

Ku-ring-gai Council

Conflict of Interests Policy

1. Purpose

The purpose of this policy is to provide a framework for Council Officials to recognise and deal with conflicts of interests, both pecuniary and non-pecuniary, so as to ensure that Council decisions are not compromised by any self interest or personal affiliations.

This policy applies to all Council Officials of Ku-ring-gai Council as defined in this Policy.

This policy operates in addition to all other obligations under the *Local Government Act 1993* (the Act), any other legislation, or relevant codes and policies regarding the disclosure of any interests.

2. Objectives

The objectives of this policy are to:

- explain a conflict of interests
- provide guidelines on how to determine and deal with a conflict of interests
- ensure that Council Officials understand and meet their obligations under the Act and Council's *Code of Conduct* in respect of conflicts of interests
- ensure that the Council Officials operate with integrity, impartiality and fairness appropriately resolving any conflict of interests.

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3. Definitions

In this policy:

council official includes Councillors, members of staff, administrators appointed under section 256 of the Act, members of Council committees, conduct reviewers and delegates of Council

delegate of Council means a person or body, and the individual members of that body, to whom a function of Council is delegated

staff means all employees of Ku-ring-gai Council (full time, part time, temporary or casual). It also includes, for the purposes of this policy only, all, volunteers and contractors (who principally provide their labour)

you and *your* refers to Council Officials of Ku-ring-gai Council.

4. Legislation

Chapter 14 of the Act (sections 439 – 490B) covers honesty and disclosure of interests and states that:

- the pecuniary interests of councillors, council delegates and other persons involved in making decisions or giving advice on council matters must be declared and recorded
- councillors and staff must not take part in decisions on council matters in which they have a pecuniary interest.

The legislation explains what a pecuniary interest is, what disclosures must be made and when they must be made. It also sets out the procedure for a pecuniary interest complaint.

Where decisions are being made about pecuniary interests you should refer to the Act for complete definitions, exclusions and requirements.

The Act may be accessed on the internet at
http://www.austlii.edu.au/au/legis/nsw/consol_act/lga1993182/

5. Code of Conduct

The Code of Conduct sets out the minimum requirements of behaviour for Council Officials in carrying out their functions and duties. Conflict of interests is dealt with in section 7 of the Code.

This policy must be read in conjunction with the *Code of Conduct*.

6. What is a conflict of interests?

As Council Officials we are entrusted with powers and public resources and we are expected to carry out our roles and duties without bias.

The following extracts from the *Code of Conduct* describe a conflict of interests:

- 7.1 *A conflict of interests exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your public duty.*
- 7.2 *You must avoid or appropriately manage any conflict of interests. The onus is on you to identify a conflict of interests and take the appropriate action to manage the conflict in favour of your public duty.*
- 7.3 *Any conflict of interests must be managed to uphold the probity of council decision-making. When considering whether or not you have a conflict of interests, it is always important to think about how others would view your situation.*

A conflict of interests can involve avoiding personal disadvantage as well as gaining personal advantage. Your private interests may include social and professional activities and interests with individuals or groups, including family and friends, as well as financial interests.

Having a conflict of interests is not wrong and not necessarily a problem. It is how it is managed that is important.

Council's effectiveness depends on the public having confidence in the integrity of Council Officials. If there is any doubt about our integrity the reputation of the Council and ourselves may be damaged. Conflicts of interests must be managed and resolved in a transparent way.

7. What are the different types of conflicts of interests?

A conflict of interests may be pecuniary or non pecuniary.

A pecuniary interest involves a situation where there is the potential to gain or lose financially from your position or decision, i.e. where there is a reasonable likelihood or expectation of appreciable financial gain or loss to you, your family or an associate (*sections 442, 443 and 448 of the Act*).

A non-pecuniary interest can involve private, personal or family relationships or involve sporting, social or cultural activities that could influence your

judgement or decisions. They may include an interest of a financial nature that does not amount to a pecuniary interest. It is just as important as a pecuniary interest.

A conflict of interests may be further classified as actual, perceived or potential.

| Actual conflict of interests is where | Perceived conflict of interests is where | Potential conflict of interests is where |
|--|---|---|
| you are in a position to be influenced by your private interests when doing your role or job | you are in a position to appear to be influenced by your private interests when doing your role or job | you are in a position where you may be influenced in the future by your private interests when doing your role or job |

Council's *Code of Conduct* recognises two forms of non-pecuniary conflict of interests:

- significant
- less that significant.

Clause 7.16 of the *Code of Conduct* states:

As a general rule, a non-pecuniary conflict of interests will be significant where a matter does not raise a pecuniary interest but it involves:

- (a) a relationship between a council official and another person that is particularly close, for example, parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child of the person or of the person's spouse, current or former spouse or partner, de facto or other person living in the same household*
- (b) other relationships that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship*
- (c) an affiliation between the council official and an organisation, sporting body, club, corporation or association that is particularly strong.*

8. Deciding if you have a conflict of interests

There are a number of factors that you need to consider when making a decision about whether you have a conflict of interests, including whether you have:

- financial and economic interests, such as debts and assets
- a family or private business
- a secondary employment commitment
- affiliations with commercial and non-profit organisations, sporting bodies, clubs and associations
- affiliations with political, trade union or professional organisations and other personal interests
- obligations to professional, community, ethnic, family or religious groups in a personal or professional capacity, or relationships to people living in the same household
- enmity towards or competition with another individual or group
- significant family or other relationships with clients, contractors or other staff working in the same or a related organisation
- highly specialist skills in an area where demand for the skills frequently exceeds supply
- future employment prospects or plans.

The Independent Commission Against Corruption (ICAC) has developed checklists to help determine a conflict of interests and a pecuniary interest. These checklists are set out in **Attachments A and B** and should be used when you are in a situation where you think you might have a conflict of interests.

The following are examples of possible conflicts of interests. The list is a guide only. It is not exhaustive. These are sample situations that may assist in helping you to decide if you have a conflict of interest. Each case will depend upon the exact circumstances and the relationships that exist.

Examples for Councillors:

- you are deciding on a development application for a property owned by a friend
- you are deciding on a development application and you have given a commitment to someone to refuse it before you have considered the assessment report
- you are deciding on a rezoning application for a property owned by your partner
- you are deciding on drainage works outside of a club in which you are a member
- you are deciding on footpath works outside of the property of someone who handed out election material for you
- you are deciding on giving a notice to comply with an order to a person who is in competition with your private business

Examples for staff:

- you are conducting an inspection on a property that you own
- you are assessing a tender and one of the tenderers is your brother
- you are hiring a consultant and one of the applicants is a friend

- you are assessing a development application for a property that is close to where you live
- you are deciding on recommending drainage works outside of a club in which you are a member
- you have drawn up building plans for a friend and they are being assessed by your team member.

9. What are my responsibilities?

You must always act with impartiality and in the public interest. That means you must be fair, unbiased and act in the best interests of the community as a whole.

You must not take into account personal interests or other irrelevant considerations. You should avoid conflicts between your personal interests and your public duties. Where a conflict of interests cannot reasonably be avoided you are responsible for resolving your conflict and managing it in a transparent manner.

This means you must:

- be aware of your obligations to avoid and resolve conflicts of interests
- assess your personal and public interests and decide whether you have a conflict
- disclose all conflicts of interests and resolve them in the public interest
- keep a record of your decision making and actions.

Initially you should make your own assessment of whether a conflict of interests exists and if so whether it is pecuniary. The checklists in Attachments A and B will help you do this.

How you manage a non-pecuniary conflict of interests will depend on whether or not it is significant.

Depending upon the circumstances the following strategies are used for managing and resolving a conflict of interests:

| | |
|-------------------|--|
| Register | your conflict of interests (in writing or verbally during a meeting) |
| Restrict | your involvement in the matter |
| Recruit | another person to take over responsibility for the matter |
| Remove | yourself completely from dealing with the matter |
| Relinquish | the personal interest that is creating the conflict |
| Resign | your position when there are no other workable options. |

For staff the appropriate strategy will be worked through with your supervisor, manager, director and/or the General Manager having regard to

the significance of the particular issue, the extent of the conflict, the potential impact on impartial performance and the likely perceptions.

Councillors and other Council Officials (other than staff) must:

- disclose the existence and the nature of a pecuniary interest you have in any item at a Council or committee meeting (*section 451 of the Act*)
- leave the meeting during consideration, discussion and voting on the item in which you have a pecuniary interest (*section 451 of the Act*)
- complete written disclosure returns annually as required (*section 449 of the Act*)
- disclose in writing to the General Manager as soon as practicable any non-pecuniary interest that conflicts with your public duty, even if the conflict is not significant (*clause 7.13 Code of Conduct*). Disclosures made at a Council or Committee meeting where the disclosure is recorded in the minutes satisfy this requirement (*clause 7.14 Code of Conduct*). If you determine that the non-pecuniary interest is less than significant and does not require further action, you must also provide an explanation of why you consider that the conflict does not require further action in the circumstances (*clause 7.18 Code of Conduct*).
- leave the meeting or otherwise refraining from consideration, discussion and voting on the item in which you have a **significant** non-pecuniary interest unless you can remove the source of the conflict (see clauses *7.15 to 7.20* of the *Code of Conduct* for guidance and clauses *7.21 to 7.25* in respect of political donations exceeding \$1,000).

Staff must:

- disclose in writing to the General Manager (the General Manager to the Council) a pecuniary interest you have in any Council matter that you are dealing with or otherwise involved in
- disclose in writing to your supervisor or the General Manager a non-pecuniary interest you have in any Council matter that you are dealing with or otherwise involved in even if it is less than significant
- work with your supervisor, manager, director and/or the General Manager and take all necessary steps to appropriately manage and resolve the conflict in the public interest
- disclose the existence and the nature of a pecuniary interest you have in any item at a committee meeting if you are a member of that committee (*section 451 of the Act*)
- leave the committee meeting during consideration, discussion and voting on the item in which you have a pecuniary interest if you are a member of that committee (*section 451 of the Act*)
- disclose the existence and nature of a pecuniary or non-pecuniary interest you have in any item at a Council, committee or other meeting at which you are present
- comply with any direction of the chairperson or decision of the Council, committee or other meeting where you have a pecuniary or non-pecuniary interest to leave the meeting or otherwise refrain from participation in the meeting for that item

- complete written disclosure returns annually if required (*section 449 of the Act*).

You should always err on the side of caution when deciding whether to disclose a conflict of interests and what action to take. This usually means disclosing even if the potential conflict seems remote.

Where a disclosure is to be made in writing the ***Conflict of Interests Disclosure Form (Attachment C)*** is to be used. Completed disclosure forms will be recorded in Council's Conflict of Interests Register.

Disclosures made at meetings will be recorded in the minutes of the meeting together with a statement on the action taken by the person at the meeting. Even if a disclosure was previously made in writing it will still need to be made again verbally at any meeting in which the matter is discussed.

10. Implementation

The implementation of this policy is the responsibility of the Council and the General Manager. Initial and refresher training will be given in this policy.

You will be given support and assistance in identifying and resolving conflicts of interests. If at any time you are uncertain about your responsibilities you could seek assistance from the following:

- General Manager or Internal Ombudsman
- Councillors and other Council Officials (except staff) also from the Mayor
- Staff also from your supervisor, manager or director.

In some circumstances you may need to seek legal advice. Ultimately you have the responsibility to disclose and resolve your conflicts of interests.

Disclosures will be treated confidentially unless otherwise required by law.

You should also consider the following documents that are of relevance to conflicts of interests:

Code of Meeting Practice. This code explains what actions need to be taken with a pecuniary interest at a council or committee meeting.

Gifts and Benefits Policy. This policy explains gifts and benefits and how to deal with them to avoid being compromised or appearing to be compromised.

Secondary Employment Policy. This policy explains secondary employment (staff who have a second job), when it is permissible and what steps need to be taken to obtain approval for secondary employment.

Recruitment and Selection Policy. This policy outlines the processes that are followed to ensure that recruitment is made on a merit basis.

Sponsorship Policy. This policy outlines the principles applying to sponsorship negotiation and implementation and outlines the mechanisms used to obtain and grant sponsorships.

Statement of Business Ethics. This statement provides ethical guidance to individuals, organisations and companies that are in, or proposing to be in, a business relationship with Council. It sets out the standards of ethical behaviour that will be followed by staff and what is expected from others in all Council business dealings.

11. Breaches of this policy

The obligation to comply with this policy rests with each individual Council Official. All occasions of a Council Official not complying with this policy should be immediately reported to the General Manager.

For Councillors and staff, the policy is linked with Council's Code of Conduct and breaches dealt with accordingly. Breaches that involve a failure to comply with this policy will be dealt with in accordance with the complaints handling procedures contained in the Code of Conduct.

Where the matter relates to the conduct of staff, the General Manager shall deal with the matter according to the terms of employment of the staff member. Proven breaches shall also be dealt with accordingly, that is, by counselling, disciplinary action or dismissal.

A formal written complaint about a failure to disclose a pecuniary interest can be made by anyone to the Director-General of the Department of Local Government. The Director-General may investigate the complaint or refer it to an other authority such as the NSW Ombudsman, the Independent Commission Against Corruption, the Commissioner of Police or the Director of Public Prosecutions for investigation. The complaint may also be considered by the Pecuniary Interest and Disciplinary Tribunal.

A serious breach of this policy may amount to corrupt conduct or maladministration. Should you be concerned at any time that reprisal action may be taken against you for reporting a breach then you might consider making a protected disclosure. A protected disclosure allows you to report corrupt conduct, maladministration or serious and substantial waste of public money and be protected from any reprisal action. Further information is available in the *Internal Reporting Policy - Protected Disclosures*.

12. Associated Documents

Codes and Policies

Code of Conduct
Code of Meeting Practice
Gifts and Benefits Policy
Internal Reporting Policy - Protected Disclosures
Purchasing Policy and Procedures Manual
Recruitment and Selection Policy
Secondary Employment Policy
Sponsorship Policy
Statement of Business Ethics

External References

Department of Local Government, Guidelines for the Model Code of Conduct for Local Councils in NSW, October 2008
NSW Ombudsman Good Conduct and Administrative Practice Guidelines (2nd edition), May 2006
NSW Ombudsman, Public Sector Agencies Fact Sheet no. 3, Conflict of Interests, July 2003
Independent Commission Against Corruption, Under Careful Consideration: Key Issues for Local Government, March 1997
Independent Commission Against Corruption, Managing Conflict of Interests in the Public Sector, Toolkit, November 2004
Independent Commission Against Corruption, Identifying Conflict of Interests in the Public Sector, December 2004
Independent Commission Against Corruption, Identifying and Managing Conflict of Interests in the Public Sector, December 2004

ATTACHMENT A

| <p>Ku-ring-gai Council</p> <p>CHECKLIST FOR IDENTIFYING A CONFLICT OF INTERESTS</p> | |
|--|---|
| <p>Use this checklist when you think you might have an actual, perceived or potential conflict of interests. Ask yourself the following questions.</p> | |
| <p>Issue</p> | |
| <p>What is the issue being considered and the situation in which you are involved?</p> | |
| <p>What is your public duty with this issue and how are you expected to serve the public interest?</p> | |
| <p>Making an assessment Use the following questions to assess whether you have an actual, reasonably perceived or potential conflict of interests. If you answer yes to any of the questions you are likely to have a conflict of interests. The test when assessing these situations is “Could this conflict with my public duty to serve the public interest?”</p> | |
| <p>What is the situation?</p> | |
| <p>Would I or anyone associated with me benefit from or be detrimentally affected by my proposed decision or action?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Could there be benefits for me in the future that could cast doubt on my objectivity?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Do I have a current or previous personal, professional or financial relationship or association of any significance with an interested party?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Would my reputation or that of a relative, friend or associate stand to be enhanced or damaged because of the proposed decision or action?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Do I or a relative, friend or associate stand to gain or lose financially in some covert or unexpected way?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Do I hold any personal or professional views or biases that may lead others to reasonably conclude that I am not an appropriate person to deal with the matter?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Have I contributed in a private capacity in any way to the matter being dealt with?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Have I made any promises or commitments in relation to the matter?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Have I received a benefit or hospitality from someone who stands to gain or lose from my proposed decision or action?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |
| <p>Am I a member of an association, club or professional organisation or do I have any particular ties and affiliations with organisations or individuals who stand to gain or lose by my proposed decision or action?</p> | <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> |

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| Could this situation have an influence on my future employment opportunities outside of my current Council role or duties? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Could there be any other benefits or factors that could cast doubts on my objectivity? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Do I still have any doubts about my proposed decision or action? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| What perceptions could others have? | |
| What assessment would a fair-minded member of the public make of the circumstances? | |
| Could my involvement in this matter cast doubt on my integrity or on Council's integrity? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| If I saw someone else doing this, would I suspect that they might have a conflict of interests? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| If I did participate in this action or decision, would I be happy if my colleagues and the public became aware of my involvement and any association or connection? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| How would I feel if my actions were highlighted in the media? | |
| Is the matter or issue one of great public interest or controversy where my proposed decision or action could attract greater scrutiny by others? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Should I seek help? | |
| Am I confident of my ability to act impartially and in the public interest? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Do I feel a need to seek advice or discuss the matter with an objective party? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Does this person know more about these things than I do? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Is all the relevant information available to ensure a proper assessment? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Do I know what Council's Code of Conduct requires in relation to conflict of interests? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Do I need to discuss any issues regarding this with my superior? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Do I understand the possible penalties that may apply if I proceed with an action or decision with an unresolved conflict of interests? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Can I now make a decision? | |
| Have I assessed whether I need to obtain appropriate independent legal and other impartial advice? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Am I comfortable with my decision to seek (or not seek) advice, and with the advice that I have been given? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| If I disagree with any advice given, am I able to state a defensible case to those who made the assessment? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Can I determine what is the best option to ensure impartiality, fairness and protect the public interest? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Does this option ensure openness and transparency in my proposed decision or action? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Have I identified and documented the facts and circumstances governing my evaluation of, and decision on, how I should handle the situation? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Does my decision allow me to act and be seen to act in a fair, impartial and objective manner? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Remember – seeking and following advice of a suitably qualified person is evidence of good faith but does not transfer the responsibility from you to decide whether or not you have a conflict of interests. | |

ATTACHMENT B

| <p>Ku-ring-gai Council</p> <p>CHECKLIST FOR IDENTIFYING A PECUNIARY INTEREST</p> | |
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| <p>Use this checklist to identify whether you have a pecuniary or non-pecuniary conflict of interest.</p> | |
| <p>What is a pecuniary interest?</p> <p>You have a pecuniary interest in a matter if you have or should reasonably have a realistic expectation that you or a relative or an associate stand to gain a benefit or suffer a loss, whether directly or indirectly. It is not necessary to be able to identify or quantify the benefit or loss that might either directly or indirectly be attributable to you as a consequence of the relationship. Money does not have to change hands – the benefit could be an increase or decrease in the value of property or other material interest. As soon as a pecuniary interest of a relative or an associate is recognised you must treat it as if it was your own pecuniary interest. Using the checklist below may be useful.</p> | |
| Does the matter fall within the legislated definition of a pecuniary interest? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Is there a realistic expectation that I will, directly or indirectly, gain a financial or other material benefit or suffer a financial or other material loss? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Will the matter affect my earning capacity or financial situation? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Will it have an impact on the value of any shares or property that I own? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Do I have a second job or private business that may be affected by the matter? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Do I have any debts owing to a person who will be affected by the matter? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Have I accepted hospitality, sponsored travel or other benefits from a person who will be affected by the matter? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| Is there a realistic expectation that someone in a personal or business relationship with me will, directly or indirectly, gain a financial or other material benefit or suffer a financial or other material loss? | Yes <input type="checkbox"/> No <input type="checkbox"/> |
| By nature of my relationship with this individual, would any benefit or loss they receive be expected, under normal circumstances, to flow through to me? | Yes <input type="checkbox"/> No <input type="checkbox"/> |

ATTACHMENT C

| Ku-ring-gai Council CONFLICT OF INTERESTS REGISTER Conflict of Interests Disclosure form | | | |
|--|--|---|--|
| <p>This form is for use by Council Officials in conjunction with the <i>Conflict of Interests Policy</i>. See the Policy for guidance on what is a conflict of interests. Complete this form as soon as you become aware of a conflict of interests unless you are making a verbal disclosure at a meeting. The completed form is to be referred to the General Manager. Staff are to provide the form initially to their supervisor, manager or director for referral to the General Manager. Completed forms become part of the Conflict of Interests Register.</p> <p>To the General Manager, Ku-ring-gai Council, In accordance with the <i>Conflict of Interests Policy</i>, I disclose the following conflict of interests:</p> | | | |
| Personal details | | | |
| Name of Council Official | | | |
| Staff department and position | | | |
| Conflict of Interests details | | | |
| The matter I am dealing with or I am otherwise involved in is | | | |
| My expected roles or duties with respect to this matter are | | | |
| My personal interests that may impact, or be seen to impact, on my roles or duties are | | | |
| I have identified the conflict of interests as (✓ as appropriate) | <input type="checkbox"/> Pecuniary interest <input type="checkbox"/> Significant non-pecuniary interest <input type="checkbox"/> Less than significant non-pecuniary interest AND A | <input type="checkbox"/> Actual conflict of interests <input type="checkbox"/> Perceived conflict of interests <input type="checkbox"/> Potential conflict of interests | |
| Signatures | | | |
| I declare the above to be correct to the best of my knowledge | Signature of Council Official | Date | |
| Declaration received and noted | Signature of General Manager | Date | |

| Statement of Conflict of Interests resolution or management | | | |
|---|-------------------------------|------|--|
| Action to be taken to resolve or manage the conflict of interests is | | | |
| The above action has been agreed on to resolve the conflict of interests | Signature of Council Official | Date | |
| | Signature of General Manager | Date | |
| Statement of adjustment to Conflict of Interests resolution or management | | | |
| Adjustment to action taken to resolve or manage the conflict of interests is | | | |
| The above action adjustment has been agreed on to resolve the conflict of interests | Signature of Council Official | Date | |
| | Signature of General Manager | Date | |
| Statement of finalisation of Conflict of Interests | | | |
| The conflict of interests has now been resolved and no further action is required | Signature of Council Official | Date | |
| | Signature of General Manager | Date | |