cranbrook recognises that some members of our community will experience financial hardship from time to time. Council has adopted a financial hardship policy which means that for those who are experiencing difficulties, Council has agreed on some measures to assist in the payment of rates and service charges.

Please complete this application in full

Shire of Cranbrook Financial Hardship Policy 4.15 is applicable to this assessment

Applicants Details

Full Name/s: _____

Applicants mailing address: _____

Applicants preferred contact phone number: _____

Applicants email address: _____

Is this application being lodged on behalf of a Corporate / Community Organisation / Group / Club / Business?

YES / NO

If yes, what is the name of that Corporate / Community Organisation / Group / Club / Business?
_____

Financial Hardship Details

Property addresses this application applies to:

1. _____
2. _____
3. _____
4. _____
5. _____

I am seeking financial hardship assistance for the following:

- Property Rates
- Property Lease
- Rent of Shire Premises
- Community Association Loan
- Other

If you have chosen 'Other' please provide specific information on what assistance is being sought

_____

_____

_____

_____

Which of the following are you in relation to the properties in this application?
(Please note if you rent a property from a private owner, please contact them directly)

- I am the property owner
- I am the lessee of a Shire of Cranbrook property
- Other (please specify) _____

Please confirm under which capacity you are seeking financial hardship assistance.

- Recent unemployment or under employment
- Sickness or recovery from sickness associated with COVID-19 or other declared public health emergency or pandemic
- Other sickness or recovery from other sickness
- Low income or loss of income
- Unanticipated circumstances (ie caring for a family member)
- Other circumstances

Please provide additional information to substantiate your claim. Attach separate evidence if applicable.

_____

_____

_____

_____

_____

_____

Please either email or post this completed application form together with evidence to substantiate your claim to:
admin@cranbrook.wa.gov.au
or
PO Box 21, CRANBROOK WA 6321

Acknowledgement
I declare that the information I have provided in this application is correct and I am the authorised person by all owners or lessees of the organisation/body/group/club/business to lodge this application. I understand that should these statements and answers be untrue that the Shire of Cranbrook reserves the right to retrospectively revoke all waivers, discounts and assistance provided.

Signature of Applicant: _____

Date: _____

Privacy
The personal information collected on this form will only be used by the Shire of Cranbrook for the sole purpose of providing requested and related services. Information will be stored securely by the Shire and will not be disclosed to any third parties without your express written consent.

Policy 4.16 Finance — Community Grant Program Funding

Reference/s Local Government Act 1995
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 15 July 2020 **Motion Number** 13072020

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
The purpose of this policy is to provide equitable and transparent framework for the distribution of competitive community grants which meet the Shire's strategic objectives in facilitating community development, partnerships and engagement.

SCOPE
This policy is intended to apply to all Shire of Cranbrook community groups and organisations who require financial assistance to be able to complete an event, project or program that aligns with the Shire of Cranbrook's objectives, outcomes and values.

OBJECTIVE
To provide consistent methodology and outline the principles for the allocation of the community funding.

The Council will monitor and control the funding allocations for facilities and services to community organisations and individuals within the Shire that encourage community development, and foster community services, projects, programs and events.

PRINCIPLES
General Funding Guidelines
The general funding guidelines applicable to this program include:

1.0 Eligibility

- Only Shire of Cranbrook community organisations and groups are eligible to apply for this community funding;
- Applications must be submitted by incorporated organisations and or groups. If the organisation or group is not incorporated they may auspice the application through a related incorporated body (this cannot be the Shire of Cranbrook);
- The applicant should not have any outstanding debts with the Shire of Cranbrook;
- This application should not be for a direct profit or financial gain for the applicant;
- The application should support the objectives, strategies and outcomes of the Shire of Cranbrook Strategic Community Plan;
- The applicant should not have any outstanding acquittals with the Shire of Cranbrook; and

- The applicant is eligible to apply for public events on private property, however the applicant must have their own public liability insurance and comply with all public health requirements.

2.0 Ineligible Applications

- Applicants may not apply for funding that has already been budgeted for in the current Shire of Cranbrook budget;
- Applications for recurring expenditure – e.g. wages and ongoing costs such as electricity or water;
- Capital equipment or works over $10,000 – these should be considered by the organisation or group as a part of the Council's Interest Free Loan for Community Organisations Policy;
- Applications for retrospective funding – project or programs that have already taken place;
- Applications for deficit funding – for groups or organisations experiencing a shortfall in revenue; and
- Applications for infrastructure on private property will not be considered.

3.0 Accountability

- The applicant will be required to complete an acquittal form within 4 weeks of completion of the project, program or event;
- Unspent funds must be returned to the Shire of Cranbrook within 4 weeks of completion of the project, program or event; and

4.0 Promotion

- All successful applicants must recognise the Shire of Cranbrook's contribution to their project, program or event in line with the Community Funding Guidelines attached.

5.0 Timeframe

- All applicants will be notified of the Community Funding time frame in the Community Funding Guidelines; and
- All applicants will be notified of the outcome of their application within one month of the Council's decision of the applications.

6.0 Funding Criteria

All applications will be subject to the General Funding Guidelines of this policy. Specific criteria nominated in the Community Funding Guidelines will also apply. In general, community organisations and or groups will be required to;

- Provide a detailed description or the project, program or event;
- Provide an Invoice to the Shire of Cranbrook for the successful amount awarded;
- Account for Goods and Services Tax if applicable;
- Demonstrate the commitment to fulfil the key criteria listed in the guidelines;
- Demonstrate the capacity to manage the project, program or event; and
- Demonstrate the capacity to manage the funding of the project, program or event.

7.0 Funding Assessment

All applications will be assessed according to the criteria of this policy by the Shire of Cranbrook Council and Executive Management Team.

8.0 Funding Criteria Scoring System

All applications will be assessed against the following criteria and awarded points appropriately.

Description	Score
This project, program or event will benefit the whole community	5
The applicant has in-kind and or a cash contribution	10
Aligns with the Shire of Cranbrook Strategic Community Plan Outcomes	15
The funding is primarily or partially being spent within the Shire of Cranbrook	15
The Shire of Cranbrook will indirectly benefit from this funding	20
The applicant has evidence of preliminary planning	40
The applicant has received funding through the Shire of Cranbrook Community Grant Program in the past 12 months	-5

Definitions

Indirectly benefit - means that there will be a flow on effect for the Shire of Cranbrook such as, external money from visitors staying in the Shire and contributing to the local economy.

Preliminary Planning - Evidence that shows the organisations and or group are in agreeance or support of this project, program or event. This can be in the form of minutes, agendas, committee memos etc. Preliminary planning evidence **is not** quotes, emails to suppliers, emails between executive committee members etc.

Funding should be spent within the Shire of Cranbrook where possible and local businesses should be supported.

Funding should not be used as leverage funding in other grant applications that have not been approved or already funded.

PROCEDURE ASSOCIATED WITH THIS POLICY

Shire of Cranbrook Community Grants Program Application form

ROLES AND RESPONSIBILITIES

Elected Members

- Consider applications for Community Grants Program in accordance with this policy and award funding to successful applicants.

Executive Management Team and Community Development Manager

- Prioritise applications for Community Grants Program in accordance with this policy and the funding criteria for presentation to Council.

Shire of Cranbrook

Community Grant Program

Application Form

Before you complete this form please ensure that you have read and understood all of the information in the Community Grant Application General Funding Guidelines.

PART A / Organisation Information

1. Organisation Details

Name of Organisation / Group			
Postal Address			
Telephone			
Are you registered for GST	**Yes / No**	**ABN if applicable**	

2. Contact Person

The person who will be responsible for the daily coordination of the project

Name	
Position	
Telephone	
Email	

3. Tick the box which best describes the organisation

	Incorporated, Not for Profit
	Community Group (unincorporated but auspiced by an incorporated body)
	Commercial / For Profit (undertaking a not for profit activity)

Note: If you are not an Incorporated Association, Not for Profit Group, charity or other appropriate organisation you must have an auspicing organisation that will manage the funds and provide a Certificate of Currency for Public Liability Insurance.

Please attach a letter of support from the auspicing organisation and a copy of their Certificate of Currency.

4. Auspice Body (If applicable)

Auspicing Organisation		
Contact Person		
Address		
Telephone		
Email		

PART B / About your organisation

1. **What is the core focus / vision of your organisation**

2. **Does your organisation involve volunteers, if yes please provide how many and the roles they serve**

3. **What is the main source of funding or income for your organisation**

PART C / Details of the Project or Event

1. **Name of the project or event**

2. **Brief summary of the project or event, including the objectives and outcomes**

3. **Amount requested from the Shire of Cranbrook**

4. **If successful, what will these funds be used for**

PART C / Details of the Project or Event

5. **What Shire of Cranbrook Objectives and Outcomes does your program, project or event align with**

6. **Will the Shire of Cranbrook indirectly benefit from this funding, if yes, how**

7. **Does the applicant have evidence of preliminary planning for this funding, if yes please provide the document name and attach evidence to this application**

8. **Please provide a timeline for this project, program or event**

DATE	MILESTONE

9. Is this project, program or event open and accessible to the wider community?

Yes	
No	
Not applicable	

10. How will you recognise the Shire of Cranbrook's contribution

PART D / Budget (ex GST)

TOTAL PROJECT COST (A)	EX GST	GST	INC GST
INCOME			
Group Funding			
Shire of Cranbrook Funding			
Other			
TOTAL			
EXPENSE			
Eg; Catering			
TOTAL (B)			

Note: *Please ensure Total A and Total B Balance*

PART E / Declaration

We declare that the organisation we represent does not operate for profit and the information given in this document is true and accurate. We agree to abide by Community Grant Program Guidelines and funding received will be used for the purpose nominated in this application.

Signed by TWO senior members of organisation:

Full name: _____

Full name: _____

Position title: _____

Position title: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

DECLARATION FROM AUSPICE ORGANISATION (if applicable)

We declare that no funding will be returned to the auspice organisation in the form of fees, administration costs, etc. We agree to manage the funds on behalf of _____ and abide by the Community Grant Program Guidelines.

Signed by TWO senior members of the auspicing organisation:

Full name: _____

Full name: _____

Position title: _____

Position title: _____

Signature: _____

Signature: _____

Date: _____

Date: _____

PART F / Submission

Please send this application via one of the following:

Mail

Shire of Cranbrook

PO Box 21, Cranbrook, WA, 6321

Email

admin@cranbrook.wa.gov.au

In person

19 Gathorne Street, Cranbrook

Checklist:

- ☐ Letter of support from auspice organisation (if applicable)
- ☐ Copy of Certificate of Currency for Public Liability Insurance
- ☐ Read through the guidelines
- ☐ Letters of support
- ☐ Project timeline (if applicable)
- ☐ Copies of quotes for all expenditure over $1000 requested
- ☐ Attended the Shire of Cranbrook Community Grant Program Workshop
- ☐ Provided a copy the most current audited financials

Policy 4.17 Finance — Refunding of Fees and Charges

Reference/s	Local Government Act 1995 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032	
Date Proposed/Adopted	21 April 2021	**Motion Number** 05042021

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE

The purpose of this policy is to outline the circumstances under which the Shire will refund monies paid for the provision of goods or services.

SCOPE

This policy applies to all Shire of Cranbrook ratepayers, residents, businesses, community organisations, visitors and individuals.

OBJECTIVE

To ensure there is a clear policy position in relation to the refunding of fees charged by the Shire and to make sure refunds are applied to all applicants in a consistent and justifiable manner.

PRINCIPLES

The Shire can issue refunds for monies received for payment of fees and charges listed in the Schedule of Fees and Charges including but not limited to approvals, bonds, hire fees, licenses, memberships, permits, rates and registrations upon written application only.

All written applications will be considered on its individual merits. The Shire of Cranbrook reserves the right to determine eligibility for a refund on a fee or charge listed in the Schedule of Fees and Charges and eligibility will be based on the information provided by the applicant and the Shire's records.

Duplicate payments or overpayments made in error will be issued within 30 days of a refund application being received.

Refunds will be GST inclusive if applicable as listed in the Shires Schedule of Fees and Charges.

Refunds will require evidence of payment, approval from the Chief Executive Officer or the Manager of Finance.

Any cancellations or rescheduled bookings must be completed outside of 72 hours prior to the date of the booking to be entitled to a full refund. Approved refunds will incur a $20 cancellation fee. All refunds are at the discretion of the CEO.

Bonds
Where a bond is paid for a facility or service as listed in the Shires Schedule of Fees and Charges and a claim for refund is not made within nine (9) months of payment, no refund will be issued.

Caravan Parks and Camping Grounds (Lakes)
In the event of an extenuating circumstance such as family death, accident, or serious illness a pro-rata refund may be approved.

Early departures will not be refunded, unless in the case of a bona fide emergency.

In the event of guests cancelling due to a pandemic (ie COVID-19) outbreak, border closures, or the Shire having to close the caravan park or camping ground for any reason, a full refund will be paid or the fee can be transferred to a new booking.

Any guests requested to leave the caravan park or camping ground on account of an infringement of park rules will not be entitled to a refund.

Cat Registration
If a registration is cancelled (*Section 10, Cat Act 2011*), no refund is provided.

If a registration fee is paid and the cat is later deceased, no refund will be due.

Dog Registration
Where a registration fee is paid for a non-sterilised dog and the dog has subsequently been sterilised a pro-rata refund for the duration of the term will be granted (*Division 19, Dog Regulations 2013*).

If a registration fee is paid and the dog is later deceased, no refund will be due.

Facility Hire Fees – Town Hall, Community Hub/Centre/Buses
In the event of an extenuating circumstance such as family death, accident, or serious illness a refund may be approved.

Early departures will not be refunded, unless in the case of a bona fide emergency.

In the event of a booking needing to be cancelled due to a pandemic (ie COVID-19) outbreak, border closures, or the Shire having to close the facility for any reason, a full refund will be paid or the fee can be transferred to a new booking.

Any hirers requested to leave the facility on account of an infringement of facility rules will not be entitled to a refund.

Gym Membership
In the event that a gym membership is cancelled due to the member leaving the district or due to health reasons, a pro-rata refund may apply upon application to the Shire.

In the event of the Shire having to close the gym for any reason, membership will be extended for the period of the closure.

Any member who has their membership cancelled on account of an infringement of gym rules will not be entitled to a refund.

Health Fees

Should an enterprise that is required to pay an annual licence fee choose to close or sell the business, no refund will be due.

If the Shire is required to suspend or cancel a licence (*Sections 344, 357 of the Health (Miscellaneous Provisions Act 1911*), no refund is provided.

Horse Paddock Fees

Where horse paddock fees have been paid in full and are no longer required, a pro-rata refund may be paid upon application to the Shire.

Rates

Where the rate record is amended (*Section 6.40(3) Local Government Act 1995*) and a request by the owner is received, the Shire may make a refund on amounts exceeding $100.00. All amounts under $100.00 will remain as a credit on the rate assessment until rates are raised the following year.

Where land ceases to be rateable and a request by the owner is received, the Shire may make a refund within 30 days.

ROLES AND RESPONSIBILITIES

Executive Management Team

- Review applications for refunds as required in accordance with this policy

Finance Department

- Review applications for refunds as required in accordance with this policy

All Staff

- Review applications for refunds and submit to the Executive Management Team

Policy 4.18 Finance — Bush Fire Brigade Fuel Cards

Reference/s	Local Government Act 1995s2.7(2)(a)and(b), Section 6.5(a) Local Government (Financial Management) Regulation 11 (1)(a) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	20 October 2021 **Motion Number** 12102021

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

To clearly define the parameters for the issuing and use of Bush Fire Brigade Fuel Cards.

SCOPE

Bush Fire Brigade Captains

OBJECTIVE

- Provide a useful resource as an alternative form of payment for the purchase of fuel for the Shire's Heavy Duty Fire Units when outside of Shire of Cranbrook boundaries; and
- To ensure fuel cards are utilised correctly.

PRINCIPLES

- The Bush Fire Brigade fuel cards will only be issued to the Captain of each Brigade;
- Expenditure utilising a Bush Fire Brigade fuel card should, where possible be kept to a minimum. The preferred method of purchasing goods or services is by using an official purchase order;
- A tax invoice must be obtained for all purchases, EFTPOS receipts that do not adequately describe the purchase are not acceptable;
- Fuel cards can only be used for purchasing fuel for the Shire's Heavy Duty Units;
- Card users should ensure that suppliers record an adequate description of fuel on the tax invoice to ensure appropriate levels of accountability;
- Use of the Bush Fire Brigade fuel card for stand-alone personal expenditure is prohibited;
- Under no circumstances shall a Bush Fire Brigade fuel card be used for cash withdrawals;
- The vehicle details and the users signature must be quoted on the receipt/tax invoice for allocation purchases;
- The authorised receipt/tax invoice must be provided to the Shire's Finance Team as soon as practicable after the fuel card purchase is made. This can be done via email, post or delivered in person to the Shire office;
- Bush Fire Brigade fuel card expenditure is to be reconciled on a monthly basis by the Shire's Finance Team; and
- All Bush Fire Brigade fuel card holders are to acknowledge receipt of the fuel card and acknowledge their responsibilities under this policy upon receipt of their card.

PROCEDURE ASSOCIATED WITH THIS POLICY
Acknowledgement of Fuel Card Responsibilities as attached

ROLES AND RESPONSIBILITIES
Bush Fire Brigade Captains
- Ensure compliance with this policy

Shire Finance Team
- Ensure the fuel cards are reconciled on a monthly basis

ACKNOWLEDGEMENT OF BUSH FIRE BRIGADE FUEL CARD RESPONSIBILITIES

I, _____ (Name)

being the Captain of the_____ (Brigade)

from the Shire of Cranbrook, acknowledge that I am in receipt of a Shire of Cranbrook Bush Fire Brigade Fuel Card and agree to abide by the following conditions:

- The Bush Fire Brigade fuel cards will only be issued to the Captain of each Brigade;
- Expenditure utilising a Bush Fire Brigade fuel card should, where possible be kept to a minimum. The preferred method of purchasing goods or services is by using an official purchase order;
- A tax invoice must be obtained for all purchases, EFTPOS receipts that do not adequately describe the purchase are not acceptable;
- Fuel cards can only be used for purchasing fuel for the Shire's Heavy Duty Units;
- Card users should ensure that suppliers record an adequate description of fuel on the tax invoice to ensure appropriate levels of accountability;
- Use of the Bush Fire Brigade fuel card for stand-alone personal expenditure is prohibited;
- Under no circumstances shall a Bush Fire Brigade fuel card be used for cash withdrawals;
- The vehicle details and the users signature must be quoted on the receipt/tax invoice for allocation purchases;
- The authorised receipt/tax invoice must be provided to the Shire's Finance Team as soon as practicable after the fuel card purchase is made. This can be done via email, post or delivered in person to the Shire office;
- Bush Fire Brigade fuel card expenditure is to be reconciled on a monthly basis by the Shire's Finance Team; and
- All Bush Fire Brigade fuel card holders are to acknowledge receipt of the fuel card and acknowledge their responsibilities under this policy upon receipt of their card.

FUEL CARD NUMBER: _____

DATE CARD RECEIVED BY CAPTAIN:_____

SIGNATURE:_____

Policy 4.19 Finance Rating Strategy

Reference/s Local Government Act 1995, (s5.41 and s.5.42)
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 17 August 2022 **Motion Number** 13082022

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE

To determine the most appropriate and affordable revenue and rating strategy, and ensure the consistent, efficient and fair collection of Council revenue.

SCOPE

This Policy should be considered by Council during the annual rate setting process.

OBJECTIVE

The Shire seeks to ensure sufficient revenue to satisfy its service delivery needs and fund its ongoing infrastructure and asset management needs.

PRINCIPLES

The Rating Strategy establishes a framework to address the following key elements:

a) Capitalising on rates growth from year to year.

b) Ensuring debt collection policies are adhered to.

c) Valuations are up to date at all times.

d) Applying Differential Rating and Specified Area Rating if deemed appropriate.

** The use of differential rating is considered a means to achieve greater uniformity in annual rate revenue apportionment across property types, being subject to fluctuations in their triennial revaluation reviews.*

Shire of Cranbrook – Rating Strategy

Summary

This strategy establishes a framework by which a fair and equitable share of rates and charges are paid by property owners, for the services and infrastructure within the Shire of Cranbrook. It also considers the current and future funding requirements required to meet the specific needs of certain areas within the Shire, as well as the long-term plans and aspirations of the Council and community.

This strategy does not determine the percentage increase or decrease in rates each year, as this is a decision to be made by Council as part of the Annual Budget Process.

Council made the decision to not offer a discount or incentive for the early payment of rates was made at the Council Meeting in August 2025, the decision includes:

- The Shire does not offer any discount for the early payment of rates, and
- This practice must be reviewed by Council in 2027, and
- The amount that would normally be offered as discount for early payment and be transferred to a reserve account (Community Facilities Upgrade Reserve) should be assessed at 5% of the total rates raised excluding ex gratia rates.

Objectives

The purpose of this strategy is to consider how the rate burden can be most equitably distributed, and to capitalise on rates growth without placing an undue burden on any one valuation class.

Thus, providing a robust and considered framework for Rates categories, Minimum Rates, Differential Rates, and rates growth that incorporates the principles of:

- Objectivity;
- Fairness and Equity;
- Consistency;
- Transparency; and
- Administrative efficiency

Why Do we have rates?

Local Governments help local communities run smoothly, they administer various laws and regulations to help maintain and improve services and facilities for the community. These services include community services, sporting and recreation services, environmental planning and protection, public health and waste services. The purpose of raising rates is to support the council in providing these services for the benefit of all residents.

Rates help pay for:

- waste and recycling collection & disposal
- animal control
- community safety initiatives
- street lighting and cleaning
- local roads, footpaths and drainage
- operation of halls and community centres

- maintenance of parks, playgrounds and sportsgrounds
- youth, family and senior services
- community events
- State Government charges for a range of services including fire service, planning and libraries
- other works, programs and facilities.

Anyone owning residential, rural, vacant, industrial or commercial property in the Shire of Cranbrook is a ratepayer, and Council may make a general rate whether or not it provides any services to the land upon which the rating is made.

General rates

A general rate is a 'progressive' tax, reflecting the Unimproved value (rural properties) and the Gross Rental Value (urban properties).

With a “progressive tax”, the higher the property valuation, the more rates the ratepayer will pay. It may also be considered a “wealth tax”.

Minimum Rates

As per section 6.35 of the Local Government Act 1995 Council is able to set a minimum amount payable for properties in its district, which is greater than the general rate which would otherwise be payable on that land.

Valuations

In Western Australia land is valued by Landgate Valuation Services (of the WA Valuer Generals Officer) and those values are forwarded to each Local Government for rating purposes.

Two types of values are calculated - **Gross Rental Value (GRV)** which generally applies for urban areas; and **Unimproved Value (UV**) which generally applies for rural land. GRV general valuations are currently carried out every 3-5 years in country areas of the State. UV’s are determined annually.

GRV means the gross annual rental that the land might reasonably be expected to realise if let on a tenancy from year to year upon condition that the landlord was liable for all rates, taxes and other charges thereon and the insurance and other outgoings necessary to maintain the value of the land. The GRV normally represents the annual equivalent of a fair weekly rental. For instance, a GRV of $52,000 represents a weekly rental of $1,000.

Given the strong nexus between GRV and rental, ratepayers can be exposed to large variations in land values from one valuation cycle to the next.

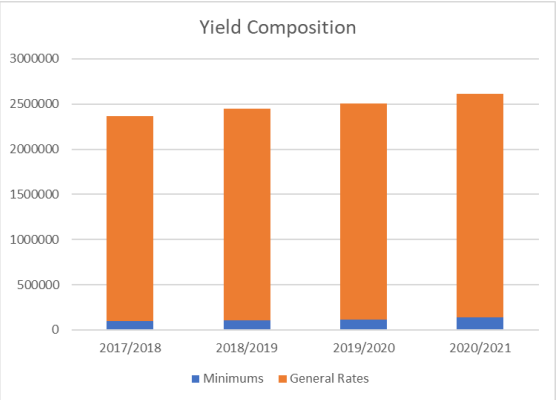
Under the *Valuation of Land Act 1978 (WA)* any person liable to pay a rate or a tax has the right to object to the values. Property owners having concerns over a valuation, may lodge a formal objection to the valuation.

Rates Yield & Rate in the Dollar

The rates yield is determined by three factors: the method of valuation of the land, the valuation of the land and improvements, and the rate in the dollar applied to that valuation by the local government.

A local government may impose a single general rate which applies to all of the properties in the UV or GRV category. Alternatively, the local government can distinguish between land in either category on the basis of its zoning, use, or whether it is vacant land (or other characteristic set out in regulations), or a combination of these factors, and apply a differential general rate to each.

The purpose of the imposition of a differential general rate is generally to ensure that every landowner makes a reasonable contribution to the rate burden.



Integrated Planning

The principle aims of long-term financial planning is to ensure that the Shire remains financially sustainable into the future. Whilst there are many definitions of sustainability, the definition of financial sustainability utilised by Price Waterhouse Cooper in its report entitled "*National Financial Sustainability Study of Local Government*" for the Australian Local Government Association is as follows:

"The financial sustainability of a council is determined by its ability to manage expected financial requirements and financial risks and shocks over the long term without the use of disruptive revenue or expenditure measures; which is determined by:

- ***healthy finances in the current period and long-term outlook based on continuation of the council's present spending and funding policies and given likely economic and demographic developments, and***
- ***ensuring infrastructure renewals/replacement expenditure matches forward looking asset management plan expenditure needs."***

To ensure the Shire remains financially sustainable, it is important that sound financial strategies and principles are developed and continually reviewed in line with the changing economic and demographic outlook for the community.

Whilst the Shire currently has an identified a small renewal funding gap in some areas, it is still important to address this in the long term. If the gap remains in the longer term, the community will start to suffer one of two likely scenarios;

1. Infrastructure will begin to fail and this will impact on the economic prosperity of the community.
2. The Shire will start to run out of cash as more and more effort will be required to fund maintenance activities in an attempt to prolong infrastructure life. This will significantly reduce the Shire's ability to fund existing and/or new services.

There are essentially only three ways to close a funding gap being;

1. Reduce the asset base (i.e. rationalise assets).
2. Reduce the level of service (however this may not be a long-term sustainable strategy).
3. Secure more funds via;
    - Targeting grant funding
    - Increasing rates

Increasing rates is ideally a strategy of last resort, nonetheless it is important that prudent rate increases form part of the multi-prong approach to financial management. The Shire has limited control over other funding sources which are often not indexed and can in some instances decline from year to year.

In order to deliver the same level of service, current expenditure levels need to be retained in the longer term.

Everything the Shire spends money on (Labour, Plant and Materials) is subject to inflation; often well in excess of the Consumer Price Index (CPI). If CPI increases 3% and 45% of the Shire's revenue is from non-indexed sources, rates need to be increased by almost double CPI in order to deliver the same level of service as that delivered the previous year. Hence, critical review of service levels and well considered rate increases are an important aspect of long-term financial planning.

Strategic Resource Plan – 2017-2032

The Adopted Strategic Resource Plan opts for a rate yield of 1.0% above inflation for the term of the Plan. This Plan should be reviewed annually, along with the adopted Corporate Business Plan, to ensure future revenue generation is keeping pace with required funding to achieve identified goals.

Ratios

Operating Surplus Ratio

The Shire generates 52% of its annual operating revenue from Rates (source 2020/2021 Annual Report), which equates to 42% of operating revenue. The Shire needs to be conscious that this does not diminish, as the more financial flexibility the Shire has, the reliance on grants and fees and charges is reduced.

The Shire's current Operating Surplus Ratio is (0.34) and showing an adverse trend.

Operating Surplus Ratio

$$\frac{\text{Operating Revenue MIN} \quad \text{US Operating Expenditure}}{\text{Own Source Operating Revenue}}$$

The basic benchmark set by the Department for the operating surplus ratio is 0.01 – 0.15. Ratios higher that 0.15 are in the desirable benchmark range set by the Department. The Shire of Cranbrook has not met the benchmark for the last three years, resulting in the 'significant adverse trend' finding on the Shire's audit report.

Rating Principles

The principles underpinning this strategy include controlled and justified increases in the rate in the dollar, ensuring Council Policy *4.5 Rates and Sundry Debtors Charges – Write Offs, Recovery Process* is adhered to, ensuring prompt attention to submitting to the Valuer General all completed buildings

in the GRV category, and utilising the provisions of the *Local Government Act 1995* to levy differential rates and/or specified area rates if deemed appropriate.

Capitalising on Rates Growth

The Shire can consider capitalising on the increase in the valuations for each rating category. (UV & GRV). UV Valuations are carried out annually, GRV every 3-5 years depending upon trends in the property market.

For example, by not capitalising on rates growth, the following has occurred:

- 2020/2021 the Shire lost a potential $582,630 in rates growth. Valuations increased by 9.04% where as the rate in the dollar decreased by negative 8.2%.
- 2021/2022 the Shire lost a potential $682,472 in rates growth. Valuations increased by 17.52% whereas the rate in the dollar decreased by negative 11.79%.
- 2022/2023 the Shire may potentially lose $777,465 in rates growth. Valuations increased by 16.47% where as the rate in the dollar is projected to increase by 4.94%

Council Policy - Rates and Sundry Debtors Charges – Write Offs, Recovery Process

The percentage of rates collected for the 2020/2021 financial year (Rates Raised + Rates Debtors at 01/07/2022) was 98.9%. This is an excellent result and ensures the cashflow of the Shire remains in a sound position.

However, any deviation from that result and the outcome could be very different. For example, collection rates and decrease in cashflow:

- 95% = ($99,938)
- 90% = ($228,011)
- 85% = ($356,084)
- 80% = ($484,157)

Ensuring Valuations are up to Date

The Shire should have an Operational Policy/Procedure to ensure that all completed buildings in the GRV rating category are submitted to the Valuer General as they are completed. Doing this as they happen will minimise delays in obtaining a new valuation, and enables the Shire to levy an interim rate for the portion of the year the building was completed.

Similarly, when any property is subdivided, be it via a formal subdivision, or the sale of lots that are group rated, once again they should be submitted to the Valuer General as soon as possible to ensure the integrity of the rates database is current, and the rating opportunity is maximised.

Differential Rates & specified Area Rates

Differential Rates - The imposition of differential rates represents a policy decision to redistribute the rates burden by imposing a higher or lower rate on some ratepayers by comparison to others. In doing so, the principles of objectivity; fairness; consistency; transparency; and administrative efficiency must be taken into consideration. The objects and reasons for each of the differential rates categories must also be disclosed.

The objective is to endeavour to ensure that each rating category bears its fair and reasonable share of the cost of providing local government services.

The Shire may consider imposing differential rates based on land use, some examples are:

- Residential Improved Land
- Residential Unimproved Land
- Commercial/Industrial Land
- Special Use Zones
- Rural – Farming
- Rural – Special Use
- Rural – Rural Residential

Specified Area Rates - Section 6.37 of the *Local Government Act 1995* provides local governments with the option of implementing specified area rates for the purpose of meeting the cost of specific works, services or facilities within that area.

An additional charge could provide funding towards;

- Major infrastructure projects and the repayment of specific loans
- Rejuvenating local and neighbourhood precincts
- The implementation of strategies which improve the amenity of the Shire and the community's standard of living.
- Meeting established higher service levels or specific local community needs.

Taxation Principles

Council acknowledges that property taxes do not recognise the situation where ratepayers are "asset rich" and "income poor". In some cases, ratepayers may have considerable wealth reflected in property they own but have a low level of income.

While personal income tax is more reflective of the capacity to pay, it is not possible to expect a property tax system to deal practically with all aspects of capacity to pay based on individual households and businesses. It is also not practical or acceptable to shift, modify or manipulate the existing system to the benefit of one group of ratepayers at the expense of another unless such shift is widely accepted and for a proper purpose. In fact, Local Government has no mandate or ability to universally apply a "capacity to pay" test.

In recognition of this fact, Council has developed a "Financial Hardship Policy" to deal with ratepayers who find themselves in a position of financial hardship.

In considering the best-practice system of taxation, economists generally draw on a number of design criteria or principles. The principles summarised below are most significant in local government rating decisions:

Tax Design Principles:

Equity: does the tax burden fall appropriately across different classes of ratepayers?

- ***The Benefit principle*** - One of the more misunderstood elements of the rating system is that residents seek to equate the level of rates paid with the amount of benefit they individually

achieve. The reality is however that rates are a system of taxation not dissimilar to P.A.Y.E tax.

In paying a tax on salaries, it is rarely questioned what benefit is received with it being acknowledged that tax payments are required to pay for critical services (Health, Education, etc.) across the nation. Local Government is not different to this outcome with Rates being required to subsidise the delivery of services and capital works that would otherwise be unaffordable if charged on a case by case basis.

- ***Linkage of property wealth to capacity to pay*** – the valuation of property is an imperfect system in which to assess a resident's ability to pay annual rates but one which Council is restricted to under the ***Local Government Act 1995***. The equity question for consideration however is should Council support residents with lower rates?

Efficiency: does the rating methodology significantly distort property ownership and development decisions in a way that results in significant efficiency costs?

Sustainability: does the system generate sustainable, reliable revenues for council and is it durable and flexible in changing conditions (that is, can it adequately withstand volatility)?

Cross-border competitiveness: to what extent does the rating system undermine the competitiveness of the council/state as a place to live and/or own a property or operate a business?

Competitive neutrality: are all businesses conducting similar activities treated in similar ways within the municipality?

Service Levels: levels of service and infrastructure provided by the Shire in response to community expectations is what determines the amount of rates revenue required to be generated, as opposed to the value of land at any point in time. To allow total rates yield to fluctuate in proportion with land values would expose the community and the Shire to significant variations in both service provision and rates bills on a yearly basis, and compromise the long-term financial sustainability of the Shire.

Strategy: levy rates so as to provide a stable price path for the community, and certainty around the Shire's primary revenue source in a fair and equitable manner, having due regard to objectivity, consistency, transparency, and administrative efficiency.

Future Rates: Rating provides for the net funding requirements of the Shire's services, activities, financing costs and the current and future capital requirements, after considering all other forms of revenue. As the costs incurred to provide services and infrastructure increases overtime, so does the need for and pressure towards raising rates.

Holding rates at comparatively low amounts may necessarily lead to larger increases in later years, following with a gradual and consistent approach to increasing rates, avoids the need to raise rates outside of an acceptable range and/or comparison over the long-term.

Benchmarking

A limited comparison of the Shire's rating structure compared to other local governments in the region has been undertaken. However, the rating structure of each local government reflects their individual circumstances, including policy decisions, community aspirations, mix of properties, and service and infrastructure levels. As such, without delving into each these aspects, a comparison of rates with other local government entities will only be of limited value.

To give an example, using neighbouring local governments as a benchmark (2021/22 Budget):

Local Government	Total UV Valuation	Rate in the $		Total GRV Valuation	Rate in the $
Cranbrook	$319,685,218	$0.006960		$2,474,510	$0.121560
Gnowangerup	$409,962,000	$0.008075		$3,776,811	$0.157900
Kojonup	$401,979,950	$0.008053		$7,287,795	$0.132500
Broomehill/Tambellup	$327,494,000	$0.007260		$2,402,873	$0.110689
Boyup Brook	$342,888,907	$0.007182		$3,681,117	$0.139717
Manjimup	$481,239,440	$0.008078		$55,803,242	$0.096704
Plantagenet	$631,909,400	$0.007626		$16,365,622	$0.103793
Average		**$0.007605**			**$0.123266**

Lowest rate in the $ Highest rate in the $

Conclusion

This Rating Strategy has been formulated to provide insight into the legislative framework surrounding rates in WA local government; the existing rating structure imposed by the Shire of Cranbrook; and the Shire's strategy with regard to future rate movements. The key objective is to levy rates so as to provide a stable price path for the community, and certainty around the Shire's primary revenue source in a fair and equitable manner, having due regard to objectivity; consistency; transparency; and administrative efficiency.

Appendix A – Local Government Act 1995 – Rating Provisions

The Local Government Act 1995 sets out the basis on which differential general rates may be based as follows:

Section 6.32 (1) of the *Local Government Act 1995* states:

1. When adopting the annual budget, a local government –
   a) in order to make up the budget deficiency, is to impose*a general rate on rateable land within its district, which rate may be imposed either –
      i. uniformly; or
      ii. differentially; and
   b) may impose* on rateable land within its district —
      i. a specified area rate; or
      ii. a minimum payment; and
   c) c. may impose* a service charge on land within its district.
2. Where a local government resolves to impose a rate it is required to —
   a) set a rate which is expressed as a rate in the dollar of the gross rental value of rateable land within its district to be rated on gross rental value; and

b) set a rate which is expressed as a rate in the dollar of the unimproved value of rateable land within its district to be rated on unimproved value.

3. A local government —

   a) may, at any time after the imposition of rates in a financial year, in an emergency, impose* a supplementary general rate or specified area rate for the unexpired portion of the current financial year; and

   b) is to, after a court or the State Administrative Tribunal has quashed a general valuation, rate or service charge, impose* a new general rate, specified area rate or service charge.

4. Where a court or the State Administrative Tribunal has quashed a general valuation the quashing does not render invalid a rate imposed on the basis of the quashed valuation in respect of any financial year prior to the financial year in which the proceedings which resulted in that quashing were commenced.

Differential Rates

6.33. Differential general rates

1. A local government may impose differential general rates according to any, or a combination, of the following characteristics –

   a) the purpose for which the land is zoned, whether or not under a local planning scheme in force under the Planning and Development Act 2005;

   b) a purpose for which the land is held or used as determined by the local government;

   c) whether or not the land is vacant land; or

   d) any other characteristic or combination of characteristics prescribed.

2. Regulations may –

   a) specify the characteristics under subsection (1) which a local government is to use; or

   b) limit the characteristics under subsection (1) which a local government is permitted to use.

3. In imposing a differential general rate a local government is not to, without the approval of the Minister, impose a differential general rate which is more than twice the lowest differential general rate imposed by it.
4. If during a financial year, the characteristics of any land which form the basis for the imposition of a differential general rate have changed, the local government is not to, on account of that change, amend the assessment of rates payable on that land in respect of that financial year but this subsection does not apply in any case where section 6.40(1) (a) applies.
5. A differential general rate that a local government purported to impose under this Act before the Local Government Amendment Act 2009 section 39(1) (a) came into operation 1 is to be taken to have been as valid as if the amendment made by that paragraph had been made before the purported imposition of that rate.

Minimum Rates

6.35. Minimum payment

1. Subject to this section, a local government may impose on any rateable land in its district a minimum payment which is greater than the general rate which would otherwise be payable on that land.
2. A minimum payment is to be a general minimum but, subject to subsection (3), a lesser minimum may be imposed in respect of any portion of the district.
3. In applying subsection (2) the local government is to ensure the general minimum is imposed on not less than –
   a) 50 per cent of the total number of separately rated properties in the district; or
   b) 50 per cent of the number of properties in each category referred to in subsection (6), on which a minimum payment is imposed.
4. A minimum payment is not to be imposed on more than the prescribed percentage of -
   a) the number of separately rated properties in the district; Or
   b) the number of properties in each category referred to in subsection (6), unless the general minimum does not exceed the prescribed amount.
5. If a local government imposes a differential general rate on any land on the basis that the land is vacant land it may, with the approval of the Minister, impose a minimum payment in a manner that does not comply with subsections (2), (3) and (4) for that land.
6. For the purposes of this section a minimum payment is to be applied separately, in accordance with the principles set forth in subsections (2), (3) and (4) in respect of each of the following categories —
   a) to land rated on gross rental value;
   b) to land rated on unimproved value; and
   c) to each differential rating category where a differential general rate is imposed.

Specified Area Rates

1. A local government may impose a specified area rate on rateable land within a portion of its district for the purpose of meeting the cost of the provision by it of a specific work, service or facility if the local government considers that the ratepayers or residents within that area-
   a) have benefited or will benefit from; or
   b) have access to or will have access to; or
   c) have contributed or will contribute to the need for,

that work, service or facility.

2. A local government is required to —
   a) use the money from a specified area rate for the purpose for which the rate is imposed in the financial year in which the rate is imposed; or

b) to place it in a reserve account established under section 6.11 for that purpose.

3. Where money has been placed in a reserve account under subsection (2)(b), the local government is not to —
   a) change the purpose of the reserve account; or
   b) use the money in the reserve account for a purpose other than the service for which the specified area rate was imposed,

and section 6.11(2), (3) and (4) do not apply to such a reserve account.

4. A local government may only use the money raised from a specified area rate —
   a) to meet the cost of providing the specific work, service or facility for which the rate was imposed; or
   b) to repay money borrowed for anything referred to in paragraph (a) and interest on that money.
5. If a local government receives more money than it requires from a specified area rate on any land or if the money received from the rate is no longer required for the work, service or facility the local government —
   a) may, and if so requested by the owner of the land is required to, make a refund to that owner which is proportionate to the contributions received by the local government; or
   b) is required to allow a credit of an amount proportionate to the contribution received by the local government in relation to the land on which the rate was imposed against future liabilities for rates or service charges in respect of that land.
6. Where —
   a) before the coming into operation of the Local Government Amendment Act 2012 Part 2 Division 5, a specified area rate was imposed, or purportedly imposed, under this section by a local government for the purpose of the provision of underground electricity; and
   b) the underground electricity was not, or will not, be provided, or not wholly provided, by the local government,

the rate is, and is taken always to have been, as validly imposed under this section as it would have been if, at the time of the imposition of the rate, the local government were to provide the underground electricity.

Policy 4.20 Finance — Rates Exemptions for Charitable Purposes

Reference/s Local Government Act 1995
Shire of Cranbrook Council Plan 2025 - 2035

Date Proposed/Adopted 13 December 2023 **Motion Number** 12122023

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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OBJECTIVE
To provide an equitable basis and administrative framework from which to assess applications for rates exemptions pursuant to Section 6.26(2)(g) of the *Local Government Act 1995* (the Act), where it is claimed the land is used exclusively for charitable purposes.

SCOPE
This policy applies to charitable and not-for-profit organisations that own land in the Shire of Cranbrook and are liable for payment of rates.

POLICY STATEMENT
Introduction
Section 6.26(2) of the Act identifies several situations where land is not rateable. Most are clearly defined and straightforward to apply. However, Section 6.26(2)(g) is open to some interpretation. This policy seeks to clearly define the basis on which this section of the Act is to be applied by Council.

Council is committed to adhering to the Act and providing support and guidance to applicants who provide assistance to members of the public and as such, a benefit to the community. Claimants are required to evidence their right to an exemption, and demonstrate the land is used exclusively for charitable purposes.

Charitable Purpose has the same meaning as defined at common law, as it is not currently defined in the Local Government Act 1995, being:

- trusts for the relief of poverty;
- trusts for the advancement of education;
- trusts for the advancement of religion;
- trusts for other purposes beneficial to the community.

The Western Australian case law summarise that for a purpose to be charitable –

(a) it must fall within the purposes set out in the Statute of Elizabeth I, or by Lord Macnaghten in 1891 in *The Commissioners for Special Purposes of the Income Tax v John Frederick Pemsel;*

(b) there must be a public benefit, being a benefit directed to the general community or to a sufficient section of the community to amount to the public.

The key considerations when assessing an application for exemption pursuant to Section 6.26(2)(g) of the Act are:

- The use of the land, not the purpose of the applicant.
- The land must be used exclusively for a charitable purpose.
- The land use must be for public benefit, where the benefit is available to members of the public generally, or a particular section of the public.

When considering Australian case law, the proper test for determining whether land is used exclusively for charitable purposes is:

(a) if land is used for a dual purpose, then it is not used exclusively for charitable purposes although one of the purposes is charitable; and
(b) if the use of the land for a charitable purpose produces a profitable by-product as a mere incident of that use, the exclusiveness of the charitable purpose is not thereby destroyed.

Principle

Rates exemptions are to be applied in a clear, transparent and equitable way to all eligible claimants, with relevant consideration given to the impact on other ratepayers and the sustainability of the Shire's finances.

Criteria

1. An application for rates exemption for charitable purposes must be made in writing by completing a Rates Exemption Application form.
2. Charitable organisations are required to evidence their right to an exemption and demonstrate the land is used exclusively for charitable purposes.
3. The applicant applying for more than one property must submit a separate application for each property. This supports the principle that it is 'land use', not the applicant that is being assessed.
4. If any information has not been provided, or is unclear, the applicant may be required to provide the additional information before the application will be assessed.
5. If the property is leased, a copy of the lease is required with the application.

Determination

1. An application will be assessed by the Manager of Finance and have a report prepared to be presented to Council with an officer recommendation to either approve or decline the request.
2. The applicant must be a registered charity with Australian Charities and Not-for-Profits Commission (ACNC) or an incorporated Not-for-Profit organisation.
3. The applicant must own the property on which rates are levied or be a tenant liable for payment of the rates under a lease.
4. The land must be used exclusively for charitable purposes, as defined at common law.
5. The applicant must not conduct any commercial operation from the property.
6. Council may request additional information from an organisation making application if it considers it necessary to do so.
7. Applicants will be notified in writing of the Council's decision, with correspondence to include the date the exemption applies from, the section of the Act applicable to the exemption and the amount of general rates reversed.
8. Where an exemption is approved, the property will still be subject to the Emergency Services levy and any other service charges including rubbish collection charges.

Rejected Applications

1. Where an application is declined, the applicant has options to challenge the determination.
    i. The applicant y object under Section 6.76 of the Act, on the basis that the land or part of the land was not rateable land.
    ii. The applicant has the right to appeal a decision made under Section 6.76 to the State Administrative Tribunal (SAT).
    iii. Apply for a concession under Section 6.47 of the Act. Such concessions would be considered on a case-by-case basis and determined by Council.

ROLES AND RESPONSIBILITIES

Elected Members

- Make decisions based upon the principles of this policy.

Executive Management Team

- Make recommendations based upon the principles of this policy.

RELEVANT DOCUMENTS

External:

Local Government Act 1995

WALGA Best Practise Guideline - Rates and Charitable Land Use Exemption Applications

Policy 4.21 Finance — Regional Price Preference

Reference/s	Local Government Act 1995 Local Government (Functions and General) Regulations 1996 Shire of Cranbrook Council Plan 2025 - 2035		
Date Proposed/Adopted	20 March 2024	**Motion Number**	08032024

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

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OBJECTIVE

To promote local business partnerships within the Great Southern region and the Shire of Cranbrook by giving preference to regional suppliers in the procurement of goods or services via tender or quotation.

SCOPE

This policy applies to all relevant purchasing and procurement undertaken by, or on behalf of the Shire.

POLICY STATEMENT

The Shire will encourage local industry to do business with Council through the adoption of a regional price preference advantage in conjunction with standard tender and quotation considerations.

This policy will apply to all Shire tenders and quotations where prices are being sought from both local and non-local businesses.

Price Preference Levels

A price preference may be given to a local or regional business by assessing the tender from that local business as if the price bids were reduced by the values set out in regulation 24D(1) of the *Local Government (Functions and General) Regulations 1996*:

(1) A preference may be given to a regional tenderer by assessing the tender from that regional tenderer as if the price bids were reduced by –

- *(a) Up to 10% - where the contract is for goods or services, up to a maximum price reduction of $50,000; or*
- *(b) Up to 5% - where the contract is for construction (building) services, up to a maximum price reduction of $50,000; or*
- (c) *Up to 10% - where the contract is for goods or services (including construction (building) services), up to a maximum of $500,000, if the local government is seeking tenders for the provision of those services for the first time, due to those goods or services having been, until then, undertaken by the local government*.

Proof of Eligibility
Businesses who claim the regional price preference should indicate on their tender or quotation submission that they wish to claim the regional price preference and on which criteria they wish to claim it. Suitable proof of eligibility should be provided.
Where a price preference is being claimed by non-local business on the basis of goods or services being supplied from regional sources only those goods or services identified in the tender or quotation as being from regional sources may be included in the discounted calculations that form a part of the assessments of a tender or quotation when a regional price preference policy is in operation.

If, in the opinion of the Shire of Cranbrook, a supplier has deliberately provided false or misleading information in order to benefit from this policy, their quotation or tender by be considered non-conforming and, as such, may be disqualified.

Competitive Purchasing
Price is only one factor that the Shire considers when evaluating a quotation or tender. There is nothing contained within this policy that compels acceptance of the lowest price. The tender or quotation that is determined to be both cost effective and advantageous to the Shire will be the most likely to be accepted.

Consequences
This policy represents the formal policy and expected standards of the Shire. Elected members and employees are reminded of their obligations under the relevant Codes of Conduct to give full effect to the lawful policies decision, and practices of the Shire.

ROLES AND RESPONSIBILITIES
Employees will use the local market for their procurement requirements to encourage economic growth and local business partnerships where it is practical and reasonable to do so.

Employees are to ensure that the application of a regional price preference is clearly identified within the tender and quotation documents to which the preference is to be applied and that this policy is made available to businesses as part of the quotation or tender.

DEFINITIONS
Construction is the carrying out of any works that are construction, reconstruction, renovation, or alteration to any structure where there is a design element that has been initiated by the Shire. This includes but is not limited to residential buildings, commercial buildings, shelters, and civil construction including roads and other public infrastructure.

Quotation means a statement from a supplier setting out the cost for the supply of goods or services.

Local business in this policy is a regional tenderer as defined in the Local Government (Functions and General) Regulations 1996 Part 4a 24(b).

Regional tenderer means a supplier of goods or services who submits a tender and satisfies the following criteria:

(a) That supplier has been operating a business continuously out of premises in the appropriate region for at least six months before the time after which further tenders cannot be submitted, or
(b) Some or all the goods or services are to be supplied from regional sources.

Region is specified as the geographical area of the Great Southern region of Western Australia. This region officially comprises the local government areas of Albany, Broomehill-Tambellup, Cranbrook, Denmark, Gnowangerup, Jerramungup, Katanning, Kent, Kojonup, Plantagenet and Woodanilling.

Tender means a tender required under regulation 11 of the Local Government (Functions and General) Regulations 1996 or other tender procedure as determined by Council.

RELEVANT DOCUMENTS

Internal:
Council Policy 4.8 Finance – Purchasing

External:
Section 3.57 of the Local Government Act 1995
Part 4 of the Local Government (Functions and General) Regulations 1996

Policy 5.0 Works — Road Management

Reference/s

Main Roads WA Standards
Austroads Guide to Road Design
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
This policy sets out Council's clear and precise guidelines for road management.

SCOPE
Elected Members, Chief Executive Officer, Manager of Works

OBJECTIVE

- To provide and maintain reasonable road access to all properties.
- That all properties are generally within 10 kilometres of a sealed road subject to the following:-
  - That the section of road to be considered for seal is in the preferred direction of travel for those properties it is intended to service.
  - Where the traffic volume 'Annualised Average Daily Traffic' (AADT) exceeds 75 vehicles per day (vpd) and is anticipated to exceed 150 vpd within 10 years of the seal being applied, or the maintenance input and heavy vehicle use is likely to justify it on economical and/or safety grounds, then the nominal seal width is to be 7m with tight radius curves being widened in accordance with Main Roads WA recommendations.
- That existing sealed roads of nominally 3.7m width be considered for widening to a width of 7m width when traffic counts exceed 150 vpd AADT and/or on their merits when maintenance input and heavy vehicle use is considered.
- That a pavement management system be maintained to ensure that the Shire's existing road asset is managed and maintained appropriately including repair, renewal, reseal and reconstruction and that this be documented. A five year road construction program is updated each year prior to adoption of the annual program of works. The five year program is a road management strategy tool, year one of that program is the only year adopted in the annual budget and years two - five are for planning purposes and forward estimates.

PRINCIPLES

1. **Annual Road Inspection**
   - The Council will conduct a road inspection each year as part of the budget preparation.
   - To facilitate this process, Elected Members are requested to submit road work suggestions to the Manager of Works two months prior to the annual road inspection to allow the preparation of future road programs and estimates.
2. **Local Rural Road Classification**

- The following classification system assists in adopting appropriate and consistent standards of work.

CATEGORY CRITERIA	CARRIAGEWAY* WIDTH(m)	CLEARING** WIDTH (m)
1. Major Feeder (arterial)	10	18
2. Lesser Feeder Roads	10	14
3. Multiple Property Access Roads	8	14
4. Single/Minor Access Roads	6	8

* Carriageway width equals top clear pavement running surface (ie: distance between guideposts)

** Clearing to be increased as appropriate on the inside of curves, at driveways and intersections and to maintain visibility to signs and obstructions such as narrow bridges. These nominal clearing widths are in accordance with required legislation and guidelines.

3. **Road Construction Standards**
   - All new construction to be carried out to Main Roads WA standards; and
   - ARRB Unsealed roads manual.

4. **Entry of Private Property (for materials)**
   - The provisions of the Local Government Act are to be strictly adhered to, and every endeavour made to reach agreement for removal of materials without compulsion (refer also policy 5.1 Sand and Gravel)

5. **Driveways, Crossover and Property Entrances Maintenance**

   That maintenance of standard driveway crossings and property entrances be carried out within the road reserve, where requested, by Shire resources at no charge to the resident.

NOTE: This is not to include resealing of driveway unless in conjunction with road resealing preparations.

6. **Road Access**
   a) That ratepayers requiring road access to individual lots that are not already serviced by a constructed road, be required to contribute half the total cost of providing that access.
   b) Ratepayers requiring road access shall submit a works request to the Shire to have the road access constructed. The Manager of Works shall then prepare an estimate of the cost of the required work for the applicant's consideration and an agenda report to Council for their consideration.
      (i) In the preparation of such estimate, consideration shall be given to the suitability of the road alignment and the need for resumptions. Should resumptions be required the cost of such shall be included in the estimate. The clearing for the access will be carried out by the Shire at their cost.
      (ii) Construction of the road access under this policy shall be in accord with the Shire's normal engineering standards.
      (iii) Where the prepared estimate is acceptable to the applicant ratepayers, they shall submit to the Shire a deposit representing 50% of the estimated cost of the work.

(iv) The requested work will be undertaken following approval by Council and provision being made in the annual budget. It will form part of the road works program not later than the financial year following such approval.

c) On completion of the works, actual costs will be apportioned on the same basis as estimated costs.

d) After satisfactory completion of the road access the Shire will assume responsibility for maintenance and future improvements as warranted.

7. **Road Verge Sweeping**

That all bitumen road edges be swept as soon as practicable following road works.

8. **Reticulation Pipes through Culverts**

That Council agree to the installation of polythene water pipes through culverts on Shire roads subject to:

a) The proponent supplies a plan to the Manager of Works, which clearly indicates the location of the pipes.

b) The Shire taking no responsibility for damage to these pipes by Shire equipment or other road users.

c) That no obstruction to the Shire's drainage occurs as a result of these pipe installations.

d) The above work be carried out to the satisfaction of the Manager of Works.

9. **Rural Drainage Projects Effecting Road Drainage**

Where a landholder undertakes drainage works (for example contour banks, interceptor banks or drains etc) which alter the natural run off of water from his land necessitating Shire approved alterations to the existing road drainage, including changes to the siting, size or invert levels of culverts the work be charged out at cost to the applicant landholder, not at private works rates, providing the landholder has advised the shire prior to the adoption of its annual budget and the work can be carried out without inconveniencing the Shire's works program or the work can be included in the Shire's existing roadworks program at the discretion of the Shire.

Where, as a result of ordinary land clearing, additional water flows along existing natural water ways, the Shire will accept responsibility for providing the culverts or additional culverts required to accommodate the additional water flow.

10. **Street Names and Road Names**

The Council has adopted the following road name themes for future road names within the Shire:

- The names of families, persons and features of historical significance; and
- Flora and fauna species native to the area.

The following list of names can be used as future road names in the Shire of Cranbrook:

Flora and Fauna	***Historical Places***	***Historical Names***
• Burchadia • Corymbia • Caladenia • Cossack • Lambertia	• Wonnenup	• Ponton • Marriott

• Spinebill		

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- Ensure adequate resources are available to manage the shire road network; and
- Have a strong understanding of, and support for effective Asset Management throughout the organisation

Chief Executive Officer

- Ensure adequate resources are available to manage the shire road network.

Manager of Works

- Responsible for implementing the budget for road construction and maintenance;
- Ensure that employees are trained in current best practice techniques; and
- All heavy plant and equipment are serviced and well maintained.

Strategic Community Plan

Corporate Business Plan

Asset Management Plan

Policy 5.1 Works — Road Material Acquisition – Gravel, Sand and Water

Reference/s	Local Government Act 1995, s3.21(b[iii]), s3.22(1b), 3.22(2), s3.27(1), s3.36, Schedule 3.2 (3) Main Roads Standards and Guidelines Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032
Date Proposed/Adopted	19 February 2014 **Motion Number** 14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
To provide an equitable payment arrangement for the supply of gravel, sand and water for Shire requirements.

SCOPE
Chief Executive Officer, Manager of Works.

OBJECTIVE
Allow the Manager of Works and Works Supervisor the ability to liaise with land holders for the acquisition of gravel, sand and water for road construction or road maintenance, or sand for general use to the Shire.

PRINCIPLES
Where landholders agree to sell gravel, sand or water for road construction or road maintenance, or sand for general use to the Shire, the Chief Executive Officer or Manager of Works will authorise payment of;

1. $2.00 per m³ for gravel (exclusive of GST);
2. $1.50 per m³ for sand (exclusive of GST);
3. $1000 per ML for water (no GST).

for the supply of materials, or agree to an equivalent value of private works to be carried out at the time of gravel/sand/water extraction.

Where possible, granular materials shall be taken from land which has already been cleared and the use of roadside pits is to be avoided. If clearing is required in bushland, reference is to the *Environmental Protection (Clearing of Native Vegetation) Regulations 2004* to obtain the necessary clearing permits. Clearing of this bushland is not encouraged and should be the last option.

Once pits are exhausted, it is Shires' responsibility to budget for and undertake rehabilitation, unless alternative arrangements have been made with the landowner.

Prior to taking materials from private property permission shall be obtained from the landowner or his/her authorised agents, in the form of a signed agreement (attached).

The Shire will negotiate with landholders wherever possible for the supply of sand and gravel in accordance with this policy, however it should be noted that under the Local Government Act 1995, s3.27(1) and Schedule 3.2(3) the Shire has the following powers;

"A local government may, in performing its general function, do any of the things prescribed in schedule 3.2 even though the land on which it is done is not local government property and the local government does not have consent to do it."
Schedule 3.2 (3*) "Take from land any native growing or dead timber, earth, stone, sand or gravel that, in its opinion, the local government requires for making or repairing a thoroughfare, bridge, culvert, fence or gate."*
These "Powers of Entry" will only be used as a last resort.

ROLES AND RESPONSIBILITIES
Chief Executive Officer

- To ensure compliance with this policy.

Manager of Works and Works Supervisor

- To ensure compliance with this policy;
- Ensure that land holders are treated fairly; and
- That only suitable materials are acquired.

Purchase of Sand and Gravel Agreement

Purchase order number: _____ File/Project Ref: _____

This is an agreement for the extraction of approximately _____ cubic metres of _____ (Gravel/Sand) for road works or other purpose.

Between the Shire of Cranbrook and:

Name of Property Owner: _____

Phone: _____

Email: _____

Postal Address: _____

Location / Coordinates of material source: _____

1) The value of gravel is at a rate of **$2.00 m³** or sand at a rate of **$1.50 m³.**
2) Shire employee shall record the amount of material taken, e.g. approximate cubic metres.
3) The materials will be paid for (please tick):
   a. Upon invoice from the landowner for the agreed amount of gravel/sand plus GST if applicable. A tax invoice will be required prior to payment.
   b. Agreed private works to be carried out on the property which materials have been extracted from and are to be carried out as soon as practicable.
4) The topsoil (approx 150mm) will be windrowed to the side of the area and after the excavation is complete, the floor will be ripped and the topsoil will be re-spread.
5) The Shire will construct a track to the extraction site and install a new gate in the boundary fences if required. Any tracks which are used by the Shire employee will be maintained during use and where a new gate is fitted it will be left in place after this agreement has expired.
6) The Shire undertakes rehabilitation of the extraction site after excavation is complete to the satisfaction of the landholder and the Shire's authorised officer.
7) The Shire has exclusive use of the agreed extraction site during the term of this agreement which includes a change of ownership of the land that the gravel pit is located.

Name: Landholder	Name: Chief Executive Officer/Manager of Works
Signature: Landholder	Signature: Chief Executive Officer/Manager of Works
Date:	**Date:**

Purchase of Water for Road Construction Agreement

Purchase order number: _____ File/Project Ref: _____

This is an agreement for the extraction of approximately _____ litres of water for road construction or other civil purposes. Between the Shire of Cranbrook and:

Name of Property Owner: _____

Phone: _____

Email: _____

Postal Address: _____

Location / Coordinates of water source: _____

Salt test result:_____ Date tested: _____

1) The value of water is at a rate of **$1000 per ML**
2) The Shire is responsible for testing the water intended for use in pavement construction which shall be potable, or shall contain not more than 3000 mg/L of Total Soluble Salts (TSS) when tested in accordance with Test Method WA 910.1, (or other authorised method) as per MRWA Document No. 6706/02/133.
3) Shire employee shall record the amount of water taken by tracking number of loads carted
4) The water will be paid for (please tick):
    a. Upon invoice from the landowner for the agreed amount of water if applicable. A tax invoice will be required prior to payment.
    b. Agreed private works to be carried out on the property which materials have been extracted from and are to be carried out as soon as practicable.
5) The Shire will construct a track to the extraction site and install a new gate in the boundary fences if required. Any tracks which are used by the Shire employee will be maintained during use and where a new gate is fitted it will be left in place after this agreement has expired.

Name: Landholder	Name: Chief Executive Officer/Manager of Works
Signature: Landholder	Signature: Chief Executive Officer/Manager of Works
Date:	**Date:**

Policy 5.2 Works Thoroughfares – Temporary Closure

Reference/s	Local Government Act 1995, s3.50, s3.50A Delegation 1.12 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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PURPOSE
The purpose of this policy is to define the methods by which the Shire of Cranbrook manages temporary road closures.

SCOPE
Chief Executive Officer, Manager of Works.

OBJECTIVE
- To reduce damage to Shire of Cranbrook roads;
- To ensure safety of road users on Shire of Cranbrook roads; and
- To advise all stakeholders of temporary road closures in an accurate and timely manner.

PRINCIPLES
Roads are closed in the Shire of Cranbrook in the following circumstances:
- Heavy rain events;
- Community and other special events;
- Road works;
- Public safety;
- Emergency Management; or
- In any circumstance where the Chief Executive Officer or Manager of Works deem that road condition justify closure.

Please Note: that closed roads may be utilised by trucks for animal welfare purposes. i.e. the transport of stock to an abattoir or saleyard, or the transport of fodder to the farm.

The Chief Executive Officer and Manager of Works are delegated the authority to undertake the necessary action and give notice to temporarily close any thoroughfare for any period not exceeding 4 weeks. Any closure in excess of four weeks must be advertised by local public notice.

Such action to temporarily close a road or portion of a road may be taken where the Chief Executive Officer or Manager of Works is of the opinion that the road has been damaged, or is likely to be damaged, or public safety is affected.

When considering such action the Chief Executive Officer or Manager of Works will take into account the;

- potential safety threat to road users;
- the likelihood of road damage and cost to repair;
- the availability of an alternative route; and
- the inconvenience that may be suffered (particularly to local traffic).

Any order of this nature may limit the closure to vehicles of a particular class, or to particular times. In general when roads are closed due to heavy rain events vehicles exceeding 4.5t are prohibited from using that road. At times there may be a need to close a road to all traffic.

PROCEDURE

WO1 - Closure of Gravel Roads

WO3 - Road Closure

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure compliance with this policy; and
- Ensure timely notification to stakeholders.

Manager of Works

- Ensure compliance with this policy; and
- Ensure timely notification to stakeholders.

Policy 5.3 Works Pathways

Reference/s

Road Traffic Code 2000
Disability Discrimination Act 1992
Austroads Guide to Road Design Part 6A: Pedestrians and Cyclist Paths
AS 1742 Part 9 - Manual for Uniform Traffic Control Devices- Bicycle facilities
AS1742 Part 10 - Manual for Uniform Traffic Control Devices - Pedestrian Control and Protection 2009
Main Roads Standards and Guidelines
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 15 July 2020 **Motion Number** 14072020

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
The purpose of this policy is to prioritise and direct the provision of a safe and accessible pathway network to improve the walking and cycling environment and enable the community to walk and cycle for transport, health and recreation as well as reducing car dependency.

SCOPE
This policy applies to urban town sites within the Shire of Cranbrook including the road reserve, Public Open Space, Crown Land and any other area deemed appropriate by the Shire.

OBJECTIVE
- To ensure that the community's needs for pedestrian and cycling access and mobility are met in a sustainable manner;
- To ensure a walkable and/or cycling pathway network and environment to support access to services and facilities that are designed for all users, including vulnerable members of the community such as school children, the aged and people with disability;
- To provide for access generally by way of an interconnected pathway network which facilitate safe walking and/or cycling;
- To ensure that benefits to the community are maximised with the limited funding available for new pathway constructions;
- To ensure that pathways are designed and constructed, in a cost-effective manner, in accordance with Australian Standards and the relevant industry best practice;
- To ensure that pathway requests from members of the community are evaluated in a consistent, efficient, fair and equitable manner;
- To provide a criteria based scoring system for the prioritisation of pathway projects for inclusion in the capital works program;
- To provide appropriate access for all consistent with the Disability and Discrimination Act 1992 (DDA); and

- To minimise the impact on the environment (eg. minimise removal of significant vegetation) in determining the location and alignment of new pathways.

PRINCIPLES

Each section of street will be assessed and scored using the following criteria where the highest scored pathways will be prioritised (subject to budgetary constraints). This has been designed to allow for strategical planning of our transportation network. The scores awarded for each section of street shall be constantly reviewed to allow for new commercial and residential developments and any changes in traffic data.

It is recommended that construction or reconstruction of pathways within the Shire of Cranbrook only be considered along an urban road that is sealed and kerbed to protect the asset and to provide a safe environment for pathway users. Where streetlights are installed the pathway should be installed on this same side where possible.

Travel Attractors

Direct link refers to the pathway connecting to one or more of the following destinations. If two or more of the below criteria are achieved the score shall reflect the accumulated sum. For example, if a pathway links a school and a park the travel attractor score awarded will be 60.

Directly links to a:	**Score**
School	40
Commercial business	30
Sporting facilities, Parks and Public Open Spaces)	20
Community facilities (eg. community centres, libraries)	20
No travel attractor	0

Travel Generators

Tally of residential dwellings located on the street the Proposed Pathway is adjacent to. For example, if there are 12 lots on the street and only 9 have been developed which includes one set of 5 units, the score awarded will be 13.

Pedestrian Safety

The speed environment the Proposed Pathway is located adjacent to.

85th percentile is:	**Score**
20km/h over the posted speed limit	20
15km/h over the posted speed limit	15
10km/h over the posted speed limit	10
5km/h over the posted speed limit	5
at or below the posted speed limit	0
No traffic count data available	0

Daily Traffic

Vehicles per day:	**Score**
Over 200	20
100-200	15
25-100	10
0-25	0
No traffic count data available	0

Network Connectivity

The proposed pathway will:	**Score**
Link two path sections to provide greater network connectivity and Public Access Way (PAW)	15
Extends the existing path network	10
Upgrades an existing section of pathway	5
Be an isolated section	0
Be a second path in the same section of Road	-5

Environmental Impact

The proposed pathway will involve:	**Score**
Vegetation Removal	
1) Extensive *(more than 50% of the total length of pathway requires removal of dense vegetation or removal of more than 3 trees with trunk diameters greater than 100mm per 100m)*	-20
2) Moderate *(more than 25% of the total length of pathway requires removal of dense vegetation or removal of more than 3 trees with trunk diameters greater than 100mm per 100m)*	-10
3) Minor *(less than 25% of the total length of pathway requires removal of dense vegetation or removal of more than 3 trees with trunk diameters greater than 100mm per 100m)*	0
Service relocation – substantially high cost associated with services adjustments relative to pathway project cost.	-20
Major Construction Restraint	-10
Land acquisition required	-30

PROCEDURE ASSOCIATED WITH THIS POLICY

This policy has been designed to guide the process of planning and constructing pathways within the Shire of Cranbrook.

STANDARDS ASSOCIATED WITH THIS POLICY

All pathways shall be constructed in accordance with the Shire's Standard Drawings as well as relevant Australian Standards and Guidelines.

Pedestrian and Cyclist facility provision

Pathways and cycling facilities are to be provided in accordance with Figure 1, Austroads 'Guide to Road Design Part 6A- Pedestrian and Cyclist Paths' and relevant Australian Standards.

Surfaces

Placement of Tactile Ground Surface Indicators (TGSI's) shall be prioritised at schools, commercial businesses and other high use pedestrian areas.

Crossovers/ Driveways

Pathways are to be continuous along a street with crossovers constructed to abut and match the levels of the pathway providing a clear visual cue of pedestrian priority across vehicular access points to properties.

Crossovers are defined to be 'Road-Related Areas' under the Road Traffic Code 2000. Pedestrians and cyclists in these areas have priority over vehicles. Therefore, it will be recommended that the pedestrian infrastructure constructed is in a continuous manner across all residential driveways, maintaining path crossfall and material in preference to the crossover construction.

Pedestrian Crossings

All crossing points and kerb ramps shall be constructed in accordance with the Shire's Standard Drawing Number 2008-01-00 as well as relevant Australian Standards and Guidelines specifically:

- Australian Standard AS1428.1; and
- Austroads, 'Guide to Road Design Part 4A – Signalised and unsignalised Intersections'.

ROLES AND RESPONSIBILITIES

Elected Members

- Communicate the planning methodology contained within this policy to Community Members.

Chief Executive Officer

- Ensure adequate resources are available to maintain the pathway network.
- To ensure compliance with this policy.

Manager of Works

- Prioritise pathway network in accordance with this policy and the scoring criteria and constantly review scores to ensure they reflect current data.

Policy 5.4 Works Replacement of Plant and Vehicles

Reference/s 10 Year Plant Replacement Program
Shire of Cranbrook Council Plan 2025 - 2035

Date Proposed/Adopted 20 March 2024 **Motion Number** 09032024

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To provide clear guidelines relating to the replacement period for Council's plant and vehicle fleet.

OBJECTIVE
- To ensure that the Shire maintains a plant and vehicle fleet that is efficient and safe, with replacement occurring at time intervals delivering the lowest whole of life cost.

PRINCIPLES
1. The Council shall be presented, each year, with an updated draft of the 10 Year Plant Replacement Program for Council's consideration and adoption.

2. The first year of the Plant Replacement Program shall constitute the draft program for consideration in that year's draft budget document.

3. The annual consideration of plant and vehicle replacement shall ensure that the Shire's fleet of plant and vehicles are applicable to meet the Shire's budgeted construction and maintenance programs for all assets. This shall also involve consideration of new technology, process and materials as well as the ongoing balance of the Shire's ownership versus external hire.

4. Shire officers shall make all efforts to rationalise and minimise the funding requirements for plant and vehicle replacement while still aiming to provide the best quality, most effective fleets at the lowest whole of life cost.

5. Plant and vehicle fleet purchases are to be structured around a replacement program intended to maintain consistent annual expenditure, avoiding excessive or insufficient levels in the Plant Replacement Reserve.

6. Shire officers shall maximise utilisation of fleet and vehicles through relocation, reallocation and consider disposal of underutilised plant and vehicles.

7. As a general guide the Plant Replacement Program provides for the following changeover:

Type	*Years*
Grader	8 years
Loader – Heavy	8 years
Backhoe/Loader	8 years
Skid Steer	7 years
Trucks – Heavy	5 years
Trucks – Light	5 years
Water Truck	7 years
Roller	8 years
Tractor	10 years
Mower / Mulcher / Gator	8 years
Plant attachment – various	As needed
Plant Trailer	As needed
Passenger vehicles	1 year

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- To ensure compliance with this policy.

Policy 5.5 Works — Urban and Rural Crossovers

Reference/s

Main Roads WA Standards and Guidelines
Austroads Guide to Road Design
Local Government (Uniform Local Provisions) Regulations 1996, s12 to s15
Shire of Cranbrook Council Plan 2025 - 2035

Date Proposed/Adopted 17 December 2025 **Motion Number** 17122025

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
This policy sets out Council's clear and precise guidelines for application, approval, construction and subsidy, if applicable, for both urban and rural crossovers.

SCOPE
Elected Members, Chief Executive Officer, Manager of Works

OBJECTIVE
- To outline the application and approval process for installation of new crossovers.
- To outline the Shire's minimum 'Standard Crossover' specification.
- To define the Council's requirements and financial obligations for the construction of urban and rural crossovers.

PRINCIPLES
A crossover is defined as the extension of a driveway from the edge of the property boundary to the edge of the road. A 'Standard Crossover' is one which is constructed in accordance with the specifications contained within this Policy.

The following specifications set out the minimum standards for the construction of an urban/rural crossover.

Application Process
A landowner must complete the Application for Crossover form which identifies the applicants' details and intended crossover location. This will then be assessed, approved and signed off by the Shire. The assessment will be based on safety (sightlines and minimising traffic conflict), and constructability (drainage).

Urban Crossovers (minimum standard)
Crossovers are to be constructed as follows:
Width
- Minimum 3m for a one-way system;
- Minimum 6m for a two-way system.

Depth

- Concrete – minimum 100mm for residential crossovers and minimum 150mm, including F62 mesh, for commercial crossovers with vehicles larger than a standard car;
- Brick paving – 65mm pavers on a 120mm compacted clean sand and gravel base;
- Bitumen – 2 coat 7/10mm seal; or
- Asphalt – 25mm on a 150mm compacted gravel base.

Culvert (if deemed required by the Shire)

- 350mm minimum concrete or HDPE pipe and 2x concrete headwalls (unless otherwise approved by the Shire)
- Pipe cover as per the manufacturers specifications where the bottom of the pipe aligns with the base of the existing open drain and allows for water to flow effectively.

Rural Crossovers (minimum standard)

Crossovers are to be constructed as follows:

Width

- Minimum 4m for a one-way system
- Minimum 6m for a two-way system;

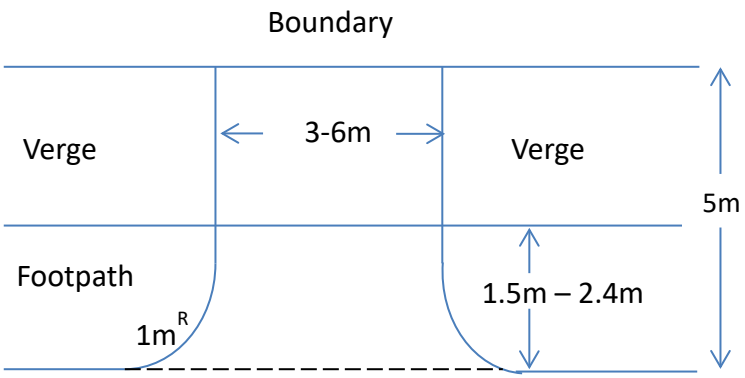
Depth

- Bitumen – 2 coat 7/10mm seal on a 150mm compacted gravel base where the crossover abuts a bitumen road;
- Gravel - 150mm compacted gravel base where the crossover abuts a gravel road.

Culvert (if deemed required by the Shire)

- 350mm minimum concrete or HDPE pipe and 2x rock pitched and mortar headwalls (unless otherwise approved by the Shire)
- Pipe cover as per the manufacturers specifications where the bottom of the pipe aligns with the base of the existing open drain and allows for water to flow effectively.

Example Standard Crossover



Shire Crossover Subsidy

- A 50% subsidy is payable by the Shire of Cranbrook upon successful installation of the first crossover to a property as per below maximum amounts:
    - Rural without culvert $500
    - Rural with culvert $800
    - Urban without culvert $500
    - Urban with culvert $1000

- This payment is subject to the application for a contribution being lodged within twelve (12) months of construction with receipts and following inspection and the crossover being deemed to conform with Council's policy.

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- Ensure adequate budget is available to manage installation of initial crossovers installed within the Shire.

Chief Executive Officer

- Ensure adequate budget is available to manage installation of initial crossovers within the Shire; and
- Ensure adequate resources are available to assess and approve the new crossover locations within the Shire.

Manager of Works

- Responsible for implementing the budget for crossovers; and
- Ensure that employees are trained in current best practice techniques, prioritising road safety.

Shire of Cranbrook Council Plan 2025 - 2035

Asset Management Plan

APPLICATION FOR CROSSOVER – URBAN/RURAL

The Shire will permit a crossover to be constructed by a landowner or private Contractor procured by the landowner.

Please complete the details below;

Applicants Name:	Date:
Postal Address: (Street)	
Suburb	Post Code:
Contact Phone Number:	
Email:	
Property Address:	
Do you wish to be present during the site inspection: ☐ YES ☐ NO	
Surface type: ☐ Unsealed (gravel) ☐ Sealed (Concrete) ☐ Other (Please Specify) _____	
Please provide a sketch or attach an aerial image indicating the proposed crossover location including boundary roads:	
Office use only: *Location Approved:* _____ _____ *Manager of Works Signed* *Date* *Eligible for Subsidy ☐Yes / ☐No* *☐Issued letter granting permission to undertake works within shire reserve.*	

APPLICATION FOR CROSSOVER SUBSIDY

- A subsidy is payable by the Shire of Cranbrook upon successful installation of the first crossover to that property.
- Please note that private developers are not eligible for a subsidy.
- This payment is subject to the application for a contribution being lodged within twelve (12) months of construction and following inspection, the crossover being deemed to conform with Council's policy.

I/We being the registered owners of the above property, make application for a crossover subsidy in accordance with the Shire of Cranbrook Crossover Policy.

I/We declare that I/We have not previously made an application to Council for a crossover subsidy at the above mentioned address.

....
Applicant Signature Date

Account Name: .....

BSB: ..... Account No: .....

Please complete and submit this form, along with contractor invoices and receipts either in person to the Shire of Cranbrook, 19 Gathorne Street, Cranbrook or via email to admin@cranbrook.wa.gov.au or via post; PO Box 21 Cranbrook WA 6321.

Shire Inspection

Crossover Inspection Date: .....

Subsidy Approval (If applicable):

☐ Yes ☐ Attach contractors/suppliers' receipts

$.....Urban $ ..... Urban with culvert $ ..... Rural $..... Rural with culvert

☐ No Reason: .....

.....

....
Manager of Works Date

Policy 5.6 Works Road Safety

Reference/s	Main Roads WA Standards Austroads Guide to Road Design Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 18 March 2026 **Motion Number** 16032026

Adopted	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

This policy establishes a strategic framework to plan, design, construct and maintain road infrastructure in accordance with Safe System principles. The Shire is committed to reducing the risk of death and serious injury through evidence-based infrastructure improvements that create a safe, resilient and inclusive transport network for all road users.

SCOPE

The Shire of Cranbrook acknowledges that road safety is essential for the well-being of its community. To this end, the Shire will implement various Road Safety Management Strategies that adopts current and future best practice road safety principles as far as practicable.

This policy is intended to create a safer road environment through engineering, education, enforcement, and collaboration with stakeholders. The Shire will ensure that all road users, including pedestrians, cyclists, and motorists, benefit from a safer transport network.

OBJECTIVE

The objective of this policy is to outline the Shire of Cranbrook's commitment to enhancing road safety across the Shire by adopting a comprehensive approach to help minimise road fatalities and serious injuries as far as practicable. The policy strives to align with State and Federal principles and additionally, aligns to WALGA RoadWise road safety principles as a registered RoadWise Council.

PRINCIPLES

The Shire recognises that road crashes can result in serious injury or loss of life and adopts an approach to reduce these risks. In doing so, the Shire of Cranbrook will:

- Acknowledge that human error is inevitable and the road system should be designed to minimise the potential for fatal or serious consequences resulting from those mistakes.
- Use evidence, crash data and network risk information to inform infrastructure investment and decision-making.
- Prioritise infrastructure treatments that reduce crash risk and crash severity.

- Consider the safety needs of all road users, including pedestrians, cyclists, motorcyclists and motorists.
- Support continuous improvement through monitoring road safety outcomes and identifying opportunities for improvement.
- Work collaboratively with State Government agencies, regional partners and the community to improve road safety outcomes.

Implementation Approach

The key intentions for the Shire to achieve optimal road safety on its road network is through:

1. Roads and Roadsides:
   - Enhance road safety through separation of traffic, including vehicles, bicycles, and pedestrians where possible.
   - Improve crash protection by addressing hazards on roadsides, such as widening shoulders, adding barriers, vegetation management and improving lighting.
   - Conduct regular road safety and condition inspections on the Shire's road network using trained in- house staff.
   - Offer road safety and or auditor training to relevant personnel.
   - Utilise the Shire's solar digital variable messaging trailer mounted units, to promote road safety and advise road users of changing road conditions where relevant.
   - Conduct regular, and at least annual road signage inspections and audits for relevance and condition.
   - Utilise the Shire's traffic counters to identify traffic classes and movements, that will inform on volume and speed trends.
2. Intersections:
   - Ensure safe speeds, relevant advisory and regulatory signage is present and traffic management at intersections to reduce collisions.
   - Consider Installing roundabouts or other road safety initiatives where feasible to improve safety.
3. Reducing Travel Speeds:
   - Consider the implementation of targeted speed reductions strategies, particularly in mixed-use areas where vulnerable road users and or pedestrians are present, utilising the Shire's solar speed signs, and in collaboration with regulatory bodies (MRWA).
4. Fleet Safety:
   - Implement the Shire's Fleet and Plant Replacement program to ensure Shire vehicles and plant meet the highest safety standards, including the purchase of 5-star ANCAP-rated vehicles and enforcing driver compliance.
   - Ensure all drivers are licenced and ticketed to drive the vehicle they are driving and enforce/support/monitor to ensure compliance.
5. Post-Crash Response:
   - Provide first aid and emergency preparedness training for employees where practical and relevant.
   - Through trained in-house staff, investigate black spot sites on Shire roads, identified by MRWA Crash map program and analyse the potential causes and consider remedial actions or road improvements to rectify.
   - Consider submitting applications for State and Federal Road grant funding, inclusive of Black Spot funding for hazardous roads or sections of.
6. Area of Application:

This policy applies to all Shire-managed roads, roadsides, footpaths, and cycle paths. The policy also informs the development and maintenance of road infrastructure across the Shire.

7. Collaboration & Partnerships

The Shire of Cranbrook will collaborate with State and Federal governments, local communities, and road safety organisations to implement best practices in road safety. The Shire will actively participate in National and State road safety programs to secure funding and technical support.

ROLES AND RESPONSIBILITIES

Elected Members

- Provide strategic leadership by endorsing policies, strategies and plans that support improved road safety outcomes.
- Consider road safety implications when making decisions relating to infrastructure investment, transport planning and land use.
- Allocate appropriate resources through Council's budgeting and long-term financial planning processes.

Chief Executive Officer

- Ensure the implementation of Council's strategic direction for road safety.
- Ensure appropriate governance, resources and organisational systems are in place to support road safety outcomes.
- Promote a coordinated organisational approach to road safety across relevant service areas.

Manager of Works

- Integrate Safe System principles into the planning, design, construction and maintenance of the local road network.
- Ensure road safety risks are considered within asset management, infrastructure planning and capital works programs.
- Support the delivery of road safety improvement initiatives and infrastructure projects.

STANDARDS ASSOCIATED WITH THIS POLICY

Local Government Act 1995
Road Traffic Code 2000
Main Roads Act 1930
Work Health and Safety Act 2020
Road Safety Commission
Australian Standards, Guidelines, and Codes of Practice

- Austroads Guide to Road Design Parts 1 To 7
- Main Roads Supplement to Austroads Guide to Road Design Parts 1 To 6 Australian Standard 1742.2 Manual of Uniform Traffic Control Devices
- Main Roads Western Australia Code of Practice for Traffic Management Works on Road 2024
- Main Roads Western Australia Code of Practice for Traffic Management for Events 2024

- ARRB Unsealed Roads Best Practice Guide Volume 2

Austroads Guide to Road Design

Shire of Cranbrook Council Plan 2025-2035

Shire of Cranbrook Strategic Resource Plan 2017-2032

Shire of Cranbrook Asset Management Plan

Policy 6.0 Emergency Services Bushfire Control

Reference/s	Bushfire Act 1954 Local Government Act 1995 Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032 Work Health and Safety Act 2020		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To promote prevention, preparedness, response, recovery and reduce the risk of bushfire in the Shire of Cranbrook.

SCOPE
Elected Members, Employees and members of the public.

OBJECTIVE
- Reduce the risk of bushfire;
- To clearly articulate the legislative requirements for bush fire management; and
- To set operational guidelines for bush fire management.

PRINCIPLES

1. **Chief Bushfire Control Officers Authority**
   That the Chief Bushfire Control Officer (CBFCO) be authorised to exercise all the powers conferred under the *Bush Fires Act 1954* on behalf of the Shire of Cranbrook.

2. **Annual Firebreak Notice**
   Pursuant to Section 33 of the Bush Fires Act 1954, action detailed in the Shire of Cranbrook Annual Firebreak Notice is required by owners and/or occupiers of ALL land in the Shire of Cranbrook. The penalty for failing to comply with this notice is a fine of not more than $5,000 and a person in default is also liable, whether prosecuted or not, to pay the cost of performing the work directed in this notice if it is not carried out by the required date.

   It is the intention of the Shire to enforce the Firebreak Notice on ALL lots within the townsites and rural land.

   In order to ensure that there is compliance with the Firebreak Notice, the Shire will undertake an inspection of both townsites and rural land (approximately 400 properties) based on a three year cycle:

2024/25 Financial Year	Cranbrook, Frankland River & Tenterden townsites and 25% of all rural properties in the Shire of Cranbrook
2025/26 Financial Year	Cranbrook, Frankland River & Tenterden townsites and 10% of all rural properties in the Shire of Cranbrook
2026/27 Financial Year	All rural properties that have not met the standard of Building Protection Zone (BPZ) in the previous year & Cranbrook, Frankland River & Tenterden

3. Restricted Burning Period

- 1 October each year to 31 October each year; and
- 15 February each year to 30 April each year (all dates inclusive)

The law requires that a person shall not set fire to the bush during the Restricted Burning times unless they have:

a. Obtained a permit in writing from a Fire Control Officer (FCO);
b. Notified all neighbours and a FCO; and
c. Notified a Department of Biodiversity, Conservation and Attractions - Parks and Wildlife Service (DBCA) officer if the fire will be within 3km of a DBCA Reserve.

The following conditions must be complied with when burning is carried out:

a. At least three able bodied persons must be in attendance;
b. The fire may not be lit on a day which a "catastrophic" or "extreme" danger forecast has been issued for the district;
c. At least one fire unit must be in attendance; and
d. Any other conditions that are prescribed by the FCO.

NO BLUEGUM OR PINE TRASH BURNING PERMITS WILL BE ISSUED UNTIL THE GRAPE HARVEST IS COMPLETED, ACCORDING TO THE FRANKLAND RIVER WINE MAKERS AND GRAPE GROWERS ASSOCIATION INCORPORATED, OR PERMISSION IS GRANTED BY THE CEO.

ALL PERMIT HOLDERS ARE REMINDED TO BE MINDFUL OF THE EFFECTS OF SMOKE THAT MAY IMPACT THE VITICULTURE INDUSTRY.

4. Prohibited Burning Period

- 1 November Each Year - 14 February Each Year (dates inclusive)

Only protective burning can be carried out during the Prohibited Burning time and under the following conditions:

a. No burning permitted on Christmas Day (25 December);
b. All burning must be carried out between the hours of 5.00pm and midnight of the same day;
c. All conditions of Restricted Burning Period must be complied with; and
d. A permit to burn must be obtained.

5. Varying Prohibited and Restricted Burning Times

That, *pursuant to Sections 17(10) and 18(5)(c) of the Bush Fires Act 1954*, the Shire Chief Executive Officer (CEO) and the CBFCO be authorised jointly the Council's powers

and duties *under Section 17(7) and (8) and Section 18(5) of the Bush Fires Act* in respect to varying the prohibited burning times and restricted burning times.

6. Firebreaks and Fuel Free Areas

Pursuant to the powers contained in *Section 33 of the Bushfire Act 1954*, residents / landowners are hereby required on or before the 15th day of November each year, to plough, burn, scarify, cultivate, chemically spray or otherwise clear firebreaks or fuel free areas and thereafter maintain them free of all flammable materials until the 15th day of April, each year in the positions and of such dimensions as detailed in the Shires Annual Firebreak Notice.

7. Refuse Site Firebreaks

That firebreaks around Shire refuse sites be installed annually.

8. Variation to Firebreak Notice – Firebreaks and Protection Measures

That pursuant to the provisions of the Shire's Annual Firebreak Order and the *Bush Fires Act 1954*, the CEO in consultation with the local FCO is delegated authority to approve or refuse applications to provide firebreaks in alternative positions and to approve or refuse applications to provide alternative fire protection measures on land, in consultation with the CBFCO.

9. Bushfire Radio Licences

That bushfire radio licenses be applied for and paid by the Shire. Application for new licenses to be accompanied by a recommendation from the captain of the bushfire brigade in which the radio will be utilised.

10. Christmas Day Harvest Ban

That there is an automatic Harvest and Vehicle Movement Ban on Christmas Day.

11. Harvest and Movement of Vehicle Bans – Exemptions

a. That emergency service vehicles (i.e.: Western Power, Telstra etc.) and aircraft be permitted to enter paddocks and undertake their respective functions on days where a "movement of vehicle ban" has been imposed with the authorisation of the CBFCO and a Brigade Officer for that area provided they are accompanied by at least one operational firefighting unit with a water capacity of not less than 600 litres.
b. That all main access roads to buildings and the area within the prescribed fire break order around those buildings be exempt from movement of vehicle bans restrictions.
c. Landowners, government agencies and other organisations may apply to the Shire or its approved officer for other specified areas to be exempted from the movement of vehicle ban restrictions in extraordinary circumstances and under special conditions.

12. Spring Burning

Allow DBCA to undertake spring burning within the Shire on the proviso that yearly meetings are held prior to spring each year between DBCA, Shire of Cranbrook

representatives, CBFCO and representatives from the Bokerup/Unicup Bushfire Brigade to discuss the planned burn program.

13. Fire Permits on Public Holidays / Long Weekends

Allow permit burns to occur on all Public Holidays / Long Weekends, excluding Christmas Day, in accordance with all normal provisions and restrictions.

14. Camping and Cooking Fires

a. No camping or cooking fires are permitted within the Shire of Cranbrook during the Prohibited Burning Period 1 November to 14 February (dates inclusive);
b. During the Restricted Burning Period 1 October to 30 October and 15 February to 30 April (dates inclusive):
   i. a permit must be obtained from the local FCO for all camping and cooking fires on private property;
   ii. additional written permission must be obtained from the Local Government Chief Executive Officer for all camping and cooking fires located on Shire property and Shire managed reserves; and
   iii. a camping and cooking fire is defined as:
      - a solid fuel fire and/or barbeque which is contained in a designated fire pit or fire safe receptacle; or
      - a wood fired pizza oven

   that meet the safety requirements detailed in *Section 25 (1)(a) of the Bushfires Act 1954*. Camping and cooking fires not contained by one of the above mentioned practices, are not permitted."

15. Sawmills

a. That if sawdust or other fires are to burn over the weekend, there must be a person in attendance with a truck equipped for firefighting.
b. That all sawmill fires in the area be put out during the prohibited burning period.

16. Unsupervised Stationary Engines

That there must be a 3.5m radius clear of all flammable matter around unsupervised stationary engines and an approved spark arrester be fitted to such engines. This is also applicable to Standalone Power Systems.

17. Clover Harvesting

That Clover Harvesting permits are to be obtained from the CBFCO or local FCO and are subject to the same provisions and restrictions as other harvesting permits.

18. Direction to Burn Roadsides

a. That the Shire request Fire Control Officers and Bushfire Brigade Officers to carry out protective burning of roadsides throughout the Shire under Section 38 (5) (a) of the *Bush Fires Act*.
b. In the case of Main Roads, Brigades are to contact the CBFCO with their proposals prior to 45 days preceding commencement of Prohibited Burning Times, and the CBFCO will arrange through the Shire for a detailed program of burning to be submitted to Main Roads WA for approval.

19. Temporary Closure of Roads

That Council authorise the CBFCO or in the absence of the CBFCO the Hazard Management Agency (HMA) Incident Controller (IC), to close roads on a temporary basis for the purpose of bushfire control.

In exercising this policy, the CBFCO should immediately notify the Chief Executive Officer and / or Manager of Works, Main Roads WA (if applicable), and where necessary the local Police to assist with traffic control.

20. Timber Plantations

In consideration of commercial plantation planning approval applications and fire protection requirements, Council shall:

a) Adopt the Guidelines for Plantation Fire Protection as developed by the Department of Fire and Emergency Services (DFES), formerly known as FESA;

b) Adopt the Code of Practice for Timber Plantations in WA as developed by CALM and the Australian Forest Growers, and make specific reference in future plantation planning approvals that developers are required to adhere to the principles of the Code of Practice.

21. Bush Fires Act Offences

The CEO is delegated general authority to consider allegations of offences alleged to have been committed against the *Bush Fires Act* within the district, and if the CEO thinks fit, to institute and carry out proceedings in the name of the Shire against any person alleged to have committed any of those offences. This delegation extends to the issue of infringement notices in accordance with the provisions of *Section 59A of the Act*.

22. Emergency Services Bushfire Control Public Information

In order to reduce the risk of bushfire and it's effects in the Shire of Cranbrook, the Shire will disseminate information to the community and surrounding areas by using the following methods:

- SMS
- Telstra Integrated Messaging (TIMs)
- Shire of Cranbrook Facebook page
- Shire of Cranbrook's Website

All emergency information will be authorised by the CBFCO or in their absence, the DCBFCO before any emergency notifications are made public to the community. The Shire of Cranbrook CEO may also authorise the release of public notifications.

23. Fire Control Officer Training Requirements

All FCOs appointed within the Shire of Cranbrook are required to undertake the DFES Fire Control Officer Training prior to, or within 12 months, of their appointment.

24. Inappropriate Behaviours

Volunteers will be asked to leave training / meetings / fire incidents etc. if the behaviour that they are displaying is deemed inappropriate and unsafe by the officer in charge.

25. Training

The Shire of Cranbrook has selected as its basic training benchmark for its volunteers the following:

- Bush Fire Safety Awareness
- Bush Fire Fighting Skills
- Work Health and Safety Induction and Standard Operating Procedures

Where a volunteer does not intend to operate a fire truck and/or is a current itinerant employee of a local business, or an experienced firefighter without any previous formal training, then the minimum standard of training accepted will be the following course:

- Rural Fire Fighting
- Work Health and Safety Induction and Standard Operating Procedures

26. Spontaneous Volunteers

Spontaneous volunteers are individuals who volunteer during emergencies and disasters without pre-registration or compensation. They assist with various tasks such as search and rescue, first aid, distributing food and water, and cleaning debris. The Shire of Cranbrook does not allow spontaneous volunteers to participate outside of the Local Emergency Management Agreement, nor be operational in an emergency.

27. Physical Donations

The Shire of Cranbrook will not accept any physical or non-cash donations with the exception of stock fodder. Monetary gifts can be donated to a tax-exempt organisation established for a charitable purpose such as the Lord Mayor's Distress Relief Fund, and that the Local Emergency Recovery Plan reflect any changes to Policy 6.0 Bushfire Control.

ROLES AND RESPONSIBILITIES

Elected Members

- Understand Elected Members responsibilities under the Bush Fire legislation;
- Support and adhere to the policies; and
- Adopt the Shire of Cranbrook Annual Fire Break Notice.

Chief Executive Officer

- Ensure that the Shire of Cranbrook Annual Fire Break Notice is adhered to by the community.

Community Emergency Services Manager

- Efficiently and professionally plan, develop, implement, manage and review community emergency services within the Shire of Cranbrook encompassing the areas of prevention, preparedness, response and recovery and special projects are required;
- Ensure that the Shire of Cranbrook Annual Fire Break Notice adheres to legislative and Shire policy requirements;
- Ensure that the Fire Break Notice is sent out with the annual rates notices to all landowners within the Shire, and is made available on request or via electronic copy; and

- Prepare agenda items to present to Council based on recommendations made by the BFAC at their meetings.

Chief Bushfire Control Officer and Bushfire Advisory Committee (BFAC)

- Make recommendations at the meetings of the BFAC to the Council that will promote the mitigation of potential bushfire threats to the community.

PROCEDURE ASSOCIATED WITH THIS POLICY

Principles 1, 2, 3, 4, 6, 10, 14, 15 and 17 be included in the Shire's Annual Fire Break Notice.

Policy 7.0 Community Community Engagement

Reference/s	Local Government (Administration) Regulations 1996 (s19C) Shire of Cranbrook Council Plan 2025 - 2035 Shire of Cranbrook Strategic Resource Plan 2017-2032		
Date Proposed/Adopted	19 February 2014	**Motion Number**	14022014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision

That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE

To ensure that the framework for the way we engage our community in decisions which affect them are in line with best practice and ensure that all members of the community have the opportunity to participate in meaningful engagement with the Council on decisions and issues which affect them.

SCOPE

This policy applies to all facets of the Shire's operations and includes Elected Members, management and employees. It defines the principles underpinning the Shire's engagement activities with the community, the mechanism and principles to be utilised.

OBJECTIVE

That all members of the Shire of Cranbrook community have an opportunity to engage with the Shire on issues and decisions which affect them.

PRINCIPLES

- **Timeliness:** the Shire will engage with its community in ways that are timely, open to all, easily understood and not overly bureaucratic or resource intensive.
- **Information and Feedback:** The community has the right to be well informed on issues and receive feedback from the Shire on how its input has been used to inform council decisions.
- **Mutual Respect:** the Shire's goal is one of inclusive involvement. All voices matter, all opinions are valued and considered.
- **Action Learning:** the Shire is committed to the development of innovative engagement approaches, learning from each engagement experience, and using such learning to improve our approaches to future engagement.
- **Foresight:** the Shire engages with its community not only to learn about and respond to present needs, but also to gain a better understanding of our communities' perspective on emerging issues that may affect our preferred future.
- **Clarity**: the Shire is clear on the processes for engagement, how information will be utilised, and ensure implications are clearly defined, managed and understood.
- **Evaluation and Review**: Ensure that the Shire is responsive to the views and aspirations of the community.

Social Justice Principles

Social Justice is based on four interrelated principles of Equity, Access, Participation and Right to ensure that:

- There is equity in the distribution of resources
- Rights are recognized and promoted
- People have fairer access to economic resources essential to meet their basic needs and improve their quality of life
- People have better opportunities for genuine participation and consultation about decisions affecting their lives

The use of Social Justice Principles is considered best practice for the engagement of and communication with communities. To support the Shire of Cranbrook's Community Engagement Policy, the following groups are considered vital members of the community to be included in a comprehensive engagement framework.

- Children (0-11)
- Young People (12-24)
- Women
- Men
- Older People (OVER 55)
- Aboriginal People
- People with Disabilities
- People from Culturally and Linguistically Diverse Backgrounds.

*Adapted from NSW Social Justice Directions Statement – Supporting people and Strengthening Communities

Shire Commitment

The Shire of Cranbrook's commitment to positive, inclusive Community Engagement and to the adherence to Social Justice Principles is demonstrated in:

- Strategic Community Plan 2021-2031
- Code of Conduct/s
    - Local Government Employees and Contractors
    - Council Members. Committee Members and Candidates
- Disability Access and Inclusion Plan
- Equal Employment Opportunity Plan

Types of Engagement and Consultation

The way the Shire communicates with the community depends upon the nature of the information required to be sought, shared or communicated.

Engagement	Inviting the community to participate in the creation of something new where their input and assistance will help formulate a new outcome
Consultation	Asking for Community feedback on something that already exists
Inform	Communicate existing and fixed information

The Shire of Cranbrook utilises a variety of methods to inform, consult and engage the community.

- Community Workshops and/or Focus Groups
- Community Newsletters
- Surveys
- Public meetings
- Council meetings
- Annual Electors Meetings
- Committees and/or advisory groups
- Written correspondence
- Social media
- Website

Newspapers and Radio

PROCEDURE ASSOCIATED WITH THIS POLICY

Nil

ROLES AND RESPONSIBILITIES

Elected Members

- Ensure that the community can participate in engagement with the Council to further their views on issues and decisions that affect them.

Chief Executive Officer

- Ensure that this policy is understood and considered in all engagements with the community.

Executive Management Team

- To increase awareness for the need and appropriateness of Community Engagement in issues and decisions affecting the community.

Equal Employment Opportunity Plan
Disability Access and Inclusion Plan
Code of Conduct

Policy 7.1 Community — Community Facilities and Equipment - Usage

Reference/s Local Government Act 1995
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 15 February 2017 **Motion Number** 08022017

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

PURPOSE
To ensure equitable use of community facilities located in the Shire of Cranbrook.

SCOPE
Community Groups, Community Members, Local Businesses and External Hirers

OBJECTIVE
- To provide an engaging, safe and welcoming environment for members of the Shire of Cranbrook community and visitors to the Shire of Cranbrook;
- To provide a forum for the development of partnerships with local business organisations and community members;
- To provide a forum for the delivery of community information and educational activities;
- To promote community volunteerism and use of the facilities as venues for not for profit groups and organisations to meet and conduct activities;
- To promote equity and access to all community members inclusive of those with disabilities and from culturally and linguistically diverse cultures as well as young people, seniors and families;
- To consistently manage applications by internal and external parties for usage of Shire community facilities and equipment;
- To ensure the spaces are used in a manner that is consistent with Council's values and principles; and
- To enhance the community's emergency and disaster management capabilities by the provision of a central Emergency Co-ordination Centre and emergency assistance agencies and non-government agencies

PRINCIPLES
- The Shire's community facilities and equipment are available free of charge to local community groups located in or in support of the Shire of Cranbrook. These groups include:
  - Not for profit groups
  - Church groups
  - Voluntary community support groups
  - Schools
  - Playgroups
  - Groups/individuals undertaking fundraising (eg: Relay for Life, Biggest Morning Tea)
  - Groups/individuals running a non-profit activity for the benefit of the wider community

    - Sporting Groups
- Any commercial or for profit activity will incur charges as per the relevant fees and charges schedule;
- Hirers being charged will comply with Council Policy 4.12 – Application of Fees & Charges;
- Professional and technical assistance is available to community hirers as required by their particular needs; and
- Information about the availability of the facilities for community usage is widely distributed and made available to the local community and the diverse groups operating within the Shire.

PROCEDURE ASSOCIATED WITH THIS POLICY
Venue Hire Forms

ROLES AND RESPONSIBILITIES
All Staff
- Ensure hire forms are completed

Policy 7.2 Community Disability Access and Inclusion

References

Disability Services Act 1993
Disability Services Regulations 2004
Equal Opportunity Act 1984
Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 21 May 2014 **Motion Number** 07052014

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE

To ensure that all members of the community, regardless of race, ability, age, religion, education or gender have equal access to all Shire services, events, service, information, buildings and facilities. It will also ensure that, in line with the Shire of Cranbrook Community Engagement Policy, all members of the community are able to be included in the public consultation process where required.

SCOPE

Elected Members, Staff, Community and Visitors

DEFINITIONS

Disability: Any continuing condition that restricts everyday activities.

OBJECTIVE

- That all Council policies and strategies consider the requirements of this policy;
- Future planning for infrastructure and facilities include the necessary requirements for the provision of a high level of service and access to people with disabilities;
- That all persons with disabilities will have access to be included in public consultation;
- Shire employees are provided with training on the needs of people with disabilities;
- All Shire information will be available in clear English and in appropriate colours and formats to be accessible to persons with disabilities;
- Information on services, events, facilities will be provided in a variety of formats on request; and
- Further the principles and objectives of the Disability Services Act 1993.

PRINCIPLES

- People with disabilities are integral to the success of our community;
- People with disabilities and their carers be supported to participate fully and remain in our community;
- The Shire of Cranbrook strives to meet the seven standards of the Disability Services Regulations 2004;
    - People with disabilities have the same opportunities as other people to access the services of, and any events organised by, a public authority,
    - People with disabilities have the same opportunities as other people to access the buildings and other facilities of a public authority,
    - People with disabilities receive information from a public authority in a format that will enable them to access information as readily as other people are able to access it,
    - People with disabilities receive the same level and quality of service from the staff of a public authority as other people receive from the staff of that public authority,
    - People with disabilities have the same opportunities to make complaints to a public authority,
    - People with disabilities have the same opportunities as other people to participate in any public consultation by a public authority,
    - People with disabilities have the same opportunities as other people to obtain and maintain employment within a public authority.
- The Principles of the Shire of Cranbrook Community Engagement Policy are followed and all members of our community are invited to engage with the Shire;
- Where services are contracted out the Shire will require that the contractor also follows the principles and objectives of the Disability Services Act 1993;
- Contractors will be provided with a copy of the Shire of Cranbrook Disability Access and Inclusion Plan;
- The Shire will undertake an annual disability access and inclusion audit; and
- The Shire will implement the Disability Access and Inclusion Action Plan.

PROCEDURE ASSOCIATED WITH THIS POLICY

Annual Disability Access and Inclusion Audit Review identifies barriers to access and inclusion.

ROLES AND RESPONSIBILITIES

Elected Members

- Ensure understanding of and compliance with the policy and its objectives.

Chief Executive Officer and EMT

- Ensure compliance with policy
- Review and keep the DAIP updated
- Ensure consideration and inclusion of the DAIP in all planning
- Remain up to date with legislative requirements of the Disability Services Act 1993 and its regulations.

Policy 7.3 Community Unmarked Graves

References Cemeteries Act 1986
Cemeteries Local Law 2001
Shire of Cranbrook Council Plan 2025 - 2035

Date Proposed/Adopted 13 December 2023 **Motion Number** 13122023

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
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PURPOSE
To ensure that part of the Shire of Cranbrook's culture, identity and heritage is not lost by marking six "unmarked" graves each year across the cemeteries in the Shire.

SCOPE
All the Cemeteries in the Shire of Cranbrook.

DEFINITIONS
An "unmarked grave" is one without a visible headstone and a number only.
"Geno-tourism" is genealogy tourism where visitors come seeking to reconnect with their past.
"Close relation" would be a son, daughter, niece, nephew and in some occasions, a mother or father.
"Board" is the Shire of Cranbrook's Council.

OBJECTIVE
The Shire of Cranbrook recognises the importance to the community of the local cemeteries. They represent people's culture, identity and heritage, and comprise a resource which allow the community to delve back into their past. The Shire of Cranbrook's cemeteries represent the last public memorials of many people who were involved with the growth of the local area in which they are buried.

For that reason, the Shire of Cranbrook is implementing a policy of marking six "unmarked" graves; those without a visible headstone and a number only, each year with a simple plaque with details of the person's name, date of birth, date of death, cause of death and their occupation and dependent upon information provided a sentence about their lives. This will ensure that as time moves on, people are not totally forgotten.

The criteria will be that the death recorded is more than 50 years from the current year of research, unless approved by the Chief Executive Officer, and there are no close relations in the Shire of Cranbrook and community consultation has not resulted in any wish for the grave not to be included. If that does occur, or it is clear that there is any opposition, then the grave will be left "unmarked".

PRINCIPLES

- Cemeteries are important to the community as they are a resource which allows the community to delve back into their past.
- Cemeteries are important in the attraction of visitors engaged in “geno-tourism”.

PROCEDURE ASSOCIATED WITH THIS POLICY

- Costs to be included in the Shire of Cranbrook’s budget each financial year, provided funds are available.

- Under the Shire of Cranbrook’s Cemeteries Local Law, the Board is able to give permission for memorials, and can, therefore, approve the placing of a plaque on each of the “unmarked graves” selected under this policy.

ROLES AND RESPONSIBILITIES

Community – in identifying and providing any relevant information relating to any “unmarked grave”.

Chief Executive Officer and Managers

- Ensure compliance with policy.

Policy 7.4 Community Frankland River and Cranbrook Caravan Parks Long-Term Accommodation

Reference/s Local Government Act 1995
Shire of Cranbrook Council Plan 2025 - 2035

Date Proposed/Adopted 13 December 2023 **Motion Number** 14122023

Reviewed and Amended	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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OBJECTIVE
The primary purpose of the Frankland River and Cranbrook Caravan Parks is to provide short term accommodation for tourists. This policy seeks to define long-term stay parameters for visitors to the park.

SCOPE
This policy applies to all members of the public who wish to stay at the Frankland River and Cranbrook Caravan Parks.

POLICY STATEMENT
Legislation
The Frankland River and Cranbrook Caravan Parks are owned and operated by the Shire of Cranbrook and are licensed caravan parks, however they are required to operate within the scope of the Caravan Parks and Camping Grounds Act 1995.

Definitions
Permanent – person(s) residing in the caravan park for residential purposes. This is not allowable under this policy. There are to be no exceptions.

Long-term stay – person(s) in the park for work purposes for periods of not more than two weeks in any 28-day period.

Tourist – person(s) in the park for holiday purposes, usually for a very short time.

Cranbrook Caravan Site Availability
- There are currently 14 caravan sites. A minimum of seven sites must remain available to be used by tourists at any time.
- The Cranbrook Caravan Park is not available for permanent residence.
- The Cranbrook Caravan Park is available for long-term stay for the purpose of providing accommodation for workers or for the purpose of people who have purchased property and are in the process of building to reside within the Shire boundaries (in accordance with this policy). There will be no exceptions unless approved by the Chief Executive Officer.
- Tourists wishing to stay longer than 14 days in any 28-day period will require approval from the Chief Executive Officer.

- Workers' requests for exceptions to stay longer than 14 days in any 28-day period must be addressed, in writing, to the Chief Executive Officer whose decision is final.
- Individual requests for exceptions to stay longer than 14 days in any 28-day period for the purpose of building to reside within the Shire of Cranbrook must provide proof of intention to build, this must be in the form of planning and building approvals along with an estimated completion date of the building. All information must be addressed in writing, and documentation attached, to the Chief Executive Officer whose decision is final. If approval is given, three monthly updates are required to be submitted to the Chief Executive Officer.
- The Chief Executive Officer still holds the right to refuse all forms of accommodation at any time.

Cranbrook Park Home and Chalet Availability:

- The Park Home and Chalet are available year round for tourists and long-stay workers.
- Requests for exceptions to stay longer than 14 days in any 28-day period must be addressed in writing to the Chief Executive Officer, whose decision is final.

Cranbrook Laundry Facilities:

- Laundry facilities are for the sole use of paying guests who are staying within the Cranbrook Caravan Park.
- Individual commercial machines housed within the laundry will have approved load costs.
- The Chief Executive Officer holds the right to allow any person to use the laundry at any time.

Frankland River Caravan Site Availability:

- There are eight powered or unpowered sites available with a small extension area if required for tents.
- The Frankland River Caravan Park is not available for permanent residence.
- The Frankland River Caravan Park is available for long-term stay for the purpose of providing accommodation for workers or for the purpose of people who have purchased property and are in the process of building to reside within the Shire boundaries (in accordance with this policy).
- There will be no exceptions unless approved by the Chief Executive Officer.
- Tourists wishing to stay longer than 14 days in any 28-day period will require approval from the Chief Executive Officer.
- Workers' requests for exceptions to stay longer than 14 days in any 28-day period must be addressed, in writing, to the Chief Executive Officer whose decision is final.
- Individual requests for exceptions to stay longer than 14 days in any 28-day period for the purpose of building to reside within the Shire of Cranbrook must provide proof of intention to build, this must be in the form of planning and building approvals along with an estimated completion date of the building. All information must be addressed in writing, and documentation attached, to the Chief Executive Officer whose decision is final. If approval is given, three monthly updates are required to be submitted to the Chief Executive Officer.
- The Chief Executive Officer still holds the right to refuse all forms of accommodation at any time.

Frankland River Park Home and Units Availability:

- There is one park home and two units, available all year round for tourists and long-stay workers. The park home is configured for family accommodation and has disability access for tourists and the two units for workers accommodation.
- Requests for exceptions to stay longer than 14 days in any 28-day period must be addressed in writing to the Chief Executive Officer whose decision is final.

Frankland River Laundry Facilities:

- Laundry facilities are for the sole use of paying guests who are staying within the Frankland River Caravan Park.
- Guests who have booked and paid for accommodation will receive entry code for the laundry.
- Individual commercial machines housed within the laundry will have approved load costs.
- The Chief Executive Officer holds the right to allow any person to use the laundry access at any time.

ROLES AND RESPONSIBILITIES

Chief Executive Officer

- Ensure this policy is adhered to.

Employees

- Direct any requests for exceptions to stay longer to the Chief Executive Officer

RELEVANT DOCUMENTS

External:

Caravan Parks and Camping Grounds Act 1995

Policy 7.5 Community Camping and Temporary Accommodation Permits

Reference/s

Caravan Parks and Camping Grounds Act 1995
Caravan Parks and Camping Ground Regulations 1997
Shire of Cranbrook Local Planning Scheme No. 4
Planning and Development (Local Planning Schemes) Regulations 2015

Date Proposed/Adopted 17 June 2026 **Motion Number 09062026**

Adopted 17 June 2026	New Policy

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be

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OBJECTIVE

To establish a clear and consistent process for assessing and determining applications for temporary accommodation on privately owned land for an initial 12 months and an extended 24-month period, ensuring compliance with relevant regulations and maintaining safety, health, and amenity standards.

SCOPE

This policy applies to:

- All applications made under **Regulation 11A** for permission to camp on land that is not a licensed caravan park or camping ground.
- Private individuals and landowners within the local government area that is the Shire of Cranbrook.
- Council officers responsible for assessing and determining such applications.
-

This policy does **not** apply to:

- Camping on Crown land.
- Temporary accommodation related to emergency events or authorised under other legislative instruments.

POLICY STATEMENT

Camping on private land without appropriate approval is not permitted unless expressly authorised under the *Caravan Parks and Camping Grounds Regulations 1997*. This policy establishes a consistent approach for assessing applications and ensuring compliance with health, safety, and amenity standards.

Principle

- **Compliance**: All applications must comply with the Regulations and other relevant local planning, building, and health legislation.
- **Transparency**: The process for submitting and assessing applications must be clear and accessible to all applicants.
- **Public Health & Safety**: Proposals must safeguard the health, safety, and amenity of both the campers and the surrounding community.
- **Environmental Protection**: Consideration will be given to the environmental impact of camping activities.

- **Time-limited Use**: Approvals are to be temporary and will not be considered as a substitute for permanent accommodation
- **Visual Impact**: The location, type and setup of temporary accommodation must not unreasonably affect the visual amenity or sightlines of neighbouring properties or the broader community.

Criteria

Applicants must submit the following information:

1. **Completed Application Form** – including:
    - Applicant and landowner details.
    - Description of the land (lot number, address, size, zoning).
    - Number of persons and type of accommodation (e.g. caravan or temporary structure).
    - Duration and specific dates of proposed camping.
    - The caravan or temporary structure must be in accordance with the boundary setbacks stipulated by the Shire of Cranbrook Local Planning Scheme No. 4.
    - Building permit for a permanent dwelling
    - Utilities:
        1. The caravan must be connected to an approved potable water source and sewer/septic system.
        2. An effluent disposal system to be installed and a "Permit to Use" issued. ('Application to Construct or Install an Apparatus for the Treatment of Sewerage' is required to be submitted prior to installation)
        3. Power connections must comply with safety standards (e.g., overhead cables or protective measures)

2. **Site Plan** – showing:
    - Location of the camping area on the property.
    - Distance to property boundaries, buildings, and amenities.
    - Location of toilets, water supply, and waste disposal.
3. **Supporting Documentation**:
    - Written consent of the landowner (if different from applicant).
    - Risk management plan (for more than 3 campers or stays longer than 7 days).
    - Health and safety provisions (e.g., waste management, potable water supply).
    - Evidence of planning compliance or building permit (where applicable).
    - A BAL Report may be required for areas located within a Bushfire Prone Area.

Determination

Approval by the local government is not required for a short-term stay of up to 5 nights, but approval is required from the property owner.
Stays up to 24 months require approval from the property owner and the local government.
Applicants must re-apply after 24 months with approval required from both the property owner and the local government.
If the applicant is seeking to camp on a state or federal reserve, approval may also be required from the authority who manages that land.

Council (or delegated officer) may approve an application if satisfied that:

- The local government may approve the person camping on the land for a period specified in the approval not exceeding 24 consecutive months.

- The proposed use does not adversely affect neighbouring properties.
- Adequate sanitation, water supply, and waste disposal arrangements are in place.
- The proposal meets relevant planning scheme provisions and local laws.
- The local government is taken to have refused the application if the local government does not give the approval within 63 days of the application as per regulation 11A(4).

Minister for local government:

- In instances when the local government does not provide approval or revokes an approval, the Minister for Local Government has the power to provide an approval to camp which cannot be revoked by the local government.

Conditions of approval may include:

- Time limit of approval.
- Number of persons permitted.
- Requirement for planning and/or building approval already in place.
- Requirement to maintain sanitary facilities and remove all waste, requirements for a bin service may be imposed.
- Toilet, shower and laundry must be available. Use of the temporary accommodation may not be commenced until facilities are inspected by an Environmental Health Officer and a Permit to Use has been issued.
- Other conditions necessary to protect health, safety, and amenity.
- Section 11A(3) of the regulations state:

  (3) The approval is subject to the following conditions —

  (a) that any caravan or camp in which the person is camping on the land is maintained in such a condition that it is not a hazard to safety or health;

  (b) that the land is maintained in such a condition that it is suitable for camping, particularly in relation to —

  (i) safety and health; and

  (ii) access to services;

  (c) any other conditions specified by the local government in the approval.
- The number of caravans on a lot is to comply with Section 12. of the Regulations.

Rejected or Revoked Applications

Applications may be rejected if:

- Required information is incomplete or inadequate.
- The proposal contravenes health, building, or planning laws.
- The land is deemed unsuitable for camping.
- Section 11A(5) & (6) of the regulations state:

  (5) The local government may revoke an approval given by the local government, by written notice to the holder of the approval, if the local government is satisfied that a condition of the approval has been breached.

  (6) Before revoking the approval, the local government must —

  (a) give written notice to the holder of the local government's intention to revoke the approval unless, within 35 days after the notice is given, the holder shows cause why the approval should not be revoked; and

(b) consider any written response to the notice received from the holder during that period.

Applicants will receive a written notification of the refusal, including reasons and guidance on how to reapply or appeal (where applicable).

ROLES AND RESPONSIBILITIES

Elected Members

- Make decisions based upon the principles of this policy.

Executive Management Team

- Make recommendations based upon the principles of this policy.

RELEVANT DOCUMENTS

- **Caravan Parks and Camping Grounds Regulations 1997 (WA)**
- **Health (Miscellaneous Provisions) Act 1911**
- **Local Planning Scheme and Local Planning Policies**
- **Building Code of Australia (as applicable)**
- **Environmental Protection Act 1986**
- **Public Health Act 2016**
- **Shire of Cranbrook Local Laws**
- **Application Form**

Policy 8.1 Economic Shire History Books – Accommodation Providers

Deleted	10 April 2023

Policy 10.0 Environment Environmental Management

Reference/s Shire of Cranbrook Council Plan 2025 - 2035
Shire of Cranbrook Strategic Resource Plan 2017-2032

Date Proposed/Adopted 17 February 2016 **Motion Number** 10022016

Reviewed	**18 March 2026**

This policy supports the delivery of the Shire of Cranbrook Vision
That the Shire of Cranbrook is a proactive, sustainable, safe, friendly and prosperous place to be.

PURPOSE
To demonstrate the Council's commitment to maintain, protect, enhance and promote the environment of the Shire of Cranbrook.

SCOPE
Elected Members, Shire of Cranbrook Employees, Volunteers, Work Experience Students and Contractors.

OBJECTIVE
- To specify the activities in which the Shire will become engaged to meet its environmental objectives.

PRINCIPLES
- Consider the environmental impact of all projects undertaken by the Shire of Cranbrook;
- Support and Promote the 5 Rs message of 'Refuse, Reduce, Repair, Reuse, Recycle' message;
- Undertake and support an education campaign for Residential and Business Waste Reduction;
- Advertise, promote and apply for (where appropriate) environmental grants which support the conservation of bushland and the environment;
- Promote and support the activities of the Gillamii Centre and other groups and organisations in activities which support conservation, protection, and enhancement of the natural environment in the Shire of Cranbrook;
- Promote sustainable management of water resources;
- Promote, support and advertise sustainable living principles and activities;
- Where relevant enter the Shire in awards to recognise the Shires commitment to maintain, protect, enhance and promote its environment;
- Create and / or support campaigns which reduce pollution and waste;
- Support studies, management plans and activities which protect and enhance wetland areas of the Shire of Cranbrook;
- Support campaigns, groups, organisations whose values and commitment reflect that of the Shire in relation to maintain, protect, enhance and promote its environment and links with the broader environmental activity;
- Ensure appropriate staff are trained in dieback management;
- Maintain and support roadside conservation programs;

- Continue to develop knowledge and participate in carbon farming; and
- Support, advertise, promote and participate in events run in / relevant to the Shire of Cranbrook in relation to maintaining, protecting, enhancing and promoting the environment.

PROCEDURE ASSOCIATED WITH THIS POLICY

Promotion and support of events will comply with advertising/promotional procedures such as the use of Social Media and Website.

ROLES AND RESPONSIBILITIES

Elected Members

- Support and promote the Shires Environmental Activities reflected in the Council Plan.

Chief Executive Officer

- Support staff to develop, implement, promote and support relevant events, activities and studies in the Shire of Cranbrook which further the delivery of the Council Plan.

Executive Management Team

- Develop and implement relevant activities which support this policy and the Council Plan objectives; and
- Consider the environment in all purchasing and project decisions.