



Shire of  
**Bruce Rock**

*Where friends become family*



# Agenda Attachments

Thursday 16 November 2023

**SHIRE OF BRUCE ROCK**  
**AGENDA ATTACHMENTS 16 November 2023**

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**Shire of Bruce Rock**  
**Works and Services Committee Meeting held in**  
**Bruce Rock Shire Council Chambers**  
**on Friday 13 October 2023, commencing at 7.31am**

**MINUTES**

**1. Meeting Opened**

The Chair, Cr Kevin Foss, opened the meeting at 7.31am.

**2. Attendance**

Cr KP Foss	Chair
Cr SA Strange	Shire President
Cr AR Crooks	Deputy Shire President
Cr BJ Waight	Councilor
Darren Mollenoyux	Chief Executive Officer
David Holland	Manager of Works & Services
Brock Willams	Works supervisor

**Apologies**

Nil

**3. Minutes**

That the minutes of the Works and Services Committee held on the 26 September 2023 be confirmed as a true and correct record.

**COMMITTEE DECISION**

**Resolution WSCM October23 – 3.1**

**Moved:** Cr Strange

**Seconded:** Cr Crooks

**That the minutes of the Works and Services Committee held 26 September 2023 be confirmed as a true and correct record.**

**For:** Cr Foss, Cr Strange, Cr Crooks, Cr Waight

**Against:** Nil

**Carried 4/0**

**4. General Business Roads, Drainage & Paths**

**4.1 All Roads, Drainage & Paths 23/24**

The Manager of Works and Services provided a brief update on the current works, including;

- Maintenance grading program has been completed for the year
- Gravel sheeting will commence on 17<sup>th</sup> October 2023
- Construction program will commence following gravel sheeting
- Planned upgrade of airstrip will take place by the end of December 2023

**4.2 New Roads, Drainage & Paths 24/25**

Nil

## 5. Machinery and Vehicles

The Manager of Works and Services presented a Plant Usage Report and investigation findings into the pros and cons of having extra plant, such as 5 graders, and the financial impacts associated with a reduction of Council owned machines verses the hiring machines on an as needs basis.

As Councils fleet ages and repairs are becoming costly both in time and parts, Council has requested to investigate the best asset management of shire owned infrastructure to a high standard.

This report shows that there is opportunity for significant savings and better use of Council funds that are tied up in assets that are only used for a part of the year.

The report made the following recommendations;

It is recommended that the Works and Services Committee consider this report and findings, and the following recommendations be made to Council for endorsement.

- 1) That Council dispose of one "G" grader in the 2024/25 financial year, which Council can allocate the income funds towards other fleet management priorities.
- 2) That Council hire 1 grader for the 2024/2025 financial year for the maintenance grading program, for approximately 5 months.
- 3) Following the maintenance grading program in 2024/25 staff undertake a review to determine the financial benefits and efficiencies of hiring verses owning the grader.
- 4) That should the hiring approach be as successful and not impact Council's overall roads construction and maintenance programs that the second "G" grader and one of the multi tyred rollers be disposed of in the 2025/26 financial year. This will enable Council to utilize funds that are tied up in these two machines that are not used for large portions of the year and improve Council's overall asset management.

### **COMMITTEE RECOMMENDATION TO COUNCIL**

**Resolution WSCM October23 – 5.1**

**Moved: Cr Waight**

**Seconded: Cr Crooks**

- 1) That Council dispose of one "G" grader in the 2023/24 financial year, which Council can allocate the income funds towards other fleet management priorities. To be undertaken in conjunction with the 2023/24 Budget Review and that funds from the disposal of asset be placed into Council's Plant Replacement Reserve.
- 2) That Council hire 1 grader for the 2023/2024 financial year for the maintenance grading program, for approximately 5 months.
- 3) Following the maintenance grading program in 2024/25 staff undertake a review to determine the financial benefits and efficiencies of hiring verses owning the grader.
- 4) That should the hiring approach be as successful and not impact Council's overall roads construction and maintenance programs that the second "G" grader and one of the multi tyred rollers be disposed of in the 2025/26 financial year. This will enable Council to utilize funds that are tied up in these two machines that are not used for large portions of the year and improve Council's overall asset management.

**For: Cr Foss, Cr Strange, Cr Crooks, Waight**

**Against: Nil**

**Carried 4/0**

**6. Dams and Water Capturing Works**

The Manager of Works gave an update on water levels and works that have been undertaken and planned for the cleaning out of dams and enabling transfer of water between dams.

**7. Recreation Centre**

Nil

**8. Other Matters**

Town Maintenance Crew have completed all works at the Aquatic Centre, including a major leak, in readiness for opening on the 20 October 2023.

**9. Date Next Meeting**

To be determined by the Chair of Works and Services Committee for February 2024.

**10. Meeting Closure**

The Chair, Cr Kevin Foss thanked everyone for their attendance and declared the meeting closed at 8.25am.

These minutes were confirmed at a meeting on

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Cr Kevin Foss  
Committee Chairperson



# Plant Usage Report 2023

**OCTOBER 2023**

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**Shire of Bruce Rock**

**Authored by: David Holland**

# Usage of Shire Owned Plant

# Investigation into the usage of Council owned Graders & Rollers

Council's Works & Services Committee requested there be an investigation into the pros and cons of having extra plant, such as 5 graders, and the financial impacts associated with a reduction of Council owned machines verses the hiring machines on an as needs basis.

As Councils fleet ages and repairs are becoming costly both in time and parts, Council has requested to investigate the best asset management of shire owned infrastructure to a high standard.

In September 2019, WEROC engaged Accingo Consulting undertook a review of mobile assets and plant within scope across the 5 shires with the view to better understand the life cycle of asset management and associated processes within these Local Government

This was given to Council in the same year for consideration and whether to act or to be investigated later, Council at the time did not want to act on these recommendations for joint actions with WEROC, however there were relevant points made for Council and staff to investigate at a later date.

Some of the findings have a major bearing on when, why and how we purchase, service and replace all types of plant, where shires gave the Consultant good information there are still sections that are lacking, these may not necessarily be our Council. Some of the points raised in the report are very much what has happened and is now being picked up through audits.

I have included some of the findings for information purposes, and to discuss and assist staff Council with a direction going forward with the asset management of our fleet.

*Asset lists were found to be mostly accurate however some issues were identified and should be reviewed and/or rectified, those being;*

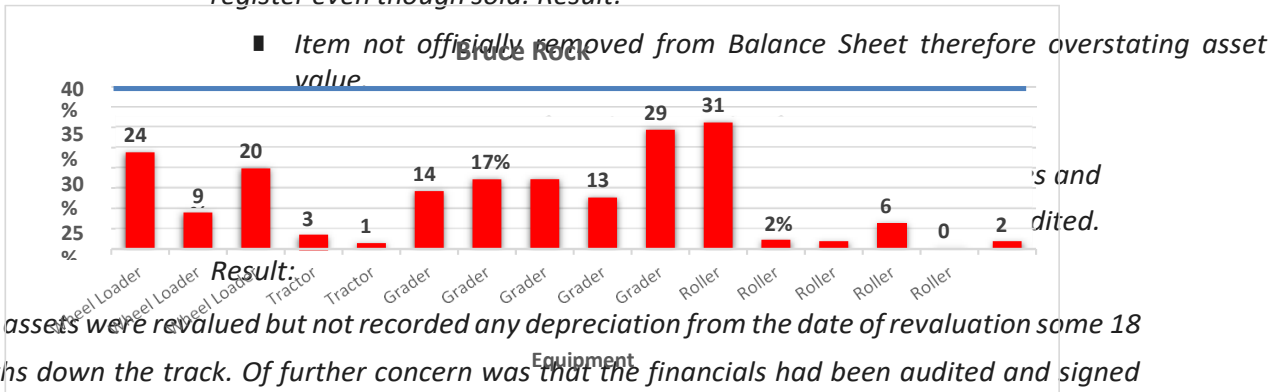
- *Timing of data entry for sales and purchase – Sales and purchases of assets is critical for a number of reasons being recognition of a financial transaction, reconciliation of accounts to registers, reconciliation of owned/working assets to registers. Issues can arise whether by fraudulent activity or otherwise where control is difficult to administer. Examples of note;*
  - *Asset purchase where asset register had not been updated for first 6 months of ownership. This may have been due to a few factors of oversight or lack of resources however should be covered off in asset maintenance policies and procedures*

*Result:*

- *Item not officially included to Balance Sheet therefore understating asset values*
- *Depreciation of asset not taking place so book value will not be in line with potential sale value. Profit and loss impact in the month adjustment is made*



- Asset sale not recorded in a timely manner. Asset remained on register even though sold. Result:



Total assets were revalued but not recorded any depreciation from the date of revaluation some 18 months down the track. Of further concern was that the financials had been audited and signed off as being true and correct. Total depreciation amount to the Profit and Loss was somewhere in the vicinity of \$200k+. This means asset value was overstated by this amount and profit and loss accounts were under expensed, so profit overstated also by the \$200k+.

Adjustment would be required which would realise the full impact in the month of correction.

Other notes:

Reporting quality, format and detail was quite varied across all 5 shires with little consistency around detail of ;

- Asset description / Model type
- Identification code / Plant No
- Depreciation rates
- Revaluation vs original cost information
- Hours report

As part of the review was the Utilization of the equipment, this was measured by the number of actual hours used and then reflected as a percentage, with a minimum utilization of 40% used as a benchmark.

Equipment utilization is a universal measurement for efficiency which drives overall unit costings. It should also assist in making up part of the buy, sell, hire decision making process. This measure, when reported and used in management decisions will assist in driving the most efficient outcome financially, balancing ideal requirements of the shires ratepayers. As an additional by-product of such a measure it can also play a part in managing staff whom operate the equipment and perform the works programs.

Equipment used to perform works such as in regional government have 4 main costs;

- Depreciation
- Financing cost / opportunity costs of where funds could better be spent
- Maintenance
- Operators ( when looking at mobile equipment )

Below is the Shire of Bruce Rock's usage graph

As the graph above suggests the plant utilization for all machines are well under the minimum standard for Local Governments with the utilization of 40%, where this a broad cross section of plant, some will not have an expected 40% as they are machines that do a specific job and will never get to this minimum standard.

*In the review conducted by Accingo Consulting they have provided a benchmark utilization of 40% to be the target range. This means that of all 'available' hours a machine can operate, we believe a nominated achievable target of 40% would provide a significant enough financial benefit to justify implementation of amended practices. Available hours has been set at 200 hours per month which is standard practice as the minimum level of availability.*

*To provide some background to this target utilization rate, in a private company with similar equipment, a target of circa 65-70% is the target of effective equipment management. As noted, we understand that Local Government are not a private company and equipment is used to perform public services for ratepayers and members of the community. We also note that critical works that are seasonal or sometimes an urgent matter that requires readily available equipment and resources and these nuances must be considered when balancing up efficiencies versus minimum requirements.*

#### **Manager of Works & Services Comments**

Below is a spreadsheet with the last three years of servicing / repairs and hours completed over there lives. This assessment shows that none of the listed machines have reached the shire average of 2,200hrs over 11 months as January is usually taken or skeleton crew. The only graders that potentially reaches the standards is the 12M with 1,030 hours over its life.

After looking at the RRG construction projects over the past 3 years, 2 of the graders have only an average of 20hrs/km worked. This is increases dependent on the approach to completing the projects, which increases to 25 to 30hrs/km worked.

The utilization would be greater in the maintenance season as they are used for a total of 8hrs per day. The utilization is down on the road works due to the importation of materials and general construction where a grader is not required at the time, rolling, watering etc.

**Costings for the utilisation of Graders from the Synergy Financial Records**

<b>Plant number</b>	<b>Year of Manufacture</b>	<b>Financial Year</b>	<b>Hours Completed</b>	<b>Average Hrs/Year completed to date.</b>	<b>Repair Cost</b>	<b>Service Cost/Year</b>	<b>Licence Cost</b>	<b>Depreciation Cost</b>	<b>Notes</b>
BK409 12G	1990		20481	621					
		20/21			\$32,905	\$2,500	\$650	\$3,535	Repair cost in these columns are inclusive of licence and depreciation costs, I have surmised what should be costs for servicing on a 250hr service interval per year.
		21/22			\$ 7,520	\$2,500	\$650	\$3,535	
		22/23			\$15,060	\$2,500	\$650	\$3,535	
BK512 12G	1990		22984	696					
		20/21			\$8,608	\$2,500	\$650	\$3,535	Repair cost in these columns are inclusive of licence and depreciation costs, I have surmised what should be costs for servicing on a 250hr service interval per year.
		21/22			\$11,913	\$2,500	\$650	\$3,535	
		22/23			\$19,497	\$2,500	\$650	\$3,535	
BK511 12H	2000		16458	716					
		20/21			\$12,451	\$2,500	\$670	\$5,336	Repair cost in these columns are inclusive of licence and depreciation costs, I have surmised what should be costs for servicing on a 250hr service interval per year.
		21/22			\$40,477	\$2,500	\$670	\$5,336	
		22/23			\$18,108	\$2,500	\$670	\$5,336	
BK510 12M	2014		9274	1030					
		20/21			\$7,910	\$2,500	\$1,530	\$12,005	Repair cost in these columns are inclusive of licence and depreciation costs, I have surmised what should be costs for servicing on a 250hr service interval per year.
		21/22			\$40,220	\$2,500	\$1,530	\$12,005	
		22/23			\$34,525	\$2,500	\$1,530	\$12,005	

**Notes:**

- All costings have been taken from our finance program and may not have all costings included as some machines were used on projects these are mainly to do with repairs and servicing and other ongoing cost, I have not included new tyres these are on a need basis repairs are included in the costings.
- I have not included a cost for down time of the machines while getting serviced and repaired which can sometimes be delayed due to parts suppliers not having the parts we require in WA or Australia. I would consider the down time on our fleet of graders to be approximately 1/3 of all hours completed through the maintenance season and construction season.
- Quotes have been obtained through two hire companies for the hire of 1 x Grader same size as the 12M.
  - Both quotes equated to \$12,000 + GST/ month.
  - The requirements for hire would be for a period of 5 months during maintenance grading.
  - Total hire costs for maintenance grading per annual program would equate to \$60,000.
- The hire companies also have differing approaches to the maintenance of there machines with one asking for the hirer to do minor servicing and small repairs at the hirers expense, with the other only asking for daily prestart completed, oil and coolant top ups greasing etc, and hours sent for servicing. Both companies require cutting edges and to be done by the hirer, that is something Council staff would do.
- Where the annual cost for the hire is greater compared to Council owned machines, there are savings and benefits such as;
  - No major mechanical costs, other than minor servicing and oils.
  - Less down time creating better efficiencies in our maintenance grading program which would equate to more roads being graded.
  - When not in use it is returned to supplier, therefore we don't have funds tied up with assets that are sitting in the depot for a large part of the year.

## **Recommendations**

It is recommended that the Works and Services Committee consider this report and findings, and the following recommendations be made to Council for endorsement.

- 1) That Council dispose of one “G” grader in the 2024/25 financial year, which Council can allocate the income funds towards other fleet management priorities.**
- 2) That Council hire 1 grader for the 2024/2025 financial year for the maintenance grading program, for approximately 5 months.**
- 3) Following the maintenance grading program in 2024/25 staff undertake a review to determine the financial benefits and efficiencies of hiring verses owning the grader.**
- 4) That should the hiring approach be as successful and not impact Council’s overall roads construction and maintenance programs that the second “G” grader and one of the multi tyred rollers be disposed of in the 2025/26 financial year. This will enable Council to utilize funds that are tied up in these two machines that are not used for large portions of the year and improve Council’s overall asset management.**

## **Conclusion**

This report shows that there is opportunity for significant savings and better use of Council funds that are tied up in assets that are only used for a part of the year.

I seeking the Works & Services Committees consideration of this report and the recommendations that have been provided.

**SHIRE OF BRUCE ROCK**

**MINUTES – ORDINARY MEETING 19 October 2023**

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**SHIRE OF BRUCE ROCK**

**AGENDA – ORDINARY MEETING 19 OCTOBER 2023**

**1. Declaration of Opening**

The Shire President Stephen Strange declared the meeting open at 3.15pm.

**2. Record of Attendance/Apologies/Leave of Absence (Previously Approved)**

President	Cr SA Strange
Councillors	Cr AR Crooks
	Cr KP Foss
	Cr NC Kilminster
	Cr PG Negri
	Cr Rajagopalan
	Cr J Verhoogt
	Cr RA Waye
	Cr BJ Waight
Chief Executive Officer	Mr DRS Mollenoyux
Manager of Governance and Community Services	Ms N Ugarte
Executive Support Manager	Mrs M Schilling (Minutes)
Manager of Finance	Mrs M Bathakur (3.15pm – 3.34pm)

**3. Declarations of Interest**

In accordance with Section 5.65 of the Local Government Act 1995, the following disclosures of **financial** interest were made at the Council meeting.

Date	Name	Item No	Reason

In accordance with Section 5.65 of the Local Government Act 1995, the following disclosures of **Closely Association Person and Impartiality** interest were made at the Council meeting.

Date	Name	Item No	Reason
18.10.23	Cr J Verhoogt	10.5.6	I am a Committee Member of one of the applicants
18.10.23	Cr AR Crooks	10.5.6	My son is on the Committee of one of the applicants

In accordance with Sections 5.60B and 5.65 of the Local Government Act 1995, the following disclosures of **Proximity** interest were made at the Council meeting.

Date	Name	Item No	Reason
18.10.23	Darren Mollenoyux	10.5.2	I am making leave application
18.10.23	Nerea Ugarte	10.5.2	This agenda item recommends my appointment of Acting CEO
18.10.23	Darren Mollenoyux	13.1.1	My Performance Review Outcomes

**4. Response to Previous Public Questions Taken on Notice**

5. **Public Question Time**
6. **Petitions/Deputations/Presentations/Submissions**
7. **Applications for Leave of Absence**
8. **Announcements by Presiding Member**
9. **Confirmation of Minutes**

Ordinary Meeting of Council held on Thursday, 21 September 2023.

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 9.1.1**

**Moved: Cr Rajagopalan**

**Seconded: Cr Foss**

**That the minutes of the Ordinary Meeting of Council held on Thursday, 21 September 2023 be confirmed as a true and correct record.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

Works and Services Committee Meeting held on Tuesday, 26 September 2023.

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 9.1.2**

**Moved: Cr Foss**

**Seconded: Cr Crooks**

**That the minutes of the Ordinary Meeting of Council held on Tuesday, 26 September 2023 be received.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

Bush Fire Advisory Committee Meeting held on Thursday, 28 September 2023.

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 9.1.3**

**Moved: Cr Negri**

**Seconded: Cr Verhoogt**

**That the minutes of the Ordinary Meeting of Council held on Tuesday, Thursday, 28 September 2023 be received.**



**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**  
**Against: Nil**  
**Carried 9/0**

## **10. Officers' Reports**

### **10.1 Manager of Works and Services**

Nil

## 10.2 Manager of Finance

<b>Agenda Reference and Subject:</b>	<b>10.2.1</b> Statement of Financial Activity
<b>Reporting Officer:</b>	Manisha Barthakur, Manager of Finance
<b>Author:</b>	Manisha Barthakur, Manager of Finance
<b>Disclosure of Interest:</b>	Nil
<b>Attachments:</b>	<i>Item 10.2.2 Attachment A – Statement of Financial Activity September 2023</i>

### Summary

A statement of financial activity must be produced monthly and presented to Council.

### Background

In accordance with the Local Government Act 1995, a Statement of Financial Activity must be presented to each Council meeting, including a comparison of actual year to date to the budget year to date and variances from it. It must also include explanations of any variances and any other associated information that would be useful for readers of the report.

### Comment

The Statement of Financial Activity will be made available to Councillors prior to the meeting.

### Consultation

Darren Mollenoyux, Chief Executive Officer  
Nerea Ugarte, Manager of Governance and Community Services  
David Holland, Manager of Works and Services  
Julian Goldacre, Environmental Health Officer  
Mike Darby, Senior Finance Officer and other staff

### Statutory Implications

r. 34 Local Government (Financial Management) Regulations 1996

#### **34. Financial activity statement required each month (Act s. 6.4)**

*(1) A local government is to prepare each month a statement of financial activity reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d), for that month in the following detail –*

- (a) annual budget estimates, taking into account any expenditure incurred for an additional purpose under section 6.8(1)(b) or (c); and*
- (b) budget estimates to the end of the month to which the statement relates; and*
- (c) actual amounts of expenditure, revenue and income to the end of the month to which the statement relates; and*
- (d) material variances between the comparable amounts referred to in paragraphs (b) and (c); and*
- (e) the net current assets at the end of the month to which the statement relates.*

*(4) A statement of financial activity, and the accompanying documents referred to in sub regulation (2), are to be –*

- (a) presented at an ordinary meeting of the council within 2 months after the end of the month to which the statement relates; and*
- (b) recorded in the minutes of the meeting at which it is presented.*

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> Financial performance is not monitored against approved budget		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Minor	Moderate
<b>Action / Strategy</b>		
The monthly financial report tracks the Shire’s actual financial performance against its budgeted financial performance to ensure that the Council is able to monitor the Shire’s financial performance throughout the year.		

**Financial Implications**

Comparison of actual year to date to the 2023-24 Budget.

**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-2032*

**Governance**

4.1 Our organisation is well positioned and has capacity for the future

**Voting Requirements**

Simple Majority

<p><b>OFFICER RECOMMENDATION AND COUNCIL DECISION</b>  <b>Resolution OCM Oct 23 – 10.2.1</b></p> <p>Moved: Cr Waye                  Seconded: Cr Negri</p> <p><b>That the Statement of Financial Activity for the month ending 30 September 2023 be received.</b></p> <p><b>For:</b> Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye  <b>Against:</b> Nil  <b>Carried 9/0</b></p>
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**Agenda Reference and Subject:**

**10.2.2** List of Payments

**Reporting Officer:**

Manisha Barthakur, Manager of Finance

**Author:**

Mike Darby, Senior Finance Officer

**Disclosure of Interest:**

Nil

**Attachments:**

*Item 10.2.2 Attachment A – List of Payments September 2023*

**Summary**

Council is asked to endorse the list of payments made since the last Ordinary Council Meeting.

**Background**

As the Chief Executive Officer has been delegated the authority to make payments from the municipal and trust funds, a list of payments made is to be presented to Council each month. Also, in accordance with Finance Policy Number 2.3, included is a list of payments made with the Chief Executive Officer’s credit card.

**Comment**

Following is a list of payments made from Council’s Municipal and Trust Accounts, and payments made with the Chief Executive Officer’s credit card for the month of September 2023.

If Councillors have any queries regarding the list of payments, please advise prior to the meeting to enable staff to seek relevant information.

**Consultation**

Nil

**Statutory Implications**

s.6.10, Local Government Act 1995

r.13(1), Local Government (Financial Management) Regulations 1996

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> Payments are not monitored against approved budget and delegation.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Minor	Moderate
<b>Action / Strategy</b>		
The monthly list of payments provides an open and transparent record of payments made under the approved delegations and budget.		

**Financial Implications**

Payments must be made in accordance with the 2023-24 Budget.

**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-2032*

**Governance**

4.3 Our organisation is well positioned and has capacity for the future

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.2.2**

**Moved: Cr Verhoogt**

**Seconded: Cr Crooks**

**That Council:**

**1. endorse the list of payments from the Municipal Account consisting of:**

- a. EFT voucher numbers EFT22040 to EFT22007 totalling \$827,506;
- b. cheque numbers 134 to 137 totalling \$10,810.31;
- c. nil Trust EFT payments;
- d. wages and superannuation payments totalling \$192,484.55; and
- e. credit card payments totalling \$1005.61,

**with all payments totalling \$1,030,801.40 for the month of September 2023; and**

**2. note that the credit card payment is reported separately, but is a part of the EFT payments.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

<b>Agenda Reference and Subject:</b>	<b>10.2.3</b> Fuel Cards and Credit Card Transactions
<b>Reporting Officer:</b>	Manisha Barthakur, Manager of Finance
<b>Author:</b>	Manisha Barthakur, Manager of Finance
<b>Disclosure of Interest:</b>	Nil
<b>Attachments:</b>	<i>Item 10.2.3 Attachment A – List of Credit Card and Fuel Card transactions for September 2023</i>

**Summary**

A list of transactions made using corporate cards are reported to Council.

**Background**

Consistent with the Local Government Regulations Amendment Regulations 2023, from 1 September 2023, Local Governments are required to prepare a list of corporate and credit card payments made by employees each month. The list must be presented to Council at the next ordinary meeting and recorded in the minutes.

**Comment**

Following is a list of all transactions for all corporate cards that Shire holds.

If you have any queries regarding these transactions, please advise prior to the meeting to enable staff to seek relevant information.

**Consultation**

Nil

**Statutory Implications**

s.6.10 Local Government Act 1995

r.13(1) Local Government (Financial Management) Regulations 1996

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> Payments are not monitored against approved budget and delegation.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Minor	Moderate
<b>Action / Strategy</b>		
The monthly list of payments provides an open and transparent record of payments made under the approved delegations and budget.		

**Financial Implications**

Payments must be made in accordance with the 2023-24 Budget.

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2022-2032

**Governance**

4.3 Our organisation is well positioned and has capacity for the future

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.2.3**

**Moved: Cr Waight**

**Seconded: Cr Waye**

**Officer Recommendation**

**That Council endorse the list of transactions through the:**

- a. **Bendigo Bank Corporate Credit Card; and**
- b. **Great Southern Fuel Card.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

### 10.3 Environmental Health Officer

<b>Agenda Reference and Subject:</b>	<b>10.3.1</b> Approval of the Public Health and Wellbeing Plan 2023-2027 for Advertising for Public Comment
<b>Reporting Officer:</b>	Julian Goldacre, Environmental Health Officer
<b>Author:</b>	Julian Goldacre, Environmental Health Officer
<b>Disclosure of Interest:</b>	Nil
<b>Attachments:</b>	<i>Item 10.3.1 Attachment A - Public Health and Wellbeing Plan 2023 - 2027</i>

#### Summary

That Council approve the advertising of the Shire of Bruce Rock’s Health and Wellbeing Plan 2023-2027 inviting public comments.

#### Background

Part 5 of the Public Health Act 2016 (Act), which requires the development of a public health plan by Local Governments, has still to come into effect.

Originally, Local Governments were encouraged to have substantially started their public health planning, or have a public health plan in place within five years of the Act coming into effect. This timeline was affected by the COVID-19 pandemic, as acknowledged by the Chief Health Officer’s correspondence dated 6 December 2022. Compliance with Part 5 of the Act will not be a requirement now until around 2024.

Notwithstanding this, in June 2020, the Shire of Bruce Rock initiated the engagement of consultant Mr Llew Withers to prepare its Health and Wellbeing Plan 2023-2027 (Plan).

#### Comment

The Plan (Attachment A) provides an overview of demographic information and health data for Bruce Rock up to the end of 2022. The data was sourced from the ABS Census, Socio-Economic Indexes for Areas (SEIFA) Index, Australian Early Development Census (Education) data (AEDC), Health Department hospital admissions data (2018-2020), and the Shire of Bruce Rock’s Community Survey.

In relation to the information presented, it is noted that:

- it is understood that epidemiological health data for the Wheatbelt population is not as detailed as data collected for the Perth, Peel and south-west coastal areas; and
- the unavailability of detailed data creates challenges in determining trends, although as our population ages, certain medical conditions are expected to become ubiquitous, especially in the chronic illness rates for heart disease, neurodegenerative disease, diabetes and respiratory disease.

The Plan has been written to place the Shire of Bruce Rock in a supportive role in the delivery of public health and wellbeing programs. This is because health and wellbeing programs are best delivered by suitably qualified persons, who would be best sourced from Public Health Units, relevant non-government agencies, and the Western Australian Department of Health, should funding ever eventuate.

Whilst the Act is silent on the requirement to undertake public consultation on the Plan, it would be prudent to make it available for public comment in its current form for a period of 14 days. The Plan would then be updated to incorporate any relevant feedback, and presented to Council for formal approval.



Once adopted, the Plan will be an informing strategy that could integrate with the Community Strategic Plan, with key projects and outcomes included in the Corporate Business Plan.

**Consultation**

- Mr Darren Mollenoyux, Chief Executive Officer
- Ms Nerea Ugarte, Manager of Governance and Community Services
- Ms Caris Negri, Community Development Office
- Mrs Shayna Campbell, Engagement Officer
- Ms Lyn Fogg, Governance Specialist, WALGA
- Mr Llew Withers, Withers & Associates P/L Environmental Health Consultant

**Statutory Implications**

Public Health Act 2016

**Policy Implications**

Nil.

**Risk Implications**

<b>Risk:</b> State Government imposes a requirement that the Shire organises, manages and funds all public health programs that fall outside the normal Shire operational endeavours.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Moderate	Moderate
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Framework. The perceived level of risk is considered to be “Medium”, and will be managed by specific monitoring and response procedures.		

**Financial Implications**

A total cost of \$10,000 (excluding GST), spread over three financial years (2020-2021, 2021-2022 and 2022-2023).

**Strategic Implications**

**Governance**

- Goal 7 Our community are engaged and have a healthy lifestyle.
- 7.7 Environmental Health services - Create a community health plan incorporating community life, local planning, parks and facilities, transport, social support, and community participation to embed preventative health measures and health promotion locally.

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.3.1**

**Moved: Cr Rajagopalan**

**Seconded: Cr Waye**

**That Council approve the publication of the Public Health and Wellbeing Plan 2023-2027 for the purpose of public consultation for a period of 14 days.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

#### 10.4 Manager of Governance and Community Services

**Agenda Reference and Subject:**

**10.4.1** Shire President Stamp

**Reporting Officer:**

Melissa Schilling, Executive Services Manager

**Author:**

Melissa Schilling, Executive Services Manager

**Disclosure of Interest:**

Nil

**Attachments:**

*Nil*

**Summary**

Use of the Shire President Stamp in September 2023.

**Background**

Nil

**Comment**

As per Council's policy, the Shire President Stamp has been used during the month of September 2023 as follows:

- Foreign Transfer Duty Declaration for Supermarket

**Consultation**

Nil

**Statutory Implications**

Council Policy

**Policy Implications**

Nil

**Financial Implications**

Nil

**Strategic Implications**

*Shire of Bruce Rock Strategic Community Plan 2017-2027*

**Governance**

Goal 12 Council leads the organisation in a strategic and flexible manner

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.4.1**

**Moved:** Cr Rajagopalan

**Seconded:** Cr Foss

**That Council endorse the use of the Shire President Stamp during September 2023.**

**For:** Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

**Against:** Nil

**Carried 9/0**

**Agenda Reference and Subject:**

**10.4.2** Shire Seal

**Reporting Officer:**

Melissa Schilling, Executive Services Manager

**Author:**

Melissa Schilling, Executive Services Manager

**Disclosure of Interest:**

Nil

**Attachments:**

*Nil*

**Summary**

Use of the Shire Seal in September 2023.

**Background**

Nil

**Comment**

As per Council's policy, the Shire Seal has been used during the month of September 2023 as follows:

- Contract of Sale 52 & 52A Johnson Street (transfer and amalgamation of lots)  
Sale of caveat removed.

**Consultation**

Nil

**Statutory Implications**

Council Policy

**Policy Implications**

Nil

**Financial Implications**

Nil

**Strategic Implications**

*Shire of Bruce Rock Strategic Community Plan 2017-2027*

**Governance**

Goal 12 Council leads the organisation in a strategic and flexible manner

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.4.2**

**Moved:** Cr Kilminster

**Seconded:** Cr Rajagopalan

**That Council endorse the use of the Shire Seal during September 2023.**

**For:** Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

**Against:** Nil

**Carried 9/0**

**Agenda Reference and Subject:**

**10.4.3** Request for Fee Waiver for the Use of the Amphitheatre

**Reporting Officer:** Nerea Ugarte, Manager of Governance and Community

**Author:** Nerea Ugarte, Manager of Governance and Community

**Disclosure of Interest:** Nil

**Attachments:** *Item 10.4.3 Attachment A – Email from Community Resource Centre Coordinator*

**Summary**

On 29 October 2023, the Community Resource Centre (CRC) is hosting a family picnic at the Amphitheatre as part of Children’s Week. The CRC has asked about the possibility of the Amphitheatre hire fee being waived for this event (refer to Attachment A).

**Background**

Children’s Week is an annual national initiative held during the fourth week of October across Australia.

In Western Australia, this week is dedicated to celebrating children across the State and highlighting their right to happiness. This is an opportunity for the community to engage in a variety of activities that facilitate, support and encourage children and their families to celebrate, play and discover together.

Meerilinga Children and Community Services Inc (through Healthways, Lotterywest and the Department of Communities) provides small grants of up to \$1,000 (excluding GST) to Western Australian not-for-profit community organisations and Local Governments in regional and remote locations to host their own events for Children’s Week.

**Comment**

The CRC is planning to host a family ‘Teddy Bears’ picnic on 29 October 2023 to celebrate Children’s Week. The event will be held at the Bruce Rock Amphitheatre and will consist of several activities. Consistent with Healthway’s focus on encouraging active living and healthy food choices, the CRC will also be providing fresh food and vegetables and bottled water to attendees. The CRC has secured a Children’s Week Grant to fund this event.

The Amphitheatre (stage and kitchen) hiring fee is \$200 per day. This expenditure would represent 20% of the grant secured by the CRC to host the event.

The waiving of the Amphitheatre hiring fee would enable the CRC to dedicate the whole grant to the funding of activities and to supplying produce that will benefit children and families in the Bruce Rock community.

**Consultation**

Darren Mollenoyux, Chief Executive Officer

**Statutory Implications**

Nil

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> Council loses revenue as a result of providing facilities for no charge.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Minor	Low
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Framework. The perceived level of risk is considered to be “Low” and can be managed by routine procedure.		

**Financial Implications**

The waiving of the Amphitheatre hiring fee would result in a loss of revenue of \$200.

In order to ensure that the Shire of Bruce Rock does not incur cleaning costs as a result of this event, it is recommended that the CRC be requested to ensure the Amphitheatre and other areas that may have been used as part of the event (such as the Remembrance Park) are cleaned up after the event.

**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2017-2027*

**Governance**

Goal 2.2: Encourage greater usage of current Shire owned facilities

**Community**

Goal 7 Our community is engaged and has a healthy lifestyle

**Voting Requirements**

Absolute Majority

**Officer Recommendation**

That Council approve the request from the Community Resource Centre to waive the Amphitheatre hiring fee for a Children’s Week family picnic to be held on 29 October 2023, with this approval being subject to the Community Resource Centre ensuring that the Amphitheatre and other adjoining areas used for the picnic are cleaned after the event.

*Council decision varied to Officer Recommendation to decline the request due to reasons stated in council Policy 2.13 Waiving of fees.*

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.4.3**

**Moved:** Cr Waye

**Seconded:** Cr Verhoogt

**That Council decline the request from the Community Resource Centre to waive the Amphitheatre hiring fee for a Children’s Week family picnic to be held on 29 October 2023 in line with Council Policy 2.13 Waiving of fees and the following reasons:**

- 1) Having received funding for the event via a Children’s Week grant, the requirement to pay the hiring fee does not appear to be an impediment to the organisation of the event.**
- 2) The waiving of the fee, without a compelling case to do so, would create a precedent.**

**For:** Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

**Against:** Nil

**CARRIED BY ABSOLUTE MAJORITY 9/0**



## 10.5 Chief Executive Officer

### Agenda Reference and Subject:

**10.5.1** Variation to December 2023 Ordinary Council Meeting Date

### Reporting Officer:

Darren Mollenoyux, Chief Executive Officer

### Author:

Darren Mollenoyux, Chief Executive Officer

### Disclosure of Interest:

Nil

### Attachments:

*Nil*

### Summary

Council is asked to consider rescheduling the date of the December 2023 Ordinary Meeting of Council.

### Background

When setting the annual schedule of Ordinary Meetings for 2023, the December 2023 Meeting was set for Thursday 21<sup>st</sup> December 2023. Staff have identified that this date creates a very small timeframe for staff to action the outcomes of the December Meeting. This is due to the Office Closure during the Christmas shutdown period from midday Friday 22<sup>nd</sup> December 2023 and re-opening on Tuesday 2<sup>nd</sup> January 2024.

### Comment

It is asked that Council consider moving the December 2023 Ordinary Council meeting date scheduled for Thursday 21<sup>st</sup> December 2023 to the new date of Thursday 14<sup>th</sup> December 2023. It should be noted that this will be the new date for the Council Christmas Function.

A review of other community events in December has been undertaken and staff are not aware of any clashes.

Once a date has been selected by Council, it is a requirement to advertise the new date.

### Consultation

Melissa Schilling, Executive Services Manager

### Statutory Implications

Local Government Act 1995

*12. Meetings, public notice of (Act s. 5.25(1)(g))*

- (1) At least once each year a local government is to give local public notice of the dates on which and the time and place at which —
  - (a) the ordinary council meetings; and*
  - (b) the committee meetings that are required under the Act to be open to members of the public or that are proposed to be open to members of the public, are to be held in the next 12 months.**
- (2) A local government is to give local public notice of any change to the date, time or place of a meeting referred to in subregulation (1).*

- (3) *Subject to subregulation (4), if a special meeting of a council is to be open to members of the public then the local government is to give local public notice of the date, time, place and purpose of the special meeting.*
- (4) *If a special meeting of a council is to be open to members of the public but, in the CEO's opinion, it is not practicable to give local public notice of the matters referred to in subregulation (3), then the local government is to give public notice of the date, time, place and purpose of the special meeting in the manner and to the extent that, in the CEO's opinion, is practicable.*

**Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> That Council not vary the December 2023 Council Meeting date, creating a narrow timeframe for actions to be performed by staff before the annual Christmas Shutdown period.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Likely	Minor	Low
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock's Risk Management Framework. The perceived level of risk is considered to be "Low", will be managed by routine procedure, and is unlikely to need the specific application of resources.		

**Financial Implications**

Nil

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2022-2032

**Governance**

- Priority 4.1 Our organisation is well positioned and has capacity for the future  
 Priority 4.3 Proactive and well governed Shire

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.5.1**

**Moved:** Cr Rajagopalan  
**Seconded:** Cr Waye

**That Council:**

- reschedule the December 2023 Ordinary Meeting of Council from Thursday 21st September 2023 to Thursday 14th December 2023, commencing at 3.00pm; and
- give public notice of the change of meeting details for the December 2023 Ordinary Meeting of Council.

**For:** Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

**Against:** Nil

**Carried 9/0**

**Agenda Reference and Subject:**

**10.5.2** CEO Annual Leave and Appointment of Acting CEO

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

Darren Mollenoyux, Chief Executive Officer

Nerea Ugarte, Manager of Governance & Community Services

**Attachments:**

*Nil*

**Summary**

Council is asked to consider approval of annual leave for the Chief Executive Officer (CEO), and to appoint an Acting CEO during his absence.

**Background**

The CEO is seeking annual leave during the 2023 Christmas and January 2024 period, as follows.

The Shire Office will be closed from the 25<sup>th</sup> December 2023 to the 1<sup>st</sup> January 2024. The CEO intends to take 3 Annual Leave Days, 3 Public Holidays and 1 Local Government Day during this period, returning to work on the 2<sup>nd</sup> January 2024. Given all other staff will also on leave, the CEO will be on call, therefore no Acting CEO is required to be appointed for this period. Adequate arrangements have been put in place to cover harvest ban readings during this period.

Once all Managers have returned from leave, the CEO will then take Annual Leave from (and including) Friday 12<sup>th</sup> January 2024 and return to work on the 5<sup>th</sup> February 2024. Adequate Annual Leave is accrued to take the requested leave. There will be a requirement to appoint an Acting CEO during this period. There are no significant project deadlines or meetings during this period.

**Comment**

The CEO has held discussions with the Manager of Governance and Community Services, the Manager of Finance and the Manager of Works and Services, and the CEO is confident that they have capacity to manage the organisation during his absence. I am confident that the Manager of Governance and Community Services, Nerea Ugarte is capable and suitable to be appointed as Acting CEO during this period. Other managers will also be able to assist Nerea in various areas.

**Consultation**

Nerea Ugarte, Manager of Governance and Community Services  
Manisha Barthakur, Manager of Finance  
David Holland, Manager of Works and Services  
Melissa Schilling, Executive Services Manager

**Statutory Implications**

Local Government Act 1995

In particular:

5.36 . *Local government employees*

(1) *A local government is to employ —*

(a) *a person to be the CEO of the local government; and*

(b) *such other persons as the council believes are necessary to enable the functions of the local government and the functions of the council to be performed.*

5.39 . *Contracts for CEO and senior employees*

- (a) *an employee may act in the position of a CEO or a senior employee for a term not exceeding one year without a written contract for the position in which he or she is acting*

**Policy Implications**

*Policy 3.10 – Appointment of Acting Chief Executive Officer*

**PREAMBLE**

*Policy regarding the process to be followed to appoint an Acting Chief Executive Officer.*

**OBJECTIVE**

- 1. To ensure compliance with the Local Government Act 1195 s5.39c that requires Local Governments to have a policy regarding the employment of an Acting Chief Executive Officer (CEO).*
- 2. To advise Council of the process which needs to be followed in these circumstances.*

**POLICY**

*Policy regarding the process to be followed to appoint an Acting Chief Executive Officer.*

**OBJECTIVE**

- 1. To ensure compliance with the Local Government Act 1195 s5.39c that requires Local Governments to have a policy regarding the employment of an Acting Chief Executive Officer (CEO).*
- 2. To advise Council of the process which needs to be followed in these circumstances.*

**POLICY**

*In its guidance on this subject, the Department of Local Government, Sport and Cultural Industries (DLGSC) notes:*

*“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.*

*As an example, 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”.*

*The process currently followed is that while the CEO is taking leave the Manager of Governance and Community Services is recommended to Council to be approved to fulfil the CEO’s role during this period. However, if the CEO’s absence is known or thought to be liable to extend beyond that expected to encompass the CEO’s usual leave entitlement and up to one year in other circumstances, then the following process should be followed:*

- 1. The Manager of Governance and Community Services, the Manager of Works and Services and the Manager of Finance are all recognised as Senior Employees, and as being capable of fulfilling the role of CEO on an Acting basis for up to one year.*
- 2. This being the case, in the first instance the MGCS is nominated to Council as being the Acting CEO for up to a period of one year.*
- 3. If for any reason this is not possible or not deemed appropriate in the circumstances, then either the Manager of Works and Services or the Manager of Finance can be appointed to be Acting CEO for a period of up to one year.*
- 4. If this is not possible or not deemed appropriate in the circumstances then Council will initiate a recruitment process to fill the role of Temporary Chief Executive Officer for up to one year.*

*While this process is taking place, an Acting Chief Executive Officer may be appointed from among the Senior Officers until the Temporary Chief Executive Officer is recruited.*

5. *In all of the above examples, Council is the decision making body.*

**Risk Implications**

**Risk:** That adequate staffing resources are not available to cover the CEO’s period of absence.

Likelihood	Consequence	Rating
Unlikely	Minor	Low

**Action / Strategy**

This item has been evaluated against the Shire of Bruce Rock’s Risk Management Framework. The perceived level of risk is considered to be “Low”, will be managed by routine procedure, and is unlikely to need specific application of resources.

**Financial Implications**

It is general practice that the Acting CEO is paid higher duties during this time. This is budgeted for in the annual salaries and wages provision.

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2022-2032

**Governance**

- Priority 4.1 Our organisation is well positioned and has capacity for the future
- Priority 4.3 Proactive and well governed Shire

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

Resolution OCM Oct 23 – 10.5.2

Moved: Cr Rajagopalan  
 Seconded: Cr Crooks

That Council:

1. approve the annual leave of the Chief Executive Officer, Darren Mollenoyux during the Office Shutdown period (from 25th December 2023 to 1st January 2024, inclusive), noting no Acting Chief Executive Officer is required for this period as the Chief Executive Officer will be On Call;
2. approve the annual leave of the Chief Executive Officer, Darren Mollenoyux for the period commencing on 12th January 2024 to 2nd February 2024, inclusive; and
3. appoint the Manager of Governance and Community Services, Nerea Ugarte as the Acting Chief Executive Officer for the period from 12th January 2024 to 2nd February 2024 inclusive, with higher duties (equivalent to the CEO’s salary) being paid to the Acting Chief Executive Officer.

For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

Against: Nil

Carried 9/0

**Agenda Reference and Subject:**

**10.5.3** Amendment of Bushfire Brigades and Governance Structure Policy

**Reporting Officer:** Darren Mollenoyux, Chief Executive Officer

**Author:** Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:** Nil

**Attachments:** *Item 10.5.3 Attachment A - Bushfire Brigades and Governance Structure Policy*

**Summary**

Council Policy 8.1 Bushfire Brigades and Governance Structure was reviewed and amended, and the Bushfire Advisory Committee has recommended that the reviewed policy be endorsed by Council.

**Background**

To assist in improving clarity regarding the Bushfire Advisory Committee Structure, appointment requirements for Fire Control Officers and the responsibility of the Committee, the Chief Executive Officer undertook a review of Policy 8.1 Bushfire Brigades and Governance Structures.

The following variations were made to Policy 8.1:

- Clarity of who can be a Fire Control Officer (FCO) and timeframes for the appointments to align with Local Government elections.
- Minimum standards and qualifications/training for different levels of FCO.
- Updated listing of officers permitted to undertake weather readings, noting all readings and bans are still to be approved by the Chief Bush Fire Control Officer or Deputy Chief Bush Fire Control Officer.
- Updated training requirements.
- Clarity around permission and requirements for Council plant / staff in entering a fire ground.

**Comment**

The Bushfire Advisory Committee reviewed the changes made and endorsed them at the Bush Fire Advisory Committee Meeting held on the 28<sup>th</sup> September 2023.

Council is required to endorse the amended policy.

A copy of the reviewed Council Policy 8.1 Bushfire Brigades and Governance Structure is provided as an attachment.

**Consultation**

Chief Bush Fire Control Officer, Tony Crooks  
Bush Fire Advisory Committee

**Statutory Implications**

Bush Fires Act 1954 (as amended)

In accordance with provisions of the Bush Fire Act 1954 (as amended), Council shall appoint required Fire Control Officers, including the positions of Chief Bush Fire Control Officer and Deputy Chief Bush Fire Control Officer.

**Policy Implications**

Policy 8.1 Bushfire Brigades and Governance Structure

**Risk Implications**

<b>Risk:</b> That Council does not adopt the amendments proposed by the Bush Fire Advisory Committee.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Moderate
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Framework. The perceived level of risk is considered to be “Moderate”, and will be managed by specific monitoring and response procedures.		

**Financial Implications**

Nil

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2022-2032

**Governance**

- Goal 10 Our organisation is well positioned and has capacity for the future.
- Goal 12 Council leads the organisation in a strategic and flexible manner.

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.5.3**

**Moved: Cr Crooks**  
**Seconded: Cr Waight**

**That Council review and endorse the modifications to Policy 8.1 Bushfire Brigades and Governance Structure, as presented and attached.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**  
**Against: Nil**  
**Carried 9/0**

**Agenda Reference and Subject:**

**10.5.4** Appointment of CBFCO and Deputy CBFCO

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

Nil

**Attachments:**

Nil

**Summary**

In accordance with Council Policy 8.1 Bushfire Brigades and Governance Structure, the Bushfire Advisory Committee has recommended the appointment of a Chief Bush Fire Control Officer, a Deputy Chief Bush Fire Control Officer, and an additional Fire Control Officer.

**Background**

In accordance with provisions of the Bush Fire Act 1954 (as amended) and Policy 8.1 Bushfire Brigades and Governance Structure, Council shall appoint required Fire Control Officers, including the positions of Chief Bush Fire Control Officer and Deputy Chief Bush Fire Control Officer. The adopted procedure for these appointments will be as follows:

- a) *The Shire appointed Bush Fire Advisory Committee shall at their September Annual Advisory Meeting consider and recommend to Council the appointment of required Fire Control Officers including the Chief Bushfire Control Officer and the Deputy Chief Bushfire Control Officer.*

Bushfire Control Officers

- a) *The appointment of the Chief Bush Fire Control Officer and Deputy Chief Bushfire Control Officer should be for a two year period to align with Local Government Elections held every second October. Eg 2023, 2025*

*To be eligible to be a Chief Bushfire Control Officer or Deputy Chief Bushfire Control Officer, the officer must;*

- (i) Must be a member of a Shire of Bruce Rock Brigade*
- (ii) Must be a member of the Bush Fire Advisory Committee*
- (iii) Experienced in firefighting operations within the Shire of Bruce Rock*
- (iv) Minimum of 8 years firefighting experience*
- (v) Completed Introduction to Fire Fighting, and Bush Fire fighting training*
- (vi) Knowledge of the Bush Fires Act 1954 & Bush Fires Regulations 1954*
- (vii) If not already completed, must complete the Fire Control Officers Course within 12 months of appointment*

- b) *Fire Control Officers for the Shire of Bruce Rock should be a minimum of;*

- Chief Bush Control Fire Officer*
- Deputy Chief Bush Fire Control Officer*
- Captains of the brigades or their representatives*
- The Chief Executive Officer and Manager of Governance & Community Services (for weather reading & management of burning permits)*
- any other person officially designated by the Bush Fire Advisory Committee*



Officers Responsible for Weather Readings

- a) Officers responsible for undertaking weather readings are the
  - (CEO) Chief Executive Officer
  - (MGCS) Manager of Governance & Community Services
  - (MOWS) Manager of Works & Services
  
- b) If the CEO, MGCS or MOWS are unable to perform the reading on any given day they may delegate this duty to a Bushfire Control Officer or other Shire administration staff only after consultation with the Chief Bushfire Control Officer.
  
- c) Weather readings must be carried out in accordance with Policy 8.2 Harvest Bans.

**Comment**

The Bushfire Advisory Committee met on the 28<sup>th</sup> September 2023 and the following appointments for the period from October 2023 to October 2025 were recommended to Council:

Chief Bush Fire Control Officer	Tony Crooks
Deputy Chief Bush Fire Control Officer	Trent Cosgrove
Fire Control Officer	Stephen Dolton

All other appointments are positional as per Council policy 8.1 Bushfire Brigades and Governance Structure.

**Consultation**

Chief Bush Fire Control Officer, Tony Crooks  
 Bush Fire Advisory Committee

**Statutory Implications**

Bush Fires Act 1954 (as amended)

In accordance with provisions of the Bush Fire Act 1954 (as amended), Council shall appoint required Fire Control Officers, including the positions of Chief Bush Fire Control Officer and Deputy Chief Bush Fire Control Officer.

**Policy Implications**

Policy 8.1 Bushfire Brigades and Governance Structure

**Risk Implications**

<b>Risk:</b> That Council does not endorse the appointment of the Fire Control Officers as recommended.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Moderate
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Framework. The perceived level of risk is considered to be “Moderate” and will be managed by specific monitoring and response procedures.		

**Financial Implications**

Nil

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**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-2032*

**Governance**

Goal 10 Our organisation is well positioned and has capacity for the future.

Goal 12 Council leads the organisation in a strategic and flexible manner.

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.5.4**

**Moved: Cr Negri**

**Seconded: Cr Waight**

**That Council:**

- 1. endorse the Bush Fire Advisory Committee’s recommendation to appoint the following positions for the period from October 2023 to October 2025:**

<b>Chief Bush Fire Control Officer</b>	<b>Tony Crooks</b>
<b>Deputy Chief Fire Control Officer</b>	<b>Trent Cosgrove</b>
<b>Fire Control Officer</b>	<b>Stephen Dolton</b>
- 2. note that all other appointments are positional, as per Council policy 8.1 Bushfire Brigades and Governance Structure.**
- 3. approve that staff undertake the required advertising and notifications to DFES, Gazettal and other required mediums.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

**Agenda Reference and Subject:**

**10.5.5** Adoption of Draft Workforce Plan 2023 - 2027

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

**Attachments:**

*Item 10.5.5 Attachment A - Draft Workforce Plan 2023 - 2027*

**Summary**

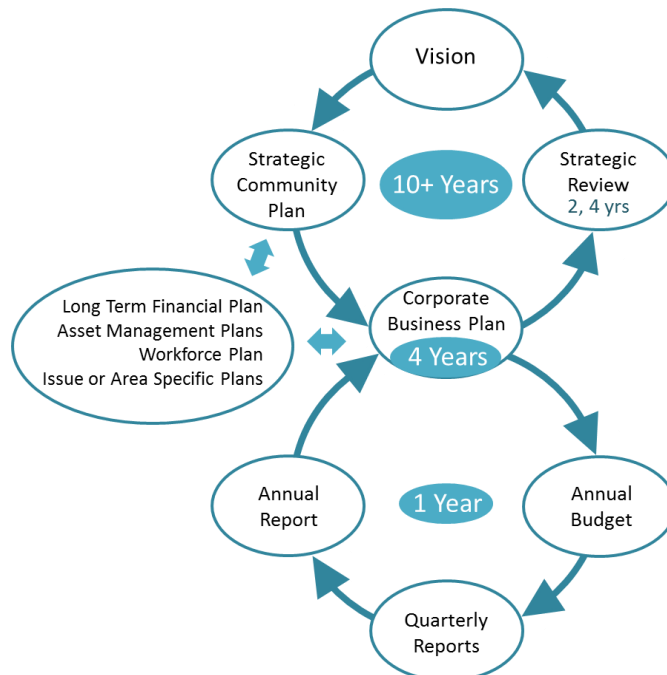
Council is asked to adopt the Draft Workforce Plan 2023-2027.

**Background**

It is a requirement of Integrated Planning and Reporting (IPR) legislation that all Local Governments adopt a Strategic Community Plan and Corporate Business Plan. These key documents are supported by Informing Strategies: the Long Term Financial Plan, the Asset Management Plan, and the Workforce Plan.

This Workforce Plan updates the previous Plan (2018-2022), and is designed to assist in predicting future workforce requirements.

The Workforce Plan must be reviewed at least once every four years, and a desktop review should be carried out every two years.



**Diagram: Integrated Planning and Reporting Cycle**  
 Department of Local Government and Communities  
 Integrated Planning and Reporting Framework and Guidelines, September 2016

As with all Local Governments, the Shire of Bruce Rock requires a diverse workforce that encompasses a wide range of occupations, requiring a broad range of skills to ensure that the Shire can deliver on its primary functions including:

- Infrastructure services (e.g. local roads, bridges, footpaths, drainage, waste collection and management)
- Provision and administration of community, cultural and recreation facilities

- Community services
- Building services
- Planning and development approvals

The Shire of Bruce Rock Workforce Plan is intended to enhance the capacity of its workforce to meet community needs by ensuring the organisation has the required staff, capabilities and resources to ensure sustainable service delivery now and into the future.

The Workforce Plan takes into account corporate and business objectives, such as financial targets, service delivery objectives and community benefits. It also examines potential external influences over workforce supply and demand. The Workforce Plan is integrated into the Corporate Business Plan and all staff costs are reflected in the budget. This includes wages, workers compensation, superannuation and training costs and is a recognition of the workforce required to achieve the objectives set out in the Corporate Business Plan.

To assist in the preparation of the Workforce Plan 2023 – 2027, Caroline Robinson of 150 Square was engaged to review, undertake in person meetings, and survey staff.

The following engagement was undertaken by Mrs Robinson;

- Meeting with members of the Management Team to gauge an overall understanding of the organisation, workforce, culture, directions and strategies going forward. This was important considering a large number of staff turnover and particularly two Managers.
- Over the past two years, the Chief Executive Officer had conducted a comprehensive organisational review of each business unit and work area, and the findings were provided to Mrs Robinson to assist in developing the Workforce Plan.
- A survey was provided to all staff, with both electronic and hard copies made available. 25 out of 44 staff completed the survey.
- Mrs Robinson analysed all the feedback and developed the updated Workforce Plan, whilst ensuring it aligned with Council's other Integrated Strategic Plans.
- The draft document was provided to the Chief Executive Officer, and members of the Management Team undertook a review of the Draft Workforce Plan and provided some feedback, including allocation of the Actions set in the plan.
- This input was considered by Mrs Robinson and updates made to the Workforce Plan in readiness to present to Council for the October 2023 Council Meeting.

A copy of the Draft Workforce Plan 2023-2027 has been provided to Council as an attachment.

#### **Comment**

The Workforce Plan 2023-2027 has been developed over the past four months and has involved consultation with all staff as well as input from other sources, including the Caroline Robinson, who has significant experience assisting regional Local Governments in Workforce and Strategic Planning.

The Workforce Plan has been well prepared and will assist Council and Management to:

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Ensure appropriate numbers of staff are being recruited or developed to meet future needs

Identify potential problems, manage risk and minimise crisis management cycles

Contain human resources costs, including the cost of turnover, absenteeism, structural changes and staff movement

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Develop workforce skills that take time to grow

Identify staff development needs

Make staffing decisions to provide services in regional and rural areas

Optimise the use of human, financial and other resources

Integrate human resource management issues into business planning

Improve employee productivity through better job design

Improve employee relations

Increase job satisfaction

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The Chief Executive Officer is of the opinion that the outcomes and recommended actions of the Draft Workforce Plan 2023-2027 meet the needs of the organisation and are deliverable by the management team.

#### **Consultation**

- Caroline Robinson of 150 Square undertook the preparation of Council's Workforce Plan 2023-27.
- All staff were provided with a survey to provide input into the new Workforce Plan.
- Over the past two years, the Chief Executive Officer had conducted an organisational review of each work area and the findings were provided to Mrs Robinson to assist in developing the Workforce Plan.
- The Chief Executive Officer, the Executive Services Manager and the Manager of Finance reviewed the draft Workforce Plan and allocated actions to relevant members of the Management Team.

#### **Statutory Implications**

Local Government (Administration) Regulations 1996

All Local Governments are required to produce a plan for the future under S5.56 (1) of the Local Government Act 1995.

The Local Government (Administration) Regulations 1996 provide a brief outline of the minimum requirements to meet this requirement, which includes the development of a strategic community plan and a corporate business plan.

The Workforce Plan is a legislative requirement and forms part of the informing strategies of Council's Integrated Strategic Planning. The Workforce Plan is subsequently developed factoring in the information and direction set out in Council's other plans, being the:

- Strategic Community Plan;
- Long Term Financial Plan;
- Asset Management Plan;
- Forward Capital Works Plan; and
- Risk Management Plan.

It is a legislative requirement to review the Workforce Plan every four years, with a desktop review every two years.

#### **Policy Implications**

Nil

**Risk Implications**

<b>Risk:</b> If Council does not adopt a reviewed Workforce Plan from 2023-2024, it would be non-compliant with the requirements of the Local Government Act.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Moderate
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Framework. The perceived level of risk is considered to be “Medium”, and will be managed by specific monitoring and response procedures.		

**Financial Implications**

Indicative increases in wages and salaries identified in the Workforce Plan 2023-2027 will need to be budgeted for in successive years. These figures have been calculated from Council’s Long Term Financial Plan.

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2022-2032

**Community**

Strategic Priority

- 1.1 Our Community are engaged and have a healthy lifestyle
- 1.2 Inclusive community activities, events and initiatives
- 1.3 Shire facilities are maintained in a strategic manner and meet community need
- 1.4 Support emergency management planning, response and recovery

**Economic**

Strategic Priority

- 2.2 Roads are a key economic driver across the Shire
- 2.3 Workers and their families can work and reside in the Shire

**Governance**

Strategic Priority

- 4.1 – Our organisation is well position and has capacity for the future

**Voting Requirements**

Simple Majority

**Officer Recommendation**

That Council adopts the Shire of Bruce Rock’s Workforce Plan 2023-2027, as presented.

*Officer Recommendation varied to Council decision due to additional information be included for November Ordinary Council Meeting.*

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.5.5**

**Moved: Cr Rajagopalan**

**Seconded: Cr Waye**

**That Staff note Council comments and include in the final draft to be presented to the November Ordinary Council Meeting.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

**Agenda Reference and Subject:**

**10.5.6** Community Crop Lease Allocation 2024-2027

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

Cr J Verhoogt

Cr AR Crooks

**Attachments:**

*Item 10.5.6 Attachment A - Lease of Community Crop Policy*

*Item 10.5.6 Attachment B - Draft Lease Agreement*

**Summary**

The Lease of Community Crop has been advertised for Expressions of Interest from Community and Sporting Clubs in Bruce Rock for the lease of Council's community crop located at the Bruce Rock Airfield, for the period 1<sup>st</sup> February 2024 to 31<sup>st</sup> January 2027.

**Background**

The Shire of Bruce Rock leases the cropping rights to the community crop located on the land immediately surrounding the Airstrip. The intention of this is to assist local community groups to raise funds for their activities and thus provide benefit to the wider community. For the past six years, the lease of the community crop has been held by the Bruce Rock Football Club, but this Lease is due to expire on the 28<sup>th</sup> February 2024.

Council reviewed and endorsed the policy and lease terms at the Ordinary Council Meeting held on the 21<sup>st</sup> September 2023. It was resolved to advertise for the next lease period commencing on the 1<sup>st</sup> February 2024 for a three year period.

Advertising for Expression of Interest for a three-year lease was placed in the Rock Review and via Council's Social Media closing on the 16<sup>th</sup> October 2023.

**Comment**

With the Expressions of Interest not closing until after this report has been sent out, the Chief Executive Officer will prepare the summary and assessment of the Expression of Interest received, and these will be provided to Councillors prior to the meeting.

The submissions received will be assessed against the policy and lease conditions, and take into consideration the following:

- Demonstration that the applicant's submission has addressed all requirements set out in the Expression of Interest application form and lease.
- Demonstration that the applicant has adequate knowledge and expertise in cropping practices.
- Proposed plan for management of the land.
- Intended use of monies raised.

A copy of the reviewed Lease of Community Crop Policy and associated Lease document are provided as attachments.

**Consultation**

Cr Phillip Negri and Cr Kevin Foss provided assistance to the Chief Executive Officer in reviewing the policy and Lease, providing technical advice around cropping.



**Statutory Implications**

Nil

**Policy Implications**

Council Policy 6.5 – Lease of Community Crop

**PREAMBLE**

Policy providing the guidelines and process to be followed relating to the Lease of the Community Crop.

**OBJECTIVE**

For Council and Officers to have the required guidance and direction to make informed decisions when deciding on the awarding of the Lease of the Community Crop.

A full copy of the Lease of Community Crop Policy and associated Lease document are provided as an attachment.

**Risk Implications**

<b>Risk:</b> That the awarding of the lease of Community Crop Policy does not reflect best cropping management practices and the land is not maintained in the best interests of current and future community groups.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Moderate
<b>Action / Strategy</b>		
<ul style="list-style-type: none"> <li>• Council approves recommended changes to the Lease of Community Cropping Policy.</li> <li>• Adequate advertising seeking Expressions of Interest from community groups.</li> <li>• Council ensuring that the Lease is awarded and land managed affectively.</li> </ul>		

**Financial Implications**

Council does not charge a lease fee for the community crop, as it is deemed as a community fundraising opportunity that benefits the residents of the Shire.

**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-32*

**Community Priorities**

1.1– Inclusive community Activities, events and initiatives

Volunteers and community groups feel supported

Shire facilities are maintained in a strategic manner to meet community need

**Governance**

4.1– Our organisation is well positioned and has capacity for the future

**Voting Requirements**

Simple Majority

**Officer Recommendation**

That Council consider the Expressions of Interest received (against the policy and lease terms) for the Bruce Rock Community Cropping Lease and awards it to \_\_\_\_\_ for a three year period from 1<sup>st</sup> February 2024 to the 31<sup>st</sup> January 2027.

That Council adopts the Shire of Bruce Rock’s Workforce Plan 2023-2027, as presented.

*Council decision varied to Officer Recommendation to award the Community Cropping Lease to the Bruce Rock Progress Association.*

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 10.5.6**

**Moved: Cr Rajagopalan**

**Seconded: Cr Waight**

**That Council consider the Expressions of Interest received (against the policy and lease terms) for the Bruce Rock Community Cropping Lease and awards it to Bruce Rock Progress Association for a three year period from 1st February 2024 to the 31st January 2027.**

**That Council adopts the Shire of Bruce Rock’s Workforce Plan 2023-2027, as presented.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr PG Negri, Cr R Rajagopalan, Cr Waight and Cr RA Waye**

**Against: Cr Kilminster, Cr J Verhoogt**

**Carried 7/2**

**11. Regional Reports**

Nil

## 12. New Business of an Urgent Nature Introduced by Discussion of the Meeting

### Agenda Reference and Subject:

**12.1** Acceptance of Roads to Recovery Audited Report (2022-23)

### Reporting Officer:

Manisha Barthakur, Manager of Finance

### Author:

Manisha Barthakur, Manager of Finance

### Disclosure of Interest:

Nil

### Attachments:

*Item 12.1 Attachment A - Independent Audit Report for Roads to Recovery program by Dry Kirkness*

### Summary

The Audit Committee has recommended that Council adopts the Audited Report for Roads to Recovery program grant funding by the Department of Infrastructure for the year ended 30 June 2023.

### Background

At the end of the financial year, as per the ***National Land Transport Act 2014***, an audit on grant acquittal for the RTR program must be completed. Dry Kirkness, Shire's auditor provided the opinion on the acquittals, appropriate expense of the projects and complete audit for the Grants received via Road to Recovery Program.

The report including audit opinion has been issued following the completion of the Audit. The audit opinion is favourable and certifies that the funding and expenditure of RTR Projects has been used for appropriate purpose, and have been acquitted with proper accounts and records.

### Comment

The Audit Committee received the Audited Report for Road to Recovery grant for the year ending 30 June 2023.

### Consultation

Darren Mollenoyux, Chief Executive Officer  
David Holland, Manager of Works  
Manisha Barthakur, Manager of Finance  
Robert Hall, Director, Dry Kirkness (OAG Contract Auditors)

### Statutory Implications

Under the RTR Program, entities who are eligible for funding must provide the Department of Infrastructure with an audited annual report. This must be audited by an appropriate auditor as per ***National Land Transport Act 2014***.

### Policy Implications

Nil

**Risk Implications**

<b>Risk:</b> Compliance – Non-compliance with relevant sections and regulations of the Local Government Act 1995.		
<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
Possible	Moderate	Moderate
<b>Action / Strategy</b>		
This item has been evaluated against the Shire of Bruce Rock’s Risk Management Procedures Risk Matrix. The perceived level of risk is considered to be “Medium” risk and will be managed to mitigate the risks associated with each of the areas of the financial audit.		

**Financial Implications**

Annual audit fee has been advised for the 2022-23 certification of the R2R projects audit, by the Dry Kirkness, is \$1500.

**Strategic Implications**

*Shire of Bruce Rock – Strategic Community Plan 2022-2032*

**Governance**

4.3 – Proactive and well governed Shire

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution OCM Oct 23 – 12.1**

**Moved: Cr Waight**

**Seconded: Cr Negri**

**That Council receives the Audited Report independently audited by Dry Kirkness for Roads to Recovery funding for the year ended 30 June 2023.**

**The council allows the Manager of Finance to upload this report to the department of infrastructure’s portal for their records.**

**That Council adopts the Shire of Bruce Rock’s Workforce Plan 2023-2027, as presented.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**

**Agenda Reference and Subject:**

**12.2** Acceptance of contribution of additional \$5,000 for the Corella Management Program

**Reporting Officer:** Darren Mollenoyux, Chief Executive Officer

**Author:** Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

**Attachments:** *Item 12.1 Attachment A – Letter from Wheatbelt NRM Corellas in the Wheatbelt*

**Corella Management Program**

- *The Chief Executive Officer of the Wheatbelt NRM, Dr Karl O’Kallaghan and the Corella Management Project Coordinator, Jacquie Lucas met with the Chief Executive Officer in late September 2023 to discuss the Corella Managing Program that WEROC (including Bruce Rock) has agreed to be participate in.*
- *Council has already agreed to contribute \$5,000 to the program, in line with other WEROC Member Councils.*
- *A letter is attached in the correspondence section of this document that has been received following the meeting where Wheatbelt NRM are seeking an additional \$5,000 from Council’s involved in the project.*
- *The Shires of Kellerberrin and Merredin have agreed to the addition contribution on the provision that some eradication measures be engaged in their community through the program.*
- *The Chief Executive Officer has previously advised of the cost of damage caused by Corellas over the past few years, and this project should be of benefit to Council and the wider community.*
- *CBH has already committed a significant amount to the project.*
- ***If Council agrees to contribute the additional \$5,000, a late item can be introduced at the Council meeting to endorse.***

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 12.2**

**Moved:** Cr Crooks

**Seconded:** Cr Rajagopalan

**That Council endorses an additional contribution of \$5,000 to the Corellas in the Wheatbelt Management Program, on the provision that Bruce Rock is included in the first roll out of any management initiatives.**

**That Council adopts the Shire of Bruce Rock’s Workforce Plan 2023-2027, as presented.**

**For:** Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

**Against:** Nil

**CARRIED BY ABSOLUTE MAJORITY 9/0**

### 13. Confidential Items

**Agenda Reference and Subject:**

**13.1** CEO Performance Appraisal 2023

**Reporting Officer:**

John Phillips Consulting

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

Darren Mollenoyux, Chief Executive Officer

**Attachments:**

*Item 13.1.1 Attachment A - Confidential Report from John Phillips Consulting*

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 12.1**

**Moved:** Cr Rajagopalan

**Seconded:** Cr Kilminster

That in accordance with Section 5.23(2) of the Local Government Act 1995, the meeting is closed to the members of the public for this item as the following sub-section applied:

(b) the personal affairs of any person;

That Council adopts the Shire of Bruce Rock's Workforce Plan 2023-2027, as presented.

**For:** Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

**Against:** Nil

**Carried 9/0**

**COUNCIL DECISION**

**Resolution OCM Oct 23 – 12.1**

**Moved:** Cr Rajagopalan

**Seconded:** Cr Waight

That in accordance with Section 5.23(2) of the Local Government Act 1995, Council reopens the meeting to the members of the public.

**For:** Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye

**Against:** Nil

**Carried 9/0**

**OFFICER RECOMMENDATION**

**Resolution OCM Oct 23 – 12.1**

**Moved: Cr Rajagopalan**

**Seconded: Cr Crooks**

**That Council:**

- 1. note that Mr. Darren Mollenoyux's 2023 Chief Executive Officer annual performance review has been undertaken;**
- 2. endorse Mr. Mollenoyux's overall rating of 'Meets Performance Requirements', and commend him for his efforts during 2022-23;**
- 3. endorse the Performance Criteria for the 2023-24 review period;**
- 4. schedule the next review of the Chief Executive Officer's performance to be commenced by the 1st August 2024 and completed by the September 2024 Ordinary Meeting of Council; and**
- 5. endorse an increase to the Chief Executive Officer's Total Remuneration Package from \$205,957 per annum to an amount of \$213,208 per annum in accordance with the contract of employment within Band 4 of the prescribed Salaries and Allowances Determinations dated 6 April 2023.**

**For: Cr SA Strange, Cr Crooks, Cr KP Foss, Cr Kilminster, Cr PG Negri, Cr R Rajagopalan, Cr J Verhoogt, Cr Waight and Cr RA Waye**

**Against: Nil**

**Carried 9/0**



#### 14. Closure of Meeting

The Shire President Stephen Strange acknowledged retiring Councillors Natalie Kilminster, Rebecca Waye and Phillip Negri and wished them all the best in their future endeavours.

Cr Natalie Kilminster reflected on the unique term that she has served such as Covid and the Supermarket project. Best of luck to all that are re-nominating.

Cr Rebecca Waye commented on the skills that she has gained since being elected and has a great admiration for the work that the Council undertakes. Best of luck to all that are re-nominating in the upcoming election.

Cr Phillip Negri thanked all past and present Staff and Councillors that have supported him during the past 8 years. To the candidates that are re-standing, good luck. Well done to Cr Strange for the past 26.5 years as Shire President.

Cr Strange reflected on the last 34.5 years of being an Elected Member and Shire President. Stephen mentioned his working relationships with previous CEO's and staff. Best of luck to all that are re-nominating in the upcoming election.

The Shire President Stephen Strange thanked everyone for their attendance and declared the meeting closed at 4.38pm.

These minutes were confirmed at a meeting on 16 November 2023.

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Cr Stephen Strange  
Shire President  
16 November 2023

**SHIRE OF BRUCE ROCK**

**MINUTES – SPECIAL COUNCIL MEETING 30 OCTOBER 2023**

<b>1.</b>	<b>Declaration of Opening .....</b>	<b>2</b>
<b>2.</b>	<b>Swearing in of Councillors .....</b>	<b>2</b>
<b>3.</b>	<b>Election .....</b>	<b>2</b>
	<b>a. Shire President .....</b>	<b>2</b>
	<b>b. Deputy Shire President .....</b>	<b>2</b>
<b>4.</b>	<b>Record of Attendance / Apologies / Leave of Absence (Previously Approved).....</b>	<b>2</b>
<b>5.</b>	<b>Response to Previous Public Questions Taken on Notice .....</b>	<b>2</b>
<b>6.</b>	<b>Public Question Time .....</b>	<b>3</b>
<b>7.</b>	<b>Petitions/Deputations/Presentations/Submissions.....</b>	<b>3</b>
<b>8.</b>	<b>Reports of Officers .....</b>	<b>3</b>
	<b>8.1.1 Committees and Representations .....</b>	<b>3</b>
<b>9.</b>	<b>New Business of an urgent nature introduced by discussion of the meeting. ....</b>	<b>6</b>
<b>10.</b>	<b>Closure of Meeting.....</b>	<b>6</b>

**SHIRE OF BRUCE ROCK**

**MINUTES – SPECIAL COUNCIL MEETING 30 OCTOBER 2023**

**1. Declaration of Opening**

The Chief Executive Officer, Mr Darren Mollenoyux, opened the meeting at 6.05pm on Monday 30 October 2023, welcoming all Councillors, Councillors Elect, Officers and guests.

**2. Swearing in of Councillors**

The Chief Executive Officer invited newly elected Councillors, Councillor Elect KP Foss, Councillor Elect SA Strange, Councillor Elect PK Hodgkiss and Councillor Elect AR Crooks to make their “Declaration of Office” in front of Mr Graeme Currie, Justice of the Peace.

**3. Election**

**3.1 Shire President**

The Chief Executive Officer called for nominations for Shire President.

One nomination was received prior to the meeting. Cr Waight nominated Cr Rajagopalan for Shire President.

The Chief Executive Officer called for further nominations for Shire President.

There being no further nominations, the Chief Executive Officer declared Cr Rajagopalan as Shire President.

**3.2 Deputy Shire President**

The Chief Executive Officer called for nominations for Deputy Shire President.

One nomination was received prior to the meeting. Cr Waight nominated Cr Crooks for Deputy Shire President.

There being no further nominations, the Chief Executive Officer declared Cr Crooks as Deputy Shire President.

**4. Record of Attendance / Apologies / Leave of Absence (Previously Approved)**

Shire President	Cr R Rajagopalan
Deputy Shire President	Cr AR Crooks
Councillors	Cr KP Foss
	Cr PK Hodgkiss
	Cr SA Strange
	Cr J Verhoogt
	Cr BJ Waight
Chief Executive Officer	Mr DRS Mollenoyux
Manager of Community and Governance	Mrs N Ugarte
Manager of Executive Services	Mrs MJ Schilling
Justice of the Peace	Mr Graeme Currie

Public Gallery: Mike Darby, Marolyn Crooks, Amanda Rajagopalan, Susan Hodgkiss, Roxy Hodgkiss, Lyla Hodgkiss, Adrianna Foss, Olivia and Adele Foss.

**5. Response to Previous Public Questions Taken on Notice**

**6. Public Question Time**

**7. Petitions/Deputations/Presentations/Submissions**

**8 Reports of Officers**

**8.1 Chief Executive Officer**

**Agenda Reference and Subject:**

**8.1 Committees and Representations**

**Reporting Officer:**

Darren Mollenoyux, Chief Executive Officer

**Author:**

Darren Mollenoyux, Chief Executive Officer

**Disclosure of Interest:**

Nil

**Attachments:**

Audit and Risk Committee Terms of Reference

**Summary**

Council is asked to review and appoint its representation on Council Committees and delegates to other organisations.

**Background**

Every second year, following an election, Council reviews the attached structure for Committees, Delegates and Representatives.

**Comment**

Council Elections were held on 21 October 2023. It is therefore now recommended that Council appoint Councillors and staff to the various committees, as well as delegates and representatives.

The list of committees, delegates and representatives is provided below this agenda item. The explanation of the make-up of each committee and delegation, meeting frequency and purpose are outlined in the Councillor Induction Manual provided (on pages 9 to 13).

In addition, Council is asked to review the Audit and Risk Committee's Terms of Reference (attached), with its membership to be reduced from full Council to three Councillors and a Community Representative.

The proposed reduction in the number of Councillors is intended to assist in managing Councillors' individual workloads, particularly in light of the reduction of Council's membership from nine to seven Councillors. The inclusion of an independent Community Representative is in line with best practice in the governance of Committees of this nature, and is intended to increase transparency and accountability and provide a fresh perspective to the matters considered by the Committee.

The proposed new wording of the Membership section of the Terms of Reference is as follows:

*"Membership*

*The Committee shall consist of three elected members of Council and one community representative.*

*The Presiding Member and Deputy Presiding Member will be elected in accordance with section 5.12 and Schedule 2.3 of the Local Government Act 1995.*

*All members shall have full voting rights.*

*The Shire’s CEO and employees shall not be members of the Committee. However, the CEO and senior staff shall attend meetings to provide advice and guidance to the Committee. The Shire shall provide secretarial and administrative support to the Committee.”*

**Consultation**

Nil

**Statutory Implications**

Audit and Risk Committee Terms of Reference (attached)

The Audit and Risk Committee shall be established by the Council of the Shire of Bruce Rock under section 7.1A of the Local Government Act 1995.

The Committee shall operate in accordance with all relevant provisions of the:

- Local Government Act 1995;
- Local Government (Audit) Regulations 1996; and
- Local Government (Administration) Regulations 1996.

**Policy Implications**

Nil

**Financial Implications**

Nil

**Strategic Implications**

Shire of Bruce Rock – Strategic Community Plan 2013-2023

Civic Leadership

4.1.2 – Manage the organisation in a responsible and accountable manner.

**Voting Requirements**

Simple Majority

**OFFICER RECOMMENDATION AND COUNCIL DECISION**

**Resolution SM Oct 23 – 8.1.1**

**Moved: Cr Waight**

**Seconded: Cr Verhoogt**

**That Council:**

- 1 review and appoint the new Committees, Delegates and Representatives for Council;**
- 2 nominate Cr SA Strange for Great Eastern Zone State Council Representative for WALGA State Council and, should they be unsuccessful, be nominated as the Deputy;**
- 3 agree to reduce the membership of the Audit and Risk Committee from full Council to three (3) Councillors and one (1) Community Representative;**
- 4 endorse the amended Audit and Risk Committee Terms of Reference reflecting changes to the Committee’s membership; and**
- 5 agree to advertise the role of Community Representative on the Audit and Risk Committee, in line with legislative requirements.**

**For: Cr Crooks ,Cr Foss, Cr Hodgkiss, Cr Rajagopalan, Cr Strange, Cr Waight, Cr Verhoogt**

**Against: Nil**

**Carried 7/0**

## Shire of Bruce Rock Committees, Delegates and Representatives As at October 2023

Committees of Council	
Audit and Risk Committee	Cr R Rajagopalan, Cr Strange, Cr AR Crooks and 1 Community Representative
Health and Aged Care	Cr Rajagopalan, Cr Verhoogt
Works and Services	Cr Foss, Cr Waight, Cr Hodgkiss, Cr Crooks

Sub Committees	
Sport and Recreation	Cr Rajagopalan, Cr Foss, Cr Waight
Economic Development Committee	Cr Rajagopalan, Cr Verhoogt, Cr Hodgkiss

Appointed – Delegates and Representatives	
Master of Ceremonies	Cr Cooks and Cr Waight (Proxy)
WALGA Great Eastern Zone	Cr R Rajagopalan, Cr SA Strange
WEROC	Cr R Rajagopalan, Cr Crooks (Proxy) CEO, MGCS (Proxy)
CEACA	Cr SA Strange CEO on Executive Committee
Retirement Units Delegate	Cr J Verhoogt, Cr BE Waight (Proxy)
Regional Road Group	Cr KP Foss and Cr BE Waight (Proxy), MOWS
Local Health Advisory Group	Cr R Rajagopalan, Cr J Verhoogt (Proxy), CEO
District Health Advisory Group	Cr R Rajagopalan
Local Emergency Management Committee	Cr Rajagopalan, CEO, MGCS and Agency Reps
Chief Bush Fire Control Officer	Cr Crooks
Deputy Chief Bush Fire Control Officer	Trent Cosgrove
Reconciliation Action Plan Working Group Representatives	Cr R Rajagopalan, Cr J Verhoogt
Community Resource Centre	Cr J Verhoogt and Staff Member (Proxy)
Tourism	Cr J Verhoogt and CDO
Central Agcare	Darren Mollenoyux
Natural Resource Management	Cr AR Crooks, Cr PK Hodgkiss Representative to LCDC

**9 New Business of an Urgent Nature Introduced by Discussion of the Meeting**

**10 Closure of Meeting**

The Shire President, Cr Rajagopalan, thanked everyone for their attendance and declared the meeting closed at 6.40pm.

These minutes were confirmed at a meeting on 16 November 2023.

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Signed  
Ram Rajagopalan

List of Accounts October 2023				
Chq/EFT	Date	Name	Description	Amount
<b>Municipal Account EFTs</b>				
EFT22208	02/10/2023	DEVLYN AUSTRALIA PTY LTD	SUPERMARKET CONSTRUCTION CLAIM 11	\$469,230.92
EFT22209	03/10/2023	A.J. BAKER & SONS PTY LTD	SUPPLY AND INSTALLATION OF REFRIGERATION EQUIPMENT FOR SUPERMARKET	\$418,550.00
EFT22210	03/10/2023	BOB WADDELL & ASSOCIATES PTY LTD	FINANCIAL CONSULTING	\$9,941.25
EFT22211	03/10/2023	GREAT SOUTHERN FUEL SUPPLIES	FUEL FOR SEPTEMBER 2023	\$1,025.60
EFT22212	03/10/2023	LANE INDUSTRIES (AUSTRALIA) PTY LTD	SUPPLY AND INSTALL FURNITURE FOR BRUCE ROCK SUPERMARKET	\$37,835.81
EFT22213	03/10/2023	OFFICE OF REGIONAL ARCHITECTURE	SUPERMARKET ARCHITECTURAL SERVICES	\$7,626.89
EFT22214	03/10/2023	SHIRE OF BRUCE ROCK - T/AS BRUCE ROCK SUPERMARKET	VARIOUS PURCHASES FOR SEPTEMBER 2023	\$409.56
EFT22215	02/10/2023	DEPARTMENT OF TRANSPORT (DOT CLEARING)	DOT CLEARING 28/09/2023 (EOM TRANSACTION)	\$29,290.55
EFT22216	03/10/2023	DEPARTMENT OF TRANSPORT (DOT CLEARING)	DOT CLEARING 29/09/2023 (EOM TRANSACTION)	\$24,169.75
EFT22217	06/10/2023	ARROW BRONZE	PLAQUE FOR SUPERMARKET	\$1,263.78
EFT22218	06/10/2023	AUSTRALIA POST	POSTAL CHARGES FOR THE MONTH OF SEPTEMBER 2023	\$341.53
EFT22219	06/10/2023	AVON WASTE	RECYCLING FOR THE MONTH OF SEPTEMBER 2023	\$3,792.89
EFT22220	06/10/2023	BADGELINK	STAFF NAME BADGES	\$41.50
EFT22221	06/10/2023	BDD AUSTRALIA PTY LTD T/A BEGA	SUPERMARKET ORDER	\$1,815.26
EFT22222	06/10/2023	BOC LIMITED	GAS BOTTLE RENTAL SEPTEMBER 2023	\$107.99
EFT22223	06/10/2023	BROWNLEY'S PLUMBING & GAS	PLUMBING WORK AT SHIRE PROPERTIES	\$1,078.00
EFT22224	06/10/2023	BRUCE ROCK COMMUNITY RESOURCE CENTRE (INC)	ROCK REVIEW SALES	\$161.50
EFT22225	06/10/2023	BRUCE ROCK DISTRICT CLUB	COUNCIL LUNCHES AND REFRESHMENTS	\$477.50
EFT22226	06/10/2023	BUNNINGS MIDLAND W/H	MATERIALS FOR BUILDING MAINTENANCE	\$222.30
EFT22227	06/10/2023	BUNNINGS.MINDARIE W/H	SIGNS FOR SUPERMARKET AND DEPOT	\$71.11
EFT22228	06/10/2023	C-STORE DISTRIBUTION	SUPERMARKET ORDER	\$1,411.00
EFT22229	06/10/2023	COLESTAN ELECTRICS	ELECTRICAL WORKS AT VARIOUS SHIRE PROPERTIES	\$3,703.13
EFT22230	06/10/2023	COMBINED PEST CONTROL WA P/L	RODENT CONTROL	\$110.00
EFT22231	06/10/2023	COMFORT STYLE MERREDIN	FURNITURE FOR SHIRE PROPERTY	\$739.00
EFT22232	06/10/2023	COPIER SUPPORT	PHOTOCOPIER METER READING	\$525.61
EFT22233	06/10/2023	CROWN PERTH	ACCOMMODATION CHARGES FOR COUNCILORS AND OFFICER ATTENDING CONFERENCE	\$2,974.00
EFT22234	06/10/2023	D4 DATA PTY. LTD.	AQUATIC CENTRE MAINTENANCE	\$211.75
EFT22235	06/10/2023	E & MJ ROSHER PTY LTD	PARTS FOR BK117	\$297.51
EFT22236	06/10/2023	EASTWAY FOOD SUPPLIES	SUPERMARKET ORDER	\$3,104.88
EFT22237	06/10/2023	ECOSCAPE AUSTRALIA PTY LTD	DESIGN AND LANDSCAPE SERVICES	\$5,541.25
EFT22238	06/10/2023	ECOWATER SERVICES	ATU SERVICE	\$250.00
EFT22239	06/10/2023	ELDERS RURAL SERVICES AUSTRALIA LIMITED	LAUNDRY POWDER AND POOL CHEMICAL	\$125.00
EFT22240	06/10/2023	ELEC TECH DIESEL SERVICES PTY LTD	SERVICE BK05, BK09 AND BK472	\$1,220.03
EFT22241	06/10/2023	ENVIROPIPES	DRAINAGE PIPES	\$3,836.80
EFT22242	06/10/2023	FORTH CONSULTING PTY LTD	SUPERMARKET ENGINEERING PHASE CONSULTANCY SERVICES	\$1,694.00
EFT22243	06/10/2023	HARE & FORBES PTY LTD	WORKSHOP MATERIALS	\$22.00
EFT22244	06/10/2023	JOHN PHILLIPS CONSULTING	CEO ANNUAL PERFORMANCE REVIEW	\$2,200.00
EFT22245	06/10/2023	JTB - JAPANESE TRUCK & BUS SPARES	PARTS FOR BK650, BK638 AND BK1018	\$547.80
EFT22246	06/10/2023	LANE INDUSTRIES (AUSTRALIA) PTY LTD	SUPPLY AND INSTALL FURNITURE FOR BRUCE ROCK SUPERMARKET	\$60,177.82
EFT22247	06/10/2023	LIVINGSTREAMS MEDICAL SERVICES PTY LTD T/A DR OLUMUYIWA JEGEDE	PRE EMPLOYMENT MEDICAL	\$140.00
EFT22248	06/10/2023	LIWA AQUATICS	LIWA AQUATIC CONFERENCE ATTENDANCE FEE	\$240.00
EFT22249	06/10/2023	LOCAL GOVERNMENT PROFESSIONALS AUSTRALIA WA (LGMA)	ANNUAL STATE CONFERENCE ATTENDANCE FEES	\$4,535.00
EFT22250	06/10/2023	MAROK WA PTY LTD	SUPERMARKET ORDER	\$438.38
EFT22251	06/10/2023	MARTINS PRODUCE	SUPERMARKET ORDER	\$1,626.63
EFT22252	06/10/2023	MELISSA SCHILLING	REIMBURSEMENT OF EXPENSES	\$148.74
EFT22253	06/10/2023	MERREDIN TELEPHONE SERVICES	ACCESS CARDS FOR GYM	\$313.06
EFT22254	06/10/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	\$17,694.61
EFT22255	06/10/2023	NB HARDWARE & AG SUPPLIES	TOOLS AND MATERIALS FOR TOWNSITE MAINTENANCE	\$485.61
EFT22256	06/10/2023	NUTRIEN AG SOLUTIONS	CHEMICALS FOR VERGE SPRAYING	\$6,512.00
EFT22257	06/10/2023	OFFICEWORKS BUSINESS DIRECT	STATIONERY ORDER	\$250.89
EFT22258	06/10/2023	ROSEMARY BOGLE DAMION VERHOOGT	RATES REFUND	\$674.65
EFT22259	06/10/2023	SANDS FRIDGE LINES	SUPERMARKET FREIGHT	\$638.61
EFT22260	06/10/2023	SIGMA CHEMICALS	MATERIALS FOR AQUATIC CENTRE MAINTENANCE	\$1,637.92
EFT22261	06/10/2023	SIGNTALK INDUSTRIAL PTY LTD	ELECTRONIC NOTICE BOARD MAINTENANCE	\$940.50
EFT22262	06/10/2023	SUNNYSIDE STAIRS	SUPPLY AND INSTALL STAIRCASE AT REC CENTRE	\$15,958.27
EFT22263	06/10/2023	SW TAYLOR	ANNUAL WHS PROCESS	\$2,200.00
EFT22264	06/10/2023	SYNERGY	ELECTRICITY USAGE AT SHIRE PROPERTIES	\$11,762.18
EFT22265	06/10/2023	T-QUIP	BLADE MAINTENANCE FOR OVAL MOWER	\$1,842.40
EFT22266	06/10/2023	TILLY'S CRAWLER PARTS PTY LTD	PARTS FOR BK409	\$6,688.00
EFT22267	06/10/2023	WA CONTRACT RANGER SERVICES	RANGER SERVICES	\$679.25
EFT22268	06/10/2023	WALLIS COMPUTER SOLUTIONS	SUPPLY AND INSTALL NEW COMPUTERS	\$14,106.32
EFT22269	06/10/2023	WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA)	GECC ANNUAL SUBSCRIPTION 2023/24	\$1,650.00
EFT22270	06/10/2023	WESTRAC PTY LTD	PARTS FOR BK510	\$914.43
EFT22271	06/10/2023	WHEATBELT LIQUID WASTE	SEPTIC PUMP OUT AT SHIRE PROPERTY	\$528.00



EFT22272	06/10/2023	WHEATBELT UNIFORMS, SIGNS & SAFETY	STAFF UNIFORM	\$44.00
EFT22273	06/10/2023	WHITESIDE POOL SHOP	PARTS FOR AQUATIC CENTRE HEAT MAT	\$226.60
EFT22274	06/10/2023	DEPARTMENT OF TRANSPORT DRIVER AND VEHICLE SERVICES (VI BAL OF REV EOM)	DOT VEHICLE INSPECTION BALANCE OF REVENUE SEPTEMBER 2023 (EOM TRANSACTION)	\$13.40
EFT22275	10/10/2023	SHIRE OF BRUCE ROCK - CREDIT CARD	CREDIT CARD FOR OCTOBER 2023, HEALTHENGINE, CARD FEE AND INTERNET	\$554.85
EFT22276	10/10/2023	TURBO SETTLEMENTS	SETTLEMENT FEES FOR THE AMALGAMATION OF LOTS	\$1,000.00
EFT22277	12/10/2023	AUSTRALIAN GOVERNMENT CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	\$223.35
EFT22278	12/10/2023	SHIRE OF BRUCE ROCK	PAYROLL DEDUCTIONS	\$710.00
EFT22279	13/10/2023	BDD AUSTRALIA PTY LTD T/A BEGA	SUPERMARKET ORDER	\$1,820.34
EFT22280	13/10/2023	CODY EXPRESS TRANSPORT	SUPERMARKET FREIGHT	\$1,464.50
EFT22281	13/10/2023	COLPET BROWNLEY	MANAGEMENT OF LANDFILL SITE FOR FNE 11/10/2023	\$2,021.04
EFT22282	13/10/2023	EASTWAY FOOD SUPPLIES	SUPERMARKET ORDER	\$1,301.01
EFT22283	13/10/2023	KATIE FUCHSBICHLER	RUBBISH COLLECTION FOR FNE 11/10/2023	\$2,500.00
EFT22284	13/10/2023	MAROK WA PTY LTD	SUPERMARKET ORDER	\$423.38
EFT22285	13/10/2023	MARTINS PRODUCE	SUPERMARKET ORDER	\$4,213.24
EFT22286	13/10/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	\$6,526.61
EFT22287	13/10/2023	SANDS FRIDGE LINES	SUPERMARKET FREIGHT	\$1,208.31
EFT22288	13/10/2023	TEAM GLOBAL EXPRESS PTY LTD	FREIGHT CHARGES	\$337.87
EFT22289	13/10/2023	WIDEAWAKE PTY LTD T/AS IDEAL SALES	SUPERMARKET ORDER	\$330.06
EFT22290	16/10/2023	DEPARTMENT OF MINES AND PETROLEUM	BSL FOR SEPTEMBER 2023	\$966.28
EFT22291	04/10/2023	WEST AUSTRALIAN NEWSPAPERS LIMITED	NEWSPAPERS FOR WEEK ENDING 24/09/2023	\$300.21
EFT22292	11/10/2023	WEST AUSTRALIAN NEWSPAPERS LIMITED	NEWSPAPERS FOR WEEK ENDING 31/10/2023	\$258.07
EFT22293	20/10/2023	ARROW BRONZE	PLAQUE FOR SUPERMARKET ADDITIONAL COST	\$484.11
EFT22294	20/10/2023	BDD AUSTRALIA PTY LTD T/A BEGA	SUPERMARKET ORDER	\$1,480.76
EFT22295	20/10/2023	BOB WADDELL & ASSOCIATES PTY LTD	FINANCIAL CONSULTING	\$1,650.00
EFT22296	20/10/2023	BROWNLEY'S PLUMBING & GAS	SUPPLY AND INSTALL BBQ AND PLUMBING WORK AT SHIRE PROPERTIES	\$5,186.50
EFT22297	20/10/2023	BRUCE ROCK CAFE - LOVE THAT FOOD	MED CENTRE REFRESHMENTS	\$49.50
EFT22298	20/10/2023	BRUCE ROCK COMMUNITY RESOURCE CENTRE (INC)	ROCK REVIEW SALES	\$23.00
EFT22299	20/10/2023	BUNNINGS NORTHAM	MATERIALS FOR BUILDING MAINTENANCE	\$124.46
EFT22300	20/10/2023	BURGESS RAWSON PTY LTD	INDUSTRIAL RENT AND MANAGEMENT FEES	\$387.98
EFT22301	20/10/2023	CARTRIDGE WORLD COTTESLOE	TONER CARTRIDGES FOR MED CENTRE	\$950.00
EFT22302	20/10/2023	CODY EXPRESS TRANSPORT	FREIGHT CHARGES	\$231.00
EFT22303	20/10/2023	CORPCLOUD PTY LTD	MED CENTRE IT SUPPORT	\$411.24
EFT22304	20/10/2023	CROWN PERTH	ACCOMMODATION CHARGES FOR OFFICER ATTENDING CONFERENCE	\$1,301.50
EFT22305	20/10/2023	DEPARTMENT OF WATER AND ENVIRONMENTAL REGULATION(CONTROLLED WASTE)	CONTROLLED WASTE LICENSE	\$165.00
EFT22306	20/10/2023	DEVLYN AUSTRALIA PTY LTD	SUPERMARKET CONSTRUCTION CLAIM 12	\$64,823.91
EFT22307	20/10/2023	E & MJ ROSHER PTY LTD	PARTS FOR BK117	\$67.30
EFT22308	20/10/2023	ELDERS RURAL SERVICES AUSTRALIA LIMITED	CHEMICALS FOR AQUATIC CENTRE	\$427.00
EFT22309	20/10/2023	ELEC TECH DIESEL SERVICES PTY LTD	SERVICE BK51 AND BK08	\$399.52
EFT22310	20/10/2023	GRAEME RIDGLEY CLEANING	CLEANING BRUCE ROCK SUPERMARKET	\$630.00
EFT22311	20/10/2023	JTB - JAPANESE TRUCK & BUS SPARES	PARTS FOR BK638, BK1018 AND BK604	\$963.40
EFT22312	20/10/2023	JULIAN GOLDACRE	REIMBURSEMENT OF EXPENSES	\$383.67
EFT22313	20/10/2023	LANE INDUSTRIES (AUSTRALIA) PTY LTD	SUPPLY AND INSTALL FURNITURE FOR BRUCE ROCK SUPERMARKET	\$25,369.30
EFT22314	20/10/2023	LIBERTY OIL RURAL PTY LTD	VARIOUS OILS	\$527.59
EFT22315	20/10/2023	MAROK WA PTY LTD	SUPERMARKET ORDER	\$477.41
EFT22316	20/10/2023	MARTINS PRODUCE	SUPERMARKET ORDER	\$3,187.07
EFT22317	20/10/2023	MCCALL MOTORS PTY LTD	MATERIALS FOR TOWN CREW	\$1,128.09
EFT22318	20/10/2023	MERRIEDIN FLOWERS AND GIFTS	SYMPATHY ARRANGEMENT	\$126.00
EFT22319	20/10/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	\$1,745.14
EFT22320	20/10/2023	MICHAEL GEOFFREY DARBY	REIMBURSEMENT OF EXPENSES	\$77.94
EFT22321	20/10/2023	MINERAL CRUSHING SERVICES (WA) PTY LTD	STONE FOR ROAD PATCHING AND BATCHING PLANT	\$4,509.12
EFT22322	20/10/2023	NAPA	MATERIALS FOR WORKSHOP	\$128.27
EFT22323	20/10/2023	NAREMBEEN COMMUNITY RESOURCE CENTRE	LARGE PRINTING CHARGE	\$21.31
EFT22324	20/10/2023	NB HARDWARE & AG SUPPLIES	MATERIALS FOR GARDEN MAINTENANCE	\$539.25
EFT22325	20/10/2023	OFFICEWORKS BUSINESS DIRECT	STATIONERY ORDER	\$162.99
EFT22326	20/10/2023	ORIGO PTY LTD	AIRPORT WEATHER STATION ANNUAL SUPPORT	\$451.00
EFT22327	20/10/2023	PARMELIA MANAGEMENT PTY LTD	ACCOMMODATION FOR OFFICER ATTENDING CONFERENCE	\$756.40
EFT22328	20/10/2023	POOL ROBOTICS PERTH	AQUATIC CENTRE MAINTENANCE	\$1,378.59
EFT22329	20/10/2023	RESONLINE PTY LTD	ONLINE CARAVAN PARK BOOKING FOR SEPTEMBER 2023	\$220.00
EFT22330	20/10/2023	SANDS FRIDGE LINES	SUPERMARKET FREIGHT	\$392.07
EFT22331	20/10/2023	SETON AUSTRALIA	WALL MOUNTED KEY CABINET	\$318.86
EFT22332	20/10/2023	SHIRE OF BRUCE ROCK - T/AS BRUCE ROCK SUPERMARKET	VARIOUS PURCHASES FOR OCTOBER 2023	\$361.07
EFT22333	20/10/2023	SHRED-X PTY LTD	SECURE DESTRUCTION BIN MONTHLY RENTAL	\$13.00
EFT22334	20/10/2023	STAMP STORE	NEW MAIL STAMP	\$115.50
EFT22335	20/10/2023	STATEWIDE BEARINGS	PARTS FOR BK660	\$65.31
EFT22336	20/10/2023	SYDNEY TOOLS PTY LTD	MATERIALS FOR WORKSHOP	\$29.90
EFT22337	20/10/2023	SYNERGY	ELECTRICITY USAGE AT SHIRE PROPERTY	\$36.33
EFT22338	20/10/2023	TEAM GLOBAL EXPRESS PTY LTD	FREIGHT CHARGES	\$294.75

EFT22339	20/10/2023	TELSTRA	TELEPHONE USAGE CHARGES	\$4.94
EFT22340	20/10/2023	THERAPEUTIC GUIDELINES	ANNUAL SUBSCRIPTION	\$329.00
EFT22341	20/10/2023	TRANSTRUCT	MATERIALS FOR BUILDING MAINTENANCE	\$1,439.54
EFT22342	20/10/2023	TWO DOGS HOME HARDWARE	MATERIALS FOR AQUATIC CENTRE MAINTENANCE	\$119.17
EFT22343	20/10/2023	WESFARMERS KLEENHEAT GAS PTY LTD	ANNUAL RENTAL CHARGES	\$2,129.59
EFT22344	20/10/2023	WESTRAC PTY LTD	PARTS FOR BK727 AND BK511	\$438.90
EFT22345	20/10/2023	WURTH	MATERIALS FOR WORKSHOP	\$272.91
EFT22346	26/10/2023	AUSTRALIAN GOVERNMENT CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	\$223.35
EFT22347	18/10/2023	WEST AUSTRALIAN NEWSPAPERS LIMITED	NEWSPAPERS FOR WEEK ENDING 08/10/2023	\$273.98
EFT22348	26/10/2023	SHIRE OF BRUCE ROCK	PAYROLL DEDUCTIONS	\$710.00
EFT22349	25/10/2023	WEST AUSTRALIAN NEWSPAPERS LIMITED	NEWSPAPERS FOR WEEK ENDING 15/10/2023	\$296.38
EFT22350	27/10/2023	ALLMARK & ASSOCIATES PTY LTD	PLAQUES FOR SUPERMARKET BUILDING	\$1,127.50
EFT22351	27/10/2023	AUSQ TRAINING	STAFF TRAINING - TRAFFIC MANAGEMENT AND TRAFFIC CONTROLLER	\$3,000.00
EFT22352	27/10/2023	BRETT WILLIAM WAYE	REIMBURSEMENT OF EXPENSES	\$138.50
EFT22353	27/10/2023	BRUCE ROCK CAFE - LOVE THAT FOOD	CATERING FOR SUPERMARKET STOCK TAKE	\$102.90
EFT22354	27/10/2023	BRUCE ROCK DISTRICT CLUB	REFRESHMENTS FOR COUNCIL MEETING AND ELECTION	\$481.00
EFT22355	27/10/2023	BYPROGRESS PTY LTD (MONSTERBALL AMUSEMENTS & HIRE)	ENTERTAINMENT FOR SUPERMARKET OPENING	\$2,550.00
EFT22356	27/10/2023	CODY EXPRESS TRANSPORT	SUPERMARKET FREIGHT	\$632.94
EFT22357	27/10/2023	COLESTAN ELECTRICS	ELECTRICAL WORK AT SHIRE PROPERTY	\$2,047.64
EFT22358	27/10/2023	COLPET BROWNLEY	MANAGEMENT OF LANDFILL SITE FOR FNE 25/10/2023	\$2,021.04
EFT22359	27/10/2023	KATIE FUCHSBICHLER	RUBBISH COLLECTION FOR FNE 25/10/2023	\$2,500.00
EFT22360	27/10/2023	LADYBIRD ENTERTAINMENT	ENTERTAINMENT FOR SUPERMARKET OPENING	\$2,188.25
EFT22361	27/10/2023	METCASH TRADING LIMITED	SUPERMARKET ORDER	\$1,068.10
EFT22362	27/10/2023	MODUMAX PTY LTD	PORTABLE ANIMAL CAGE	\$1,240.00
EFT22363	27/10/2023	NEREA UGARTE	REIMBURSEMENT OF EXPENSES	\$535.48
EFT22364	27/10/2023	OFFICE EASY PTY LTD TRADING AS BUSINESS BASE	OFFICE FURNITURE	\$67.48
EFT22365	27/10/2023	REGIONAL EARLY EDUCATION AND DEVELOPMENT INC	COMMUNITY GRANT PROGRAM 2023-2024	\$2,476.10
EFT22366	27/10/2023	TEAM GLOBAL EXPRESS PTY LTD	FREIGHT CHARGES	\$729.23
EFT22367	27/10/2023	TELSTRA	TELEPHONE USAGE CHARGES	\$1,894.05
EFT22368	27/10/2023	THE BRUCE ROCK HOTEL	LUNCH AND REFRESHMENTS FOR OCTOBER COUNCIL MEETING	\$445.50
<b>Total EFTs</b>				<b>\$1,369,249.42</b>
<b>Municipal Account Cheques</b>				
138	06/10/2023	SHIRE OF BRUCE ROCK	BUILDING SERVICES LEVY SUPERMARKET OCCUPANCY PERMIT	\$61.65
139	10/10/2023	SHIRE OF BRUCE ROCK	PETTY CASH RECOUP SEPTEMBER 2023, PLATE REMAKE	\$46.50
140	18/10/2023	SHIRE OF BRUCE ROCK	FLOATS FOR CAMPING ON OVAL PAYMENTS AT VETS REUNION 2023 AND POOL ENTRY FOR 2023/24 SEASON	\$500.00
<b>Total Cheques</b>				<b>\$608.15</b>
<b>Wages and Salaries</b>				
	11/10/2023	PAYROLL DIRECT DEBIT OF NET PAYS	PAYROLL FORTNIGHT ENDING 11/10/2023	\$84,918.18
	25/10/2023	PAYROLL DIRECT DEBIT OF NET PAYS	PAYROLL FORTNIGHT ENDING 25/10/2023	\$90,564.33
<b>Total Wages and Salaries</b>				<b>\$175,482.51</b>
<b>Municipal Account Direct Debit</b>				
DD9406.1	11/10/2023	AWARE SUPER PTY LTD	PAYROLL DEDUCTIONS	\$8,789.21
DD9406.2	11/10/2023	MERCER SMARTSUPER	SUPERANNUATION CONTRIBUTIONS	\$316.53
DD9406.3	11/10/2023	HOST PLUS SUPERANNUATION	PAYROLL DEDUCTIONS	\$607.32
DD9406.4	11/10/2023	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	\$365.45
DD9406.5	11/10/2023	THE TRUSTEE FOR AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	\$268.37
DD9406.6	11/10/2023	EQUIPSUPER	SUPERANNUATION CONTRIBUTIONS	\$104.38
DD9406.7	11/10/2023	MLC MASTERKEY-PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	\$261.12
DD9406.8	11/10/2023	MACQUARIE SUPER MANAGER II	SUPERANNUATION CONTRIBUTIONS	\$204.96
DD9406.9	11/10/2023	PANORAMA SUPER	SUPERANNUATION CONTRIBUTIONS	\$847.97
DD9426.1	25/10/2023	AWARE SUPER PTY LTD	PAYROLL DEDUCTIONS	\$8,714.76
DD9426.2	25/10/2023	MERCER SMARTSUPER	SUPERANNUATION CONTRIBUTIONS	\$284.17
DD9426.3	25/10/2023	HOST PLUS SUPERANNUATION	PAYROLL DEDUCTIONS	\$608.62
DD9426.4	25/10/2023	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	\$314.23
DD9426.5	25/10/2023	THE TRUSTEE FOR AUSTRALIAN RETIREMENT TRUST	SUPERANNUATION CONTRIBUTIONS	\$270.24
DD9426.6	25/10/2023	EQUIPSUPER	SUPERANNUATION CONTRIBUTIONS	\$111.86
DD9426.7	25/10/2023	MLC MASTERKEY-PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	\$261.12
DD9426.8	25/10/2023	MACQUARIE SUPER MANAGER II	SUPERANNUATION CONTRIBUTIONS	\$208.67
DD9426.9	25/10/2023	PANORAMA SUPER	SUPERANNUATION CONTRIBUTIONS	\$848.07
DD9406.10	11/10/2023	WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	SUPERANNUATION CONTRIBUTIONS	\$89.09
DD9406.11	11/10/2023	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	\$2,872.98
DD9406.12	11/10/2023	PRIME SUPER	SUPERANNUATION CONTRIBUTIONS	\$504.79
DD9406.13	11/10/2023	VIRGIN MONEY SUPER	SUPERANNUATION CONTRIBUTIONS	\$214.72
DD9406.14	11/10/2023	AMP LIFE LIMITED	SUPERANNUATION CONTRIBUTIONS	\$269.14
DD9406.15	11/10/2023	BENDIGO SMART SAVER SUPER	SUPERANNUATION CONTRIBUTIONS	\$434.73
DD9426.10	25/10/2023	WEALTH PERSONAL SUPERANNUATION AND PENSION FUND	SUPERANNUATION CONTRIBUTIONS	\$523.86

DD9426.11	25/10/2023	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	\$2,924.13
DD9426.12	25/10/2023	PRIME SUPER	SUPERANNUATION CONTRIBUTIONS	\$504.30
DD9426.13	25/10/2023	VIRGIN MONEY SUPER	SUPERANNUATION CONTRIBUTIONS	\$175.17
DD9426.14	25/10/2023	AMP LIFE LIMITED	SUPERANNUATION CONTRIBUTIONS	\$269.95
DD9426.15	25/10/2023	BENDIGO SMART SAVER SUPER	SUPERANNUATION CONTRIBUTIONS	\$383.17
<b>Total Direct Debits</b>				<b>\$32,553.08</b>
<b>Credit Card Payments</b>				
EFT22275	10/10/2023	HEALTHENGINE	HEALTH ENGINE APP, SMS RECALLS & NEW PATIENTS	\$215.60
		BENDIGO BANK	CARD FEE	\$4.00
		ACTIVE8ME	INTERNET FOR SEPTEMBER/OCTOBER	\$45.40
		WESTNET	INTERNET FOR OCTOBER	\$89.95
			INTERNET FOR OCTOBER	\$89.95
			INTERNET FOR OCTOBER	\$109.95
<b>Total Credit Card Payments</b>				<b>\$554.85</b>
<b>Total Municipal Account EFT Payments</b>				<b>\$1,369,249.42</b>
<b>Total Municipal Account Cheque Payments</b>				<b>\$608.15</b>
<b>Total Trust Account EFT Payments</b>				<b>\$0.00</b>
<b>Total Trust Account Cheque Payments</b>				<b>\$0.00</b>
<b>Total Wages</b>				<b>\$208,035.59</b>
<b>Total</b>				<b>\$1,577,893.16</b>



**SHIRE OF BRUCE ROCK FUEL CARD PAYMENTS OCTOBER 2023**

<b>Card- 70501560883376410 DOCTOR'S CAR</b>					
<b>Date</b>	<b>Description</b>	<b>Location</b>	<b>Qty</b>	<b>Unit Price</b>	<b>Total</b>
07/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	54.88	2.0190	110.80
12/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	53.02	1.9990	105.99
14/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	36.39	1.9990	72.74
21/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	51.79	1.9790	102.49
27/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	43.17	1.9790	85.43
<b>TOTALS FOR THIS CARD</b>			<b>239.25</b>		<b>477.45</b>
<b>CARD: 70501653242845777 BULK UNLEADED FOR DEPOT</b>					
12/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	20.00	1.9990	39.98
13/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	26.31	1.9990	52.59
23/10/2023	UNLEADED PETROL 91	BRUCE ROCK OPT	133.42	1.9790	264.04
<b>TOTALS FOR THIS CARD</b>			<b>179.73</b>		<b>356.61</b>
<b>CARD TOTALS</b>					<b>834.06</b>

**SHIRE OF BRUCE ROCK CREDIT CARD PAYMENTS OCTOBER 2023**

<b>Date</b>	<b>Name</b>	<b>Description</b>	<b>Amount</b>
03/10/2023	ACTIVE8ME	INTERNET FOR SEPTEMBER/OCTOBER	45.40
04/10/2023	WESTNET	INTERNET FOR OCTOBER	289.85
15/10/2023	HEALTHENGINE	HEALTHENGINE FOR OCTOBER/NOVEMBER	176.00
25/10/2023	CANVA	SUBSCRIPTION FOR DESIGN APP	164.99
30/10/2023	BENDIGO BANK	CARD FEE	4.00
31/10/2023	ACTIVE8ME	INTERNET FOR OCTOBER/NOVEMBER	45.40
<b>TOTAL</b>			<b>725.64</b>

Item 10.3.1 – Attachment A - Schedule of Submissions Received – Public Advertising of the Shire of Bruce Rock Public Health and Wellbeing Plan 2023-2027 commenced 24 November 2023

N°.	Source	Contact	Summary of Submission	Comment	Council Recommendation
Nil submissions received.					



# Public Health and Wellbeing Plan

2023 - 2027

# Document Control

Date	Amendment details	Prepared by
19 October 2023	Draft presented to Council seeking approval to publish the document for public comment.	Manager of Regulatory Services
9 November 2023	Document control table added.	Manager of Regulatory Services
16 November 2023	Plan presented to Council for endorsement.	Manager of Regulatory Services

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- Strategic Community Plan 2022 - 2032 .....7
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# Acknowledgement of Country



The Shire of Bruce Rock acknowledges the Ballardong Noongar people as the Traditional Custodians of the land where we live. We pay our respect to Elders past and present.



# Introduction



Local Governments are vital in protecting and promoting the health and wellbeing of their residents, and can play a critical role in reducing disease, illness, and injuries. In recognition of this important public function, Part 5 of the Public Health Act 2016 requires Local Governments in Western Australia to develop local public health plans.

This Public Health and Wellbeing Plan outlines the actions that the Shire of Bruce Rock will take between 2023 and 2027 to improve the health and wellbeing of our community.

These actions will build upon a substantial body of work already implemented by the Shire over the years, and will be guided by the State Public Health Plan for Western Australia 2019-2024 (State Plan), as amended.

The State Plan has been developed by the Chief Health Officer of the Western Australian Department of Health, in collaboration with the Mental Health Commission and various Western Australian public health professionals. The State Plan identifies three public health objectives to reduce disease, injury, and premature deaths in Western Australia. These objectives are to empower and enable people to live healthy lives, to provide health protection for the community, and to improve Aboriginal health and wellbeing.

The Shire of Bruce Rock's Public Health and Wellbeing Plan 2023-2027 has been developed over a two-year period, in consultation with the local community and following extensive analysis of health data. This plan will assist Council in taking into consideration the needs of the community when planning for, and working towards achieving, improved public health and wellbeing outcomes.

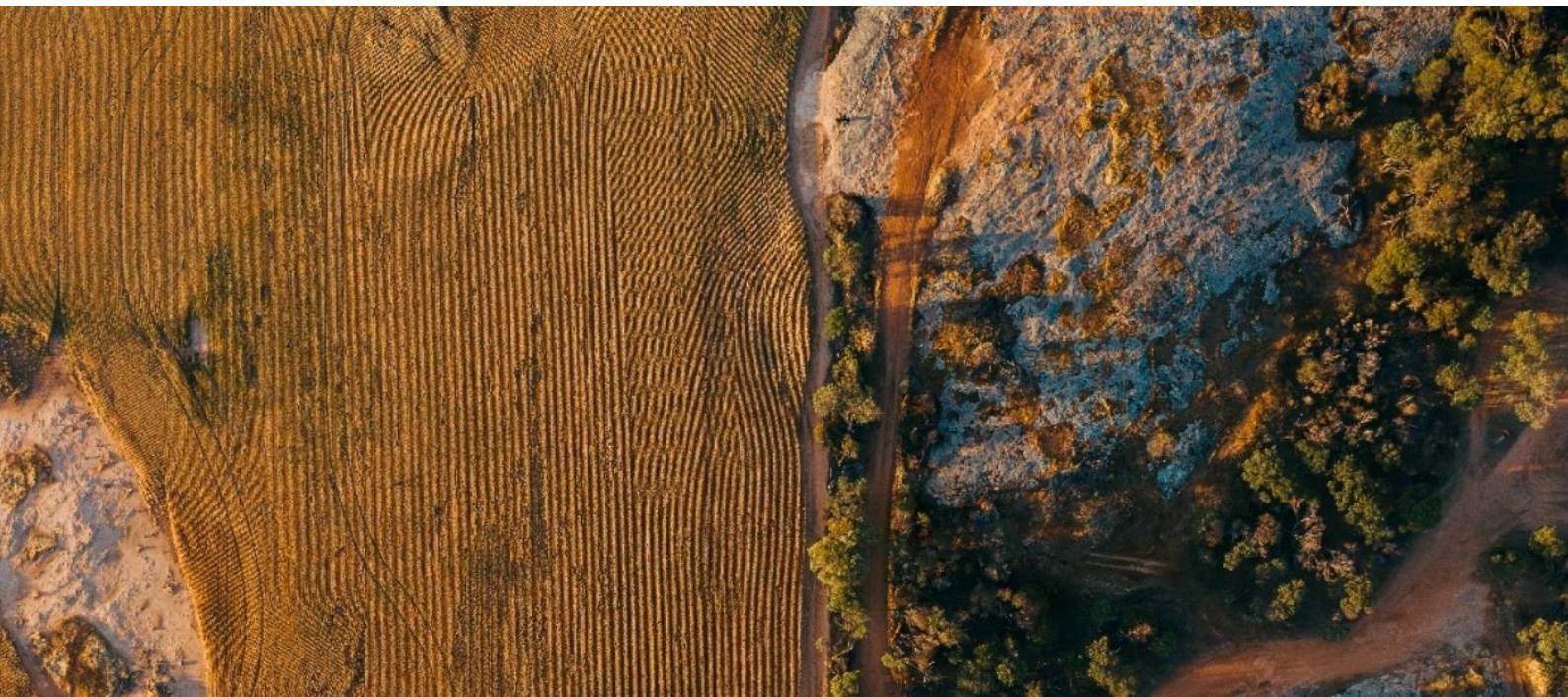
# Our Health and Wellbeing History

The Shire of Bruce Rock has a rich history of commitment to the community's health and wellbeing. This includes the development of the historic Memorial Hospital, which was devised and promoted by the former Roads Board Members and the local community. The Memorial Hospital was opened by the Premier, Sir James Mitchell, on the 18<sup>th</sup> of November 1922. The new hospital facility was subsequently built in 1968. The hospital (which is now open 24 hours a day) was, and remains today, an essential public health service for the local community.

The Bruce Rock Roads Board Chairman, Mr Jack Stewart, is recognised as making a significant contribution to public health by lobbying earnestly to have the townsite of Bruce Rock converted to the use of septic tanks as a preferred effluent disposal system, which eventually replaced the unhygienic cesspools and outhouses used.

Mr Stewart, along with the Roads Board, also promoted and enabled the construction of an ambulance building and an infant health centre.

In recent times, Council's commitment to public health and wellbeing has continued with the construction of the Medical Centre and the new Emergency Services building. Council has also attracted a full-time General Practitioner and Dentist, as well as visiting Allied Health Services to the town of Bruce Rock.



## Our Current Health Role

The Shire of Bruce Rock provides a range of funding to support the health and wellbeing of our community through the following services and facilities:

- Infrastructure and property services, including although not limited to, the provision of public facilities, roads, footpaths, drainage, and waste collection and management.
- Environmental health services to:
  - mitigate and manage environmental health risks;
  - ensure water quality, food, and public event safety; and
  - manage public health emergencies, nuisances, and particular animal controls.
- Community services that include the provision of a Medical Centre, and the investment towards the attraction and retention of a local General Practitioner, Dentist and Allied Health professionals.
- Provision of recreation facilities such as parks, sporting fields, golf courses, the Aquatic Centre, the indoor/outdoor playing surfaces, and bowling greens, most of which were built at a central location. Also, recreation facilities in and around the satellite townsites of Shackleton, Ardath and Babakin.
- Building services, and planning and development control, inclusive of inspections, licensing, certification, and educational enforcement, when required and appropriate.
- Administration of facilities, such as the all-weather illuminated aerodrome used by the Royal Flying Doctor Service, cemeteries, and solid and liquid waste disposal sites.
- Administration of Local Government Laws, including the Health and Nuisances Local Laws.
- Administration of Ranger and Emergency Services.

# Snapshot of Our Community's Health



In developing the Public Health and Wellbeing Plan 2023-2027, the Shire of Bruce Rock has assessed data on the status of our community's health and wellbeing. Some key points to note in this regard include the following:

- Our children have a higher cognitive development score than the State average.
- Unfortunately, data from 2014-18 shows that there is a higher cancer incidence than State average in our community, including a:
  - 1.5 times higher rate of breast cancer;
  - 1.5 times higher rate of prostate cancer; and
  - 2 times higher rate of lung cancer.
- Between 2015 and 2019, there was a 12.4% increase in female mental health presentations in the 15 to 24 years old age bracket.
- In contrast, between 2015 and 2019, there was a 25% decrease in male mental health presentations in the 15 to 24 years old age bracket.
- 2019 saw a significantly higher rate of hospitalisation of females than the State average for:
  - blood diseases and neoplasms;
  - endocrine and nutritional diseases;
  - injury and poisoning; and
  - musculo-skeletal diseases.
- Similarly, 2019 also saw a significantly higher rate of hospitalisation for males than the State average for:
  - chemotherapy and dialysis;
  - circulatory diseases and neoplasms;
  - digestive diseases; and
  - injury and poisoning.
- Between 2014 and 2018, there was 0% of youth suicides, compared to the State average of 20.4% in males and 8.2% in females.

# Community Survey Results

In addition to considering existing health and wellbeing data, the Shire of Bruce Rock commissioned a community survey to inform the development of the Public Health and Wellbeing Plan 2023-27.



## CURRENT STATUS

The survey results showed that the two most serious health risks in our community are:

1. the abuse and usage of illicit substances; and
2. tobacco and cigarette smoking.

The survey also showed that the top three most serious mental and social health issues in our community are:

1. anxiety;
2. alcoholism; and
3. depression.

On a positive note, the survey identified that our community's top three volunteering activities are:

1. sporting;
2. public events; and
3. community groups and services.

The sport and recreation facilities we use the most are the:

1. Bruce Rock Aquatic Centre;
2. Bruce Rock Recreation Centre; and
3. Football Oval.



## CHANGE FOR THE FUTURE

The community members who participated in the survey stated that the top four desired programs to improve the health of our community are:

1. routine screening for health issues (such as cervical and prostate cancers);
2. programs for seniors and aged care;
3. community events for residents; and
4. programs for teens.

The community also indicated that the top three facilities or resources for good community health are:

1. recreation facilities (such as recreation centres, ovals and gyms);
2. safe roads; and
3. disability access to buildings and recreation activities.

The top three desired programs to help our community be more physically active are:

1. exercise and play equipment in parks that cater for various age groups;
2. public exercise equipment that is free to use; and
3. more hiking, walking and cycle paths, inclusive of maps to show where these are located.

Last, but not least, the survey found that the top three priorities to encourage our community to eat healthy food are:

1. more healthy food options at takeaway and fast-food outlets;
2. healthy food options at sporting and community events; and
3. healthy foods being easier to identify in the shops.

# Strategic Community Plan 2022 - 2032

The Public Health and Wellbeing Plan 2023-2027 is strongly linked to the themes of the Shire of Bruce Rock's Strategic Community Plan 2022-2032. The themes are:

1. Infrastructure
2. Economy
3. Community
4. Governance
5. Advocacy
6. Healthy and Wellbeing

Infrastructure	Economy	Community	Governance	Health and Wellbeing
1.3 Shire facilities are maintained in a strategic manner to meet community need	2.1 Assist the local economy to grow	1.1 Our community is engaged and has a healthy lifestyle	4.1 Our organisation is well positioned and has capacity for the future	1.3.1 Demonstrated development of our Sport and Recreation Facilities Plan
2.2 Roads are a key driver across the Shire	2.3 Workers and their families can work and reside in the Shire	2.3.3 Residents can access local early childhood programs and services	4.1.2 Technology reduces delays and improves accuracy of organisational processes	1.1.7 Locals can access GP, primary and allied health services in Bruce Rock
	2.4 Tourism helps diversify our local economy		4.3 Proactive and well governed Shire	3.1 Maintain a high standard of environmental health and waste services





# Our Planned Health and Wellbeing Actions

Council will provide leadership to endeavour to improve public health and wellbeing outcomes by:

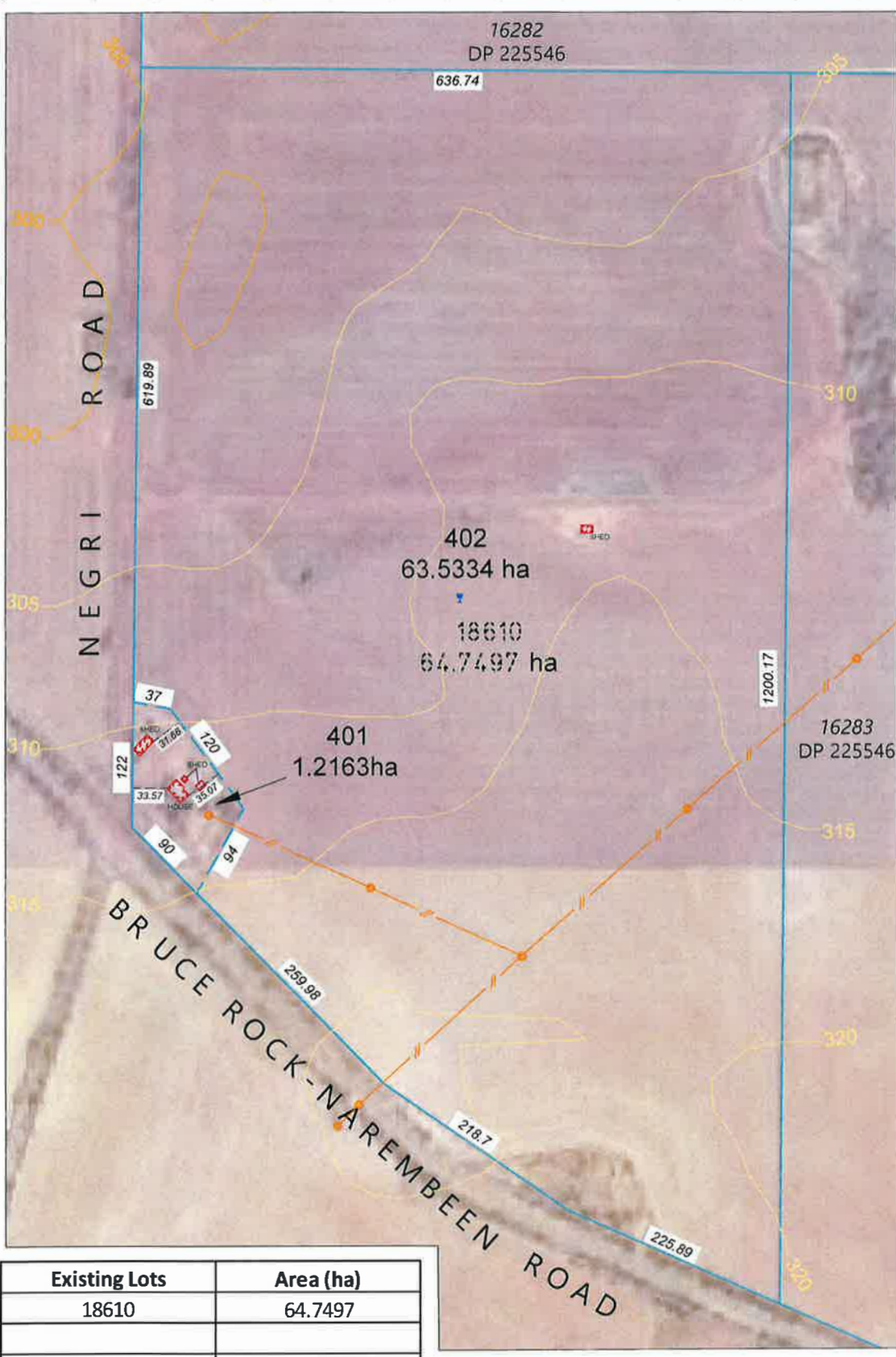
1. leading the community through advocacy;
2. encouraging and developing partnerships with other Local Governments, State Government health agencies and Non-Governmental Organisations (NGO) to support better health and wellbeing outcomes; and
3. encouraging and promoting healthy lifestyles.

The specific actions to be taken by Council are as follows:

Health and Wellbeing	Recreation Services	Access to Allied Health	Environmental Health
We will advocate for the State Government and encourage all ages to have accessible mental health programs, especially for 15-24 year olds.	We will work with the Wheatbelt Public Health Unit to facilitate services and programs for teens, seniors and aged persons' fitness and wellbeing in our recreation venues.	We will work collaboratively with the State Government and the Wheatbelt Public Health Unit to provide information and education to plan for a COVID safe community.	We will continue to provide an environmental health service to ensure health hazards in the community are prevented or detected for resolution.
We will work with road safety authorities and police to maintain safe roads in our community.	We will endeavour to improve access for disabled persons in the townsite areas.	We will assist in the promotion of participation in screening for prostate, breast and lung cancers.	We will endeavour to work with Food Atlas to assist in encouraging food outlets to prepare healthy and affordable meals.
We will work with the Wheatbelt Public Health Unit to facilitate education to reduce the unsafe consumption of alcohol and drugs in the community.	We will investigate the installation of free fitness infrastructure equipment at various locations.	We will work collaboratively with the State Government, the Wheatbelt Public Health Unit and Allied Health professionals to provide services to the community.	We will continue to monitor public health indicators, and conduct food and water surveillance programs.
We will continue to ensure community safety is a valued feature of our lifestyle, and make the health and wellbeing of our residents a priority.			



DEPARTMENT OF PLANNING, LANDS AND HERITAGE  
 DATE 05-Oct-2023 FILE 164131



NOTE: ALL AREAS AND DIMENSIONS SHOWN ARE SUBJECT TO FINAL SURVEY

NOTE: AERIAL IMAGE OVERLAID FOR CONTEXT ONLY

NOTE: DWELLINGS AND ALL OTHER BUILDINGS TO REMAIN

SUBSURFACE UTILITY INFORMATION			
PRESENT ON THIS DRAWING	METHOD OF LOCATION	EXAMPLE TYPE OF UTILITY INFORMATION AS IDENTIFIED	POTENTIAL DEPTH OF UTILITY DRAWING
✓	UNDERGROUND	WATER	RED
	UNDERGROUND	SEWER	ORANGE
	UNDERGROUND	POWER	GREEN
	UNDERGROUND	TELEPHONE	YELLOW

NOTE: THIS DRAWING DOES NOT SHOW ALL SUBSURFACE UTILITIES CURRENT OR FUTURE. YOU SHOULD CONSULT WITH THE UTILITY PROVIDERS AND OBTAIN PERMISSIONS FOR ANY EXCAVATION WORKS.

**LEGEND**

- Water Meter
- Power Pole

**LINE TYPES**

- Existing Boundary
- Proposed Boundary
- Building Line
- Overhead Power

Existing Lots	Area (ha)
18610	64.7497
<b>Proposed Lots</b>	
401	1.2163
402	63.5334
<b>Total</b>	<b>64.7497</b>

**RM SURVEYS**  
 LICENSED SURVEYORS

0 40 80 120 160 200 240 280 320  
 SCALE 1:4000  
 ALL DISTANCES IN METRES

PAPER SIZE **A3**

Accredited by	CLIENT: GEOFF NEGRI	SURVEYOR: AK
		SURVEY DATE: 28/08/2023
		VERTICAL DATUM: AHD
		HORIZONTAL DATUM: LOCAL
0	INITIAL ISSUE	TL AK AK 30/08/23
REV	DESCRIPTION	DRN CKD APP DATE

<b>APPLICATION FOR SUBDIVISION</b>		
LOT 18610 ON DP 225546		
LOT 18610 BRUCE ROCK-NAREMBEEN ROAD		
SHIRE OF BRUCE ROCK		
JOB No.	DRAWING No.	REV
NEGR-BRNR	NEGR-BRNR-DW-001	0



28 September 2023  
Our ref: NEGR-BRNR

Planning Support Officer  
WA Planning Commission  
140 William Street, Perth WA 6000

Dear Sir/Madam,

**PROPOSED HOMESTEAD LOT SUBDIVISION of:  
Bruce Rock - Naremben Road, BRUCE ROCK, being Lot 18610 on DP 225546**

This application is for a Homestead Lot Subdivision per Development Control Policy 3.4 section 6.6.

**RE: Fire assessment**

I would like to apply for exemption from the requirement to supply a Bush Fire Attack Level (BAL) assessment as per State Planning Policy 3.7.

In accordance with the criteria for exemption under Planning Bulletin 111/2016 s.5, the proposed subdivision:

- Will not result in intensification or development of land use
- Will not result in increased occupancy by employees, or increased bushfire risk as the land use will continue as broadacre farming

**RE: Site-and-soil evaluation (SSE)**

The established dwelling is occupied and has an existing septic tank system, I understand the SSE is primarily intended for new/proposed septic facilities – please correct me if I am mistaken.

I would like to request this proposal to be classified as 'low risk', per section 2.1 (page 2) of attached POL-Government\_Sewerage\_Policy\_2019\_FAQ\_1 , therefore removing the requirement (if reclassified) for an SSE at application stage.

*low risk proposals where the WAPC, in consultation with the local government and relevant referral agencies, is satisfied that the minimum site requirements for on-site sewage (refer to section 5.2 of the policy) will be met.*

PHONE  
08 9457 7900

MAILING ADDRESS  
PO BOX 832 WILLETTON WA 6955

EMAIL  
INFO@RMSURVEYS.COM.AU

FAX  
08 9457 7922

SERVICE ADDRESS  
25 AUGUSTA ST WILLETTON WA 6155

WEBSITE  
RMSURVEYS.COM.AU



The site conditions/location meets the conditions set out in Section 5 and Schedule 2 of: POL-Government\_Sewerage\_Policy\_2019\_September:

- Site is zoned rural
- Site is surrounded by farmland, higher density development is excluded per the homestead lot policy (*no future dwellings*)
- Dwelling's location is not subject to flooding, and over 100m and 180m clear of nearest watercourses; minor creeks with intermittent winter flow
- Site is not within a Sewage sensitive areas, per the PlanWA database
- No water bores exist in the dwelling's vicinity – the house is serviced by rain water

Should the Shire or any other agency require an SSE, we would be pleased to provide it as a subdivision condition.

I understand that this classification is applied at the discretion of the decision maker. Thank you for your assistance, and please contact me if you require any further information.

Yours sincerely,

**Andrew Kalotay**

*LICENSED SURVEYOR*

B.Sc in Surv & Map. MWAIS

MOBILE

0439 382 649

EMAIL

[andrew.kalotay@rmsurveys.com.au](mailto:andrew.kalotay@rmsurveys.com.au)



Your Ref : 164131  
Previous Ref :  
Enquiries : Rosa Rigali (6551 9306)

6 October 2023

**Application No: 164131 - Lot No 18610 Bruce Rock-Narembeen Rd Bruce Rock**

The Western Australian Planning Commission has received an application for planning approval as detailed below. Plans and documentation relating to the proposal are attached. The Commission intends to determine this application within 90 days from the date of lodgement.

Please provide any information, comment or recommended conditions pertinent to this application by 17 November 2023 being 42 days from the date of this letter. The Commission will not determine the application until the expiry of this time unless all responses have been received from referral agencies. If your response cannot be provided within that period, please provide an interim reply advising of the reasons for the delay and the date by which a completed response will be made or if you have no comments to offer.

Referral agencies are to use the Model Subdivision Conditions Schedule in providing a recommendation to the Commission. Non-standard conditions are discouraged, however, if a non-standard condition is recommended additional information will need to be provided to justify the condition. The condition will need to be assessed for consistency against the validity test for conditions. A copy of the Model Subdivision Conditions Schedule can be accessed: [www.dplh.wa.gov.au](http://www.dplh.wa.gov.au)

Send responses via email to [referrals@dplh.wa.gov.au](mailto:referrals@dplh.wa.gov.au). **Always quote reference number "164131" when responding.**

This proposal has also been referred to the following organisations for their comments:  
*Western Power, Water Corporation, Dept Biodiversity, Conser & Attraction and LG Shire Of Bruce Rock.*

Yours faithfully

A handwritten signature in black ink, appearing to read "Ms Sam Fagan".

Ms Sam Fagan  
Secretary  
Western Australian Planning Commission



#### APPLICATION DETAILS

<b>Application Type</b>	Subdivision	<b>Application No</b>	164131
<b>Applicant(s)</b>	Rm Surveys Pty Ltd		
<b>Owner(s)</b>	Mr Geoffrey Negri; Mr Phillip Negri		
<b>Locality</b>	Lot No 18610 Bruce Rock-Narembeen Rd Bruce Rock		
<b>Lot No(s).</b>	18610	<b>Purpose</b>	Rural,Rural Living
<b>Location</b>		<b>Local Gov. Zoning</b>	Rural
<b>Volume/Folio No.</b>	711/138	<b>Local Government</b>	Shire Of Bruce Rock
<b>Plan/Diagram No.</b>	225546	<b>Tax Sheet</b>	
<b>Centroid Coordinates</b>	mE mN		
<b>Other Factors</b>	RURAL		



## Application for Approval of Freehold or Survey Strata Subdivisions

Lodgement ID: 2023-228153

<b>Your Reference</b>	NEGR-BRNR
<b>Location of Subject Property</b>	LOt 18610 Bruce Rock - Narembeen Road, Bruce Rock
<b>No. of applicants</b>	1
<b>Are you applying on your own behalf?</b>	Yes
<b>Are you the primary applicant?</b>	Yes
<b>Do you have consent to apply from all landowners?</b>	Yes
<b>Lodgement Type</b>	Subdivision
<b>Submitted by</b>	Andrew Kalotay
<b>Email</b>	andrew.kalotay@rmsurveys.com.au

### About the land

<b>Number of current lots on the land</b>	1	<b>Total number of proposed lots on the land including balance lots</b>	2
<b>Drainage Reserves</b>	0	<b>Public Access Ways</b>	0
<b>Recreation Reserves</b>	0	<b>Right of Ways</b>	0
<b>Road Reserves</b>	0	<b>Road Widening</b>	0
<b>Number of fee paying lots</b>	2	<b>Number of fee exempt lots</b>	0

N/A

### What is the proposed use/development?

<b>Proposed Use</b>	<b>Lot size</b>	<b>Number of Lots</b>	
Rural	Over 25 HA	1	
Rural Living	1 HA - 2 HA	1	
<b>Local Government</b>	Shire Of Bruce Rock	<b>Existing dwellings</b>	Yes
<b>Is common property proposed</b>	No		

### Applicants

#### Primary applicant (1)

<b>Is the applicant a company/organisation?</b>	Yes	<b>Is the applicant a landowner?</b>	No
<b>Name/Company</b>	RM Surveys Pty Ltd	<b>ABN / ACN</b>	481120545
<b>Email</b>	andrew.kalotay@rmsurveys.com.au	<b>Phone number</b>	94577900
<b>Address</b>			
<b>Street address</b>	PO Box 832	<b>Town / Suburb or City</b>	WILLETTON
<b>State</b>	WA	<b>Post Code</b>	6955
<b>Country</b>	AUSTRALIA	<b>OR Non-Australian Address, P.O. Box, &amp; etc</b>	N/A

### Certificate of Title Details

#### Lots with certificate (1)

<b>Volume</b>	711	<b>Folio</b>	138
<b>Lot Number</b>	18610	<b>Plan/Diagram/Strata Plan Number</b>	225546
<b>Total land area</b>	64.7497	<b>Land Area Units</b>	Hectares
<b>Reserve number (if applicable)</b>	N/A	<b>No. of landowners</b>	2
<b>Is the Landowners name different to that shown on the Certificate of Title?</b>			No

### Landowners

#### Landowner (1)

<b>Full name</b>	Mr GEOFFREY NEGRI	<b>Company / Agency</b>	N/A
<b>ACN / ABN</b>	N/A	<b>Landowner type</b>	Registered Proprietor/s
<b>Address</b>			
<b>Street address</b>	Lot 18610 Narembeen Road	<b>Town / Suburb or City</b>	Bruce Rock
<b>State</b>	WA	<b>Post code</b>	6418
<b>Country</b>	AUSTRALIA	<b>OR Non-Australian Address, P.O. Box, &amp; etc</b>	N/A

**Landowner (2)**

<b>Full name</b>	Mr PHILLIP NEGRI	<b>Company / Agency</b>	N/A
<b>ACN / ABN</b>	N/A	<b>Landowner type</b>	Registered Proprietor/s
<b>Address</b>			
<b>Street address</b>	Lewtas Road	<b>Town / Suburb or City</b>	Bruce Rock
<b>State</b>	WA	<b>Post code</b>	6418
<b>Country</b>	AUSTRALIA	<b>OR Non-Australian Address, P.O. Box, &amp; etc</b>	N/A

**Subdivision detail**

<b>Number of dwellings</b>	1	<b>Dwelling retained</b>	Yes
<b>Dwelling description</b>	The dwelling on proposed lot 401 is to be retained		
<b>Number of outbuildings/structures</b>	4	<b>Structure/s retained</b>	Yes
<b>Other description</b>	N/A		
<b>Structure description</b>	All outbuildings / structures on both proposed lots 401 & 402 are to be retained		
<b>Is a battleaxe lot/s proposed?</b>	No		
<b>Does plan show the width and length of the access leg, the area of the access leg and total area of the rear lot</b>	Not applicable		
<b>Has the land ever been used for potentially contaminating activity</b>	No		
<b>Does the land contain any sites that have been classified under the Contaminated Sites Act 2003</b>	No		
<b>Does the land contain any sites that have been reported or required to be reported under the Contaminated Sites Act 2003</b>	No		
<b>Is the land located in an area where site characteristics or local knowledge lead you to form the view that there is a significant risk of acid sulfate soils in this location</b>	No		
<b>Is this application to be assessed under the Liveable Neighbourhoods policy and is supporting documentation attached?</b>	No		
<b>Is the development with in a Bushfire Prone Area?</b>	N/A		
<b>Are there any dewatering or drainage works proposed to be undertaken</b>	No		
<b>Is excavation of 100 cubic metres or more of soil proposed</b>	No		
<b>If yes did the Acid Sulfate Soils investigation indicate acid sulfate soils were present</b>	No		
<b>Is a Termination Proposal Attached</b>	No		
<b>Is a Strata Company Resolution Attached</b>	No		

**Fee & Payment**

<b>Fee amount</b>	\$3,704.00	<b>Payment Type</b>	By Anyone
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**Attachments**

<b>Attachment name</b>	<b>Attachment type</b>
1. Application cover letter - NEGR-BRNR-6.pdf	Required Information about the Proposal
2. Certificate of Title with Sketch 711-138 Lot 18610 Bruce Rock-Narembeen Road_ BRUCE ROCK 6418 - Certificate of Title 71.pdf	Certificate of Title
3. Document-2023-09-26-100617 Sgnd Consent-2.pdf	Authorised Letter of Consent
4. Document-2023-09-26-100617 Sgnd Consent-3.pdf	Authorised Letter of Consent
5. Form_1A_CheckList_Completed-5.pdf	Required Information about the Proposal
6. NEGR-BRNR-DW-001-APPLICATION SKETCH-4.pdf	Subdivision Plan

<b>Perth</b>	<b>Albany</b>	<b>Bunbury</b>	<b>Geraldton</b>	<b>Mandurah</b>
140 William Street	PO Box 1108	Sixth Floor	Regional Planning and Strategy	Unit 2B
Perth	Albany	Bunbury Tower	Office 10	Suite 94/16 Dolphin Drive
Western Australia, 6000,	Western Australia, 6330	61 Victoria Street	209 Foreshore Drive	Mandurah
Locked Bag 2506 Perth, 6001		Bunbury	Geraldton	Western Australia, 6210
		Western Australia, 6230	Western Australia, 6530	
Tel: (08) 6551 9000	Tel: (08) 9892 7333	Tel: (08) 9791 0577	Tel: (08) 9960 6999	Tel: (08) 9586 4680
Fax: (08) 6551 9001	Fax: (08) 9841 8304	Fax: (08) 9791 0576	Fax: (08) 9964 2912	Fax: (08) 9581 5491



<b>Policy Name:</b>	<b>2.7</b>	Purchasing
<b>Department:</b>	Finance	
<b>Date Adopted:</b>	8 February 2007	
<b>Last Reviewed:</b>	20 July 2023	

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## **1. Purchasing**

The Shire of Bruce Rock (Shire) is committed to applying the objectives, principles and practices outlined in this Policy to all purchasing activity, and to ensuring alignment with the Shire's strategic and operational objectives.

### **1.1 Objectives**

The Shire's purchasing activities will:

- achieve best value for money that considers sustainable benefits, such as environmental, social and local economic factors;
- foster economic development by maximising participation of local businesses in the delivery of goods and services;
- use consistent, efficient and accountable purchasing processes and decision making, including competitive quotation processes, assessment of best value for money and sustainable procurement outcomes for all purchasing activity, including tender exempt arrangements;
- apply fair and equitable competitive purchasing processes that engage potential suppliers impartially, honestly and consistently;
- commit to probity and integrity, including the avoidance of bias and of perceived and actual conflicts of interest;
- comply with the Local Government Act 1995, Local Government (Functions and General) Regulations 1996, other relevant legislation, codes of practice, standards and the Shire's policies and procedures;
- ensure purchasing outcomes contribute to efficiencies (time and resources) for the Shire;
- identify and manage risks arising from purchasing processes and purchasing outcomes in accordance with the Shire's Risk Management Framework;
- ensure records evidence purchasing activities in accordance with the State Records Act 2000 and the Shire's Record Keeping Plan; and
- ensure confidentiality that protects commercial-in-confidence information, and only releases information where appropriately approved.

### **1.2 Ethics and Integrity**

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

### **1.3 Value for Money**

The Shire will apply value for money principles in critically assessing purchasing decisions, and acknowledges that the lowest price may not always be the most advantageous.

#### **1.3.1 Assessing Value for Money**

The value for money assessment will consider the following factors:

- All relevant "total costs of ownership" and benefits, including transaction costs associated with the acquisition, delivery and distribution, and other costs such as, but not limited to, holding costs, consumables, deployment, training, maintenance and disposal.

- The technical merits of the goods or services being offered in terms of compliance with specifications, contractual terms and conditions and any relevant methods of assuring quality. This includes, but is not limited to, an assessment of compliances, the supplier's resource availability, capacity and capability, value-adds offered, warranties, guarantees, repair and replacement policies and response times, ease of inspection and maintenance, ease of after sales service, and ease of communications.
- The supplier's financial viability and capacity to supply without the risk of default, including the competency of the prospective supplier in terms of managerial and technical capabilities and compliance history.
- A strong element of competition by obtaining a sufficient number of competitive quotations consistent with this policy, where practicable.
- The safety requirements and standards associated with both the product design and the specification offered by suppliers, and the evaluation of risks arising from the supply, operation and maintenance.
- The environmental, economic and social benefits arising from the goods, services or works required, including consideration of these benefits in regard to the supplier's operations, in accordance with this policy and any other relevant Shire policy, including Local Economic Benefit.
- Analysis and management of risks and opportunities that may be associated with the purchasing activity, potential supplier/s, and the goods or services required.

#### **1.4 Purchasing Thresholds and Practices**

##### **1.4.1 Defining the Purchasing Value**

The Shire will apply reasonable and consistent methodologies to assess and determine Purchasing Values, which ensure:

- the appropriate purchasing threshold and practice are applied in all purchasing activities; and
- wherever possible, purchasing activity for the same category of supply is aggregated into single contract arrangements to achieve best value and efficiency in future purchasing activities, where the requirements are able to be provided by a single supplier.

A **category of supply** can be defined as groupings of similar goods or services with common supply and demand drivers, market characteristics, or suppliers.

##### **(1) Strategic Purchasing Value Assessments**

The Shire will periodically review recent past purchasing activity across its operations to identify categories of supply for which the Shire will have continuing need, and which can be aggregated into single contract arrangements in order to achieve best value for money and efficiency in future purchasing activity.

The assessment of aggregated expenditure for the same category of supply capable of being supplied by a single supplier will determine the Purchasing Value threshold applicable to future purchasing activity.

##### **(2) Individual Purchasing Value Assessments**

In any case, where there is no relevant current contract, each purchasing activity is to assess the Purchasing Value based upon the following considerations:

- Exclusive of Goods and Services Tax (GST).

- The estimated total expenditure for the proposed supply, including the value of all contract extension options and, where applicable, the total cost of ownership considerations.
- The appropriate length of a contract is to be determined based on market volatility, ongoing nature of supply, historical purchasing evidence and estimated future purchasing requirements.
- Requirements must not be split to avoid purchasing or tendering thresholds<sup>1</sup>.

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

#### 1.4.2 Table of Purchasing Thresholds and Practices

##### (1) Supplier Order of Priority

The Shire will consider and apply, where applicable, the following Supplier Order of Priority:

<p><b>Priority 1</b></p>	<p><b>Existing Prequalified Supplier Panel or Other Contract</b></p> <p>Current contracts, including a Panel of Prequalified Suppliers or contracted supplier, must be used where the Shire’s supply requirements can be met through the existing contract.</p> <p>If the Shire does not have a current contract relevant to the required supply, then a relevant WALGA Preferred Supplier Arrangement (PSA) is to be used.</p>
<p><b>Priority 2</b></p>	<p><b>Local Suppliers</b></p> <p>Where the Purchasing Value does not exceed the tender threshold and a relevant local supplier is capable of providing the required supply, the Shire will ensure that, wherever possible, quotations are obtained from local suppliers permanently located within the District as a first priority, and those permanently located within surrounding Districts as the second priority.</p> <p>If no relevant local supplier is available, then a relevant WALGA PSA may be used.</p>
<p><b>Priority 3</b></p>	<p><b>Tender Exempt - WALGA PSA</b></p> <p>Use a relevant WALGA PSA, regardless of whether or not the Purchasing Value will exceed the tender threshold.</p> <p>However, if a relevant PSA exists, but an alternative supplier is considered to provide best value, then the Chief Executive Officer (CEO), or an officer authorised by the CEO, must approve the alternative supplier.</p> <p>Reasons for not using a PSA may include:</p> <ul style="list-style-type: none"> <li>• the availability of a local supplier availability (that is not within the PSA); or</li> <li>• social procurement – preference to use Aboriginal business or Disability Enterprise.</li> </ul> <p>If no relevant WALGA PSA is available, then a relevant State Government Common Use Arrangement (CUA) may be used.</p>

<sup>1</sup> Regulation 12 of the Local Government (Functions and General) Regulations 1996.

<b>Priority 4</b>	<p><b>Tender Exempt - WA State Government CUA</b></p> <p>Use a relevant CUA, regardless of whether or not the Purchasing Value will exceed the tender threshold.</p> <p>However, if a relevant CUA exists, but an alternative supplier is considered to provide best value for money, then the proposed alternative supplier must be approved by the CEO, or an officer authorised by the CEO.</p> <p>If no relevant CUA is available, then a Tender Exempt<sup>2</sup> arrangement may be used.</p>
<b>Priority 5</b>	<p><b>Other Tender Exempt arrangement</b></p> <p>Regardless of whether or not the Purchasing Value will exceed the tender threshold, the Shire will investigate and seek quotations from tender exempt suppliers, and will specifically ensure that, wherever possible, quotations are obtained from a Western Australian Disability Enterprise and/or an Aboriginal Owned Business that is capable of providing the required supply.</p>
<b>Priority 6</b>	<p><b>Other Suppliers</b></p> <p>Where there is no relevant existing contract or tender exempt arrangement available, purchasing activity from any other supplier is to be in accordance with the relevant Purchasing Practice for the Purchasing Value Threshold, as specified in the table below.</p>

## (2) Purchasing Practice by Purchasing Value Threshold

The Purchasing Value, assessed in accordance with section 1.4.1 of this policy, determines the Purchasing Practice to be applied to the Shire's purchasing activities.

<b>Purchase Value Threshold</b> <i>(ex GST)</i>	<b>Purchasing Practice</b>
Up to \$500 <i>(ex GST)</i>	<p>Direct purchase from supplier, with no sourcing or recording of quotes required.</p> <p>Invoice to be sourced and recorded as proof of purchase.</p>
\$501 to \$4,999 <i>(ex GST)</i>	<p>Obtain at least one (1) verbal or written quotation from a suitable supplier in accordance with the Supplier Order of Priority detailed in section 1.4.2(1) of this policy. Use the verbal (Attachment 1) or written (Attachment 2) quotation forms, or the Altus procurement software to record information on the quotations.</p> <p>The purchasing decision is to be evidenced in accordance with the Shire's Record Keeping Plan.</p>
From \$5,000 and up to \$19,999 <i>(ex GST)</i>	<p>Seek at least three (3) verbal or written quotations from suitable suppliers in accordance with the Supplier Order of Priority detailed in section 1.4.2(1) of this policy.</p> <p>If purchasing from a WALGA PSA, State Government CUA or other tender exempt arrangement, a minimum of one (1) written quotation is to be obtained.</p> <p>The purchasing decision is to be based upon assessment of the suppliers' response to:</p>

<sup>2</sup> Regulation 11(2) of the Local Government (Functions and General) Regulations 1996.

Purchase Value Threshold ( <i>ex GST</i> )	Purchasing Practice
	<ul style="list-style-type: none"> <li>• a brief outline of the specified requirements for the goods, services or works sought; and</li> <li>• Value for Money criteria, not necessarily the lowest price.</li> </ul> <p>The purchasing decision is to be evidenced using the Record of Written Quotations (Attachment 2), retained in accordance with the Shire’s Record Keeping Plan, or using the Altus procurement software.</p>
From \$20,000 and up to \$39,999 ( <i>ex GST</i> )	<p>Seek at least three (3) written quotations from suitable suppliers in accordance with the Supplier Order of Priority detailed in section 1.4.2(1) of this policy, except if purchasing from a WALGA PSA, State Government CUA or other tender exempt arrangement, where a minimum of one (1) written quotation is to be obtained.</p> <p>The purchasing decision is to be based upon assessment of the suppliers’ responses to:</p> <ul style="list-style-type: none"> <li>• a brief outline of the specified requirement for the goods, services or works sought; and</li> <li>• Value for Money criteria, not necessarily the lowest quote.</li> </ul> <p>The purchasing decision is to be evidenced using the Record of Written Quotations (Attachment 2) Template, retained in accordance with the Shire’s Record Keeping Plan, or using the Altus procurement software.</p>
From \$40,000 and up to \$249,999 ( <i>ex GST</i> )	<p>Seek at least three (3) written responses from suppliers by invitation under a formal Request for Quotation in accordance with the Supplier Order of Priority detailed in section 1.4.2(1) of this policy.</p> <p>The purchasing decision is to be based upon assessment of the suppliers’ response to:</p> <ul style="list-style-type: none"> <li>• a detailed written specification for the goods, services or works sought; and</li> <li>• pre-determined selection criteria that assess all best and sustainable value considerations.</li> </ul> <p>The procurement decision is to be evidenced using the Evaluation Report Template (Attachment 3) retained in accordance with the Shire’s Record Keeping Plan.</p>
\$250,000 or over ( <i>ex GST</i> )	<p><b>Tender Exempt</b> arrangements (i.e. WALGA PSA, State Government CUA or other tender exemption under regulation 11(2) of the Local Government (Functions and General) Regulations 1996) require at least three (3) written responses from suppliers by invitation under a formal Request for Quotation in accordance with the Supplier Order of Priority detailed in section 1.4.2(1) of this policy.</p> <p><u>OR</u></p> <p><b>Public Tender</b> undertaken in accordance with the Local Government Act 1995 and relevant Shire policy and procedures.</p> <p>The Tender Exempt or Public Tender purchasing decision is to be based on the suppliers’ response to:</p>

Purchase Value Threshold ( <i>ex GST</i> )	Purchasing Practice
	<ul style="list-style-type: none"> <li>• a detailed specification; and</li> <li>• pre-determined selection criteria that assess all best and sustainable value considerations.</li> </ul> <p>The purchasing decision is to be evidenced using the Evaluation Report Template retained in accordance with the Shire's Record Keeping Plan.</p>
<p>Emergency Purchases <i>(Within Budget)</i></p> <p>Refer to Section 1.4.3 of this Policy</p>	<p>Where goods or services are required for an emergency response and are within scope of an established Panel of Pre-qualified Supplier or existing contract, the emergency supply must be obtained from the Panel or existing contract using relevant unallocated budgeted funds.</p> <p>If there is no existing Panel or contract, then section 1.4.2(1) of this policy (Supplier Order of Priority) will apply wherever practicable.</p> <p>However, where due to the urgency of the situation, a contracted or tender exempt supplier is unable to provide the emergency supply <u>OR</u> compliance with this Purchasing Policy would cause unreasonable delay, the supply may be obtained from any supplier capable of providing the emergency supply. An emergency supply is only to be obtained to the extent necessary to facilitate the urgent emergency response, and must be subject to due consideration of best value and sustainable practice.</p> <p>The rationale for policy non-compliance and the purchasing decision must be evidenced in accordance with the Shire's Record Keeping Plan.</p>
<p>Emergency Purchases <i>(No Budget Allocation Available)</i></p> <p>Refer to Section 1.4.3 of this Policy</p>	<p>Where no relevant budget allocation is available for an emergency purchasing activity then, in accordance with section 6.8 of the Local Government Act 1995, the Shire President must authorise, in writing, the necessary budget adjustment prior to the expense being incurred.</p> <p>The CEO is responsible for ensuring that an authorised emergency expenditure under section 6.8 is reported to the next ordinary Council Meeting.</p> <p>The Purchasing Practices prescribed for Emergency Purchases (within budget) above, then apply.</p>
<p>LGIS Services Section 9.58(6)(b) of the Local Government Act 1995</p>	<p>The suite of Local Government Insurance Service (LGIS) insurances are established in accordance with section 9.58(6)(b) of the Local Government Act 1995, and are provided as part of a mutual, where WALGA Member Local Governments are the owners of LGIS. Therefore, obtaining LGIS insurance services is available as a member-base service and is not defined as a purchasing activity subject to this policy.</p> <p>Should Council resolve to seek quotations from alternative insurance suppliers, compliance with this policy is required.</p>



### 1.4.3 Emergency Purchases

Emergency purchases are defined as the supply of goods or services associated with:

- a local emergency and the expenditure is required (within existing budget allocations) to respond to an imminent risk to public safety, or to protect or make safe property or infrastructure assets; OR
- a local emergency and the expenditure is required (with no relevant available budget allocation) to respond to an imminent risk to public safety, or to protect or make safe property or infrastructure assets in accordance with section 6.8 of the Local Government Act 1995 and regulation 11(2)(a) of the Local Government (Functions and General) Regulation 1996; OR
- a State of Emergency declared under the Emergency Management Act 2005 and therefore, regulations 11(2)(aa)<sup>3</sup>, (ja)<sup>4</sup> and (3)<sup>5</sup> of the Local Government (Functions and General) Regulations 1996 apply to vary the application of this policy.

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.

### 1.4.4 Inviting Tenders Though not Required to Do So

The Shire may determine to invite Public Tenders, despite the estimated Purchase Value being less than the \$249,999 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.

### 1.4.5 Expressions of Interest

Expressions of Interest (EOI) will be considered as a prerequisite to a tender process<sup>6</sup> where the required supply evidences one or more of the following criteria:

- Unable to sufficiently scope or specify the requirement.
- There is significant variability for how the requirement may be met.
- There is potential for suppliers to offer unique solutions and/or multiple options for how the purchasing requirement may be obtained, specified, created or delivered.
- Subject to a creative element.

---

<sup>3</sup> "Tenders do not have to be publicly invited according to the requirements of this Division if [...] the supply of the goods or services is associated with a state of emergency or a COVID-19 declaration"

<sup>4</sup> "Tenders do not have to be publicly invited according to the requirements of this Division if the contract is a renewal or extension of the term of a contract (the original contract) where — (i) the original contract is to expire within 3 months; and (ii) the renewal or extension is for a term of not more than 12 months from the expiry of the original contract; and (iii) the contract for renewal or extension is entered into at a time when there is in force a state of emergency declaration or a COVID-19 declaration applying to the district, or part of the district, of the local government.

<sup>5</sup> "For the purposes of subregulation (2)(aa) a supply of goods or services is associated with a state of emergency if — (a) the contract for the supply is entered into while there is in force a state of emergency declaration applying to the district, or part of the district, of the local government; and (b) the local government considers that the goods or services are required for the purposes of addressing a need arising from the hazard, or from the impact or consequences of the hazard, to which the state of emergency declaration relates."

<sup>6</sup> Regulation 21 of the Local Government (Functions and General) Regulations 1996.

- Provides a procurement methodology that allows for the assessment of a significant number of potential tenderers leading to a shortlisting process based on non-price assessment.

All EOI processes will be based upon qualitative and other non-price information.

#### **1.4.6 Requests for Tender**

##### **(1) Development of Requests for Tender**

The key principles in developing Requests for Tender are openness and transparency of the supplier selection process. This involves consideration of the following:

- The Tender process and the associated selection criteria will be well established, clearly communicated and observed by all parties to the process.
- The governance of the Tender process will be documented in the Request for Tender documents. Governance areas to be covered include:
  - scope, content and format of Tenders;
  - skills or experience required;
  - evaluation criteria; and
  - Tender submission details.
- The Tender process will be clearly communicated to tenderers.

The Request for Tender will provide potential tenderers with the information required to understand the Shire's needs and to submit their Tenders. The following information will be included in the Request for Tender:

- Conditions of Tendering, which will explain the rules governing the content and submission of Tenders, and the conduct of the Request for Tender process.
- Specification, which will provide the tenderer with a concise, logical and unambiguous description of the Shire's requirements.
- General Conditions of Contract, which will be relevant to the goods and services being requested.
- Special Conditions of Contract, which will be used to add to or amend General Conditions of Contract, or to highlight any special or unusual circumstances that are particular to the contract.
- Tenderer's Offer, which will outline the terms and conditions agreed by the tenderer in submitting their offer.
- Selection criteria.

Officers may require the assistance of the Manager of Governance and Community Services (and in his/her absence, the Executive Assistance) to prepare the Request for Tender documentation.

##### **(2) Evaluation of Tenders**

Evaluation is a formal, documented stage of the procurement cycle. The evaluation process will enable responses to be compared and measured against the Tender criteria, so that the most advantageous tenderer can be identified. Evaluation will be a mechanism to make procurement decisions based on value for money, probity and fair dealing.

Tender Evaluation Panel Members must comply with the Code of Conduct for Tender Evaluation Panel Members (Attachment 4), which requires Members to declare conflicts of interest and abide by their duty of confidentiality.

The Evaluation Panel shall include a Facilitator (the Manager of Governance and Community Services or, in his/her absence, the Executive Assistant). The Facilitator is a non-voting Member of the Evaluation Panel and his/her role is to:

- assist the Evaluation Panel in addressing any disagreements;
- provide the Evaluation Panel with advice and guidelines on procurement governance arrangements (legislation and policies);
- record all Evaluation Panel decisions in the relevant forms; and
- assist in the development of Contract Management Plans (where required).

Evaluation Panel Members will be briefed on the evaluation process ahead of the Tender closing, and will receive training, if necessary. Copies of the tenders, scoring scale and any evaluation forms will be distributed to each Member.

Tenders will be checked to ensure conformance to all the requirements of the Tender, ensuring all mandatory criteria are met before the full evaluation is conducted. The Tender evaluation will be conducted using the Evaluation Report Template (Attachment 3).

#### **1.4.7 Unique Nature of Supply (Sole Supplier)**

An arrangement with a supplier based on the unique nature of the goods or services required or for any other reason, where it is unlikely that there is more than one potential supplier, may only be approved where the:

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

An arrangement of this nature will only be approved for a period not exceeding one (1) year. For any continuing purchasing requirement, the approval must be re-assessed before expiry, to evidence that only one potential supplier still genuinely exists.

A decision to approve a sole source of supply arrangement for a purchasing activity above the tender threshold must be made by Council resolution<sup>7</sup>, unless this function has been delegated to the CEO.

#### **1.4.8 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.

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<sup>7</sup> Regulation 11(2)(f) of the Local Government (Functions and General) Regulations 1996.

#### **1.4.9 Contract Renewals, Extensions and Variations**

Where a contract has been entered into as the result of a publicly invited tender process, then regulation 21A of the Local Government (Functions and General) Regulation 1996<sup>8</sup> applies.

For any other contract, the contract must not be varied unless the variation:

- is necessary in order for the goods or services to be supplied, and does not change the scope of the contract; or
- 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.

## **2. Sustainable Procurement**

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

The Shire will apply Sustainable Procurement criteria as part of the value for money assessment to ensure that, wherever possible, our suppliers demonstrate outcomes that contribute to improved environmental, social and local economic outcomes.

Sustainable Procurement can be demonstrated as being internally focussed (i.e. operational environmental efficiencies, or employment opportunities and benefits relating to special needs), or externally focussed (i.e. initiatives such as corporate philanthropy).

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

### **2.1 Local Economic Benefit**

The Shire promotes economic development through the encouragement of competitive participation in the delivery of goods and services by local suppliers permanently located within its District first, and secondly, those permanently located within its broader region. As much as practicable, the Shire will:

- consider buying practices, procedures and specifications that encourage the inclusion of local businesses and the employment of local residents;
- consider indirect benefits that have flow on benefits for local suppliers (i.e. servicing and support);
- ensure that procurement plans and analysis are undertaken prior to developing Requests for Quotation and Tenders to understand local business capability and local content availability, where components of goods or services may be sourced from within the District for inclusion in the selection criteria;

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<sup>8</sup> "If a local government has entered into a contract for the supply of goods or services with a successful tenderer, 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 as described in regulation 11(2)(j), (ja) or (jb)."

- explore the capability of local businesses to meet requirements and ensure that Requests for Quotation and Tenders are designed to accommodate the capabilities of local businesses;
- avoid bias in the design and specifications for Requests for Quotation and Tenders – all Requests must be structured to encourage local businesses to bid;
- consider the adoption of Key Performance Indicators within contractual documentation that require successful contractors to increase the number of employees from the District first; and
- provide adequate and consistent information to local suppliers.

To this extent, a weighted qualitative criterion will be included in the selection criteria for Requests for Quotation and Tenders where suppliers are located within the boundaries of the Shire, or substantially demonstrate a benefit or contribution to the local economy.

The Shire has adopted a Regional Price Preference Policy (allowing up to a 10% price difference), which will be applied when undertaking all purchasing activities.<sup>9</sup>

Where the price difference does not exceed 5%, the Shire will give preference to products made in Australia, and to Australian suppliers.

## **2.2 Socially Sustainable Procurement**

The Shire will support the purchasing of requirements from socially sustainable suppliers, such as Australian Disability Enterprises and Aboriginal businesses, wherever a value for money assessment demonstrates benefit towards achieving the Shire’s strategic and operational objectives.

A qualitative weighting will be used in the evaluation of Requests for Quote and Tenders to provide advantages to socially sustainable suppliers in instances where the below tender exemptions are not exercised.

### **(1) Aboriginal Businesses**

Regulation 11(2)(h) of the Local Government (Functions and General) Regulation 1996 provides a tender exemption if the goods or services are supplied by a person on the Aboriginal Business Directory WA, published by the Chamber of Commerce and Industry of Western Australia, or Australian Indigenous Minority Supplier Office Limited (trading as Supply Nation), where the consideration under contract is \$250,000 or less, or worth \$250,000 or less.

The Shire will first consider undertaking a quotation process with other suppliers (which may include other registered Aboriginal Businesses as noted in regulation 11(2)(h) of the Local Government (Functions and General) Regulations 1996) to determine overall value for money for the Shire.

Where the Shire makes a determination to contract directly with an Aboriginal Business for any amount up to and including \$250,000 (ex GST), it must be satisfied through alternative means that the offer truly represents value for money.

If the contract value exceeds \$50,000 (ex GST), a formal Request for Quotation will be issued to the relevant Aboriginal business. The rationale for making the purchasing decision must be recorded in accordance with the Shire’s Record Keeping Plan.

### **(2) Australian Disability Enterprises**

Regulation 11(2)(i) of the Local Government (Functions and General) Regulations 1996 provides a tender exemption if the goods or services are supplied by an Australian Disability Enterprise.

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<sup>9</sup> Selection criteria cannot include both weighted price and Local Economic Benefit clauses, as they are mutually exclusive.

The Shire will first consider undertaking a quotation process with other suppliers (which may include other Australian Disability Enterprises) to determine overall value for money for the Shire.

Where the Shire makes a determination to contract directly with an Australian Disability Enterprise for any amount, including an amount over the Tender threshold of \$250,000 (ex GST), it must be satisfied through alternative means that the offer truly represents value for money.

If the contract value exceeds \$50,000 (ex GST), a formal Request for Quotation will be issued to the relevant Australian Disability Enterprise. The rationale for making the purchasing decision must be recorded in accordance with the Shire's Record Keeping Plan.

### **2.3 Environmentally Sustainable Procurement**

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

Qualitative weighted selection criteria will be used in the evaluation of Requests for Quote and Tenders to provide advantages to suppliers who:

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

## **3. Panels of Pre-qualified Suppliers**

### **3.1 Objectives**

The Shire will consider creating a Panel of Pre-qualified Suppliers (Panel)<sup>10</sup> when a range of similar goods and services are required to be purchased on a continuing and regular basis.

Factors to consider in deciding to establish a Panel include the following:

- There are numerous potential suppliers in the local and regional procurement related market sector(s) that satisfy the test of 'value for money'.
- The Panel will streamline and improve procurement processes.
- The Shire has the capability to establish a Panel, and manage the risks and achieve the benefits expected of the proposed Panel through a Contract Management Plan (Attachment 5).

### **3.2 Establishing and Managing a Panel**

If the Shire decides that a Panel is to be created, it will establish the panel in accordance with the Local Government (Functions and General) Regulations 1996.

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

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

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<sup>10</sup> The processes for the establishment and management of Panels of Pre-qualified Suppliers are set out in Division 3 of Part 4 of the Local Government (Functions and General) Regulations 1996.

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

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

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

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

### **3.3 Distributing Work amongst Panel Members**

To satisfy regulation 24AD(5) of the Local Government (Functions and General) Regulations 1996, when establishing a Panel of pre-qualified suppliers, the detailed information associated with each invitation to apply to join the Panel will prescribe one of the following as to whether the Shire intends to:

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

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

- each Panel member will have the opportunity to bid for each item of work under the Panel, with pre-determined evaluation criteria forming part of the invitation to quote to assess the suitability of the supplier for particular items of work, noting contracts under the pre-qualified Panel will be awarded on the basis of value for money in every instance; or
- work will be awarded on a ranked basis, which is to be stipulated in the detailed information set out under regulation 24AD(5)(f) of the Local Government (Functions and General) Regulation 1996 when establishing the Panel.
  - The Shire will invite the highest ranked Panel member, who is to give written notice as to whether to accept the offer for the work to be undertaken.
  - Should the offer be declined, an invitation to the next ranked Panel member is to be made and so forth until a Panel member accepts a contract.
  - Should the list of Panel members invited be exhausted with no Panel member accepting the offer to provide goods or services under the Panel, the Shire may then invite suppliers that are not pre-qualified under the Panel, in accordance with the Purchasing Thresholds stated in section 1.4.2(2) of this policy.
  - When a ranking system is established, the Panel will not operate for a period exceeding 12 months.

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

### **3.4 Purchasing from the Panel**

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

### **3.5 Communications with Panel Members**

The Shire will ensure clear, consistent and regular communication with Panel Members.

Each quotation process, including the invitation to quote, communications with Panel members, quotations received, evaluation of quotes and notification of award communications must all be captured in accordance with the Shire's Record Keeping Plan. A separate file is to be maintained for each quotation process made under each Panel to capture all communications between the Shire and Panel members.

## **4. Contract Management**

The contract management process will ensure that both parties to a contract fully meet their obligations, and the supplier delivers the goods and services required by the Shire.

The contract manager will be the Shire's representative responsible for the day-to-day management of the contract to ensure delivery. Contract managers will use all the tools at their disposal, scaling their management of the contract to the inherent risk and need of engagement, and will use the contract, relationship management, governance structures, performance monitoring, contract meetings, effective record keeping and contract administration in different ways to manage the supplier across the contract term.

For high risk and/or high value contracts, the contract manager will develop a Contract Management Plan using the template provided in Attachment 5. The Manager of Governance and Community Services (or in his/her absence, the Executive Assistant) can assist in the development to Contract Management Plans.

## **5. Record Keeping**

All of the Shire's purchasing activity, communications and transactions must be evidenced and retained as Local Government records in accordance with the State Records Act 2000 and the Shire's Record Keeping Plan.

In addition, the Shire must consider, and will include in each contract for the provision of works or services, the contractor's obligations for creating, maintaining and, where necessary, transferring to the Shire records that are relevant to the performance of the contract.

## **6. Purchasing Policy Non-Compliance**

This Purchasing Policy is mandated under the Local Government Act 1995 and Regulation 11A of the Local Government (Functions and General) Regulations 1996. As a result, the policy forms part of the legislative framework under which the Shire is required to conduct business.

Where legislative or policy compliance is not reasonably able to be achieved, records must evidence the rationale and decision making processes that substantiate the non-compliance.

Purchasing activities are subject to internal and external financial and performance audits, which examine compliance with legislative requirements and the Shire's policies and procedures.



If non-compliance with legislation, this Purchasing Policy or the Code of Conduct is identified, it must be reported to the CEO or the Manager of Governance and Community Services.

A failure to comply with legislation or policy requirements, including compliance with the Code of Conduct, when undertaking purchasing activities may be subject to investigation, with findings to be considered in the context of the responsible person's training, experience, seniority and reasonable expectations for performance of their role.

Where a breach is substantiated, it may be treated as:

- an opportunity for additional training to be provided;
- a disciplinary matter, which may or may not be subject to reporting requirements under the Public Sector Management Act 1994; or
- a serious misconduct, which will be reported in accordance with the Corruption, Crime and Misconduct Act 2003.



**ATTACHMENT 2 – WRITTEN QUOTATION FORM**

Note that the Altus procurement software can also be used to record written quotations.

**RECORD OF WRITTEN QUOTATIONS**

**EVALUATION REPORT SHEET**

TITLE OF QUOTATION.....

**SUPPLIERS DOCUMENT ISSUED TO:**

Number of Suppliers: \_\_\_\_\_

Name of Company	Address/ Fax No	Date Quotation Issued

**QUOTATIONS RECEIVED AND QUOTATION PRICE:**

Number of Quotations Received: \_\_\_\_\_

Name of Company	Quotation Price	Date Quotation Recieved

**EVALUTION METHODOLOGY**

(To be completed if qualitative criteria are included in request for quotation)

<b>Selection Criteria</b> <i>(Fill in as required)</i>					
<b>Supplier's Name</b>	%	%	%	%	%



## ATTACHMENT 3 – EVALUATION REPORT TEMPLATE

**Text Legend** *Delete this legend before finalising the document*

*Red text is an instruction and should be deleted after reading*

*Blue text should be edited or deleted as required. Change Blue text to Black if keeping*

*Black text should generally be considered as fixed text*

# EVALUATION REPORT

## **Request Title:**

**[Insert Request Title]**

## **Request Number:**

**[Insert Request Number]**

## 1. Evaluation Summary

Item	Response
Contract Title:	[Title]
Scope:	<p><i>[provide a brief overview of what is to be purchased/provided]</i></p> <p>See 'Scope of Contract' at Section 2 for further information</p>
Contract Term:	<p>Initial: [Term]</p> <p>Extension options: [Options]</p>
Recommended <i>or</i> Preferred Respondent(s):	<p>[name of Recommended or Preferred Respondent(s)]</p> <p>See 'Recommendation' at Section 4</p>
Pre-Tender Estimated Total Contract Value and Total Contract Value:	<p>\$(insert \$ amount) (inc GST) – Estimated</p> <p>\$(insert \$ amount) (inc GST) – Tendered</p> <p><i>[If the Price Variance is significant, please provide an explanation as to why this is the case.]</i></p> <p><i>[Include and edit, as applicable, the following where the total contract value is an estimate.]</i></p> <p>The estimated total contract value is based on the price methodology used and may vary depending on <i>[actual contract usage or explain other or additional reasons that affect the estimated total contract value]</i>.</p> <p>The estimated total contract value is based on the estimated expenditure at this time but may vary depending on budget availability.</p>
Price Variation:	<p>The Price is fixed for the Term.</p> <p><i>or</i></p> <p>The Price is fixed for the first year of the Term.</p> <p>On each anniversary of the Commencement Date, the Price will be varied by the Consumer Price Index (Consumer Price Index, Australia (Cat No 6401.0): 1 All Groups, Index Numbers – Perth).</p> <p><i>or</i></p> <p>The Price is fixed for the first year of the Term.</p> <p>The Price will be varied after the first year of the Term on [specify date] by [specify mechanism].</p>
Eligible Business under Regional Price Preference Policy?	Yes / No
Anticipated Contract Commencement Date:	[Date]
Issues to be Resolved?	<p>Yes / No</p> <p><i>[If "Yes" insert]</i> Refer 'Issues to be Resolved' at Section 7.</p>

Item	Response
Contract Management Plan?	N/A or Yes
Contract Manager Name and Position	<i>[Insert name of Officer and position]</i>
Registered Australian Disability Enterprise (ADE)? <i>[If Yes, ensure the ADE is listed as an approved ADE on the Australian Disability Enterprises website at <a href="http://buyability.org.au/directory/">http://buyability.org.au/directory/</a>]</i>	Yes / No
Registered Aboriginal business? <i>[If Yes, ensure the business is registered on the Aboriginal Business Directory WA at <a href="http://www.abdwa.com.au/">http://www.abdwa.com.au/</a> and/or on Supply Nation Indigenous Business Direct at <a href="http://supplynation.org.au/">http://supplynation.org.au/</a>]</i>	Yes / No If Yes, business registered on: Aboriginal Business Directory WA Supply Nation's Indigenous Business Direct Both Date verified: [enter date]

## 2. Scope of Contract

*[provide summary / overview of the project]*

## 3. The Evaluation

### 3.1. Evaluation Panel Members

Name	Job Title	Role
<b>Voting Members</b>		
		Chairperson
<b>Non-Voting Members</b>		
		Facilitator

The contact details for the evaluation panel Chairperson are: [insert contact details].

The contact details for the evaluation panel Facilitator are: [insert contact details].

### 3.2. Declaration of Interest and Confidentiality

All persons associated with the procurement process have completed a Declaration of Interest and Confidentiality form and, as applicable, declarations were made or reaffirmed, in writing, prior to the commencement of the evaluation process.

No interests were declared at evaluation or as applicable, in any previous declaration made. *or* The following interests were declared at evaluation and/or in any previous declaration made:

- [insert details].

These interests were addressed by:

- [insert details of the manner in which these interests were managed].

### 3.3. Responses Received

Responses were received from the following organisations:

*[List in alphabetical order. Please ensure the name included below reflects the correct legal entity. If unsure, check the Australian Securities and Investment Commission website at <http://www.asic.gov.au/> or the Australian Business Number website at <http://abr.business.gov.au/>].*

- a. [Name] (location eg Perth, NSW...)
- b. [Name] (location eg Perth, NSW...)
- c. [Name] (location eg Perth, NSW...)

### 3.4. Pre-selection Assessment

All Respondents [met the Pre-qualification Requirements] in Appendix A and were passed through to the Qualitative Assessment.

*or*

The following Respondents did not pass through to Qualitative Assessment: *[list names and reason why]*

- a. [Name]  
[Reason why]
- b. [Name]  
[Reason why]
- c. [Name]  
[Reason why]

All other Respondents [met the Pre-Qualification Requirements and] properly addressed the Compliance and Disclosure Requirements and were processed through to Qualitative Assessment.



### 3.5. Qualitative Assessment – Score and Price Summary

See Appendix A for qualitative requirements. Refer to the Evaluation Rating Scale in Appendix 2.

Qualitative Requirement		Weighting	Respondent A			Respondent B			Respondent C			Respondent D			Respondent E		
			Raw /9	Weighted /9 %		Raw /9	Weighted /9 %		Raw /9	Weighted /9 %		Raw /9	Weighted /9 %		Raw /9	Weighted /9 %	
1	Understanding of the required tasks	X%															
2	Organisational capacity	X%															
3	Experience	X%															
4	X	X%															
	Total Weighted Score (%)																
	Qualitative Ranking																
	Price (inc GST)																
	Regional Price Preference Policy or Australian Product/ Supplier																
	Total Price (inc GST)																
	Price Ranking																

#### 4. Comparative Statement – Qualitative Requirements and Price

A summary statement for each Respondent is provided below.

The summaries have been prepared for the purposes of providing feedback to Respondents, and as a brief overview of the principal issues used by the evaluation panel to reach a decision. The summaries are not meant to cover all criteria and issues discussed by the evaluation panel.

##### Respondent's Name

- Total qualitative score [insert percentage]% – ranking [insert ranking]/X.
- Total price \$[insert amount] (inc GST) – ranking [insert ranking]/X.

*[Insert Heading of Qualitative Requirement]*

- *Discussion of the response to a requirement.*
- *Include the evaluative statement from the evaluation rating scale that corresponds to the score given.*

*[Insert Heading of Qualitative Requirement]*

- *Discussion of the response to a requirement.*
- *Include the evaluative statement from the evaluation rating scale that corresponds to the score given.*

- Summary of price (competitive, expensive, etc).

**Outcome: [Not] Recommended [or] [Not] Shortlisted**

*[include justification]*

##### Respondent's Name

- Total qualitative score [insert percentage]% – ranking [insert ranking]/X.
- Total price \$[insert amount] (inc GST) – ranking [insert ranking]/X.

*[Insert Heading of Qualitative Requirement]*

- *Discussion of the response to a requirement.*
- *Include the evaluative statement from the evaluation rating scale that corresponds to the score given.*

*[Insert Heading of Qualitative Requirement]*

- *Discussion of the response to a requirement.*
- *Include the evaluative statement from the evaluation rating scale that corresponds to the score given.*

- Summary of price (competitive, expensive, etc).

**Outcome: [Not] Recommended [or] [Not] Shortlisted**

*[include justification]*

#### 5. Recommendation

[name of Respondent] is the evaluation panel's recommended or preferred Respondent.

The basis for this decision is as follows:

a. Quality

[Discuss]

b. Price

[Discuss]

A settlement discount of [discount percentage]% will apply for payment made within [number of days] days of rendering of the account.

*[NB: If only one Respondent, explain how price was benchmarked (eg price compares favourably with price for a similar contract recently awarded either locally or in another State – provide details).]*

c. Summary

*[Include in this section justification for your value for money decision. Include, for example, why lower priced or comparatively higher scored offers were not recommended]*

In summary, [Name of Respondent] is best suited to meet the Request requirements and represents Value for Money.

## 6. Due Diligence

*[Include in this section any due diligence undertaken. If no due diligence undertaken, give reasons]*

a. Referee Reports

The following table provides a summary of the referees contacted and their comments in relation to the recommended or preferred Respondent.

Referee Contact	Comment
[Organisation and contact person]	
[Organisation and contact person]	
[Organisation and contact person]	

In summary, the referee reports supported the Evaluation Panel's recommendation(s).

*[or]*

*[Provide further detail]*

b. Financial Due Diligence

*[Provide further detail]*

c. *[Insert detail of any other due diligence undertaken]*

## 7. Issues to Be Resolved

No issues to be resolved.

*or*

[State issues as applicable and provide detail]

## 8. Endorsement by Evaluation Panel

[Insert Name]	[Insert Job Title]	Date
[Insert Name]	[Insert Job Title]	Date
[Insert Name]	[Insert Job Title]	Date
[Insert Name]	[Insert Job Title]	Date
[Insert Name]	[Insert Job Title]	Date

## **Appendix A – Selection Requirements**

### **Pre-qualification Requirements**

There were no pre-qualification requirements for this Request.

*or [Delete the one that is not applicable]*

The pre-qualification requirements for this Request were:

### **Compliance and Disclosure Requirements**

The compliance and disclosure requirements for this Request were:

[List requirements]

### **Qualitative Requirements**

The qualitative requirements for this Request were:

[List requirements]

## Appendix B – Evaluation Rating Scale

A rating scale of 0-9 was used for evaluating each submission. Panel members were required to score each Respondent’s response to the qualitative requirements. The rating scale and a description for the range of scores is shown in the table below.

Score	Description
0	The response <b>does not</b> address the qualitative requirement  or The evaluation panel is <b>not confident</b> that the Respondent: <ul style="list-style-type: none"> <li>• Understands the Request requirements covered by this qualitative requirement; and / or</li> <li>• Will be able to satisfactorily meet the Request requirements covered by this qualitative requirement.</li> </ul>
3	The evaluation panel has <b>some reservations</b> whether the Respondent: <ul style="list-style-type: none"> <li>• Understands the Request requirements covered by this qualitative requirement; and / or</li> <li>• Will be able to satisfactorily complete the Request requirements covered by this qualitative requirement.</li> </ul> <p>If <b>Minor</b> concern: rate higher (4). If <b>Major</b> concern: rate lower (1 or 2).</p>
5	The evaluation panel is <b>reasonably confident</b> that the Respondent <ul style="list-style-type: none"> <li>• Understands the Request requirements covered by this qualitative requirement; and / or</li> <li>• Will be able to satisfactorily complete the Request requirements covered by this qualitative requirement to a <b>reasonable</b> standard.</li> </ul>
6	The evaluation panel is <b>confident</b> that the Respondent <ul style="list-style-type: none"> <li>• Understands the Request requirements covered by this qualitative requirement; and / or</li> <li>• Will be able to satisfactorily complete the Request requirements covered by this qualitative requirement to a <b>reasonable</b> standard.</li> </ul>
7	The evaluation panel is <b>confident</b> that the Respondent: <ul style="list-style-type: none"> <li>• Understands the Request requirements covered by this qualitative requirement; and / or</li> <li>• Will be able to satisfactorily complete the Request requirements covered by this qualitative requirement to a <b>good</b> standard.</li> </ul>
8	The evaluation panel is <b>confident</b> that the Respondent: <ul style="list-style-type: none"> <li>• Understands the Request requirements covered by this qualitative requirement; and / or</li> <li>• Will be able to satisfactorily complete the Request requirements covered by this qualitative requirement to a <b>high</b> standard.</li> </ul>
9	The evaluation panel is <b>confident</b> that the Respondent: <ul style="list-style-type: none"> <li>• Understands the Request requirements covered by this qualitative requirement; and / or</li> <li>• Will be able to satisfactorily complete the Request requirements covered by this qualitative requirement to a <b>very high</b> standard.</li> </ul>

## Code of Conduct for Tender Evaluation Panel Members

**Request Title:**

[Insert Request Title]

**Request Number:**

[Insert Request Number]

## **1. Objective**

This Code of Conduct aims to assist Tender Evaluation Panel Members by providing clear guidelines on expected behaviour and conduct while they are a panel member.

It operates alongside the Local Government Act 1995 and associated Regulations, as well as any other terms of engagement (such as a contract or Local Government Code of Conduct) under which a person has been appointed. It does not replace these requirements.

## **2. The Panel**

The Panel may consist of one of the following:

- Shire of Bruce Rock (Shire) employees (minimum of three)
- Shire employee(s) and External Consultant(s) (minimum of three)

It is best practice that the panel includes at least one person from the Shire.

## **3. Obligations as a Panel Member**

Panel Members acknowledge their activities, behaviour and statutory compliance obligations may be scrutinised in accordance with the Local Government Act 1995, Local Government (Functions and General) Regulations and Council policies.

General principles guide the behaviour of Panel Members who should:

- act with reasonable care and diligence;
- act with honesty and integrity;
- act lawfully;
- avoid damage to the reputation of the Shire;
- base decisions on relevant and factually correct information;
- treat others with respect and fairness; and
- not be impaired by mind affecting substances.

## **4. Honesty and Integrity**

Panel Members will:

- observe the highest standards of honesty and integrity, and avoid conduct that might suggest any departure from these standards;
- bring to the notice of the Chief Executive Officer (CEO) of the Shire and the Chair of the Evaluation Panel any dishonesty or possible dishonesty on the part of any other Panel Member; and
- be frank and honest in their official dealing with each other.

## **5. Duty of Confidentiality**

Panel Members must not divulge any confidential information to other parties.

For the avoidance of doubt, a Panel Member must not discuss, disclose or provide copies of relevant information of the tender to other tenderers or anyone outside of the Tender Evaluation Panel. This includes the confidential pricing information provided by a respondent, which cannot be provided to a third party (either within the organisation or external) without the express approval of the Chairperson of the Panel, in consultation with the Facilitator.



A Panel Member shall keep the results of the Tender selection process confidential. No indication of the likely recommendation will be discussed, disclosed or allowed to be disclosed without written approval from the CEO.

Nothing in the above shall have the effect of preventing the Panel Member from making to the Corruption and Crime Commission of WA any allegation referred to in the Corruption and Crime Commission Act 2003.

At the completion of the evaluation, the Panel Member may be requested to return all confidential information relating to the evaluation, and must not keep or make copies of such information.

## **6. Communication of Information**

Panel Members acknowledge that:

- as a Panel Member, there is respect for the decision making processes of the Shire;
- information of a confidential nature must not be communicated;
- information relating to decisions of the panel must only be communicated in an official capacity by a designated employee of the Shire and
- Panel Members are not permitted to make unauthorised comment on any issue relating to Tenders to any media outlet. This includes any publication or broadcast program that transmits to the public through any type of distribution method, including 'on-line' media. Any such requests for information made to a Panel Member should be directed to the CEO.

## **7. Relationships between Panel Members and Local Government Employees**

An effective Panel Members will work as part of the evaluation team with a mutual respect and co-operate with each other. To achieve that, Panel Members need to observe their statutory obligations and:

- accept that his or her role on the Evaluation Panel is not a management or administrative one;
- acknowledge that he or she has no capacity to individually direct the Shire employees to carry out particular functions; and
- refrain from publicly criticising employees in a way that casts aspersions on their professional competence and credibility.
- Panel Members will not take advantage of their position to improperly influence other Panel Members or Shire 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.

## **8. Disclosure of Interests Affecting Impartiality**

Panel Members must disclose any interest that could, or could reasonably be perceived to, adversely affect their impartiality. This could arise from financial, indirect or proximity interests such as kinship, friendship or membership of an association. An interest is also anything that could affect their impartiality to any of the tenderers or their associates.

Panel Members must complete a Declaration of Confidentiality and Interest Form and provide it to the Evaluation Panel's Facilitator after receiving a list of tender respondents and prior to receiving the detailed tender responses.

Panel Members must continue to assess their interest and, should their situation change, inform the Evaluation Panel Chair and the CEO immediately, and complete the form detailing the nature of the interest.

**9. Personal Benefit**

Panel Members will not use confidential information to gain improper advantage for themselves or for any other person or body, in ways that are inconsistent with their obligation to act impartially, or to improperly cause harm or detriment to any person or organization.

**10. Misuse of Resources**

Panel Members will:

- be scrupulously honest in the use of resources;
- not misuse resources or permit their misuse; and
- not use the resources (including the services of employees) for private purposes, unless properly authorised to do so, and appropriate payments are made (as determined by the CEO).

**11. Securing personal advantage or disadvantaging others**

Panel Members will not make improper use of their appointment to an Evaluation Panel to:

- gain, directly or indirectly, an advantage for the person or any other person; or
- cause detriment to any other person.

**12. Gifts**

A Panel Member must not accept a gift from a person who:

- is undertaking or seeking to undertake an activity involving a decision by the Shire; or
- is reasonable to believe is intending to undertake an activity involving the Shire.

Any Panel Member who is offered a gift from a person referred to above must report to the Tender Evaluation Panel the name of the person and nature of the gift, regardless of whether the offer was declined by the Panel Member.

**13. Intellectual Property**

The title to intellectual property in all duties relating to the tender will be assigned to the Shire upon its creation, unless otherwise agreed by a separate contract. The Evaluation Panel Member may not use any information gained during an evaluation process for anything, apart from the evaluation.

**14. Contravention of This Code**

A person who has reason to believe that a Panel Member has contravened a provision of this Code shall advise the Chair of the Evaluation Panel and the Shire’s CEO.

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I have read, understood and will abide by the Code of Conduct for Tender Evaluation Panel Members:

**PANEL MEMBER NAME:** \_\_\_\_\_

**SIGNATURE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

# Contract Management Plan

<Insert Name of Contract>

**Template notes – delete prior to finalising this document**

This document may be required for a significant contract (either because of its value, its sensitive nature or risk profile). It has been developed to assist with the strategic thinking behind the proposed contract and its linkage to the Shire’s strategic and business plans.

Blue Text

Must be completed, amended or deleted, as required.

Red Text

Is guidance / example / instructional information only and must be deleted prior to finalising the document

Name of Contract Manager: [Name]

Title: [Position]

Date: [insert date]

1. Reference Information			
Title			
Contract Number		Contract Manager – Name	
Contract Initial Term		Contract Extension	
Procurement Process		Total Contract Value	
Commencement Date		Cessation Date (Initial Term)	

2. Key Documents	
Procurement Plan	<Document location>
Contract	<Document location>

3. Contract Management Approach			
Initial Risk Assessment	<As determined prior to procurement process>	Current Risk Assessment	<As calculated in subsequent risk reviews>
Business Criticality 1 = High, 5 = Low	<Provide rating and briefly outline reasons>		
Contract Management Approach	<Identify contract management strategy and actions>		

4. Background	
Objectives	<What is the purpose of this contract – e.g. improve services, reduce risk, increase safety, reduce cost – are they in alignment with the Shire’s objectives?>
Scope and Key Deliverables	<State in one paragraph or less the Statement of Requirements (summary) and Key Deliverables>

5. Key Parties			
Supplier			
<b>Contractor Name</b>		<b>Address</b>	
<b>Contractor Representative</b>		<b>Position</b>	
<b>Telephone</b>		<b>Email</b>	

6. Internal Stakeholders	
<b>Contract Manager and Title</b>	
<b>Key Stakeholders</b>	
<b>Handover from Procurement to Contract Management</b>	<Insert scheduled date for this meeting>
<b>Training Requirements</b>	<Detail training requirement for internal stakeholders if any>

7. Key Milestones			
<b>Contract Start Date</b>		<b>Contract End Date</b>	
<b>Contract Renewable</b>	Yes/No	<b>Contract Renewal Review Date</b>	
<b>Other Key Milestones</b>			

d.

7. Key Conditions of Contract			
Contract Template	<Identify which contract template will be / has been used>		
Special Conditions	<Identify any special conditions included in the contract>		
Departures from Standard Terms?	<List any deviations from the standard terms>		
Contract Variations	<List any contract variations that have been proposed / approved>		
Insurance Requirements	<As determined in procurement plan>	<b>Cyber Security Insurance:</b> <\$>	
Liabilities	<b>Product Liability:</b> <\$>	<b>Professional Indemnity:</b> <\$>	<b>Workers Compensation:</b> <\$>
Licenses Required	<Identify any licences required to be monitored annually as per the Contract>		
Registration Requirements	<Identify registrations required to be included in the contract. Check annually>		
Accreditations	<Identify accreditations required to be included in the contract. Check annually>		

8. Financial Considerations	
<b>Payment</b>	
Payment Arrangements	<Detail how often payments are to be made (e.g. upon completion of milestones, set dates, etc.)>
Invoice Verification	<Name and title of person responsible>
Invoice Authorisation	<Name and title of person responsible>
Payment Terms	<Detail payment terms (x days from invoice receipt)>
<b>Incentives and abatements</b>	
Incentive Payments	Yes                  No
Incentive Payment Details	<Provide details of how incentive payments are awarded>
Liquidated Damages	Yes                  No

<b>Liquidated Damages Details</b>	<Provide details of how abatements are calculated and applied>
<b>Other financial considerations</b>	
<b>Price Reviews</b>	<Describe mechanisms for conducting price reviews>
<b>Provisional Sums</b>	<If provisional sums are included in the contract, detail the amount included, and summarise how this is to be managed>

<b>9. Performance Management</b>			
<b>KPIs</b>	<List KPIs in contract>	<Monitoring Methods>	<Frequency>
(example)	Contractor Performance	Internal stakeholder feedback Feedback from other stakeholders (eg on site)	Periodic
(insert more lines as required)			
<b>Performance Standards</b>	<List standards in contract>		
<b>Performance Monitoring</b>	<Identify the person responsible>  <Identify the monitoring approach>		
<b>Reporting Requirements</b>	<List reports that supplier has to deliver and due dates>		

<b>10. Contract Management Processes</b>	
<b>Conflicts and Disputes Resolution</b>	<List any contract clauses specifying dispute resolution process>
<b>Contract Variation Handling</b>	<Describe the contract variation handling process, including the triggers for variation, the variation proposal template location, any pricing arrangements for variation, the approvals process for variation, who approves variations and the variation implementation process:>

11. Risk & Issue Management	
Overall Risk Assessment	
Risk Management Plan	<Document location>
Key Risks	<Detail the key risks and the associated mitigation actions>
Issue Register	<Document location>

12. Process Improvement	
Post Implementation Review	<Record the date that this is scheduled, and the outcome of the review>
Lessons Learnt Review	<Record the date that this is scheduled and the outcome of the review>





Shire of  
**Bruce Rock**

*Where friends become **family***



# Workforce Plan 2023/24 – 2026/27

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## 1 INTRODUCTION

As with all Local Governments, the Shire of Bruce Rock (Shire) requires a diverse workforce with a broad range of skills to ensure it can deliver on its functions, including (but not limited to):

- Establishing and effectively managing infrastructure and resources.
- Providing services required by the community.
- Promoting the Shire and its economic wellbeing.
- Providing an operational framework for environmental and community health.

The purpose of this Workforce Plan is to identify the Shire's workforce requirements, and to determine a set of actions to enhance workforce capacity, capability and resources (where required), with the ultimate purpose of ensuring sustainable service delivery now and into the future. In particular, workforce planning will:

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Ensure appropriate numbers of staff are being recruited or developed to meet future needs.

Identify potential problems, manage risk and minimise crisis management cycles.

Contain human resources costs, including the cost of turnover, absenteeism, structural changes and staff movement.

Develop workforce skills that take time to grow.

Identify staff development needs.

Make staffing decisions to provide services in regional and rural areas.

Optimise the use of human, financial and other resources.

Integrate human resource management issues into business planning.

Improve employee productivity through better job design.

Improve employee relations.

Increase employees' job satisfaction.

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The Workforce Plan takes into account corporate and business objectives, such as financial targets, service delivery objectives and community benefits. It also examines potential external influences over workforce supply and demand.

## 2 INTEGRATED PLANNING

Local Governments in Western Australia are required to undertake Integrated Planning and Reporting as the guiding process for the planning and monitoring of services and activities. The Workforce Plan is a core informing strategy under the Integrated Planning and Reporting framework, as it identifies workforce requirements and strategies to meet current and future operations.

### Strategic Community Plan 2022-2032

At a strategic level, this Workforce Plan contributes to achieving the Shire's **vision**, as outlined in the Strategic Community Plan 2022-2032.

***"The Shire of Bruce Rock Leads the Way"***

*We will achieve our vision by maintaining and enhancing the Bruce Rock lifestyle, increase business and employment opportunities and achieve population growth in an environmentally sustainable way.*

It also considers the Shire’s priorities in the areas of community, economy, environment and governance, as identified in the Integrated Strategic Plan 2022-32:

<p><b>COMMUNITY</b></p> <p>1.1 Our community is engaged and has a healthy lifestyle          1.2 Inclusive community activities, events, and initiatives          1.3 Shire facilities are maintained in a strategic manner to meet community need          1.4 Support and emergency services planning, response, and recovery</p>
<p><b>ECONOMY</b></p> <p>2.1 Assist the local economy to grow          2.2 Roads are a key economic driver across the Shire          2.3 Workers and their families can work and reside in the Shire          2.4 Tourism helps diversify our local economy</p>
<p><b>ENVIRONMENT</b></p> <p>3.1 Maintain a high standard of environmental health and waste services          3.2 Conservation of our natural environment and resources</p>
<p><b>GOVERNANCE</b></p> <p>4.1 Our organisation is well positioned and has capacity for the future          4.2 Shire communication is regular, clear and transparent          4.3 Proactive and well governed Shire</p>

- To ensure it can deliver on these priorities, the Shire will need staff that have:
- Strong project management skills.
  - Strong communication skills.
  - Specialised skills.
  - The ability to learn and develop.
  - The ability to be proactive and engaged with the community and other stakeholders.

**Customer Service Charter**

The Shire’s Customer Service Charter plays an important role in guiding the Workforce Plan by setting clear expectations and standards for customer service. The Customer Service Charter outlines the organisation's commitment to delivering high-quality service, defines the level of service customers can expect, and establishes the responsibilities of the workforce in achieving those service standards.

In 2022, the Shire conducted a community satisfaction survey. Key results relevant to this Workforce Plan included the following:

70% of respondents rated the Shire as good to excellent to do business with.	Staff were rated as very responsive to enquiries.	76% of respondents rated Shire staff as friendly and with a high standard of service.
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- AREAS OF DEVELOPMENT IDENTIFIED:**
- Accuracy and clarity of information provided to customers.
  - Regularly updating and informing the community.
  - Openness and transparency with Council decisions.

## Budget

All staff costs are reflected in the Shire's budget, including wages, worker's compensation, superannuation and training costs. The budget reflects the workforce expenses required to achieve the objectives set out in the Shire's Corporate Business Plan.

## 3 SHIRE OF BRUCE ROCK COMMUNITY

The characteristics of the Shire's community are an important factor in determining the Shire's workforce capacity and capability requirements. Key features of the Bruce Rock community are as follows:

- Population: 979 people (up from 930 in the 2016 Census).
- Median age: 48 years (up from 47 in the 2016 Census).
- Number of families: 229
- Unemployment: 3.7%
- Median weekly household income: \$1,284 (down from \$1,653 in the 2016 Census).

## 4 EXTERNAL ENVIRONMENT

Other external factors, such as the status of the Western Australian economy and the Local Government environment, also have an impact on the Shire's workforce.

### The Western Australian Economy

The Department of Jobs, Tourism, Science and Innovation publishes a monthly economic profile for Western Australia. The following is an overview of data from the economic profile for June 2023 that is relevant to this Workforce Plan<sup>1</sup>:

- The average **Consumer Price Index (CPI) rose to 7.3% in 2022**, up from 3.5% in 2021.
- The annual average CPI (excluding electricity) rose to 5.1% in 2021-22. The Western Australian Government's State Budget 2023-24 forecasts Perth's annual average CPI (excluding electricity) will rise to **3.5% in 2023-24** and 2.75% in 2024-25.
- Western Australia's **employment fell 0.2%** (2,690) to 1.54 million in May 2023.
- Western Australia's **total hours worked in all jobs fell 3.3%** to 213.7 million hours in May 2023, following a rise of 2.4% in April 2023.
- Western Australia's **unemployment rate rose to 3.7%** in May 2023, from 3.6% in April 2023.

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<sup>1</sup> [Western Australia's economy and international trade \(www.wa.gov.au\)](http://www.wa.gov.au)

The Western Australian Department of Treasury’s Economic and Revenue Forecasting May 2022<sup>2</sup> provides the following employment and wage projections for Western Australia:

Percentage Annual Growth %				
	2022-23 Forward Estimate	2023-24 Forward Estimate	2024-25 Forward Estimate	2025-26 Forward Estimate
Unemployment	3.75	3.75	3.75	3.75
Employment	2	1.25	1.25	1.25
Wage Price Index	2.75	3	3	3

These figures foreshadow the following potential effects on the Shire’s workforce:

- Wage increases to stay in line with average CPI.
- Levels of productivity falling.
- Increase in requests for workplace flexibility.
- Increase in competition for labour.

### Local Government Environment

According to the Local Government National Industry Insights Report<sup>3</sup>, there were 190,800 employees in Local Government in Australia at the end of June 2021. The report identified that:

- 55% of the 537 Local Governments in Australia are in regional or remote areas.
- 68% of the workforce is full-time, 16% is part-time and 16% is employed on a casual basis.
- Approximately 45% of employees have a diploma or high-level qualification.
- Employment levels in the Local Government sector increased between 2001 and 2021, and are projected to continue to increase over the coming five years.
- Apprentice and trainee commencements and completions fell overall between 2011 and 2020 (there were just 47 commencements in 2020, compared to 250 in 2012).
- The most common intended occupation for apprentices and trainees was Earthmoving Plant Operators.

The Local Government Industry Reference Committee’s (LGIRC) 2019 Skills Forecast<sup>4</sup> indicates that over half (45%) of the Local Government workforce was aged over 45 in 2016. The implications of this for the Local Government sector, according to LGIRC, include:

- The need for career transition and succession planning management.
- New methods to source and attract staff from further afield are needed.
- People are staying in positions longer, which limits capacity to bring on young trainees.
- Key employees retire without other employees being trained to backfill the role.
- Loss of key corporate knowledge or no knowledge exchange.
- High turnover and loss of skill, leading to skills gaps and shortages.

<sup>2</sup> [2022-23 WA Budget – Economic Forecasts \(www.wa.gov.au\)](http://www.wa.gov.au)

<sup>3</sup> [Australian Industry and Skills Committee, January 2022](#)

<sup>4</sup> [Local Government Industry Reference Committee 2019 Skills Forecast](#)

Considering these implications, the LGIRC suggests that efforts to retain the ageing workforce will be important to balance the lack of new entrants to the sector, and to establish valuable mentoring and training opportunities for new employees from older and experienced workers.

Local Government Professionals Australia<sup>5</sup> suggested that the key challenges facing Local Government, particularly in the face of prolonged skills shortages, include that the workforce is:

- Considerably older than the Australian all-industry workforce.
- Struggling to attract and retain workers under 30 years of age.
- Experiencing challenges in recruiting and retaining apprentices.
- Facing major skills shortages in key professional and technical occupations, including Town Planners, Environmental Health Officers, Building Surveyors, Engineers and Plant Operators.
- Not well-positioned regarding new and emerging soft skills.

This analysis suggests the following challenges for the Shire’s workforce:

- Difficulty in competing with the private sector on remuneration.
- Lack of career progression or opportunity in small Local Governments.
- Lack of housing availability.
- Skill shortages in technical occupations.

## 5 OUR WORKFORCE

### Workforce Structure

The Shire’s Chief Executive Officer is responsible for the overall operation of the organisation and the delivery of Council’s strategic goals. The Chief Executive Officer has several powers delegated by Council.

Reporting to the Chief Executive Officer, the Shire’s workforce is functionally structured under five business units, as shown in the table below.

Business Unit	Responsibilities	Positions
Governance and Community Services	<ul style="list-style-type: none"> <li>• Governance and compliance reporting</li> <li>• Administration</li> <li>• Assurance</li> <li>• Risk management</li> <li>• Insurance cover and claims</li> <li>• Grant applications</li> <li>• Procurement</li> <li>• Information technology</li> <li>• Human resources</li> <li>• Records management</li> <li>• Emergency management</li> <li>• Department of Transport licensing</li> <li>• Licensing of dogs and cats</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Governance and Community Services</li> <li>• Community Development Officer</li> <li>• Engagement Officer</li> <li>• Customer Service Officer</li> <li>• Aquatic Centre Manager</li> <li>• Medical Centre Manager</li> <li>• Medical Centre Receptionist</li> <li>• Caravan Park Caretaker</li> <li>• Cleaners</li> </ul>

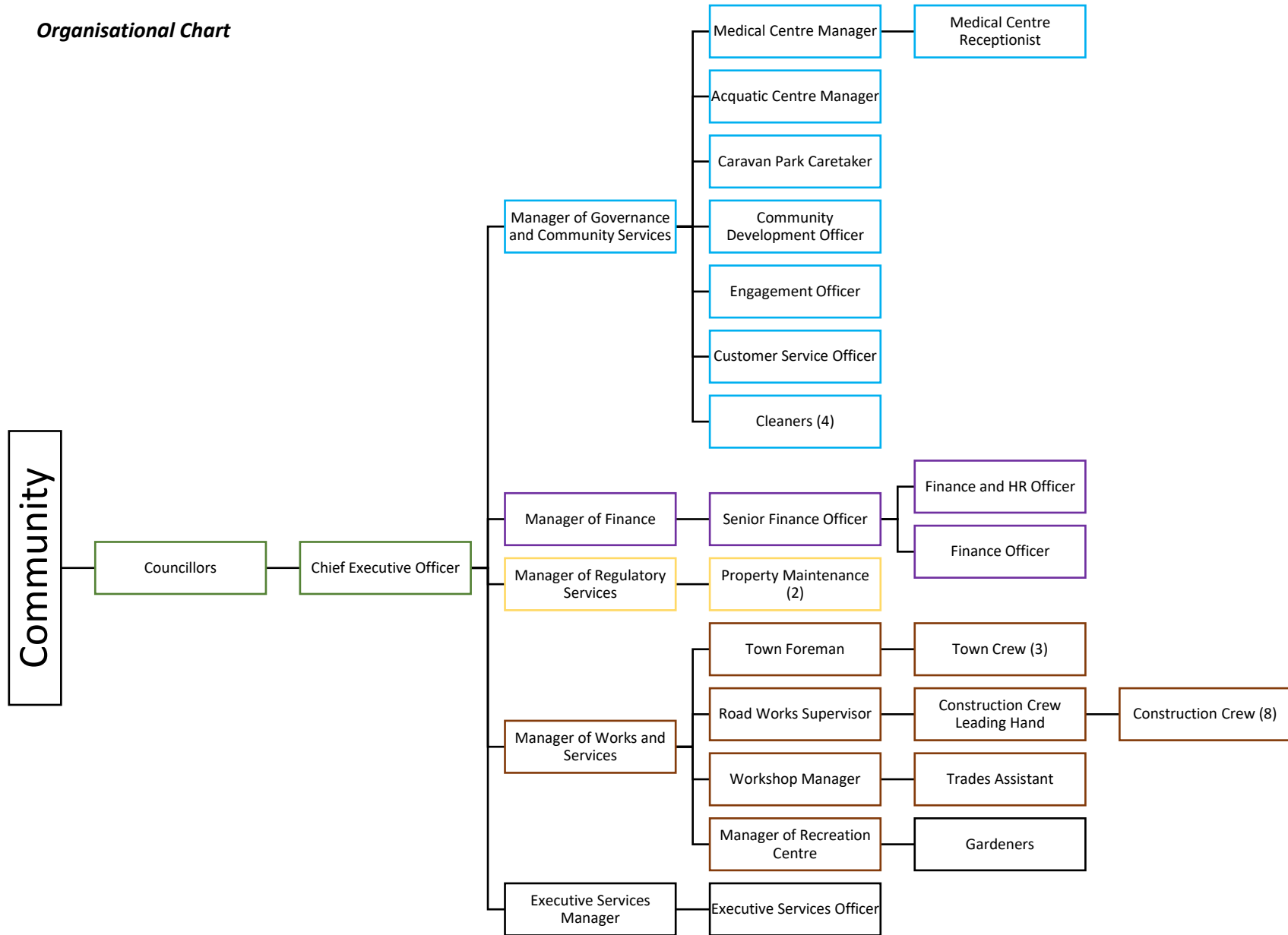
<sup>5</sup> [Local Government Professionals Australia - 2021-22 Pre-Budget Submissions \(treasury.gov.au\)](https://www.treasury.gov.au/~/media/2021/06/Local-Government-Professionals-Australia-2021-22-Pre-Budget-Submissions)

Business Unit	Responsibilities	Positions
	<ul style="list-style-type: none"> <li>• Ranger services</li> <li>• Medical Centre</li> <li>• Library</li> <li>• Recreation Centre</li> <li>• Caravan Park</li> <li>• Cemetery</li> <li>• Customer service</li> <li>• Community engagement</li> <li>• Communications</li> <li>• Cleaners</li> </ul>	
<b>Finance</b>	<ul style="list-style-type: none"> <li>• Financial management</li> <li>• Budgets</li> <li>• Monthly and annual financial statements</li> <li>• Asset management</li> <li>• Compliance</li> <li>• Long-term financial planning</li> <li>• Payroll</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Finance</li> <li>• Senior Finance Officer</li> <li>• Finance and Human Resources Officer</li> <li>• Finance Officer</li> </ul>
<b>Regulatory Services</b>	<ul style="list-style-type: none"> <li>• Planning</li> <li>• Building approvals</li> <li>• Food and Health Act compliance</li> <li>• Property maintenance</li> <li>• Refuse site</li> <li>• Environmental health</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Regulatory Services</li> <li>• Property Maintenance Crew</li> </ul>
<b>Works and Services</b>	<ul style="list-style-type: none"> <li>• Road works and maintenance</li> <li>• Building maintenance</li> <li>• Plant and equipment</li> <li>• Gardens and recreation grounds</li> </ul>	<ul style="list-style-type: none"> <li>• Manager of Works and Services</li> <li>• Town Foreman and Crew</li> <li>• Road Works Supervisor and Crew</li> <li>• Workshop Manager and Trades Assistant</li> <li>• Recreation Centre Manager and Gardeners</li> </ul>
<b>Executive Services</b>	<ul style="list-style-type: none"> <li>• Executive support</li> <li>• Council meetings and functions</li> <li>• Elections</li> <li>• Strategic projects</li> <li>• Freedom of information</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Services Manager</li> <li>• Executive Services Officer</li> </ul>

An organisational chart is provided on the following page.









**Organisational Chart**



## Workforce Profile

The following table provides a snapshot of key aspects of the Shire's workforce profile, including a comparison of data collected in 2018 and 2023.

Profile Aspect		2018	2023
<b>Type of Engagement</b>		35 full-time 11 part-time/casual	29 full-time 8 part-time 7 casual
<b>Average Age</b>		42 years	48 years
<b>Age Distribution (# employees)</b>		25 years and under: 8 45 years and under: 17 60 years and under: 19 61 years and over: 2	25 years and under: 1 45 years and under: 14 60 years and under: 21 61 years and over: 8
<b>Gender Distribution</b>		Females: 19 Males: 27	Females: 23 Males: 28
<b>Years of Service</b>		20 years plus: 2 10 – 20 years: 10 5 – 10 years: 16 Under 5 years: 18	20 years plus service: 2 10 – 20 years: 7 5 – 10 years: 10 1 – 5 years: 13 Less than 12 months: 12
<b>Salary budget</b>		\$2,575,340	\$2,815,398

Consistent with trends observed in the Local Government sector across Australia, the changes in the Shire's workforce profile between 2018 and 2023 show the following:

- The Shire has an aging workforce, with:
  - the average age having increased by six years (from 42 to 48, or 14%); and
  - the percentage of employees over 45 years having substantially increased from about 46% to about 66%.
- The Shire is struggling to attract and retain young employees, with the number of employees under 25 years drastically reducing from eight to one between 2018 and 2023. This is in spite of the Shire providing the following attraction and retention incentives.
  - Payment above award wages.
  - Superannuation additional contribution options.
  - Housing at reduced rental rates, where available.
  - Provision of uniforms.
  - Contemporary equipment.
  - Professional development opportunities
- There has been a high turnover of staff, with the percentage of staff with five or less years of tenure with the Shire increasing from about 39% to about 57%. Reasons for staff turnover include alternative employment, relocation, retirement and termination. Employee exist data for 2022 and 2023 (up to June) is shown in the table below.

Year	Number of Exits	Reasons
2022	9	Alternative employment (3) Relocation (3) Retired (1) Terminated (2)
2023 (as at June)	5	Terminated (3) Retired (1) Health reasons (1)

As at July 2023, the majority of staff intended to remain at the Shire for the next 12 months (65%), with two indicating they intended to leave to pursue another job and two for 'other reasons'.

While the percentage of full-time employees in the Shire in 2023 (66%) is in line with Local Governments across Australia, this figure has seen a considerable reduction since 2018, when the percentage of full-time employees was 76%. This could be an indicator of employees increasingly valuing and seeking flexible working arrangements, a trend observed since the pandemic.

The Shire's salary budget has seen an increase of approximately 9% since 2018. The Shire's Long-Term Financial Plan 2023-2033 forecasts the following employee costs, with an annual increase of 3.5%. This is consistent with the expectation that wage increases will stay in line with average CPI.

Expense	2023-24	2024-25	2025-26	2026-27
Employee Costs	\$2,711,393	\$2,806,292	\$2,904,504	\$3,006,157

## Values

Values are important in increasing staff morale and in guiding employee performance, behaviour and interactions with others. They also play a role in employee attraction and retention.

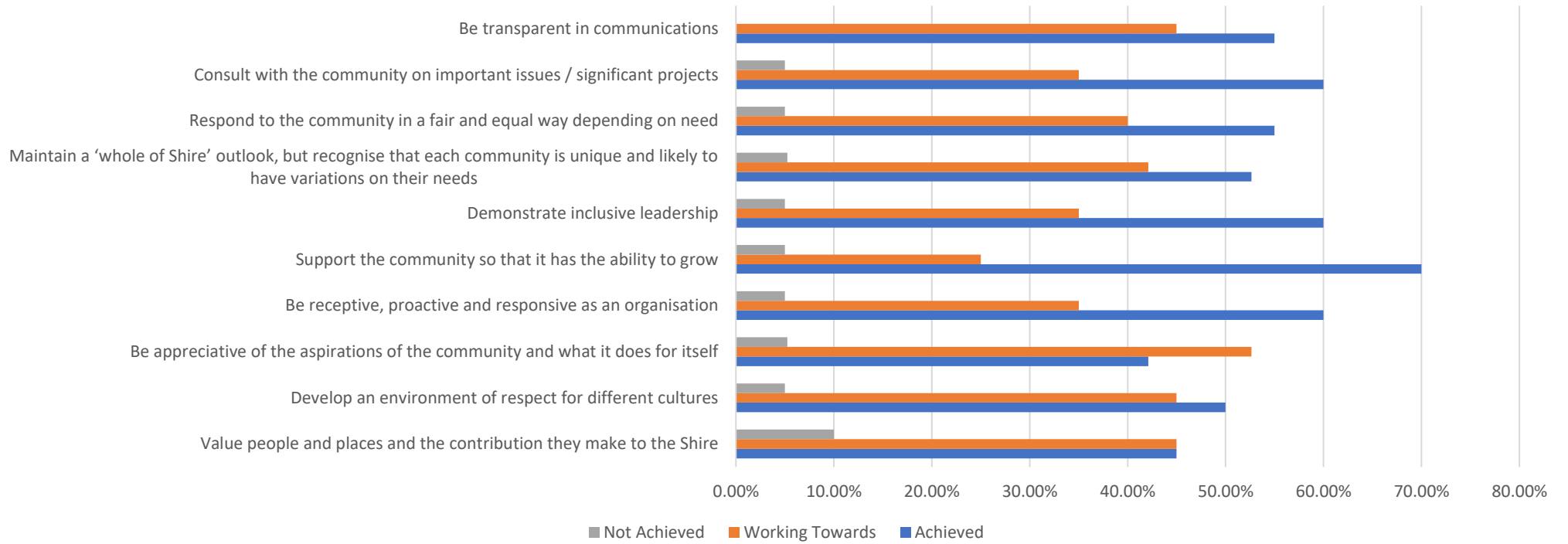
The Shire's values are:

- Respect**
- Inclusiveness**
- Fairness and equity**
- Communication**

At the staff survey undertaken in July 2023, employee feedback was sought on the Shire's values and whether they are demonstrated by fellow colleagues and Councillors. To assist in providing feedback, employees were provided with a list of ten behavioural examples that align with the Shire's four values.

As shown in the chart below, based on the responses provided, most staff feel that the Shire's values are demonstrated by Shire staff and Councillors, with only a small percentage (less than 10%) disagreeing.

### Behaviours Aligned to the Shire's Values



As part of the survey, staff also indicated what they most value about working at the Shire, which included the following:

- ✓ Friendships and positive working relationships with colleagues.
- ✓ Challenging nature of work.
- ✓ Job security.
- ✓ Living and working in a country town.
- ✓ Learning opportunities offered.
- ✓ Work variety.
- ✓ Ability to help the community and satisfaction in serving others.

### Equal Employment Opportunity

The Shire recognises its legal obligations under the Equal Opportunity Act 1984 and actively promotes equal employment opportunities. Staff selection is based on merit and is not influenced by gender, marital status, pregnancy, race, disability, or religious or political convictions.

The following table shows the distribution of equity groups as at 31 March 2023.

Equity Group	Number of Staff
<b>Women</b>	<b>23</b>
Women - Indoor	15
Women - Outdoor	8
Women in management (Tier 2)	2
<b>People from culturally diverse backgrounds</b>	<b>2</b>
Culturally diverse backgrounds - Indoor	2
Culturally diverse backgrounds - Outdoor	0
<b>Aboriginal Australians</b>	<b>2</b>
<b>People with disability</b>	<b>1</b>
People with disability - Indoor	0
People with disability - Outdoor	1

### Improvement Areas

In the last Workforce Plan, staff identified several areas of improvement for the workplace. As part of the employee survey undertaken in July 2023 to inform this Workforce Plan, staff were asked to assess whether such opportunities for improvement had been addressed over the past five years. The following table provides an overview of staff responses.

Requested Area of Improvement	July 2023 Survey Response
More social interaction and less separation of administration and works crew units.	81% indicated this is still unmet.
Communication between Managers and staff to encourage more collaboration and sharing of knowledge about roles.	63% indicated this has been met.
Improvement of records management across all levels.	52% indicated this is still unmet (28% N/A).
Feedback on Performance Appraisals, issues and ideas raised, including training requirements and concerns.	70% indicated this has been met.

Achievements noted since the last Workforce Plan 2018-2022 include the following:

- ✓ The Shire brand has been revitalised and is consistent across recruitment practices.
- ✓ Line Manager reporting relationships reviewed and team/unit reviews and strategies implemented.
- ✓ Workplace culture that values working safely is a high priority by all staff.
- ✓ Training and development plans implemented for all staff and will continually be improved.
- ✓ Working towards improved records management policies, processes and systems.
- ✓ High work satisfaction.

## Workforce Risks

A workforce risk assessment has been undertaken to inform the actions to be implemented as part of the Shire's Workforce Plan for the period 2023-24 to 2026-27. The risk assessment is outlined in the table below.

Challenge	Risk Assessment				
	Catastrophic	Major	Moderate	Minor	Insignificant
Number of senior staff with less than 12 months tenure.			x		
Technology can improve operational efficiencies, but requires time for research, training and application.		x			
Specialist skill sets required in the organisation (project management, finance etc).		x			
Increasing governance and compliance across majority of roles.			x		
Ageing workforce.		x			
Providing social opportunities for integration of multicultural members of staff.			x		
Human resources are becoming a specialist skill set and requires time. Internal capacity is limited.			x		
Continuing to maintain a high standard of workplace safety.		x			
High turnover of staff at the Aquatic Centre.			x		

Challenge	Risk Assessment				
	Catastrophic	Major	Moderate	Minor	Insignificant
Average hours a fortnight worked is significantly higher than contracted.		X			
Difficulty in attracting suitably qualified staff.		X			
Retaining the group of employees who have completed less than three years of employment at the Shire.			X		
Opportunities for internal promotion.			X		
Lack of whole of staff social activities that are well attended and add value to work.		X			

## 6 ANTICIPATED ADDITIONAL WORKFORCE REQUIREMENTS

The following staffing (Full Time Employee – FTE) adjustments are anticipated to be required to be made in the coming years:

Business Unit	2024-25	2025-26	2026-27
Governance and Community Services	-	-	-
Finance	<b>-0.6 FTE</b>	-	-
Regulatory Services	-	-	-
Executive Services	<b>+0.6 FTE</b>	-	-
Works and Services	<b>+1 FTE</b>	-	-

Outside of these staffing level adjustments, additional contractors that will be required in the future may include:

- Aquatic Centre management and relief staff.
- Road construction and maintenance.
- Light vehicle inspections.
- Specialist governance consultants (in areas such as recordkeeping and auditing).

## 7 WORKFORCE PLAN

Based on the above analysis of workforce data, the Shire considers that it will be required to implement actions to:

- Attract and retain employees.
- Ensure succession planning.
- Provide training and development aligned with staff needs.
- Further develop organisational culture.
- Implement systems, processes and policies to improve the efficiency and effectiveness of the Shire's operations.

## 1. Skills Attraction and Retention, and Succession Planning

Action	Responsible Manager/s	23-24	24-25	25-26	26-27
a) Attraction: Develop and implement an attraction strategy that identifies specific approaches to attract people to the Shire workforce and to live in the communities.	MGCS		✓		
b) Attraction: Analyse positions when there is a vacancy to ensure that suitable working days / times are available to attract suitable staff.	MGCS	✓	✓	✓	✓
c) Attraction: Investigate apprenticeship and traineeship opportunities.	MGCS MOF	✓	✓		
d) Retention: Update induction information and processes, OSH and maintain register of completion.	MGCS MOWS	✓	✓	✓	✓
e) Retention: Investigate alternative structures prior to the completion of Shire apprentices and trainees for retention.	MOWS MGCS			✓	✓
f) Retention: Clear roles and responsibilities, including delegations shared amongst teams.	Management Team	✓	✓	✓	✓
g) Retention: Review employee wages, rewards and incentives to ensure that they remain competitive, attractive and fair, in the context of the Local Government sector.	Management Team	✓	✓	✓	✓
h) Retention: Continued investment in maintenance and expansion of Shire housing stock.	CEO ESM	✓	✓	✓	✓
i) Succession: Develop and implement succession processes for all business-critical roles.	CEO MGCS	✓	✓	✓	✓
j) Succession: Internal promotion opportunities are advertised and invited - positive opportunity for existing staff to be retained locally.	Management Team	✓	✓	✓	✓



## 1. Skills Attraction and Retention, and Succession Planning

Action	Responsible Manager/s	23-24	24-25	25-26	26-27
k) Succession: Design and implement a mentoring program.	MGCS	✓	✓	✓	✓

## 2. Training and Development

Action	Responsible Manager/s	23-24	24-25	25-26	26-27
a) Training and Development: Ensure all employees have a training and development plan, including career goal setting, which is completed as part of their annual performance review.	Management Team	✓	✓	✓	✓
b) Training and Development: Ensure timely and comprehensive provision of feedback on performance reviews.	MGCS	✓	✓	✓	✓
c) Training: Training and education of the works crew to use records, purchasing and payroll software.	MOF/MOWS	✓	✓		
d) Training: Relevant staff and Councillors are trained in the new Local Government Act.	ESM		✓		
e) Training: Provide Horticulture training to gardeners.	MOWS	✓			
f) Training: Offer first aid training across the staff.	MOF (FHRO)				✓
g) Training: Provide Cultural Awareness training to staff and Councillors.	MGCS (EO)		✓		
h) Training: Compliance in financial management requirements.	MOF	ONGOING			
i) Training: Training and Compliance in records management policies and processes.	MGCS	ONGOING			
j) Development: Provide opportunities for staff to act in other roles to facilitate knowledge transfer as part of	Management Team	ONGOING			

## 2. Training and Development

Action	Responsible Manager/s	23-24	24-25	25-26	26-27
a broader plan for succession and to reduce downtime when staff are away					
k) Development: Offer staff personal development opportunities e.g. people management, leadership, time management	Management Team	ONGOING			

## 3. Organisational Culture

Action	Responsible Officer	23-24	24-25	25-26	26-27
a) Meet Equal Opportunity compliance as an employer.	MGCS		✓		
b) Regular whole of staff meetings. Ensure that all employees receive consistent and regular updates on Shire activities and decisions.	CEO	ONGOING			
c) Regular team meetings e.g. administration, works, cleaners	All Management	ONGOING			
d) Encourage participation in whole of organisation social activities for inclusion and integration across teams and individuals.	ESM CEO MOWS	ONGOING			
e) Undertake a bi-annual employee engagement survey to identify concerns, challenges and barriers to achieving the desired workplace culture.	MGCS	ONGOING			
f) Improve accountability across the leadership group for effective people management by developing appropriate key performance indicators that are consistently reported and monitored.	CEO		✓	✓	✓
g) Adoption of a Reconciliation Action Plan.	CEO MGCS (EO)		✓		

#### 4. Systems, Processes and Policies

Action	Responsible Officer	23-24	24-25	25-26	26-27
a) Annual review of operations and infrastructure at the Aquatic Centre.	MOF MRS	✓	✓	✓	✓
b) Industrial relations: Plan and execute seamless transition to Federal State award system.	MOF MGCS	✓			
c) Systems: New payroll and procurement software.	CEO MGCS	✓	✓		
d) Policies and Procedures: Review and update the Shire's human resources policies and procedures.	MGCS (FHRO)		✓		
e) Policies and Procedures: Ensure that the Shire's core values are reflected in all Shire policies and procedures.	CEO	ONGOING			