

GOVERNANCE MANUAL



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1. Purpose

This Governance Manual establishes the framework through which the Shire of Boyup Brook conducts its affairs lawfully, transparently and in accordance with good governance principles.

The Manual provides clarity regarding:

- Roles and responsibilities
- Decision-making processes
- Ethical standards
- Financial oversight
- Risk management
- Legislative compliance

This document does not replace legislation. Where inconsistency arises, legislation prevails.

2. Legislative Framework

The Local Government operates under the following primary legislation, as amended from time to time:

- *Local Government Act 1995*
- *Local Government (Administration) Regulations 1996*
- *Local Government (Financial Management) Regulations 1996*
- *Local Government (Audit) Regulations 1996*
- *Local Government (Model Code of Conduct) Regulations 2021*
- *Local Government (Rules of Conduct) Regulations 2007*
- *Freedom of Information Act 1992*
- *State Records Act 2000*
- *Work Health and Safety Act 2020*

Other relevant legislation includes planning, health, bush fire and building.

2.1 Governance Principles

The Local Government is committed to the principles of:

- Accountability
- Transparency
- Integrity
- Lawfulness
- Community focus
- Financial sustainability
- Continuous improvement

3. Governance Structure

3.1 Council

The Council is the governing body and is responsible for:

- Setting strategic direction
- Adopting plans and budgets
- Establishing policy
- Monitoring performance
- Representing the community

Council does not manage day-to-day operations.

3.2 Committees

Council establishes and maintains an Audit, Risk and Improvement Committee in accordance with Part 7 of the Act and the Audit Regulations.

Council may also establish:

- Advisory Committees
- Other Committees as required

Each committee operates under adopted Terms of Reference.

3.3 Administration

Administration is led by the Chief Executive Officer and is responsible for operational delivery.

4. Roles And Responsibilities

4.1 Council Responsibilities

In accordance with section 2.7 of the Act, Council shall:

- Govern the local government's affairs
- Determine policies
- Oversee financial management
- Employ and review the CEO

4.2 President

The Presiding Member:

- Presides at meetings
- Provides leadership to Council
- Represents the local government at civic and ceremonial functions

4.3 Chief Executive Officer

Under section 5.41, the CEO is responsible for:

- Implementing Council decisions
- Managing staff
- Ensuring legislative compliance
- Managing daily operations
- Providing advice to Council

The CEO is the only employee directly accountable to Council.

5. Integrated Planning and Reporting

Relevant Regulations:

- Regulation 19C – Strategic Community Plan
- Regulation 19DA – Corporate Business Plan

The Local Government maintains an Integrated Planning and Reporting Framework in accordance with the *Local Government (Administration) Regulations 1996*, including Regulations 19C and 19DA.

5.1 Strategic Community Plan (Minimum 10 Years)

- Community vision
- Strategic objectives
- Engagement outcomes

5.2 Corporate Business Plan (4 Years)

- Service delivery commitments
- Capital works planning
- Resource allocation

5.3 Long Term Financial Plan (10 Years)

- Financial sustainability modelling
- Debt management
- Asset sustainability ratios

5.4 Asset Management Framework

Includes:

- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans

5.5 Workforce Plan

Includes:

- FTE analysis
- Succession planning
- Workforce risk assessment

6. Council Meetings and Decision-Making

6.1 Meeting Types

Council meetings are conducted in accordance with Part 5 Division 2 of the *Local Government Act 1995* and the Shire's Standing Orders Local Law.

- Ordinary Council Meetings
- Special Council Meetings
- Closed meetings
- Annual General Meeting of Electors
- Special Meetings of Electors
- Committee Meetings

6.2 Agenda and Minutes

Agendas and minutes are prepared in accordance with legislative requirements and adopted Standing Orders.

6.3 Confidential Items

Council may close a meeting to the public only in accordance with section 5.23.

7. Ethical Governance and Conduct

7.1 Code of Conduct

Council Members and employees must comply with the applicable Model Codes of Conduct prescribed under the *Local Government (Model Code of Conduct) Regulations 2021* and the *Local Government (Rules of Conduct) Regulations 2007*, including:

- Model Code of Conduct (Council Members)
- Model Code of Conduct (Employees)
- Model Code of Conduct (Complaints)

The Local Government maintains procedures for managing conduct complaints in accordance with legislative requirements.

7.2 Conflicts of Interest

Council Members must disclose:

- Financial interests
- Proximity interests
- Impartiality interests

All disclosures are recorded in the minutes in accordance with legislative requirements.

7.3 Gifts and Benefits

Registers are maintained in accordance with legislative requirements.

8. Delegations of Authority

Relevant legislation:

- Section 5.42 – Delegation of powers and duties
- Section 5.43 – Limits on delegation
- Section 5.44 – Register of delegations

Council may delegate powers to:

- The CEO
- Committees

Delegations are made in accordance with sections 5.42–5.44 of the *Local Government Act 1995*, which require delegations to be recorded in writing and maintained in a Delegations Register

The Delegations Register:

- Is reviewed at least once each financial year
- Clearly defines limits, conditions and reporting requirements
- Is maintained in writing and made publicly available

Sub-delegations by the CEO must be in writing and cannot be exercised inconsistently with Council policy or legislative limitations.

9. Financial Governance

Financial management practices are undertaken in accordance with the *Local Government (Financial Management) Regulations 1996*, including requirements relating to financial reporting, asset management and internal controls.

9.1 Annual Budget

Prepared and adopted under sections 6.2–6.4 of the Act.

9.2 Budget Review

Mid-year review conducted under Regulation 33A.

9.3 Reserves

Reserves are established and managed in accordance with the Act and Financial Management Regulations.

9.4 Purchasing and Procurement

Procurement practices comply with adopted policies and legislative thresholds.

10. Audit and Risk Management

10.1 Audit, Risk and Improvement Committee

Relevant regulations:

Local Government (Audit) Regulations 1996:

- Regulation 16 – Audit Committee functions
- Regulation 17 – Compliance Audit Return
- Regulation 18 – Review of risk management

The Audit, Risk and Improvement Committee provides independent oversight and advisory assurance to Council in relation to:

- Annual financial statements and financial reporting
- Internal audit program and findings
- Risk management framework and control effectiveness
- Compliance Audit Return
- Legislative compliance monitoring
- Governance and continuous improvement initiatives

The Audit, Risk and Improvement Committee operates in accordance with the *Local Government (Audit) Regulations 1996*, including the responsibilities outlined in Regulations 16–18.

10.2 Risk Management Framework

The Local Government maintains an integrated risk management framework aligned to ISO 31000 principles.

The framework incorporates:

- Defined risk appetite
- Strategic and operational risk registers
- Internal audit program

- Control effectiveness monitoring
- Annual reporting to the Audit, Risk and Improvement Committee
- Continuous improvement review

ISO 31000 Principle	Meaning
Integrated	Risk management embedded in all activities
Structured & Comprehensive	Consistent and systematic approach
Customised	Tailored to organisational context
Inclusive	Involves relevant stakeholders
Dynamic	Responds to change and emerging risks
Best Available Information	Uses reliable information and data
Human & Cultural Factors	Recognises behavioural influences
Continual Improvement	Regular review and improvement

11. Policy Framework

Policies are categorised as:

- Governance Policies
- Financial Policies
- Corporate Policies
- Operational Policies

A Policy Register is maintained and reviewed annually.

12. Community Engagement and Transparency

The Local Government promotes transparency through:

- Publication of agendas and minutes
- Annual Report
- Public access to registers
- Formal public consultation where required

13. CEO Performance Review

The CEO performance review is conducted in accordance with section 5.38 of the Local Government Act 1995 and Regulations 18CA–18CI of the Local Government (Administration) Regulations 1996.

14. Compliance Framework

The Local Government maintains a structured compliance framework including:

- Compliance calendar
- Annual Compliance Audit Return

- Legislative register
- Internal audit schedule
- Monitoring and reporting mechanisms to the Audit, Risk and Improvement Committee

15. Records Management and Information Security

Records are managed in accordance with the State Records Act 2000 and adopted policies.

- Information security controls include:
- Access controls
- Backup protocols
- Cyber security procedures

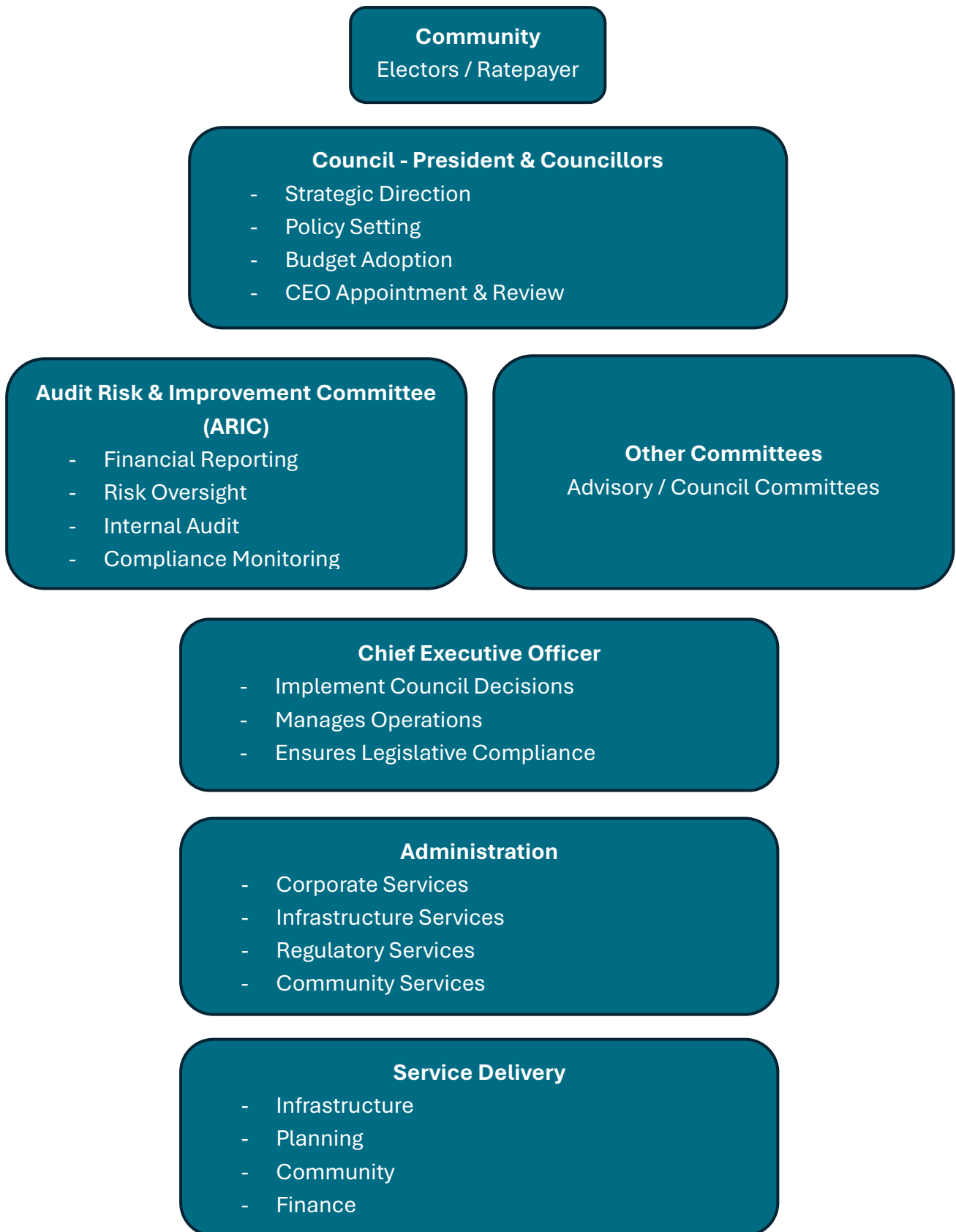
16. Review and Continuous Improvement

This Manual shall be:

- Reviewed biennially
- Updated following legislative change
- Amended by Council resolution

Appendices

Appendix A – Governance Structure Diagram



Appendix B – Committee Structure



Shire of Boyup Brook Risk Appetite Statement

1. Purpose

This Risk Appetite Statement defines the level and type of risk the Shire of Boyup Brook is prepared to accept in pursuing its strategic objectives and delivering services to the community. It provides guidance to Council, the Chief Executive Officer and Administration when making decisions involving uncertainty, resource allocation and service delivery.

The Statement supports the Shire's governance framework and informs oversight by the Audit, Risk and Improvement Committee in accordance with the Local Government Act 1995 and the Local Government (Audit) Regulations 1996.

2. Organisational Context

As a Band 4 rural local government, the Shire operates within a constrained revenue base while managing significant road and infrastructure networks relative to its financial capacity. The organisation also faces exposure to bushfire and environmental risks inherent to a rural setting, limited workforce redundancy due to its small organisational structure, and high community visibility in decision making and service delivery. In this context, the Shire adopts a generally cautious approach to risks that may threaten financial sustainability, statutory compliance or public safety. At the same time, the Shire recognises that measured and controlled risk taking may be appropriate where strategic development opportunities, innovation or community benefits can be achieved.

The Shire also operates within a funding environment that includes reliance on external grant programs and State funding allocations, which may introduce additional financial and delivery risks.

3. Risk Appetite Level Definitions

Low Appetite

The Shire is unwilling to accept material exposure. Strong controls and oversight are required. Risks exceeding this level require Council consideration.

Moderate Appetite

The Shire is prepared to accept controlled and managed risk where there is clear strategic or operational benefit.

High Appetite

The Shire may pursue opportunities involving elevated risk where strategic or community benefits justify the exposure and appropriate mitigation measures are in place.

Extreme Appetite

The Shire does not accept extreme risk exposure. Such risks must be avoided, transferred or immediately mitigated.

4. Risk By Category

4.1 Governance and Compliance

Appetite: Low

The Shire has low appetite for risks relating to:

- Legislative non-compliance
- Code of Conduct breaches
- Failure to meet audit obligations
- Breach of statutory timeframes

Any material compliance risk must be escalated to the CEO and, where appropriate, the Audit, Risk and Improvement Committee.

4.2 Financial Sustainability

Appetite: Low

The Shire has low appetite for:

- Structural operating deficits
- Unfunded capital commitments
- Depletion of reserves without strategy
- Unsustainable borrowing

Financial decisions must align with the Long Term Financial Plan and asset sustainability objectives.

4.3 Community Safety

Appetite: Extreme

The Shire has no tolerance for extreme risks that may result in:

- Serious injury or loss of life
- Infrastructure failure causing significant harm
- Failure to mitigate foreseeable bushfire hazards

Where safety risks are identified as extreme, immediate mitigation is required.

4.4 Infrastructure and Asset Management

Appetite: Moderate

The Shire accepts moderate risk in:

- Phasing renewal programs over time
- Prioritising critical assets
- Managing asset lifecycle trade offs

However, it does not accept extreme risk arising from foreseeable asset failure.

4.5 Workforce and Organisational Capability

Appetite: Moderate

Given regional labour constraints, the Shire accepts moderate risk relating to:

- Recruitment delays
- Temporary contractor reliance
- Skills shortages

However, exposure escalating to high or extreme levels in statutory or critical roles requires mitigation planning and Council awareness.

4.6 Strategic Development and Innovation

Appetite: High

The Shire is prepared to pursue higher risk opportunities in:

- Grant-funded infrastructure
- Economic development initiatives
- Service innovation
- Community infrastructure upgrades

Provided financial exposure is contained and all strategic initiatives must be supported by documented business cases and consideration of ongoing operational impacts.

4.7 Reputation and Community Confidence

Appetite: Low

The Shire has low appetite for risks that may:

- Undermine public trust
- Create avoidable reputational damage
- Result in negative regulatory findings

Transparent processes and lawful decision making are required.

4.8 Environmental and Climate Risk

Appetite: Moderate

The Shire acknowledges inherent rural exposure to:

- Bushfire
- Extreme weather
- Climate variability

While some exposure is unavoidable, proactive mitigation and preparedness are required to prevent risks escalating to high or extreme levels.

5. Risk Appetite Summary Table

Risk Category	Appetite Level
Governance & Compliance	Low
Financial Sustainability	Low
Community Safety	Extreme
Infrastructure	Moderate
Workforce	Moderate
Strategic Development	High
Reputation	Low
Environmental Exposure	Moderate

6. Application

This Risk Appetite Statement provides a reference framework for evaluating decisions across the organisation. Where a proposed decision falls within the defined appetite level, it may proceed subject to normal controls and management oversight. Where a proposal exceeds the defined appetite, the risk must be explicitly identified in the relevant Council report and accompanied by appropriate mitigation strategies. Where a risk approaches extreme exposure, the matter must be escalated immediately for executive and, where necessary, Council determination.

Council reports should identify where a proposal sits relative to the Shire's defined risk appetite.

7. Review

This Risk Appetite Statement will be reviewed biennially or earlier if required and will be subject to oversight by the Audit, Risk and Improvement Committee.

Shire of Boyup Brook Delegations Summary

1. Purpose

This Delegations Summary provides a high-level overview of the powers and duties delegated by Council within the Shire of Boyup Brook. It is intended to provide clarity regarding decision-making authority and the separation between Council's governance role and the operational responsibilities of Administration.

This summary does not replace the Delegations Register. The formal Delegations Register maintained by the Shire contains the full record of delegations made by Council in accordance with section 5.42 of the *Local Government Act 1995*.

2. Principles Of Delegation

Council may delegate certain powers or duties to:

- The Chief Executive Officer
- A committee of Council
- An employee of the local government (through CEO sub-delegation)

Delegations allow for efficient operational decision making while ensuring Council retains its governance and policy-setting role.

Delegations:

- Must be made by Council resolution
- Must be recorded in writing
- May include conditions or limitations
- Must be reviewed periodically

3. Primary Delegations

Council to Chief Executive Officer

Council has delegated broad operational authority to the Chief Executive Officer to enable the effective management of the organisation.

These delegations generally include authority relating to:

- Operational management of the local government
- Implementation of Council resolutions

- Administration of adopted policies
- Execution of contracts within approved limits
- Procurement and purchasing within adopted policies
- Management of employees
- Financial administration within the adopted budget

These delegations support the CEO's statutory responsibilities under section 5.41 of the Act.

4. Sub-Delegations

The Chief Executive Officer may sub-delegate powers or duties to authorised employees where appropriate.

Typical sub-delegations include:

- Regulatory enforcement powers
- Planning and building approvals within statutory limits
- Environmental health and ranger functions
- Procurement approvals within defined financial limits
- Operational service delivery decisions

All sub-delegations must be documented in writing.

5. Committee Delegations

Council may delegate specific powers to committees where appropriate.

Committees operate within the scope of their Terms of Reference and any delegated authority granted by Council.

The Shire's primary governance committee is the Audit, Risk and Improvement Committee, which provides advisory oversight to Council in relation to:

- Financial reporting
- Risk management
- Internal audit
- Compliance monitoring
- Governance improvement

The Committee does not exercise executive authority and does not direct staff.

6. Regulatory Authorisations

Certain statutory functions are exercised by authorised officers under relevant legislation.

These may include:

- Ranger services
- Environmental health enforcement
- Planning compliance
- Building compliance
- Bushfire management

Authorisations are made in accordance with the relevant legislation and internal procedures.

7. Matters Not Delegated

Certain powers cannot be delegated or are retained by Council as part of its governance role. These generally include:

Adoption of the Annual Budget

- Setting of rates and fees
- Adoption of local laws and policies
- Approval of strategic plans
- Appointment and performance review of the Chief Executive Officer
- Major land transactions or significant financial commitments

These matters remain the responsibility of Council.

8. Review of Delegations

The Delegations Register is reviewed periodically to ensure delegations remain:

- Appropriate
- Current
- Consistent with legislative requirements
- Aligned with organisational structure

Any changes to delegations require formal Council resolution.

9. Relationship to the Delegations Register

The Delegations Register maintained by the Shire contains the full legal record of delegations made by Council and any sub-delegations made by the Chief Executive Officer.

This Delegation Summary is provided for governance reference only and should be read in conjunction with the Delegations Register.



Corporate Compliance Calendar 2026

Compliance Action	Compliance Requirement	Section / Reg	Resource Document	Frequency	Responsible Officer	Accountable Manager	Commencement Date	Status	Latest comment
1	Emergency Generator Test			Monthly	head.web@ny.gov	Jason Poryth	January 31, 2026		
2	Understate State Building Inspections - - trailer for Budget			Annually	head.web@ny.gov	Jason Poryth	January 31, 2026		
3	Community Grants to be advertised			Annually	grants.ahw@ny.gov	Nicki Jones	January 31, 2026		
4	ECM Task - Records to produce Monthly Synergist records, O&S Report for EMT		To monitor progress / customer service standards By Department by Office	Monthly	grants.ahw@ny.gov	Nicki Jones	January 31, 2026		
5	Preparations for Australia Day			Annually	grants.ahw@ny.gov	Nicki Jones	January 31, 2026		
6	Approvals for the Country Music Festival to be issued			Annually	grants.ahw@ny.gov	Nicki Jones	January 31, 2026		
7	Review State Website for relevant info and dates			Annually	grants.ahw@ny.gov	Nicki Jones	January 31, 2026		
8	Review of Policy Manual			Monthly	grants.ahw@ny.gov	Nicki Jones	January 31, 2026		
9	Monthly Fuel Tax Credit Spreadsheet			Annually	grants.ahw@ny.gov	Carilyn Mellet	January 31, 2026		
10	Review of Policy Manual			Monthly	Natasha Mason	Carilyn Mellet	January 31, 2026		
11	Review of Policy Manual			Monthly		Carilyn Mellet	January 31, 2026		
12	Annual Budget - Review			Annually		Carilyn Mellet	January 31, 2026		
13	Local Government Act (LGA)	FM Reg. 204.1 (a)(1)-(3)	DLEG website - links to Local Government Accounting and Disbursement to Budget (knowledgelga.ny.gov)	Annually	Malcolm Armstrong	Malcolm Armstrong	January 31, 2026		
14	Payroll Ledgers Reconciled to control accounts each fortnight			Monthly		Malcolm Armstrong	January 31, 2026		
15	ECM Task - Payroll acceptance Report - Compare & Control all rate of pay databases for acceptance reporting		All non balances to be reported to CEO	Monthly	Rae Douglas	Malcolm Armstrong	January 31, 2026		
16	ECM Task - Produce Monthly Financial Report in Schedule Format (Open and Close) to CEO		To review progress, income, exp and grants per their MUR (RO area) and overall	Monthly	Rae Douglas	Malcolm Armstrong	January 31, 2026		
17	Submit annual WALGDC Information Return for Financial Assistance Grants (FAGs)		The WALGDC (grants commission) requires all local government entities to include the following information in their annual return: - A statement of the total amount of grants received to date - A statement of the total amount of grants received to date - A statement of the total amount of grants received to date	Annually		Malcolm Armstrong	January 31, 2026		
18	ECM Task - Payroll to produce Monthly Leave Balances Report for EMT			Monthly		Malcolm Armstrong	January 31, 2026		
19	ECM - Reconcile Credit Cards			Monthly		Malcolm Armstrong	January 31, 2026		
20	Complete Stampage Waiver Usage Reconciliation			Monthly		Malcolm Armstrong	January 31, 2026		
21	Municipal Bank Reconciliation for the month completed and balanced to GL			Monthly		Malcolm Armstrong	January 31, 2026		
22	Trust Bank Reconciliation for the month completed and balanced to GL			Monthly		Malcolm Armstrong	January 31, 2026		
23	Reconcile Reserve Subsidiary Ledger - General Ledger			Monthly		Malcolm Armstrong	January 31, 2026		
24	Reconcile Assets Subsidiary Ledger - General Ledger			Monthly		Malcolm Armstrong	January 31, 2026		
25	Reconcile Debtors Subsidiary Ledger - General Ledger			Monthly		Malcolm Armstrong	January 31, 2026		
26	Reconcile Creditors Subsidiary Ledger - General Ledger			Monthly		Malcolm Armstrong	January 31, 2026		
27	Reconcile Suspense GL reviewed and reconciled to NI via appropriately authorized GL			Monthly		Malcolm Armstrong	January 31, 2026		
28	Business Activity Statements (BAS) Statements done for the month			Monthly		Malcolm Armstrong	January 31, 2026		
29	Reconcile Creditors Subsidiary Ledger - General Ledger			Monthly		Malcolm Armstrong	January 31, 2026		
30	Submit permissor rebate claim to the Office of State Revenue for rebate claims for - - E&L			Monthly		Malcolm Armstrong	January 31, 2026		

Shire of Boyup Brook Policy Register

1. Purpose

This Policy Register provides a summary of the policies adopted by the Shire of Boyup Brook. It provides a governance reference for Council, staff and the community and identifies the key policy areas guiding Council decision-making.

The detailed policies are contained within the Shire's Policy Manual and supporting documents published by the Shire. Policies provide Council with formal written guidance on ongoing matters and ensure consistent decision-making aligned with Council direction.

Policies are reviewed periodically to ensure they remain current, compliant with legislation and consistent with community expectations.

2. Policy Categories

The Shire's policies are broadly grouped into the following governance categories:

- Governance Policies
- Financial Policies
- Corporate and Organisational Policies
- Community and Operational Policies
- Planning and Development Policies

3. Policy Register

Governance Policies

Policy No.	Policy Name	Purpose	Review Frequency
A13	Record Keeping Policy	Ensures proper management, storage and disposal of Shire records in accordance with legislative requirements.	Periodic
M11	Councillor Record Keeping Policy	Guides councillors on maintaining records relating to official business.	Periodic
C19	Code of Conduct for Employees	Establishes standards of behaviour and ethical conduct for employees.	Periodic
A18	Surveillance Cameras Policy	Governs the installation and operation of Shire surveillance systems to improve safety while protecting privacy.	Periodic

Financial Policies

Policy No.	Policy Name	Purpose	Review Frequency
F02	Community Grants Policy	Provides guidelines for the allocation and management of community grant funding.	Periodic
Purchasing Policy	Procurement and purchasing processes	Ensures responsible procurement practices consistent with financial management requirements.	Periodic
Financial Management Policies	Financial governance and expenditure control	Supports responsible financial administration and budget management.	Periodic

Corporate and Organisational Policies

Policy No.	Policy Name	Purpose	Review Frequency
Equal Employment Opportunity and Diversity Management Policy	Workforce equity and inclusion	Supports fair employment practices and diversity management.	Periodic
Workforce and Employment Policies	Workforce management	Guides recruitment, employment and staff management practices.	Periodic
Records Management and Information Security Policies	Information governance	Supports compliance with records management obligations.	Periodic

Community and Operational Policies

Policy No.	Policy Name	Purpose	Review Frequency
Community Safety Policies	Public safety and security	Guides initiatives such as surveillance systems and safety programs.	Periodic
Community Grants Policy	Community funding programs	Supports local organisations and community initiatives.	Periodic
Public Facilities Management Policies	Asset and facility management	Provides guidance for the use and management of Shire facilities.	Periodic

Planning and Development Policies

Policy No.	Policy Name	Purpose	Review Frequency
Local Planning Policy – Renewable Energy Facilities	Renewable energy development assessment	Provides framework for assessing renewable energy proposals within the Shire.	As required
Draft Tree Plantation Policy	Agricultural land protection	Ensures plantation developments are compatible with broad-acre farming.	As required
Caravan Park Local Planning Policy (Draft)	Caravan park development standards	Provides development and environmental standards for caravan parks.	As required

Planning policies guide land use and development decisions in conjunction with the Shire's Local Planning Scheme and State Planning Policies.

4. Policy Management

The Shire maintains a Policy Manual which contains the full text of all adopted policies. Policies are adopted by Council resolution and may only be amended or rescinded by Council.

Policies are intended to address ongoing governance matters and should not be used to determine single-issue decisions or operational procedures.

5. Review Of Policies

The Shire conducts periodic reviews of all policies to ensure they:

- remain compliant with legislative requirements
- align with the Strategic Community Plan
- reflect contemporary governance practices
- remain relevant to community expectations.

Policy reviews are typically undertaken annually or earlier where legislative changes or operational requirements warrant.