1. REPORT OF TRANGIE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE

The report to and minutes of the Trangie Showground and Racecourse Advisory Committee Meeting held on 24 February 2022 at the Trangie Showground are attached. (***See Attachment No. 1***).

RECOMMENDATION

That the report of the Trangie Showground and Racecourse Advisory Committee and the recommendations from the minutes of the Meeting held on 24 February 2022 be adopted.

2. REPORT OF THE TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE

The report to and minutes of the Tomingley Advancement Association Committee Meeting held on 28 February 2022 at the Tomingley Memorial Hall are attached (***See Attachment No. 2***).

RECOMMENDATION

That the report of the Tomingley Advancement Association Committee and the recommendations from the minutes of the Meeting held on 28 February 2022 be adopted.

3. REPORT OF INTERNAL AUDIT COMMITTEE

The report to and minutes of the Internal Audit Committee Meeting held on 28 March 2022 at the Narromine Shire Council Chambers are attached (***See Attachment No. 3***).

RECOMMENDATION

That the report of the Internal Audit Committee and the recommendations from the minutes of the Meeting held on 28 March 2022 be adopted.

MINUTES OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE MEETING HELD AT THE TRANGIE SHOWGROUND ON THURSDAY 24 FEBRUARY 2022

PRESENT: Cr Adine Hoey (Chair), Mayor Cr Craig Davies, Jo Milgate (Trangie Pony Club) Andy McKinnon (Trangie Jockey Club), Terrie Milgate (Trangie Action Group), Wayne Brabrook (Trangie Truck and Tractor Show), Sam Hitchcock (Trangie Campdraft,) and Alison Attwater (Minute Taker).

1.   WELCOME

Mayor Craig Davies welcomed those present and declared the meeting open at 3.11pm.

2.   ELECTION OF CHAIR

RECOMMENDED Cr Davies/Andy McKinnon that Cr Hoey be nominated for the position of Chair. Cr Hoey accepted the nomination and was declared Chair.

3.   APOLOGIES

RECOMMENDED Terrie Milgate /Andy McKinnon that the apologies of Joh Hitchcock (Trangie Campdraft), Phil Johnston (Director, Community and Economic Development Narromine Shire Council), Jaye Milgate (Trangie Golden Oldies), Emma Flynn (Macquarie Picnic Races) and Toby Mitchell (Trangie Truck and Tractor Show) be accepted.

4.   DECLARATION/CONFLICT OF INTEREST

Nil

5.   CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

RECOMMENDED Cr Davies/Andy McKinnon that the minutes of the previous meeting held on 25 February 2021 be accepted as a true and accurate record of the meeting.

6.   BUSINESS ARISING FROM THE MINUTES

Nil

7.   REPORT TO TSRAC

1) Follow Up Items

Water access to the middle of the Showground was questioned. Trangie Campdraft advised that they will write a letter stating requirements for water access on event days. The current availability does not meet their needs.

Action: Trangie Campdraft to send letter to Council stating requirements for water availability

MINUTES OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE MEETING HELD AT THE TRANGIE SHOWGROUND ON THURSDAY 24 FEBRUARY 2022

REPORT TO TSRAC Cont'd.

It was advised that the rubbish inside the racetrack has not been removed. Removal was scheduled but due to a Council emergency this did not take place. It was advised this requires rescheduling.

Action: Council to reschedule clean-up consultation and removal of rubbish.

An enquiry was made into what action Council had taken on the matter of the lease holder agreements clean-up. Council advised that these matters are between Council and lease holders. Council advised they would reassess the area.

Action: Council to investigate if further action was required.

The committee would like the item of toilet ventilation investigated further. It was advised that in the summer months the ventilation is not sufficient.

Action: Further discussion to take place regarding the toilet ventilation and report back to the committee.

2) Work Health and Safety

RECOMMENDED: Jo Milgate/Wayne Brabrook that this information be noted.

3) Bookings

RECOMMENDED Andy McKinnon/Sam Hitchcock that the information be noted.

4) Financial Report

RECOMMENDED Terrie Milgate/Jo Milgate that the Financial Report as presented be accepted.

5) Directors Report

RECOMMENDED Mayor Craig Davies/Andy McKinnon that the Director's Report as presented be accepted.

MINUTES OF THE TRANGIE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE MEETING HELD AT THE TRANGIE SHOWGROUND ON THURSDAY 24 FEBRUARY 2022

GENERAL BUSINESS

Trangie Pony Club advised that the bar and canteen area has been adversely affected by sheep faeces and that this a potential health risk to future events.

ACTION: Council to investigate options on clearing this area to ensure public health safety.

Trangie Jockey Club advised that due to track condition there will not be a race meeting in the month of March 2022. Advice has been taken from Racing NSW to rectify the track issues.

Trangie Pony Club advised that they have had telegraph poles delivered to the Showground. Discussion took place on this and the Trangie Truck and Tractor Committee advised that they will assist in the relocation of these poles.

8. **Loading Ramp Position and Permanency Discussion**

Discussion took place on the position and permanency of a loading ramp at the Trangie Showground. The main purpose of this ramp will be for the Trangie Truck and Tractor Show. It was decided that the ramp that was installed on the weekend of the 19 and 20 of February 2022, located on the southern side of the showground is the best position for the ramp. Additionally, it was decided that another ramp will be installed adjacent to the current ramp. These ramps will remain in place for a trial period until all user groups agree on position and permanency.

RECOMMENDED Cr Davies /Sam Hitchcock that this information be noted.

NEXT MEETING

The next meeting of the Trangie Showground & Racecourse Advisory Committee will be held on Thursday, 30 June 2022 at 3.00 pm.

There being no further business, the meeting closed at 4.10 pm**.**

The minutes (pages 1-3) were confirmed on   2022 and are a true and accurate record of proceedings of the meeting held on 24 February 2022.

CHAIR

REPORT TO TRANGIE SHOWGROUND AND RACECOURSE ASVISORY COMMITTEE MEETING TO BE HELD AT TRANGIE SHOWGROUND THURSDAY, 24 FEBRUARY 2022

1. FOLLOW UP ITEMS

Water Availability	User groups require access to a permanent water supply in the centre of the showground by way of water tank	**Action:** Manager Community Facilities to investigate **Outcome:** Manager Community Facilities advised that this is currently available
PA System	A request for a PA system to service pavilion, bar and pony club area	**Action:** Manager of Community Facilities to investigate scope of works and apply for funding **Outcome:** Funding application was not successful
Grounds Clean-up	User groups were advised that a clean-up was scheduled and that all equipment to be secured, user groups require a date for commencement	**Action:** Manager of Community Facilities to provide commencement date **Outcome:** Committee notified of date then rescheduled due to fire at another Council facility
Lease Holder Agreements	It was discussed that the lease holder be contacted to clean up his area as per lease agreement	**Outcome:** This has been noted by Narromine Shire Council
Toilet Ventilation	The committee would like the advice of a builder to the toilet ventilation	**Action**: Manager Community Facilities to engage a builder for advice on ventilation **Outcome:** Manager community facilities inspected the facility and reported two areas of ventilation in the toilets**.**

RECOMMENDATION

That the information be noted.

2. WORK HEALTH AND SAFETY ISSUES

Have any other Work Health and Safety Issues arisen for further consideration?

Nil

REPORT TO TRANGIE SHOWGROUND AND RACECOURSE ASVISORY COMMITTEE MEETING TO BE HELD AT TRANGIE SHOWGROUND THURSDAY, 24 FEBRUARY 2022

RECOMMENDATION

That the information be noted.

3. BOOKINGS

Since the last meeting in February 2021, there have been Thirteen **(13)** functions at the Trangie Showground. There are Three **(3)** forward booking for the next four months up to June 2022

Name		Event Date
Trangie Campdraft		28 February 2021
Trangie Jockey Club		20 March 2021
Trangie Pony Club		21 March 2021
Trangie Campdraft		9-11 April 2021
Trangie Pony Club		18 April 2021
Trangie Pony Club		15 May 2021
Private Function		12 June 2021
Trangie Pony Club		20 June 2021
Trangie Pony Club		18 July 2021
Trangie Pony Club		17 October 2021
Trangie Pony Club		21 November 2021
Private Function		9 December 2021
Trangie Pony Club		19 December 2021
Trangie Picnic Races		19 March 2022
Trangie Campdraft		1,2 & 3 April
Trangie Truck & Tractor		4-12 April 2022

RECOMMENDATION

That the information be noted.

4. FINANCIAL REPORT

The Trangie Showground and Racecourse Advisory Committee Financial Report is reflected in **Attachment No. 1.**

RECOMMENDATION

That the Financial Report as presented be adopted.

REPORT TO TRANGIE SHOWGROUND AND RACECOURSE ASVISORY COMMITTEE MEETING TO BE HELD AT TRANGIE SHOWGROUND THURSDAY, 24 FEBRUARY 2022

5. Directors Report

Welcome all to 2022 it's hard to believe that twelve months has passed since we have been able to come together. 2021 proved most difficult due to cancellations and the ongoing unknown of what day to day life may bring. The Trangie, Truck & Tractor show is scheduled to take place in April and a race meeting is set down for March 19, 2022 both events bringing the community and visitors together for a much- needed catchup. All the best to all committees in 2022 and let's hope all your events go as planned and you enjoy them in the fashion you are accustomed.

RECOMMENDATION

That the information be noted.

6. Next Meeting

The next Trangie Showground and Advisory Committee meeting will be held on Thursday, 30 June 2022 at 3pm at the Trangie Showground

RECOMMENDATION

That the information be noted.

Phil Johnston
Director, Community and Economic Development

DATE	DETAILS	REC	Privt Func	Other Fac	Stables	Tge Turf Club	Macq Picnic Race	Nme Shire	Sundr	Asset Sale Proceeds	Int	Total Income
TRANGIE RACECOURSE ADVISORY COMMITTEE												
2021/2022		INCOME										
				FEES			CONTRIBUTIONS					
1/07/2021	Narromine Shire Council Contribution							9,960.00				9960.00
23/07/2021	███████				187.12							187.12
24/08/2021	███████				187.12							187.12
24/09/2021	███████				187.12							187.12
29/10/2021	███████				187.12							187.12
23/11/2021	███████				187.12							187.12
30/11/2021	Hire of Showground - ███████			350.00								350.00
21/12/2021	███████				187.12							187.12
25/01/2022	███████				187.12							187.12
												0.00
	TOTAL		0.00	350.00	1,309.84	0.00	0.00	9,960.00	0.00	0.00	0.00	11,619.84

GL Number	Description	
4700.0200.0178	Facilities Hire	$ 1,659.84
4700.0200.0249	Other Sundry Income	$ -
4700.0200.0270	Contributions Received	$ 9,960.00
	Total	$11,619.84
	Difference	$ -

TRANGIE RACECOURSE ADVISORY COMMITTEE

2021-2022

Expenditure

DATE	FOR	CHQ	Elect	Insur	Bank Fees	Clean	Rates & Water	Wages & Security	Interest Loan Dept Lands - Amenities Block	Sundry	REPAIRS & MAINT						TOTAL
											Grds	Plant	Bldgs	Turf	Race track	Toilets	
16/08/2021	Narromine Shire Council - Rates						255.00										255.00
5/08/2021	▓▓▓		479.31														479.31
2/09/2021			454.95														454.95
4/10/2021			415.93														415.93
16/09/2021	Narromine Shire Council - Water						37.85										37.85
31/10/2021	▓▓▓		484.30														484.30
1/12/2021			450.46														450.46
9/12/2021	Narromine Shire Council - Water						34.09										34.09
5/01/2022	▓▓▓		259.94														259.94
6/10/2021	▓▓▓												590.91				590.91
25/10/2021	▓▓▓										1,634.29						1,634.29
																	0.00
			2,544.89	0.00	0.00	0.00	326.94	0.00	0.00	0.00	1,634.29	0.00	590.91	0.00	0.00	0.00	5,097.03

**TRANGIE SHOWGROUND RACECOURSE ADVISORY
COMMITTEE**
Bank Reconciliation
28/01/2022

Balance of Bank Account as at 1/7/2021	$	13,092.83
Add Receipts	$	11,619.84
Less Payments	$	5,097.03
Balance of Working Funds 28/01/2022	**$**	**19,615.64**
Bonds Held	$	4,599.50
Sub Total	$	24,215.14
Reconciled Balance	$	24,215.14
Check:	**$**	**-**

Balance Sheet Check:

Reconciled Bank Balance 1 July 2021	$	13,092.83
Profit Year to Date	$	6,522.81
Security Bonds Held	$	4,599.50
Reconciled Bank Balance 28/01/2022	**$**	**24,215.14**
Reconciled Balance	$	24,215.14
Check:	$	-

TRANGIE SHOWGROUND RACECOURSE
ADVISORY COMMITTEE

Statement of Income & Expenditure
Period Ending 28/01/2022

INCOME

Contributions		
Narromine Shire	9,960.00	
Macquarie Picnic Race Club	-	
Trangie Jockey Club	-	
Sundry	-	
		9,960.00
Fees		
Private functions	-	
Other Facilities	350.00	
Stables	1,309.84	
		1,659.84
	-	
Interest	-	
		-
TOTAL INCOME		**11,619.84**

EXPENDITURE

Bank Fees		-
Cleaning		-
Electricity		2,544.89
Insurance		-
Repairs & Maintenance		
Buildings	590.91	
Grounds	1,634.29	
Plant	-	
Turf	-	
Racetrack	-	
Toilets	-	
		2,225.20
Rates & Water		326.94
Interest Loan Dept of Lands - Amentities Block		-
Wages & Security		-
Sundry		-
TOTAL EXPENDITURE		**5,097.03**
PROFIT/(LOSS) YEAR TO DATE		**6,522.81**

Balance Authority to Fujitsu

Job Number or GL Number

Balance 2021-2022	79010.0001.1000	$ 24,215.14
B/BF Authority 2020-2021	79010.0001.1000	$ -
	Balance	$ 24,215.14

Sub Total	**$ 24,215.14**

Bonds are included in the above balance

Bonds Balance   79230.8585.2040

	2021 $	-
	2022 -$	4,599.50
	Total -$	4,599.50

**MINUTES OF THE TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE MEETING
HELD ON MONDAY, 28 FEBRUARY 2022 AT TOMINGLEY MEMORIAL HALL**

PRESENT: Cr Dawn Collins (Narromine Shire Council), Jane Redden (General Manager), Phil Johnston (Director, Community and Economic Development), Cr Casey Forrester, Elaine Buckley, Cheryl Smith, Rodney Smith, Tony Ellis, Christine Unger, Max McNiven, Anne McNiven, Sandy Strahorn, Sue Strahorn, Robert Strahorn, Gavin Dart, Doreen Dart, Phillip Mayoh, Greg Cannon, Emma Rees and Alison Attwater (Minute Secretary).

1.   WELCOME

Director of Community and Economic Development welcomed those present and declared the meeting open at 6.05 pm.

2.   ELECTION OF CHAIR

Cr Dawn Collins nomination for the position of chair and was elected unopposed.

3.   APOLOGIES

RECOMMENDED by consensus that the apologies of Sharna Edmunds, Donald Edmunds, Linda Buntrock, Barry Unger and Andre Pretorius be accepted.

4.   DECLARATION/CONFLICTS OF INTEREST

Nil

5.   CONFIRMATION OF MINUTES

RECOMMENDED Doreen Dart/ Max McNiven that the Minutes from the last meeting held on 19 April 2021 be adopted as a true and accurate record of the meeting held.

6.   BUSINESS ARISING FROM THE MINUTES

Nil

7.   REPORT TO TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE

1) Follow up Items

RECOMMENDED Christine Unger /Greg Cannon that the information be noted.

2)   WHS

The Issue of trucks double parking out the front of the BP service station was raised. Council advised that this is not a Council road and that these issues are to be reported to NSW Traffic Police.

MINUTES OF THE TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE MEETING HELD ON MONDAY, 28 FEBRUARY 2022 AT TOMINGLEY MEMORIAL HALL

REPORT TO TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE CONTINUED

It was reported that the vacant block next to 42 Myall St Tomingley was overgrown in December 2021. Council advised that there is a process that must be followed with regard to overgrown allotments and can take a minimum of 28 days in the initial phase.

RECOMMENDED Cheryl Smith/Emma Reid that the information be noted.

3) Bookings

Little Tackers Playgroup advised that they will soon relocate to Tomingley Memorial Hall. Consequently, they have a series of questions regarding the move and will submit these questions to Council.

Action: Little Tackers Playgroup to submit relocation questions to Council.

4) Financial Report

RECOMMENDED Greg Cannon/Tony Ellis that the information be noted.

8. GENERAL BUSINESS

A pest inspection was requested for the Tomingley Memorial Hall

Action: Council to schedule a pest inspection.

It was asked if the Narromine Star Newspaper was available for sale in Tomingley. Council advised that they would contact the Narromine Star and enquire.

Action: Council to contact Narromine Star for details.

An enquiry was made into a future monument for Tomingley and if community consultation would take place on this decision. Council advised that works were in the planning stage and community consultation would take place.

MINUTES OF THE TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE MEETING HELD ON MONDAY, 28 FEBRUARY 2022 AT TOMINGLEY MEMORIAL HALL

At the meeting held on 19 April 2021, Mr Tony Ellis was requested on behalf of the committee to provided Council with a list of the committee's concerns. This list was provided prior to the 28 February 2022 meeting. The Director of Infrastructure and Engineering Services has provided a written response to these concerns as follows.

1. **TYRES PLACED IN FRONT OF THE OLD SKIN SHOP- SAFETY/LEGALITY**

   Enforcement of parking rules is conducted by the police and is not considered a Council matter. Council will however raise this issue at the next Local Traffic Committee Meeting with Transport for NSW (RMS) and the Police.

2. **CONDITION OF FOOTPATHS IN MYALL ST – ELDERLY FORCED TO WALK ON THE HIGHWAY**

   Council will be conducting risk assessments on our footpaths and rank and prioritise remedial works accordingly. Council will also be allocating funds as part of its budgeting process to complete the works.

3. **REGULARITORY OF MOWING IN THE VILLAGE**

   The appearance and presentation of Tomingley is important Council. Council utilises a local Contractor with a set program to mow/slash areas in and around Tomingley. Contractors and Council staff have found it challenging with the unprecedented growth and subsequent boggy conditions experienced due to the wet weather encountered.

4. **COST OF IRRIGATION, TURF, SAIL SHADE, AND SEATING AND ORIGINAL TENNIS COURT GRANT FUNDING**

   The project was discussed in great length in consultation with the residents of Tomingley. The breakup of the funding will be sent in a report following this meeting.

   Action: Council to provide cost breakup of this project.

5. **ROADWORKS CAUSING RUNOFF ACROSS BUDGERIE STREET**

   Council staff have liaised with the property owner and are resolving the issue.

6. **ANGLE OF TENNIS COURT IN RELATION TO THE HALL**

   The multi-purpose court was positioned so that it fits within the property boundary and does not to extend into adjacent Crown Land.

MINUTES OF THE TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE MEETING HELD ON MONDAY, 28 FEBRUARY 2022 AT TOMINGLEY MEMORIAL HALL

The meeting group then moved outside to view the new multipurpose court and discuss the position of the playground equipment, BBQ and shade sail area. After much discussion it was decided that further consultation would take place once financials on the area had been reviewed.

Action: Council to provide costing and map of the multipurpose court to the committee for review and suggestion.

8) NEXT MEETING

The next meeting of the Tomingley Advancement Association Committee will be held on Monday, 31st October 2022 at the Tomingley Memorial Hall, commencing at 6.00pm.

There being no further business for discussion the meeting closed at 7.34pm.

The Minutes (pages 1 – 4) were confirmed at the meeting held on the .... day of .... 2022, and are a true and accurate record of proceedings of the meeting held on 28 February 2022.

CHAIR

**REPORT TO TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE MEETING TO BE HELD AT
TOMINGLEY MEMORIAL HALL ON MONDAY 28 FEBRUARY 2022 AT 6PM**

1. FOLLOW UP ITEMS

	ITEM	DESCRIPTION	ACTION/STATUS
a)	Overgrown Allotments	Notify Manager Health and Building to review inspections	**Action:** Manager Health and Building to inspect **Outcome:** Routine inspections complete
b)	Mayll Street	Myall Street upgrades	**Action:** Manager Infrastructure and Engineering to investigate **Outcome:** Manager infrastructure and Engineering to review this for next year's budget
c)	Myall Street- RMS letters of concern	Committee to put in writing their concerns on the Myall Street section of the Newell Highway	**Action:** Committee via Mr Tony Ellis to send letter to local traffic committee **Outcome:** Letter has been received from the committee and concerns to be discussed at meeting
d)	Thank-you letter	Committee to send thankyou letter to the Woods family	**Action:** Committee Mr Tony Ellis to send correspondence
e)	McNiven's Lane	Drainage & sink hole to be investigated	**Action:** Director of Infrastructure & Engineering Services to inspect **Outcome:** Consultation has taken place with residents if McNiven's lane
f)	Tomingley Hall Hire signage	Council to investigate signage options	**Action:** Council to investigate signage options **Outcome:** Due to pricing changes and booking system via the council website, it is advised that Councils phone number is adequate for signage for hire enquires

REPORT TO TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE MEETING TO BE HELD AT TOMINGLEY MEMORIAL HALL ON MONDAY 28 FEBRUARY 2022 AT 6PM

RECOMMENDATION

That the information be noted.

2. WORK HEALTH AND SAFETY ISSUES

Have any other Work Health and Safety Issues arisen for further consideration

Nil

RECOMMENDATION

That the information be noted.

3. BOOKINGS

Since the last meeting in April 2021, there has been three (3) function at the Tomingley Memorial Hall. There are zero (0) forward booking for the next eight (8) months up to October 2022.

TOMINGLEY MEMORIAL HALL BOOKINGS	
NAME	**EVENT DATE**
Private Function	13 Feb May 2021
Private Meeting	18 November 2021
Private Function	11 December 2021

RECOMMENDATION

That the information be noted.

4. FINANCIAL REPORT

The Tomingley Advancement Association Committee Financial Report is reflected in **Attachment No. 1.**

RECOMMENDATION

That the Financial Report as presented be adopted.

REPORT TO TOMINGLEY ADVANCEMENT ASSOCIATION COMMITTEE MEETING TO BE HELD AT TOMINGLEY MEMORIAL HALL ON MONDAY 28 FEBRUARY 2022 AT 6PM

5. NEXT MEETING

The next Tomingley Advancement Association Committee meeting will be held on Monday, 31 October 2022 at 6pm at the Tomingley Memorial Hall.

RECOMMENDATION

That the information be noted.

Phil Johnston
Director, Community and Economic Development

Attachment No. 1

TOMINGLEY ADVANCEMENT ASSOCIATION
Bank Reconciliation
31/01/2022

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Balance of Bank Account as at 01.07.21	$	6,983.95
Add Receipts	$	-
Less Payments	$	-
Balance of Working Funds 31/01/2022	**$**	**6,983.95**
Bonds Held	$	-
Sub Total	$	6,983.95
Balance as Per Bank Statement 31/01/2022	$	6,983.95
Reconciled Balance	$	6,983.95
Check:	**$**	**-**

Balance Sheet Check:

Reconciled Bank Balance 1 July 2021	$	6,983.95
Profit Year to Date	$	-
Security Bonds Held	$	-
Reconciled Bank Balance 31/01/2022	**$**	**6,983.95**
Reconciled Balance	$	6,983.95
Check:	$	-

**MINUTES OF THE NARROMINE SHIRE COUNCIL INTERNAL AUDIT COMMITTEE
MEETING HELD IN COUNCIL CHAMBERS ON MONDAY 28 MARCH 2022**

PRESENT: Neil Maltby (Chair) – Independent External Member, Grahame Marchant – Independent External Member, Cr Adine Hoey NSC, Jane Redden - General Manager NSC, Barry Bonthuys - Director Finance & Corporate Strategy NSC, Marion Truscott - Director Governance NSC and Sally McDonnell (Minute Taker)

Via Teams – Gabriel Faponle – Crowe, Alex Hardy - Prosperity Advisor Group and Unaib Jeoffrey – Audit Office of NSW

1. WELCOME

The General Manager welcomed everyone to the Narromine Shire Council Internal Audit Committee meeting and declared the meeting open at 12.02pm.

The General Manager especially welcomed Mr Grahame Marchant as an Independent Member to the Committee and invited Mr Marchant to introduce himself.

2. APOLOGIES

Nil

3. ELECTION OF CHAIR

The General Manager called for nominations for the position of Chair.

Grahame Marchant nominated Neil Maltby to be Chair of the Committee. Neil Maltby accepted the nomination.

There being no further nominations the General Manager declared Neil Maltby as the Chair of the Narromine Shire Council Internal Audit Committee.

Neil Maltby subsequently resumed the meeting as Chair.

4. DISCLOSURES OF INTEREST

Nil

5. CONFIRMATION OF PREVIOUS MINUTES 8 NOVEMBER 2021 AND 10 NOVEMBER 2021

RECOMMENDED Neil Maltby/Grahame Marchant that the Minutes of the Narromine Shire Council Internal Audit Committee Meeting held 8 November 2021 and 10 November 2021 be adopted as a true and correct record of the meeting.

6. BUSINESS ARISING FROM MINUTES

Nil

7. FY22 ANNUAL ENGAGEMENT PLAN

Alex Hardy introduced the Audit Engagement Plan and advised that focus will be given to IPPE, IT, Cyber Security, Capex, Grant Income etc.

RECOMMENDED Cr Hoey/Grahame Marchant that the report as presented to the committee has been reviewed and noted.

Note – A sample of an Asset Management Plan is to be provided to the next meeting.

**MINUTES OF THE NARROMINE SHIRE COUNCIL INTERNAL AUDIT COMMITTEE
MEETING HELD IN COUNCIL CHAMBERS ON MONDAY 28 MARCH 2022**

8.   REPORT TO INTERNAL AUDIT COMMITTEE

8.1   Committee Action Tracking List

RECOMMENDED Grahame Marchant/Cr Hoey that the Action Tracking List has been reviewed and noted.

8.2   Legislative Compliance - Exception Reporting

RECOMMENDED Grahame Marchant/Cr Hoey
1. That the report be noted with nil exceptions;
2. That a report of the higher risk items be presented to the Committee at the next meeting

Alex Hardy – NSW Audit Office left the meeting at 12.45pm

Unaib Jeoffrey – NSW Audit Office left the meeting at 12.50pm

8.3   Revised Narromine Shire Property Strategy

RECOMMENDED Neil Maltby/Grahame Marchant
1. That the revised Narromine Shire Property Strategy be endorsed;
2. That management review KPI's in the action plan to be more measurable

8.4   Compliance Monitoring – Office of Local Government Circulars

RECOMMENDED Neil Maltby/Grahame Marchant that the report be considered and noted.

Gabriel Faponle - Crowe left the meeting at 1.09pm

8.5   Future of Internal Audit Committee

RECOMMENDED Grahame Marchant/Neil Maltby
1. That the Internal Audit Committee continue to operate under the current structure pending finalisation of the guidelines
2. That management prepare a report to the Committee with a proposed work plan

8.6   2021 WHS Self-Audit

RECOMMENDED Neil Maltby/Grahame Marchant that the report was reviewed and accepted.

Note – The Employee Engagement Survey action plan be presented to the Committee, together with a dashboard of Council's WHS measures.

The Committee moved into Confidential Session at 1.26pm.

MINUTES OF THE NARROMINE SHIRE COUNCIL INTERNAL AUDIT COMMITTEE MEETING HELD IN COUNCIL CHAMBERS ON MONDAY 28 MARCH 2022

**MINUTES OF THE NARROMINE SHIRE COUNCIL INTERNAL AUDIT COMMITTEE
MEETING HELD IN COUNCIL CHAMBERS ON MONDAY 28 MARCH 2022**

OPEN SESSION

11.   DATE FOR NEXT MEETING

The next Internal Audit Committee meetings will be held on Tuesday 5 July 2022, Wednesday 19 October 2022 and Monday 5 December 2022.

12.   CONCLUSION OF MEETING

The Chair thanked all members for attending.

There being no further business the meeting concluded at 2.04pm.

The Minutes (pages 1 to 4) were confirmed at a meeting held on the
day of   2022, and are a full and accurate record of proceedings of the meeting held on 28 March 2022.

CHAIR

audit office
OF NEW SOUTH WALES

Ms Jane Redden
General Manager
Narromine Shire Council
118 Dandaloo Street
Narromine NSW 2821

Contact:	Unaib Jeoffrey
Phone no:	9275 7450
Our ref:	D2201804/1769

4 March 2022

Dear Ms Redden

Audit of the Narromine Shire Council
for the year ending 30 June 2022

Attached is the Annual Engagement Plan (AEP) for the audit of the Narromine Shire Council's (the Council) financial statements for the year ending 30 June 2022. The AEP reflects conditions unique to this engagement. You will find the standard Terms of Engagement on the Audit Office website at https://www.audit.nsw.gov.au/our-stakeholders/local-government.

If you would like to discuss the AEP, please call me on 9275 7450 or Alex Hardy (Director, Prosperity) on 8262 8700. The AEP will be presented to the next Audit, Risk and Improvement Committee.

This AEP is not intended for publication. It may not be distributed to persons other than those who will sign the Statement by Councillors and Management made pursuant to section 413(2)(c) of the *Local Government Act 1993* or others you determine to be charged with governance of the Council.

Please detach, sign and return the enclosed 'Acknowledgement of Terms'.

Yours sincerely
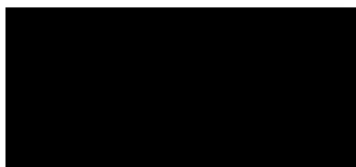
Audit Leader, Financial Audit

cc: Cr Craig Davies, Mayor
        Mr Barry Bonthuys, Director of Finance & Corporate Strategy

ACKNOWLEDGEMENT OF TERMS

Audit of the Narromine Shire Council

I confirm the information in the Annual Engagement Plan and Terms of Engagement accords with my understanding of the arrangements for the assurance services in respect of:

- the general purpose financial statements of Narromine Shire Council (the Council)
- the special purpose financial statements of the Council's declared business activities
- Special Schedule 'Permissible income for general rates'
- Application for Payment of Pensioner Concession Subsidy
- Chief Executive Officer's Financial Statement for the Roads to Recovery Program under Part 8 of the *National Land Transport Act 2014*
- Chief Executive Officer's Financial Statement for the Local Roads and Community Infrastructure Program.

I acknowledge management's responsibilities as outlined in these documents on behalf of the Council:

Signed: _____

Name: _____

Title: _____

Date: _____

The purchase order number for the total estimated audit fee is:

Purchase Order Number: _____

Annual Engagement Plan

for the year ending 30 June 2022

Narromine Shire Council

FINANCIAL AUDIT

INSIGHTS FOR BETTER GOVERNMENT

contents

Our insights inform and challenge government to improve outcomes for citizens

1. SCOPE

This Annual Engagement Plan (AEP) contains important information about this year's audit.

The scope of our audit comprises an:

- audit of the Narromine Shire Council's (the Council) general purpose financial report, with:
  - an Independent Auditor's Report on the general purpose financial statements in accordance with section 417 of the *Local Government Act 1993* (LG Act)
  - a Report on the Conduct of the Audit in accordance with section 417(3) of the LG Act
- Independent Auditor's Report on the special purpose financial statements (SPFS) for all business activities declared by the Council in accordance with section 413(2) of the LG Act
- Independent Auditor's Report on the Special Schedule 'Permissible income for general rates' in accordance with section 413(2) of the LG Act
- Independent Auditor's Report(s) for the engagements listed under section 7 Other engagements.

Special purpose reporting framework

The Council will prepare the SPFS, mentioned in the scope above, using frameworks prescribed by the Local Government Code of Accounting Practice and Financial Reporting (the Code). Management's disclosures will alert users that the SPFS are not prepared in accordance with all standards within the Australian Accounting Standards framework.

The audit team's objective is to express an opinion on whether these SPFS are prepared in accordance with the requirements of the Code, solely for the purposes of reporting to the Office of Local Government (OLG) within the Department of Planning and Environment. As a result, the Independent Auditor's Reports will include a 'Basis of Accounting' paragraph identifying that the SPFS may not be suitable for another purpose.

2. KEY ISSUES

The table below details our audit assessment of issues and risks that may impact this year's audit and how the audit team will respond to them.

Issue or risk	Exposure	Audit response
Assessing the fair value of Council's infrastructure, property, plant and equipment (IPPE)		
Australian Accounting Standards require the Council to annually assess: • whether the carrying value of IPPE materially reflects fair value • useful lives remain reasonable • whether any assets are impaired. This annual assessment along with significant judgements and assumptions should be documented.	Heightened risk of carrying values of IPPE being materially different from fair value. This could lead to the financial statements being materially misstated.	We will: • review management's annual assessment for reasonableness • consider recent events and relevant externally available information (such as indices) when assessing whether assets' carrying amounts materially reflect fair value • ensure the financial statements include the required disclosures in accordance with Australian Accounting Standards.

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Issue or risk	Exposure	Audit response
Revaluation of infrastructure property, plant, and equipment (IPPE)		
Following IPPE classes will be comprehensively revalued this year: • Water • Sewerage. Council has engaged APV to assist in the conduct of the revaluation process. Insufficient governance over the valuation process can impact on the quality and timeliness of financial reporting.	The valuation of complex physical assets is inherently complex and susceptible to material misstatement. Misstatements can arise from: • inappropriate scope for the valuation • valuing assets based on incorrect records that do not reconcile with financial systems • incorrectly applying the fair value principles of Australian Accounting Standards • inappropriate rates used to determine current replacement cost • incorrect assumptions about the remaining useful lives and not adequately considering the condition of assets • data and spreadsheet errors • management incorrectly recording the revaluation in financial systems.	Management should ensure they engage with auditors earlier in the process. Quality and timeliness of financial reporting can be improved by completing valuations, including quality review(s) of the outcomes before 30 June 2022. We will assess the: • methodology used complies with AASB 13 'Fair Value Measurement' • qualifications and experience of experts used, where applicable • completeness and accuracy of data provided to valuers, such as spreadsheets • effectiveness of management's process in assessing the valuation outcomes • process used to assess the assets' condition • whether key asset management systems are regularly reconciled to the general ledger • reasonableness of useful lives and depreciation • accuracy of adjustments made to the fixed asset register and general ledger • adequacy of financial statements disclosures.
Information Technology General Controls		
Australian Auditing Standards require the auditor to understand the Council's control activities and obtain an understanding of how it has responded to risks arising from Information Technology (IT).	Weaknesses in the IT control environment may lead to: • weakened segregation of duties where staff gain access privileges beyond those required for their role • unauthorised access • inaccurate and/or invalid transactions and data produced by systems • inappropriate/unauthorised changes to programs	For all IT systems relevant to financial reporting, we will: • update our understanding of the IT general controls and IT dependencies (such as system generated reports, automated workflows/calculations etc as a basis for financial reporting) and identify related risks relevant to our audit approach • understand, evaluate and, where appropriate, validate the IT general controls

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Issue or risk	Exposure	Audit response
	• inability to recover from incident or disaster impacting IT operation • inability of the audit team to place reliance on system controls and/or data/reports generated from business systems. This may require the audit team to perform additional procedures that may not be within the normal scope of the audit.	management has implemented to address these risks. We will look at the following aspects of the IT control environment: • IT risk management policy framework • user access provisioning and removal • periodic user access review • monitoring of privileged user accounts' activities • use of unique user IDs • password configuration • system change testing and approvals • segregation between developer and implementer of system development/change • system monitoring/incident management and data recovery.

Cyber security
 	
The Council relies on digital technology to deliver services, organise and store information, manage business processes, and control critical infrastructure. The increasing global interconnectivity between computer networks has dramatically increased the risk of cyber security incidents. Such incidents can harm the Council's service delivery and may include the theft of information, denial of access to critical technology, or even the hijacking of systems for profit or malicious intent.
 	
Cyber security risks may represent a risk of material misstatement to the Council's financial statements.
	Cyber security risks increase the susceptibility of the Council's systems and data being compromised due to a cyber attack, which may affect the confidentiality of citizen's data and the reliability of services.
	
	Cyber security risks increase the risk that the financial statements may be materially misstated due to fraud or error such as:
	
	• theft/loss of funds or other assets
	
	• errors arising from the disruption of key system services
	
	• damage to or manipulation of data.
	
	A cyber security breach may also impact the financial statements due to:
	
	• an increase in expenses related to the investigation, breach notification, remediation and litigation
		We will:
		
		• assess whether management's risk assessment process considers cyber security risks
		
		• determine how the roles and responsibilities for cyber security are established
		
		• obtain an understanding of the process:
		
		  – for safeguarding critical systems and assets
		
		  – to monitor and detect security risks or incidents
		
		  – for disclosing and reporting cyber security breaches and incidents.
		
		• understand the design and implementation of:
		
		  – operating system patch management
		
		  – multi factor authorisation and macro settings.

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Issue or risk	Exposure	Audit response
	• the recognition of provisions or disclosure of contingent liabilities due to legal action for loss of sensitive data.	The planned systems within the scope of the review include Civica Authority.
Capital expenditure The Council has a significant capital works program of $10.3 million related to several projects in 2021-22. This includes roads, footpaths and drainage projects as well as other smaller works programs including a real estate development (Dappo Road). There is an expectation from a broad range of stakeholders that the Council will deliver its capital works program in a timely manner and within budget.	Capital works programs create heightened financial reporting risks, such as: • not correctly classifying costs between expenses and capital • not capitalising completed assets on a timely basis to the asset register • not adequately componentising capital costs into separate, identifiable assets in the asset register • not removing replaced assets from the asset register • not disclosing all capital commitments • not disclosing and/or recognising any obligations arising from contractual disputes • not recognising funding contributions in the correct period. These risks can result in significant financial reporting misstatements.	We will review the key controls the Council has implemented to manage their capital works program. For a sample of projects, we will: • review how costs are classified between expenses and assets • review the Council's componentisation of project costs into separate assets • review the capitalisation of overhead costs • examine the timeliness of asset additions to the asset register • ensure replaced assets are removed from the asset register • ensure financial statements include all relevant disclosures.
Grant income It is estimated the Council will receive $9.9 million in grant funding during 2021–22, which represents a significant portion of the Council's income.	For the recognition of grant income, the risks to the Council include: • incorrectly classifying the grant • unexpended grant funding not correctly treated • funding not expended as per funding agreement • not recognising grant income in the correct accounting period in accordance with the relevant Australian Accounting Standards. These risks can result in financial reporting misstatements.	We will review the key controls the Council has implemented to manage grant income. For a sample of grants, we will assess: • whether timing and amount of revenue recognition is appropriate • reasonableness of disclosures including the split between capital and operating grants • appropriateness of spending based on terms of the grant.

The significance of the issues and risks may change and new developments may emerge during the audit. We will inform you of significant new matters as they arise and the likely impact on the audit.

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3. AUDIT APPROACH

Audit approach for key business and accounting processes

The audit approach is developed based on our understanding of the issues, new developments and key risks that may impact the financial statements.

We have obtained an understanding of the Council's business and accounting processes and internal controls relevant to the financial statements to help us identify risks that may impact the financial statements.

Appendix one details our observations on the business and accounting processes relevant to the financial statements and our planned audit approach. We will inform you of significant matters that impact the audit as they are identified.

Your feedback on the planned audit approach is welcomed.

Follow up of issues identified in the previous audit

The audit team will examine, update and report on the status of issues raised in last year's Engagement Closing Report and Management Letters.

4. ACCESS TO AUDITEE INFORMATION

Accessing and using auditee data

As part of the audit, relevant and reliable information from the Council is fundamental to the audit team being able to obtain sufficient and appropriate audit evidence to support the audit opinion. The ability by the audit team to access and utilise auditee data is increasingly being facilitated by technology to help auditors capture, store and analyse the data in more effective and efficient ways - whether it be to support the audit conclusion or provide insights to the auditee.

To assist the audit team conduct the audit in an effective and efficient manner, it is therefore important that the Council ensures the data is in a useable format and is complete and accurate before providing this to the audit team.

To protect the data provided to the audit team the Council should ensure:

- sensitive information (paper, electronic etc) is labelled accordingly
- any personal, health or other sensitive information that is not required for the audit is removed. While the Audit Office implements measures to prevent unauthorised access to sensitive information, removing any sensitive data fields that are not required helps protect the privacy of members of the public, staff, contractors etc
- electronic data files are transmitted or physically delivered to the audit team in encrypted format, delivered securely or have had similar steps taken to prevent the unauthorised access to, or misuse of the information.

Accessing accounting, consulting or legal advice from professional services firms that may impact the financial statements

As part of the audit, we will understand the issues, new developments and key risks that may impact the financial statements. This includes reviewing and assessing any advice (draft and final) that the Council has received that may impact the financial statements.

If the Council has or intends to obtain an opinion on proposed accounting treatments, interpretations of accounting standards, the application of auditing standards, legal or other advice from a professional services, consulting or legal firm, please provide us with copies of all draft and final reports when they are received.

For information on suggested protocol when obtaining advice that may impact the financial statements, please refer to section 10 of the Terms of Engagement.

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5. ENGAGEMENT COMMUNICATIONS

Communications to 'Those Charged with Governance'

Senior members of the audit team will attend relevant Council and Audit, Risk and Improvement Committee meetings and brief those charged with governance on audit progress, identified issues and their resolution.

We have discussed the meeting schedule(s) with management and those charged with governance. The engagement timetable details the meetings we plan to attend.

We have identified those charged with governance for the Council as:

- the General Manager who will receive our Engagement Closing Report, identifying audit findings, and the type of opinion we anticipate issuing prior to signing the financial statements. The General Manager will also receive the Management Letter containing detailed explanations of significant matters, governance matters, significant weaknesses and recommendations for improvement identified in the current audit
- the Mayor, who will receive the Independent Auditor's Report for the general purpose financial statements and special purpose financial statements and the Report on the Conduct of the Audit. The Mayor will also receive copies of the Engagement Closing Report and Management Letter.

The Audit, Risk and Improvement Committee will receive copies of the Engagement Closing Report and Management Letter.

Please advise the audit team if additional persons charged with governance should be included in these communications. The Terms of Engagement contains more information on the Audit Office's communication obligations.

6. ENGAGEMENT TIMETABLE

General purpose and special purpose financial statements

The engagement timetable, designed to achieve statutory financial reporting requirements, has been discussed and agreed with Barry Bonthuys, Director of Finance & Corporate Strategy.

The Engagement Information Request accompanies this AEP with dates agreed with management to deliver the information required for the audit. Whilst we make every effort to identify all information requirements in the Engagement Information Request, we may need to request further information during the audit.

Event	Date(s)
• Audit team starts audit planning	17 January 2022
• Audit team emails Engagement Information Request to Barry Bonthuys, Director of Finance & Corporate Strategy	4 February 2022
• Audit team attends Audit, Risk and Improvement Committee meeting to present the AEP	28 March 2022
• Audit team starts interim audit	28 March 2022
• Audit Office issues management letter detailing issues from the interim audit	13 May 2022
• Council approves financial statements for referral to the Audit Office and the Mayor, a Councillor, the General Manager and the Responsible Accounting Officer sign the statement	14 September 2022
The audit team may suggest the Council reapprove the financial statements and re-sign the statement when the final statements differ to those originally presented for audit, or where substantial time has elapsed	

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Event	Date(s)
• The Council gives financial statements and supporting working papers listed in the Engagement Information Request to the audit team for the: – general purpose financial statements – special purpose financial statements (declared business activities and Special Schedule 'Permissible income for general rates')	19 September 2022
• Audit team starts audit of financial statements	26 September 2022
• Audit clearance meeting	12 October 2022
• Audit Office issues Engagement Closing Report	14 October 2022
• Audit team attends Audit, Risk and Improvement Committee meeting to present the Engagement Closing Report	19 October 2022
• The Council signs and gives Management Representation Letter to audit team (sample on the Audit Office website: https://www.audit.nsw.gov.au/our-stakeholders/local-government)	19 October 2022
• Council approves/reapproves financial statements for lodgement to OLG and for public exhibition, and the Mayor, a Councillor, the General Manager and the Responsible Accounting Officer sign / re-sign the statement *	19 October 2022
• Audit Office issues to the Council and to the Secretary of the Department of Planning and Environment (the Department), in accordance with section 417 of the LG Act the: – Independent Auditor's Report on the general purpose financial statements – Report on the Conduct of the Audit	26 October 2022
• Audit Office issues Independent Auditor's Report on the special purpose financial statements for the Council's declared business activities and Special Schedule 'Permissible income for general rates' to Council and the Secretary of the Department	26 October 2022
• Audit Office reports any identified significant issues to the Minister in accordance with section 426 of the LG Act	26 October 2022
• The Council gives the audit team final version of draft Annual Report to review for consistency with the financial statements	2 November 2022
• The Council presents audited financial statements and the Independent Auditor's Reports at the Council meeting	9 November 2022
• Audit Office issues final Management Letter	24 November 2022

* Optional - in practice, management informs Councillors of changes and can suggest they re-sign but have no mandate/requirement for this action under the *Local Government Act 1993*.

Other audits and acquittals

The audit timetable has been discussed and agreed with Barry Bonthuys, Director of Finance & Corporate Strategy.

The Engagement Information Request will detail workpapers and other supporting documentation needed for timely completion of the audit.

Event	Date(s)
Application for Payment of Pensioner Concession Subsidy	
• The Council gives the Application and supporting workpapers listed in Engagement Information Request to the audit team	31 August 2022
• Audit team starts audit of the Application	12 September 2022

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Event	Date(s)
• The Council signs and gives Management Representation Letter to audit team (sample on the Audit Office website: https://www.audit.nsw.gov.au/our-stakeholders/local-government)	16 September 2022
• Audit Office signs the Independent Auditor's Report	23 September 2022
• Audit Office issues Management Letter	11 November 2022
Roads to Recovery Program	
• The Council gives the Statement and supporting workpapers listed in Engagement Information Request to the audit team	31 August 2022
• Audit team starts audit of the Statement	26 September 2022
• The Council signs and gives Management Representation Letter to audit team (sample on the Audit Office website: https://www.audit.nsw.gov.au/our-stakeholders/local-government)	20 October 2022
• Audit Office signs the Independent Auditor's Report	26 October 2022
• Audit Office issues Management Letter	11 November 2022
Local Roads and Community Infrastructure Program	
• The Council gives the Statement and supporting workpapers listed in Engagement Information Request to the audit team	31 August 2022
• Audit team starts audit of the Statement	26 September 2022
• The Council signs and gives Management Representation Letter to audit team (sample on the Audit Office website: https://www.audit.nsw.gov.au/our-stakeholders/local-government)	20 October 2022
• Audit Office signs the Independent Auditor's Report	26 October 2022
• Audit Office issues Management Letter	11 November 2022

7. OTHER ENGAGEMENTS

Application for Payment of Pensioner Concession Subsidy, Roads to Recovery Program and Local Roads and Community Infrastructure Program

The Audit Office website provides additional information on the terms and scope of the audits for the Application for Payment of Pensioner Concession Subsidy, the Roads to Recovery Program and the Local Roads and Community Infrastructure Program.

Additional Engagements

The Council may require audits of grant acquittals, compliance with legislation, or to provide assurance on information, reports or returns under the terms of a contract, lease or agreement.

Please advise the audit team if the Council wishes or is required by legislation to engage the Audit Office to perform additional audits, reviews or acquittals. Separate engagement letters will be issued to confirm the terms, scope, key issues and fee arrangements for requests received after the issue of this AEP.

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8. ENGAGEMENT FEES

	2022	2021	Increase/(decrease)	
	$	$	$	$
Estimated audit fee	66,300	64,200	2,100	3.4
Total audit fee (excluding GST)	**66,300**	**64,200**	**2,100**	**3.4**
Total audit hours	316	**312**	4	1.2
Average hourly rate	210	206	4	2.5

The 2022 estimated audit fee includes:

- Independent Auditor's Reports in accordance with section 417 of the LG Act:
  - a report on the general purpose financial statements
  - a Report on the Conduct of the Audit
- Independent Auditor's Reports on the special purpose financial statements of Council's declared business activities and Special Schedule 'Permissible income for general rates'
- Independent Auditor's Report on the Application for Payment of Pensioner Concession Subsidy
- Independent Auditor's Report on the Chief Executive Officer's Financial Statement for the Roads to Recovery Program under Part 8 of the *National Land Transport Act 2014*
- Independent Auditor's Report on the Chief Executive Officer's Financial Statement for the Local Roads and Community Infrastructure Program.

The estimated audit fee is based on estimated hours, the audit team structure and charge-out rates, known changes in the Council's operations and audit requirements.

The fee may change if matters, not known at the date of this plan, emerge during the audit and significantly change the estimated audit cost. Proposals for additional fees will be discussed with management.

The Audit Office has published its 'pricing approach' to provide transparency about its pricing model and hourly charge-out rates for each role. The Audit Office performs multi-layered benchmarking to promote accountability for its use of public resources. For more information, please refer to the publication on the Audit Office's website.

The Council will be invoiced monthly as costs are incurred. The Audit Office's payment terms are 14 days.

Please provide the Audit Office with a purchase order for the total estimated audit fee.

9. ENGAGEMENT TEAM

Engagement team

The proposed audit team for this engagement is:

Engagement Controller:

Unaib Jeoffrey

Audit Leader, Financial Audit

02 9275 7450

Email: unaib.jeoffrey@audit.nsw.gov.au

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Audit Service Provider Engagement Partner:	Alex Hardy
	Director, Prosperity Audit Services
	02 8262 8700
	Email: ahardy@prosperity.com.au

Auditor independence

We confirm, to the best of our knowledge and belief, the proposed audit team meets the independence requirements of the Australian Auditing Standards, and other relevant ethical requirements relating to the audit of the financial statements. In conducting the audit of the financial statements, should any contraventions to independence arise you will be notified of these on a timely basis.

Ethical standards have specific restrictions on employment relationships between an auditee and members of its current or previous audit teams. Please discuss the prospective employment of a current or former audit team member before starting formal employment negotiations with them.

10. FINANCIAL REPORTING MATTERS

The Council should refer to the 'Financial Reporting Issues and Developments' for the local government sector available on the Audit Office website to identify:

- current issues and financial reporting developments that may impact the audit
- accounting standards and pronouncements issued during the year that may impact the financial statements and/or annual report.

11. REPORTING TO PARLIAMENT

The Auditor-General's Report to Parliament (the Report) will report on trends and provide an independent assessment of the sector focusing on the following areas:

- the results of the council and joint organisation audits of the 2021–22 financial statements
- themes and key observations relating to financial reporting, performance, governance and internal controls.

We will advise of the specific topics the Auditor-General intends to comment on in the Report, the relevant performance data to be collected and the timetable for submitting the information to the audit team. The information reported may change depending on the matters identified during the audit. We will advise you if this occurs.

We may include commentary on specific councils or joint organisations with extreme or high risk issues reported in our management letters.

The Report may make recommendations for specific councils, joint organisations or the sector more generally.

The draft Report commentary will be given to the Secretary of the Department and the Minister for Local Government for consideration. If there are specific comments about the Council, they will be given to the General Manager for consideration. The Audit Office would appreciate receiving your Council's specific comments, within five working days of receiving the draft commentary. Responses should only be provided where there is fundamental disagreement with significant issues raised in the Report, the factual content or the Audit Office's interpretation of the data. This helps ensure the Report is not unduly delayed.

The draft Report needs to remain confidential during this process and not disclosed outside the Council.

Appendix two provides details of recently tabled reports which may be relevant to the Council.

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12. OTHER MATTERS

Workplace Health and Safety Legislation

Workplace health and safety (WHS) laws make the Council responsible for meeting legislated standards to ensure the health, safety and welfare for the audit team when they are at your premises.

It is the Council's responsibility to:

- provide the audit team with suitable accommodation and appropriate WHS induction
- implement effective health and safety management systems to manage any hazards and risks
- ensure the audit team is aware of and complies with special personal protective equipment requirements
- appropriately brief the audit team and issue them with the necessary personal protective equipment and training in its proper use.

Further details are provided in the Terms of Engagement.

Matters covered elsewhere

Please read the AEP together with the standard Terms of Engagement, which provides additional information on:

- the Auditor-General's responsibilities
- auditee resources
- engagement approach
- communication and reports
- submitting financial statements for audit
- materiality, risk and the inherent limitations of an audit
- provision of working papers
- representations
- access
- clearance meetings
- accommodation, facilities and staff amenity
- determination of fees for engagements.

Publications

The Audit Office has the following useful publications on our website:

- 'Annual Work Program' explains how the Audit Office decides what to focus on and what we intend to cover in the next year. It also gives Parliament, the entities we audit and the broader community some certainty over future topics and the timing of our reports
- 'Professional Update' published quarterly to help auditees and our staff keep abreast of key accounting, auditing and legislative developments in the NSW public sector, including pronouncements by professional standard setters and changes in the regulatory environment. To subscribe or access previous editions please visit our website at: https://www.audit.nsw.gov.au/our-work/resources
- 'Local Government Pronouncements Guidance Note' listing key reporting pronouncements issued by OLG.

APPENDIX ONE – AUDIT APPROACH FOR KEY BUSINESS AND ACCOUNTING PROCESSES

The table below details our observations on the business and accounting processes relevant to the financial statements and our planned audit approach.

Business / accounting process	Observation of business / accounting process	Audit approach
Infrastructure, property, plant and equipment (IPPE), depreciation and asset remediation	The Council uses Civica Authority to initiate, process and record IPPE. It relies on automated and IT-dependent manual controls to ensure that all valid IPPE transactions are processed and accurately recorded in accordance with the Council's policies. We have identified the following risks: • completeness of asset registers • valuations • disclosures in the financial report.	We will evaluate the design and implementation of relevant controls. Section two (key issues) details the audit procedures we will perform over: • Management's assessment of the fair value of the Council's IPPE • Our substantive audit procedures will be designed to address other identified risks.
Purchasing and payables	The Council uses Civica Authority to initiate, process and record purchases. It relies on automated and IT-dependent manual controls to ensure that all valid purchasing transactions are processed and accurately recorded in accordance with the Council's policies. We have identified the following risks: • non-compliance with policies and procedures • incorrectly classifying transactions • ineffective procurement controls • fraud and error.	We will evaluate the design and implementation of relevant controls with a plan to test their operating effectiveness. This will include assessing management controls ensuring the Council's procurement policies are complied with. Our substantive audit procedures will be designed to address other identified risks.
Rates and annual charges and receivables	The Council uses Civica Authority to initiate, process and record revenue. It relies on automated and IT-dependent manual controls to ensure that all valid revenue transactions are processed and accurately recorded in accordance with the Council's policies. The Council revenue comprises rates and annual charges, user charges and fees, interest and investment revenue and grants and contributions. The auditing standards presume a risk of fraud in relation to the revenue recognition. We have identified the following areas with risks: • Cut-off • Accuracy • Completeness • Occurrence	Our audit procedures will include: • testing of sales of goods, rendering services, interest income, rental income and grants and contributions systems and controls. • assessment of the compliance with accounting standards and legislation • sample testing of invoices and cash receipts • test cut-off of revenue transactions • verify material grants revenue and review of obligations under grant agreements • review the authorisation of bad debts and credit note adjustments • analytical review procedures.

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Business / accounting process	Observation of business / accounting process	Audit approach
	• Disclosure.	
Payroll and related provisions	The Council uses Civica Authority to initiate, process and record payroll transactions. Management relies on automated and IT-dependent manual controls to ensure that all valid payroll transactions are processed and accurately recorded in accordance with the Council's policies. We have identified the following risks: • non-compliance with policies and procedures • incorrectly estimating provisions and on-costs • ineffective payroll controls, including lack of segregation of duties • fraud and error.	We will evaluate the design and implementation of relevant controls with a plan to test their operating effectiveness. Our substantive audit procedures will be designed to address other identified risks.
Treasury (cash, investments and borrowings)	The Council uses Civica Authority to initiate, process and record its Treasury transactions. There have been no prior year findings or any significant risks identified over treasury processes.	We will obtain third party confirmations of all cash balances at the reporting date.

Information Systems Audit

Our scope over the IT general controls testing will include but is not limited to the following areas:

• Program Changes - to ensure changes to programs and related infrastructure components are requested, authorised, performed, tested and implemented

• Access to Programs and Data - to ensure only authorised users are granted access to programs and data

• Computer Operations - to ensure financial transactions and data are processed and backed up without errors

• Program Development - to ensure system development, data migration and implementation follow a formal IT change methodology.

This year, the audit team and IS Audit specialists will focus on the following systems:

• Civica Authority.

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APPENDIX TWO – RECENTLY TABLED AUDITOR-GENERAL'S REPORTS TO PARLIAMENT

Each year the Auditor-General produces Financial Audit, Performance Audit and Special Reports to Parliament (collectively referred to as Reports). Recently tabled Reports which may be relevant to the Council include:

Name	Issued	Overview
Financial Audit		
Local Government 2020	27 May 2021	This report focuses on the results of the local government sector financial statement audits for the year ended 30 June 2020 of 128 local councils, nine county councils and 13 joint organisations.
		The report recommended the Office of Local Government should:
		• communicate the State's view that rural firefighting equipment is controlled by councils in the local government sector, and therefore this equipment should be properly recorded in their financial statements
		• clarify the legal framework relating to restrictions of water, sewerage and drainage funds (restricted reserves) by either seeking an amendment to the relevant legislation or by issuing a policy instrument to remove ambiguity from the current framework.
		The report also found that more can be done to reduce the number of errors identified in financial reports. Sixty-one councils required material adjustments to correct errors in previous audited financial statements.
Internal Controls and Governance	23 December 2021	This report analyses the internal controls and governance of the 25 of the largest agencies in the NSW public sector, excluding state owned corporations and public financial corporations for the year ended 30 June 2021. However, the matters covered in this report are relevant to all public sector entities.
		The report provides insights into the effectiveness of controls and governance processes in the NSW public sector by:
		• highlighting the potential risks posed by weaknesses in controls and governance processes
		• helping agencies benchmark the adequacy of their processes against their peers
		• focusing on new and emerging risks, and the internal controls and governance processes that might address those risks.
		The Report recommended agencies should:
		• prioritise actions to address repeat control deficiencies, particularly those that have been repeated findings for a number of years
		• prioritise improvements to their cyber security and resilience as a matter of urgency
		• formalise and implement policies on tracking and monitoring the progress of implementing recommendations from performance audits and public inquiries.

Our insights inform and challenge government to improve outcomes for citizens

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Name	Issued	Overview
Performance Audit		
Grants administration for disaster relief	24 June 2021	The report examined whether NSW Treasury, Service NSW and the Department of Customer Service effectively administered grants programs funded under the $750 million Small Business Support Fund, including the: • $10,000 Small Business Support Grant • $3,000 Small Business Recovery Grant. The report found: • agencies effectively implemented the grants within required timeframes, reflecting the NSW Government's decision to deliver urgent financial support to small businesses impacted by the COVID-19 pandemic • NSW Treasury met urgent timeframes to design the grants and Service NSW made timely payments in line with the grants' objectives and eligibility criteria • Service NSW and the Department of Customer Service strengthened processes to detect and minimise fraud in response to identified external fraud risks, and to investigate suspected fraudulent applications • fraud security checks and investigations are ongoing, and the agencies will not know the full extent of fraud across the grants until these processes have been completed • the agencies regularly monitored and reported on the timeliness of payments to small business applicants but have not yet measured all benefits of the grants programs.
Managing cyber risks	13 July 2021	This report assessed how effectively Transport for NSW (TfNSW) and Sydney Trains identify and manage their cyber security risks. The NSW Cyber Security Policy (CSP) sets out 25 mandatory requirements for agencies, including implementing the Australian Cyber Security Centre's Essential 8 strategies to mitigate cyber security incidents, and identifying the agency's most vital systems, their 'crown jewels'. The report found: • TfNSW and Sydney Trains are not effectively managing their cyber security risks • both agencies have assessed their cyber security risks as unacceptably high and both agencies had not identified all of the risks we detected during the audit – some of which are significant • both agencies have cyber security plans in place that aim to address cyber security risks. TfNSW and Sydney Trains have combined this into the Transport Cyber Defence Rolling Program, part of the Cyber Defence Portfolio (CDP). However, neither agency has reached its target ratings for the CSP and the Essential 8 and maturity is low in relation to significant risks and vulnerabilities exposed • neither agency is fostering a culture where cyber security risk management is an important and valued aspect of decision-making

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Name	Issued	Overview
		• TfNSW is not implementing cyber security training effectively across the cluster with only 7.2 per cent of staff having completed basic cyber security training.
Managing climate risks to assets and services	7 September 2021	This report assessed how effectively the Department of Planning, Industry and Environment (DPIE) and NSW Treasury have supported state agencies to manage climate risks to their assets and services. The report found: • DPIE and NSW Treasury's support to agencies to manage climate risks to their assets and services has been insufficient • in 2021, key agencies with critical assets and services had not conducted climate risk assessments, and most lack adaptation plans • DPIE has not delivered on the NSW Government commitment to develop a state-wide climate change adaptation action plan. This was to be complete in 2017 • there is no adaptation strategy for the state. These have been released in all other Australian jurisdictions. The NSW Government's draft strategic plan for its Climate Change Fund was also never finalised • DPIE's approach to developing climate projections is robust, but it hasn't effectively educated agencies in how to use this information to assess climate risk • NSW Treasury did not consistently apply dedicated resourcing to support agencies' climate risk management until late 2019.
Special Reviews		
Compliance with the NSW Cyber Security Policy	28 October 2021	This report assessed nine agencies' compliance with the NSW Cyber Security Policy (CSP) including whether, during the year to 30 June 2020 the participating agencies: • met their reporting obligations under the CSP • reported accurate self-assessments of their level of maturity implementing the CSP's requirements including the Australian Cyber Security Centre's (ACSC) Essential 8. The report found key elements to strengthen cyber security governance, controls and culture are not sufficiently robust and not consistently applied. The CSP is not achieving the objectives of improved cyber governance, controls and culture because: • the CSP does not specify a minimum level for agencies to achieve in implementing the 'mandatory requirements' or the Essential 8 • the CSP does not require agencies to report their target levels, nor does it require risk acceptance decisions to be documented or formally endorsed • each participating agency had implemented one or more of the mandatory requirements in an ad hoc or inconsistent basis • none of the participating agencies had implemented all of the Essential 8 controls

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Name	Issued	Overview
		• agencies tended to over-assess their cyber security maturity – all nine participating agencies were unable to support all of their self-assessments with evidence
		• there is no monitoring of the adequacy or accuracy of agencies' self-assessments.

A full list of our tabled Reports is available on the Audit Office website.

OUR VISION

Our insights inform and challenge government to improve outcomes for citizens.

OUR PURPOSE

To help parliament hold government accountable for its use of public resources.

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NARROMINE SHIRE COUNCIL
INTERNAL AUDIT COMMITTEE MEETING REPORT – 28 MARCH 2022

Items from the Director Governance

1.   COMMITTEE ACTION TRACKING LIST

The Internal Audit Committee Action Tracking List is attached (***see Attachment No. 1***).

RECOMMENDATION

That progress with implementation of actions be considered and noted.

2.   LEGISLATIVE COMPLIANCE – EXCEPTION REPORTING

There are no identified issues to be reported.

RECOMMENDATION

That the report be considered and noted.

3.   REVISED NARROMINE SHIRE PROPERTY STRATEGY

The purpose of the Narromine Shire Property Strategy (***see Attachment No. 2)*** is to provide a strategic framework for the management of Council's property portfolio to ensure current and future community and operational needs are met.

The Strategy is aligned to Council's Community Strategic Plan, Resourcing Strategy and Delivery Program and aims to: -

- Provide property for the services required by residents
- Maximise the service potential of assets
- Maximise value for money
- Promote balance between development and sustainability
- Balance commercial and community benefits
- Provide consistency and transparency
- Meet Legal and statutory compliance

Council's Executive Leadership Team has reviewed the Strategy and updated the Action Plan.

It is noted that Council is currently reviewing its Community Strategic Plan and associated Integrated Planning and Reporting Framework Documents. It is not anticipated however that the objectives or the property assessment framework within the Strategy will change.

RECOMMENDATION

That the Committee considers the attached revised Narromine Shire Property Strategy 2022 to ensure that it is fit for purpose.

NARROMINE SHIRE COUNCIL
INTERNAL AUDIT COMMITTEE MEETING REPORT – 28 MARCH 2022

4.   COMPLIANCE MONITORING - OFFICE OF LOCAL GOVERNMENT CIRCULARS

A number of Circulars have been issued by the Office of Local Government since the Internal Audit Committee Meeting held in November 2021. ***Attachment No. 3*** provides information relating to each circular and Council's actions taken to date.

RECOMMENDATION

That the report be considered and noted.

5.   FUTURE OF THE INTERNAL AUDIT COMMITTEE

The Office of Local Government (OLG) has not yet finalised its new *Risk Management and Internal Audit Framework for Local Councils in NSW*, however has determined that the mandatory guidelines for the operation of the Audit Risk and Improvement Committee will be prescribed before June 2022.

Committee Members

Council's Internal Audit Committee is currently operating under the 2010 Guidelines with its structure and membership being 1 Councillor (excluding the Mayor) and 2 independent members (one of is to be the Chair).

Council at its Ordinary Meeting held 9 February 2022 appointed Cr Adine Hoey as delegate to the Committee, with Cr Lambert appointed as alternate Delegate.

The independent members (Mr Ron Gillard and Mr Neil Maltby) tenure was previously extended by Council to 30 June 2022. Mr Ron Gillard (Chair) subsequently resigned effective 10 December 2021.

Council at its Ordinary Meeting held on 9 March 2022 appointed Mr Grahame Marchant as an independent member of the Committee from 14 March 2022 to 31 August 2024. In addition, Mr Neil Maltby's tenure was extended to 31 August 2024.

The current membership fee is $1255 excluding GST per meeting.

Internal Auditor

Crowe was appointed Council's Internal Auditor from 1 July 2018 to 30 June 2021 for the provision of a 3-year Internal Audit Plan. All audits have now been completed apart from the Follow Up review which the Committee at its last meeting noted to be deferred and clarified at a future meeting.

NARROMINE SHIRE COUNCIL
INTERNAL AUDIT COMMITTEE MEETING REPORT – 28 MARCH 2022

5.   FUTURE OF THE INTERNAL AUDIT COMMITTEE (Cont'd)

Implementation Timeline

The draft mandatory guidelines provide for the following implementation timeline: -

- All councils must appoint an ARIC from 4 June 2022
- All councils have until 2024 to establish their risk management framework and internal audit function – attestation commences 2024
- Councils have until 2027 to ensure ARIC membership complies with the Guidelines, allowing councils to transition into the new membership requirements as and when membership of existing ARICs expire – attestation commences 2027

Future Considerations for Council

Committee Charter/Terms of Reference

Once the mandatory guidelines are prescribed, the Committee will need to be renamed and commence its transition under the new requirements. This will include a review and endorsement of the ARIC Charter/Terms of Reference.

Chief Audit Executive

Council is required to have a Chief Audit Executive – this member of staff is to have no other council responsibilities other than internal audit. Council can however share its ARIC, Chief Audit Executive, Internal Audit Function and Secretariat with another Council or Joint Organisation.

Whilst Council is a member of the Orana Joint Organisation, this entity is in abeyance.

An Alliance of Western Councils Organisation is being considered between Bogan Shire, Bourke Shire, Brewarrina Shire, Central Darling Shire, Cobar Shire, Coonamble Shire, Dubbo Regional, Gilgandra Shire, Mid-Western Regional, Narromine Shire Walgett Shire, Warren Shire and Warrumbungle Shire Councils. The Alliance is to advocate, collaborate, network and resource share where possible.

It is noted that Council has until 2024 to establish its internal audit function.

Membership and Meetings

Council is classified as a Tier 1 Council for the purposes of determining the size and composition of its ARIC and will require: -
- 1 chair prequalified under the NSW government's prequalification scheme
- 2 independent members that meeting the eligibility criteria for non-prequalified committee members
- 1 non-voting Councillors (optional)

Members are to be appointed for a 4-year period and can be reappointed for a further 4 years.

5. FUTURE OF THE INTERNAL AUDIT COMMITTEE (Cont'd)

The Guidelines provide that meetings are to be held quarterly. Council's Committee currently meets three times a year.

Councils have until 2027 to ensure the membership of their committees comply with the guidelines. This additional transition time provides existing committee members the ability to serve their current terms. The guidelines recommend staged compliance to provide greater stability in membership of existing committees and reduce demand on the prequalification scheme.

RECOMMENDATION

For the Committee's consideration.

6. 2021 WHS SELF-AUDIT

Council has completed its StateCover Mutual 2021 WHS system self-audit. The report and action plan are attached (*see Attachment No. 4*).

Council's overall WHS performance score is 85.7% which is above average when compared to the average score for all Councils, however slightly less than Council's score for the previous year.

The 2021 questionnaire included a new priority area for client and public violence for which Council scored below 49% as Council does not have individual WHS policies and procedures relating to this risk.

The action plan has been developed in consultation with relevant stakeholders to address identified weaknesses.

RECOMMENDATION

That the report be considered and noted.

Marion Truscott
Director Governance

Narromine Shire Council

Internal Audit Committee – Action List As At March 2022

Action No	Action	Responsible Officer	Due Date	Status	Comment
Infrastructure Management Review Report					
1	Review and update of Integrated Water Cycle Management Strategy to include a 30-year Total Asset Management Plan, Long Term Financial Plan and Drought Management Plan	Director Infrastructure and Engineering Services	Dec 2023	In progress	Consultant recently appointed. Gannt Chart provided to Internal Audit Committee meeting.
2	Full utilisation of infrastructure and asset data to manage the life, condition and full potential of existing infrastructure, including justifications for future planning infrastructure maintenance and investment decisions	Director Infrastructure and Engineering Services & Director Finance and Corporate Strategy	Dec 2022	In progress	
3	Asset Management documentation to be reviewed as part of IP&R process after new Council is elected.	Director Infrastructure and Engineering Services	June 2022	In Progress	
Interim Management Letter					
1	Director Finance and Corporate Strategy will no longer have full administrative rights. All change requests to go to IT support system and action changes. Manager Accounting Services will maintain administration rights but only use as back up.	Director Finance and Corporate Strategy	31 October 2021	Completed	

Action No	Action	Responsible Officer	Due Date	Status	Comment
Workforce Planning, Recruitment and Retention Review					
1	Council will change the probationary period back to 3 months in line with Industrial Relations legislation rather than Fair work Australia	Manager Human Resources	30 September 2021	Completed	
2	A new training form is to be developed and utilised for group training	Manager Human Resources	31 October 2021	Completed	
3	HR will monitor employee study progress to ensure timely and appropriate action is taken for completion	Manager Human Resources	31 October 2021		No studies currently being undertaken but monitoring of any employees completing training will be conducted
4	All completed training will be added to the training register and all certificate of attainment saved in CM9	Manager Human Resources	31 December 2021	Completed	
5	Learning and development program needs to be developed further to include detailed training expectations for staff. Training processes to be refined within Council's Performance Management System	Manager Human Resources	31 December 2022	In Progress	
6	All Position Descriptions are being reviewed as positions are vacant and capabilities from LGNSW Capability Framework Incorporated. This includes a review of the competency assessment	Manager Human Resources	30 December 2021	In Progress	Completed as positions become vacant for those positions not on Step 5. Approximately 50% complete
7	Workforce Management Plan to be reviewed and will include the recommendations from the newly released Integrated Planning and Reporting Framework Handbook	Manager Human Resources	30 June 2022	In Progress	Draft complete. To be reviewed by Executive Leadership Team and Consultative Committee prior to adoption by Council

Narromine

SHIRE COUNCIL

NARROMINE SHIRE PROPERTY STRATEGY 2020

NARROMINE SHIRE PROPERTY STRATEGY

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This document has been written and prepared by Narromine Shire Council (Council) staff and was adopted by the governing body of Council on 8 April 2020 (Resolution Number 2020/055) and revised …………………..

The strategy shall be reviewed every 4 years or earlier as required.

Narromine Shire Council (2019) Revision History

Version	Responsible Department	Adoption Date	Review Period
1.0	General Manager	8 April 2020	4 Years
2.0	Governance		4 Years

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NARROMINE SHIRE PROPERTY STRATEGY

Introduction

Council has a property portfolio comprising of community, operational, residential, industrial and commercial properties throughout the Narromine Local Government Area.

Property forms a vital component of Council's service delivery capability. To maximise the efficiency and effectiveness of Council's services, it is important that the property portfolio is aligned with the priorities identified in Council's overarching, long-term Community Strategic Plan.

The majority of land owned or managed by Council is used for various community and operational purposes including offices, libraries, parks and open spaces, road reserves, operating infrastructure (drainage, sewer and water services), halls, racecourses, aerodrome, halls etc. A small number of properties are leased for commercial purposes providing an income stream to Council.

Purpose

The purpose of this strategy is to provide a strategic framework for the management of Council's property portfolio to ensure current and future community and operational needs are met.

The property strategy is intended to:-
- Ensure that property is treated as a strategic resource and a valued asset
- Ensure that property decisions are made with appropriate data and analysis
- Ensure that property decisions are financially sound, and compliant with legislative and governance requirements
- Ensure that the property portfolio delivers services required by the community
- Challenge continued ownership of non-performing property (underutilised, inappropriately located, or surplus property)

Strategic Framework

This Property Strategy is closely aligned to the Narromine Shire Community Strategic Plan 2027. The Community Strategic Plan identifies the community's main priorities and aspirations for the future of the Narromine Shire and provides a clear set of strategies to achieve this vision for the future.

Council's vision for the shire is "a friendly place to live with a strong sense of community that values our services, facilities and our natural environment and that Council is a leader for our community, sharing the responsibility for growth, development and provision of services".

"The Property Strategy is a direct result of an action detailed in the Community Strategic Plan under the Proactive Leadership Goal, "We are an open and accountable local government that involves our community in the decision making process, effectively manages our public resources through sound financial management and well informed strategic planning for our Shire's future".

This strategy is further supported by:

- Council's Integrated Planning and Reporting Framework Documents
  - o Resourcing Strategy (Long Term Financial Plan, Asset Management Policy, Strategy and Asset Management Plans)
  - o 4 Year Delivery Program

NARROMINE SHIRE COUNCIL | 3

- Council's Other Strategic Planning Documents
    - Local Strategic Planning Statement
    - Narromine Local Environmental Plan 2011
    - Development Control Plan
    - Residential and Large Lot residential Land Use Strategy
    - Narromine Agricultural Lands Strategy
    - Employment Lands Strategy
    - Community Land Management Plans
    - Narromine Investment Policy

Implementation

Council recognises that property is both a valued and risky resource that can do much to support and deliver Council's vision and strategic objectives. The Property Strategy includes an action plan identifying the critical steps required to meet the property objectives of the Strategy.

Risk Management

Any opportunities developed for consideration as part of the Property Strategy must include the identification and management of risk. Risk management in relation to the operational aspects of Council's service delivery are assessed, reviewed and managed by each department.

Monitoring and Review

The Property Strategy and its implementation will be monitored by the Executive Leadership Team within Council with focus on whether the actions within the Strategy are being implemented and meeting their objectives. It is intended that the Property Strategy will be reviewed every 4 years from the date it is adopted by Council.

Narromine Shire Profile

Narromine Shire is situated in the Orana region of New South Wales. The Shire is centrally located in the State and covers an area of 5224 km2.

Narromine Shire has a population of approximately 6,444, with a median age of 42 (ABS Census, 2016). The Shire comprises of three urban centres, Narromine, Trangie and Tomingley. The Shire's population consists of 4,116 situated within the urban centres of the Shire and 2,328 within the surrounding rural areas of the Shire. The Shire is located within Wiradjuri Country, with 19.9% of the Shire's population identifying as Aboriginal or Torres Strait Islander.
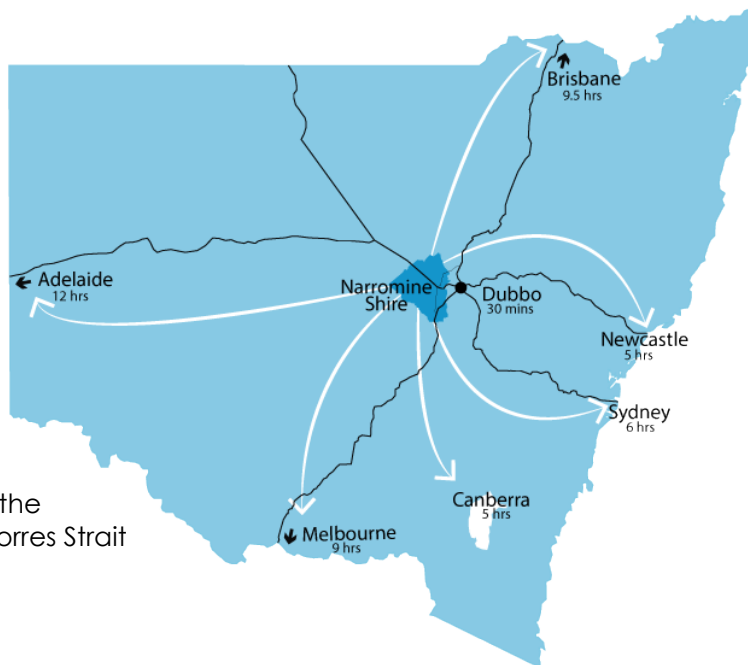
What is Property?

Property in the context of this strategy is defined as any kind of interest in land, which Council either holds or has been granted. Property therefore includes all lands, buildings, leases, licences, easements, rights of way etc.

Property has value in an accounting sense and in the way it contributes to service delivery. The value of a property therefore cannot always be measured solely in monetary terms. It is important to recognise that a large number of Council's property assets have a service potential whereby a property meets the Council's service delivery objectives but does not provide an income.

Purpose of Council's Property

Property directly influences and supports the services that Council delivers to its community in accordance with Council's strategic objectives. Vacant property is also held for future strategic needs. Council also manages land which is held primarily for the purpose of preserving the natural environment. These properties will not be the subject of intensive use and will have limited development.

Property Types

Council provides a number of diverse community services including parks, sporting fields, sporting centre, libraries, aquatic centres, community halls, showgrounds, drainage, footpaths, roads, water, sewer, aerodrome, cemeteries, garbage collection, animal control etc. Council also utilises property for administrative functions.

Property within Narromine Shire comprises of Crown Reserves, Council Owned public roads, Council owned community and operational land, and leased land.

Crown Reserves

Council is the Crown Lands Manager of approximately 63.8ha of crown reserve within the Narromine Local Government Area. The care and control of reserves is governed by the provisions of the Crown Lands Management Act 2016 which authorises Councils as Crown Lands Manager for dedicated or reserved Crown land to manage the Crown Land as it if were public land under the Local Government Act 1993. This includes managing the land as if it were community land unless the Minister administering the CLM Act has given written consent to classify the land as operational.

As such management of the majority of crown reserves will be in accordance with relevant prepared Plans of Management.

Ownership of Crown Lands remains with the NSW State Government.

Council Owned Public Roads

Council is the roads authority for all Council public roads and their use and management is governed by the Roads Act 1993. Roads are held in freehold title and Councils are now responsible for the closure of their roads within their local government area.

Council Owned Land in Freehold

Council is the registered proprietor of the land on the Certificate of Title. Council has a responsibility under the Local Government Act 1993 for the management of public land. Public land is defined as "any land (including a public reserve) vested in or under the control of Council", but does not include a road, a common, land subject to the Trustees of Schools of Arts Enabling Act 1902, or a regional park under the National Parks and Wildlife Act 1974.

All public land must be classified as either community or operational.

Community Land

Community land is further categorised as one or more of the following:-
- A natural area – bushland, wetland, escarpment, watercourse or foreshore
- A sports ground
- A park
- An area of cultural significance
- General community use

The Local Government Act restricts the use, management, reclassification and disposal of community land. The classification of public land does not always indicate the strategic value of the land in terms of service delivery or community use. Accordingly, community needs for recreational, open space and community assets is more effectively determined through Council's Community Strategic Plan, Land Use Strategies and Plans of Management.

Operational Land

This classification reflects the use of the land for operational purposes such as administrative buildings, depots, treatment works etc. There are no special restrictions on the use of the land other than those that apply to any piece of land so it can be used for any purpose including commercial, development or investment.

NARROMINE SHIRE PROPERTY STRATEGY

Council as Lessee

Council has a number of properties for which it is the Lessee. The majority of these properties are leased from statutory authorities or Government.

Property Zoning

Land use within the Narromine Shire is determined by Zoning as defined in the Narromine Local Environmental Plan 2011.

Zones determine:-
- The objectives for development, and
- Development that may be carried out without development consent, and
- Development that may be carried out only with development consent, and
- Development that is prohibited.

The particular aims of the plan are to:-
- Encourage economic development through tourism activities, business, employment initiatives and foster industry growth
- Protect and conserve the natural environment including surface and ground water, soil, air and native vegetation by encouraging sustainable development
- Encourage sustainable agricultural practices, including intensive agriculture, by minimising land use conflicts and facilitating farm adjustments

Council may apply to rezone Council owned or managed land in compliance with these aims. Instances where a rezoning application may be desired include:-
- Future use is not compatible with current zoning
- Development of land in accordance with the existing zone would not be in the public interest
- The rezoning would provide considerable community/public benefit
- An error or anomaly in the Local Environmental Plan

Strategic Property Objectives

The key objectives of this Property Strategy are to allow Council to utilise its property in a capable, effective and cost-effective manner that meets its service delivery objectives.

Specifically the strategy aims to:-

- Objective 1 – Provide property for the services required by residents
- Objective 2 – Maximise the service potential of assets
- Objective 3 – Maximise value for money
- Objective 4 – Promote balance between development and sustainability
- Objective 5 – Balance commercial and community benefits
- Objective 6 – Provide consistency and transparency
- Objective 7 – Meet Legal and statutory compliance

These are described in further detail below.

NARROMINE SHIRE PROPERTY STRATEGY

Objective 1: Provide property for the services required by residents

Council has a responsibility under the Local Government Act to plan strategically for the provision of effective and efficient services to meet the diverse needs of the local community. This includes managing property and other assets so that current and future local community needs can be met in an affordable way.

Council's property will therefore be used to provide services to users, rather than solely for ownership purposes. Council will focus on well used community and civic facilities and provide places and spaces for the current and future wellbeing of the community.

In addition, Council will only acquire property that is required by Council as part of a plan or strategy adopted by Council to provide for planned infrastructure, or which contribute to economic, environmental or community benefits to the Shire.

Objective 2: Maximise the service potential of assets

The service potential of an asset is defined as the capacity of the asset to continue to provide services in accordance with the entity's objectives. The potential of an asset is fully realised when operated at maximum efficiency with the maximum longevity and for the lowest cost.

Council's asset management policy, strategy and plans aim to improve the management of Council's existing asset base, improve the flexibility of the asset base and use economies of scale to ensure more cost effective service delivery.

As part of the asset management process, Council regularly reviews its property assets to determine whether these assets are in the right location, being properly utilised, meeting user suitability requirements, and to report on physical deterioration and operating efficiency.

Objective 3: Maximise value for money

Value for money implies a balanced approach to assessing costs and benefits. Whilst a key factor in the assessment of value for money is the direct financial impacts of a decision or approach, the community, social, economic and equity impacts will also be considered when assessing value for money.

Objective 4: Promote balance between development and sustainability

Sustainable development refers to development which meets the needs of the present without compromising the ability of future generations to meet their own needs (*Sustainable Property Guide – Department of Environment and Climate Change, NSW, 2009*). In order for Council to be considered sustainable, property development and property management should address the following matters early in the development process:-

- Land use, urban form and urban quality – good urban and site design, reuse of land and buildings, appropriate density
- Transport – convenient access to public transport, facilities for pedestrians and cyclists
- Business and community – local labour and skills, local procurement, community facilities, community involvement, designing for community, equality and diversity, health and wellbeing, safety and security, accessibility
- Environmental protection and enhancement – support for biodiversity, avoiding and minimising pollution to air, water and land, noise abatement
- Resources – energy efficient design, renewable energy, water conservation, low-impact building materials, minimising waste to landfill

Objective 5: Balancing Commercial and Community Benefits

Council properties that do not meet community, strategic or commercial expectations will be considered for disposal to allow reinvestment. Funds generated from divestments will be disbursed for community infrastructure and property acquisition/development purposes.

Objective 6: Provide Consistency and Transparency

Decisions and actions taken by Council in relation to property must be capable of explanation. It is important that Council and its officers adhere to relevant policy and that any actions are aligned with Council's strategic objectives and plans. The attached assessment framework (where relevant) provides procedural guidance for the consideration of property matters to ensure that data and analysis supports transparent decision making.

Objective 7: Meet Legal and Statutory Compliance

Council's property portfolio will be managed within the necessary legislative and statutory requirements, specifically:-

- Local Government Act 1993
- Crown Lands Management Act 2016
- Compulsory Land Acquisition (Just Terms Compensation) Act 1991
- Roads Act 1993
- Retail Leases Act 1994
- Residential Tenancies Act 2010, and Residential Tenancies Regulation 2010
- Conveyancing Act 1919
- Encroachment of Buildings Act 1922
- Narromine Local Environmental Plan 2011

Key Property Functions

Council has identified six key property functions that are central to the effective management of Council's property portfolio – acquisition, leasing, operation/service delivery, maintenance, disposal and develop/partner.

Acquisition

This function relates to the identification of a property need to support or facilitate the delivery of a Council provided service, the assessment of options, analysis of costs and benefits and approval to proceed with a property purchase.

Council is committed to deliver services within its adopted budget and long term financial plans to ensure that value for money is achieved. Property acquisition will only occur where there is a budget and funding source identified for the proposed acquisition, and due diligence is undertaken for the assessment of options and evaluation/analysis of purchase and life cycle costs, community benefits and long term financial impacts. Where Council acquires property it will ensure that the price paid for the property does not exceed the fair market value of the land plus any improvements assessed on the basis of an independent market valuation.

Acquisition of property may be either through private agreement or by using the provisions of the Land Acquisition (Just Terms Compensation) Act 1991.

NARROMINE SHIRE PROPERTY STRATEGY

Leasing

This function relates to Council's role as a Landlord (Lessor) in either leasing property to third parties to deliver Council services, community or concessional leasing to not for profit organisations or community associations or commercial leasing of property unrelated to delivery of services. Leasing also refers to Council's role as a tenant (lessee) of facilities owned by others but used by Council to deliver services.

Where Council leases to a community association or not for profit organisations, it will ensure that the lease contains the minimum standards such as insurances, make good and maintenance and upkeep of facilities.

Where Council proposes to enter into a commercial lease as the Lessor it will ensure that the lease is for a period and purpose which does not conflict with an identified and approved current service to be provided by or on behalf of Council; the proposed lease is tested to demonstrate that at a minimum market rental is achieved; and the lease can demonstrate the highest return to Council rather than other options such as disposal.

Where Council is the tenant (Lessee) Council is to ensure that the lease is for a purpose of an identified and approved current service to be provided by or on behalf of Council; that any proposed lease is tested to demonstrate leasing is the best option to deliver the service; and ensure the lease can demonstrate value for money.

Operation/Service Delivery

This function relates to Council's role in delivering services that are required and identified in an approved plan for which property facilitates delivery of the service. Property use must be planned in a way that is efficient; minimises unnecessary cost and can adapt to our communities changing demands and needs.

Current and future service needs will be reviewed regularly to ensure that Council's property portfolio meets these changing demands. Any underutilised or substandard properties will be reviewed for greater use, service provision, or disposal.

In considering utilisation of property to deliver required services, the value of the community benefit delivered by the asset will be a key factor in decision making.

Maintenance

This function relates to the activities associated with the routine, reactive and programmed maintenance of property assets held by Council. Council must maintain its property assets to a minimum safety, environmental and security standard. This function is supported by Council's Asset Management Policy and associated Asset Management Plans; Council's Procurement Policy and Financial Delegations.

Disposal

This function relates to the assessment of property assets held by Council for which there is no ongoing service need or where the delivery has changed and the property is no longer required to supply the service to the community. The disposal function will consider the assessment of disposal options, testing of alternative uses of the property, consider the benefits of disposal including alternative uses of capital and timing of sale.

NARROMINE SHIRE COUNCIL | 10

Where Council disposes of property it will ensure that a balanced consideration is given to ensure that the highest possible value for money is achieved through the disposal. This will be done on a case by case basis for each disposal. The value for money assessment will consider criteria such as potential for community use after disposal, alignment of the purchaser's plans for the site with Council's priorities as well as the price achieved for the property. The requirement for the value offered to at least equal or to preferably greater than the independent assessment of fair market value of the land (adjusted for approved community and/or other non-financial benefits) is mandatory. If there is an opportunity for Council to value add (e.g. by reviewing planning controls to maximise development potential or community benefits, or obtaining development consent for a preferred development purpose, or improving the condition of infrastructure) Council should do this before the property is offered for sale.

Develop/Partner

This refers to the potential opportunities to increase the value of land and buildings through alliances or partnerships with third parties. Interested parties can range from Statutory Authorities, to not-for-profit organisations, public companies to private organisations and can take various forms from Public-Private Partnerships (PPP), Agreements, Joint Ventures of land swaps/transfers.

Property Assessment Framework

Acquisition Assessment

- **Acquisition Proposal Overview:** Includes an executive summary of the proposed acquisition, financial analysis, key risks and recommendation
- **Service Delivery:** Includes a detailed explanation of the proposed service(s) to be delivered from the property
- **Alignment with Community Strategic Plan and Delivery Program:** Includes an explanation of how the proposed acquisition aligns with approved Council plans and proposed service(s) to be delivered.
- **Property Description:** Incudes a detailed description of the proposed acquisition including details of the property etc.
- **Rationale for Property Acquisition:** Includes analysis/discussion on why the acquisition or service(s) requires a property solution owned by Council and in particular this specific property
- **Other Options:** Includes details of other project alternatives and options that could deliver the benefits of the proposal and why acquisition is the best method
- **Key Financial Details, Costs and Benefits:**
    - Determines how an expected total cost was arrived at (including land, construction, operating and life cycle costs). Discusses type of acquisition (compulsory acquisition, negotiated position on market transaction, proposed purchase at auction etc.).
    - Discusses the expected benefits to the community including service benefits, financial returns, economic benefits and wider community benefits. Where relevant discusses return on investment.
    - Discusses how acquisition and delivery of service(s) will be funded
- **Risks – Financial, Service Delivery, Other:** Includes an analysis of the strategic and operational risks and how these will be managed.
- **Recommendation:** Includes a succinct recommendation for consideration

Disposal Assessment

- **Disposal Proposal Overview:** Includes an executive summary of the proposed disposal, financial analysis, key risks and recommendation
- **Change in Service Delivery Need:** Includes a detailed explanation of the service(s) currently delivered from the property and the reason as to why the service(s) is no longer required or able to be delivered by alternate means (another property, outsourced etc.)
- **Property Description:** Includes a detailed description of the proposed disposal including details of the property, background of the existing asset and other considerations etc.
- **Rationale for Property Disposal:** Includes analysis/discussion on why the service(s) is no longer required as a property solution owned by Council and in particular this specific property.
- **Other Options:** Discusses alternatives such as rezoning and why this option would not achieve uplift in value or development potential, compatible use etc.
- **Key Financial Details, Costs and Benefits:**
    o Discusses the proposed disposal method (public sale process, private treaty etc.).
    o Discusses how the assumed financial value was derived (e.g. agent's advice, valuation, residual land value, unsolicited proposal etc.).
    o Discusses how fair market value will be demonstrated and achieved by the proposed disposal. Discusses cost of disposal.
- **Community Benefit Considerations:** Discusses and quantifies the community/non-financial considerations and potential benefits that could be incorporated into the sale.
- **Risks – Financial, Service Delivery, Reputational, Timing, Other:** Includes an analysis of the major risks associated with the disposal or non-disposal.
- **Recommendation:** Includes a succinct recommendation for consideration

Action Plan

Property Strategy and Implementation of the Community Strategic Plan (CSP)

CSP Guiding Principles/ Objectives	CSP Objectives	Property Strategy Objectives	Actions	KPI
Vibrant Communities	1.1 A safe, active and healthy community	• Provide the services required by residents • Maximise the service potential of assets • Maximise value for money • Balance commercial and community benefits	• Accessible, affordable and modern facilities at swimming pools • Enhance existing health services using Council property • Provide active and passive recreation facilities • Maintain open spaces to encourage greater use by the community • Promote facilities that foster healthy lifestyles	• Funding applications submitted for projects identified in Sporting Precinct Plans
	1.4 Accessible facilities and services are available for people with limited mobility	• Provide the services required by residents • Balance commercial and community benefits	• Continue to improve accessibility of all Council properties	• DIAP targets met as per Disability Inclusion Action Plan
Growing our economy	2.2 The ongoing development, diversification and sustainability of the local business and industry base	• Balance commercial and community benefits • Maximise the service potential of assets • Promote balance between development and sustainability	• Industrial Hangar Development • Dappo Road Residential Subdivision Development • Review tenure arrangements for Council owned and managed properties • Identify and progress development opportunities • Conduct land acquisitions to meet future Council and community requirements	• Sale of industrial hangar lots • Completion of Dappo Road subdivision and commencement of sale of lots • Leases reviewed and renewed as required • Continuation of Industrial Hub and Freight Exchange development

			• Identify underutilised or substandard properties – review for greater use, service provision or disposal • Industrial Hub and Freight Exchange Development • Derribong Street, Trangie – potential development	• Completion of Business Case for potential development of Derribong Street, Trangie • Consideration of Narromine Saleyards • Consideration of expansion of Narromine cemetery • Consideration of future use of Doctor's Surgery • Consideration of future use of Girl Guides Hall Trangie
Protecting and enhancing our environment	3.1 Manage our natural environments for current and future generations	• Promote balance between development and sustainability • Provide property for the services required by residents	• Construction Narromine wetlands redevelopment • Investigate energy efficiency and sustainable building design options for Council property • Minimisation of waste to landfill • Water Treatment Plant • Drainage Strategy	• Completion of Wetlands Extension • Installation solar panels, improved irrigation, use of sustainable building materials by 30 June 2023 • Implementation of Waste Management Strategy • Investigation of construction of Permanent Water Treatment Plant Narromine as well as river water extraction • Implementation of capital works identified in Drainage Strategies – potential acquisition of land • Implementation of capital works identified in Section 7.12 Contributions Plan • Development Approval of Council's quarries

	3.3 A community that values the efficient use of utilities, natural resources and energy	• Promote balance between development and sustainability	• Investigate energy efficiency and sustainable building design options for Council property	• Installation solar panels, improved irrigation, use of sustainable building materials by 30 June 2023
Proactive Leadership	4.3 A financially sound Council that is responsible and sustainable	• Provide consistency and transparency • Meet legal and statutory compliance • Balance commercial and community benefits • Maximise value for money	• Monitor cost of maintenance and management of properties • Data and analysis framework utilised for property acquisition and disposal	• Property Strategy actions completed

OFFICE OF LOCAL GOVERNMENT CIRCULARS

Circular No.	Date	Title	Related Issue	Council Action
21-36	18 November 2021	Update to the Guidelines for Designated Rehoming Organisations under Section 88B of the Companion Animals Act 1998	Councils should refer to the list of designated rehoming organisations on OLG's website before releasing a companion animal to such an organisation where a registration fee exemption is sought. Only those organisations on the list are entitled to concessions in regard to the registration and permit requirements of the legislation. Councils are to continue the established process of 'Flagging' an animal as being purchased from an eligible pound/shelter on the Register to validate fee registration. A late fee also cannot be applied.	Forwarded to Executive Leadership Team for information Forwarded to Manager Health Building and Environmental Services for information
21-37	22 November 2021	Amendments to the Public Health Order relating to voting at the 2021 local government elections	The Public Health (COVID-19 General) Order 2021 (the Public Health Order) has been amended by the Public Health (COVID-19 General) Amendment Order (No 8) to clarify the operation and application of the Public Health Order to voting and other activities at the local government elections.	Forwarded to Executive Leadership Team for information No election held – uncontested
21-38	26 November 2021	Consultation on review of the councillor misconduct framework	The Minister for Local Government, the Hon. Shelley Hancock MP, has initiated an independent review of the framework for dealing with councillor misconduct in New South Wales. Written submissions are invited before 28 March 2022	Forwarded to Executive Leadership Team for information No submission made.

Circular No.	Date	Title	Related Issue	Council Action
21-39	26 November 2021	The NSW Government's Public Spaces (Unattended Property) Act 2021	The *Public Spaces (Unattended Property) Act 2021* (the new Act) was passed by Parliament on 19 November 2021. The Act will repeal the *Impounding Act 1993*. It is important to note the new Act has not commenced and will come into effect on a date appointed by proclamation. Prior to commencement of the new Act, supporting regulations and guidance will be made, following public consultation.	Forwarded to Executive Leadership Team for information Forwarded to Manager Health Building and Environmental Services for information Legislative Compliance Register updated
21-40	7 December 2021	"Hit the Ground Running" councillor webinars	The "Hit the Ground Running" webinars will focus on the key elements of a councillor's role and responsibilities. All councillors are strongly encouraged to participate in the "Hit the Ground Running" webinars. They will provide essential information to support councillors in serving their community and fulfilling their responsibilities.	Forwarded to Executive Leadership Team for information. Councillors Handbook uploaded to Councillors Training Resources Hub Email sent to Councillors with attachment for available webinars. Registered each Councillor for an OLG Portal login to have access to webinars for their term in Council.
21-41	14 December 2021	Annual Reporting of Labour Statistics by Council	Section 217 of the *Local Government (General) Regulation 2021* (the Regulation) has been amended to require councils to report on their employment practices in their annual reports.	Forwarded to Executive Leadership Team for information Forwarded to Manager Human Resources and Governance Support Officer for inclusion in 2021/2022 Annual Report.

Circular No.	Date	Title	Related Issue	Council Action
21-42	24 December 2021	Reminder to councils: decisions on countbacks, administration of the oath or affirmation of office and the delivery of councillor induction and refresher training after the election	Councils are reminded that at their first meeting following the ordinary election, they will be required to decide whether to fill casual vacancies using a countback and to administer an oath or affirmation of office for councillors. Councils are also reminded that they will need to provide induction training for newly elected mayors and councillors and refresher training for returning mayors and councillors within six months of the election.	Forwarded to Executive Leadership Team for information No countback – uncontested election Oaths were made at Ordinary Meeting, 8 December 2021 Induction training complete
22-01	24 January 2022	Local Government Code of Accounting Practice and Financial Reporting 2021-22	The final Code of Accounting Practice and Financial Reporting (Code) is available for preparing councils' 2021-22 financial statements.	Forwarded to Executive Leadership Team for information Forwarded to Director Finance and Corporate Strategy for consideration when drafting of Financial Year Accounts
22-02	8 March 2022	New guidelines covering section 358 applications and Public Private Partnerships	The PPP Guidelines are issued pursuant to section 400C of the Act. Guidelines issued pursuant to section 400C are mandatory guidelines that councils must comply with. The section 358 Guidelines are issued pursuant to section 23A of the Act. Guidelines issued under section 23A of the Act must be taken into account before a council makes a relevant decision.	Forwarded to Executive Leadership Team for information No PPP's entered into
22-03	8 March 2022	Special Rate Variation and Minimum Rate Variation Guideline and Process	IPART will accept and process an additional round of 2022-23 Special Variation (ASV) applications from councils. Councils seeking a permanent special variation will also need to demonstrate the financial need for the special variation to be included in their rate base on an ongoing basis.	Forwarded to Executive Leadership Team for information Not applicable for NSC at this stage

Circular No.	Date	Title	Related Issue	Council Action
22-04	15 March 2022	Payment of councillor superannuation	Following an amendment to the Local Government Act 1993 (the Act) last year, councils may make payments as a contribution to a superannuation account nominated by their councillors, starting from the financial year commencing on 1 July 2022. The making of superannuation contribution payments for councillors is optional and is at each council's discretion.	Forwarded to Executive Leadership Team for information Report to be presented to Council at its April meeting or May meeting with report from Remuneration Tribunal
22-05	16 March 2022	Companion Animals Amendment (Rehoming Animals) Act 2022	On 23 February 2022, the Companion Animals Amendment (Rehoming Animals) Bill passed Parliament. Key changes include: • The need for councils to give written notice to at least 2 rehoming organisations that the animal is available for rehoming and will remain available for at least 7 days from the date the notice is given. • The need to take reasonable steps to advertise on a webpage or through a social media platform that the animal is available for rehoming. • New record-keeping requirements in relation to: ➤ the identification of animals either rehomed or destroyed, and ➤ in the case of animals that are destroyed, the actions a council took to rehome that animal.	Forwarded to Executive Leadership Team and Manager Health Building and Environmental Services for information Email correspondence to Rehoming Organisations to explain the changes to the act Legislative Compliance Register updated. Amendments to be made to policy

2021 WHS Self-Audit Report

Narromine Shire Council

Safety & Wellbeing
WITH **StateCover**

# Contents

2021 WHS Self-Audit: GM executive summary

To help our Members reduce the number and severity of worker injuries and illnesses, StateCover facilitates an annual WHS self-audit. The audit assists councils in the evaluation and monitoring of their WHS management system and management of key hazards.

Your self-audit results for 2021 are summarised below:

Overall WHS Performance 2021	**85.7%**	This score is above average when compared to the average score for all councils
Section 1 - WHS Management System This section analyses how systematically WHS is managed within the organisation. An effective WHS Management system should be planned, integrated, and continually improved throughout the organisation.	**85.7%**	It is recommended that improvements are made to general WHS management system elements and their implementation, in particular: • Planning • Incident investigation • WHS audit • Management review
Section 2 - Key Priority Areas This section identifies if priority WHS risks and hazards are effectively managed and controlled in accordance with regulatory requirements (Industry Standards, Codes of Practice and Guidelines).	**85.6%**	It is recommended that work be done to identify, assess and control a number of hazards across Council, in particular: • Client and public violence • Musculoskeletal risks • Managing the risk of falls • Work near underground services • Contractor management

For Section 1 (WHS Management System), we also analyse results for documentation vs implementation. This year, the questions about documentation scored 91.7%, and questions on program implementation scored 79.6%.

The following graph compares your overall performance score to the previous year, plus several benchmarks. This shows that your council has performed worse than the previous year, is above average when compared to other councils from your region and is above average when compared to other councils from your OLG Group.

Summary of overall results
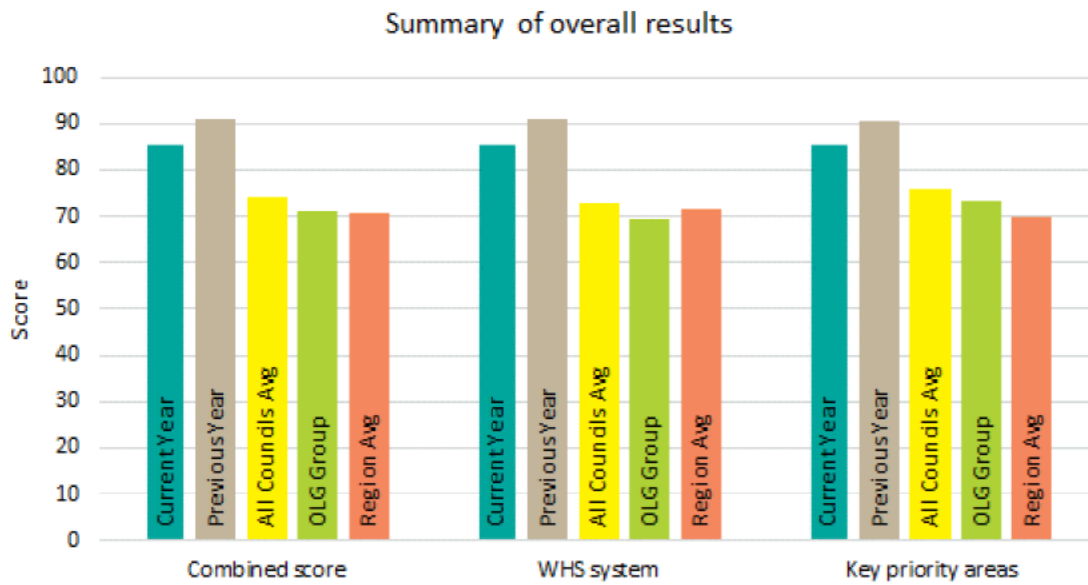
As well as the following detailed report, StateCover has also provided Council with a separate Action Plan to assist in using a systematic approach to address all elements that scored "poor" and "fair".

Introduction

This desktop audit is a tool for obtaining a snapshot of the Council's WHS system and is a mandatory annual continuous improvement activity for StateCover Member Councils. We expect the self-audit and report will assist all councils to:

- better understand their WHS performance in relation to other comparable councils
- track their improvement over time
- prioritise WHS improvements
- allocate sufficient resources
- eventually reduce their injury and illness frequency and severity, therefore reducing their cost of claims and workers compensation premium.

Each year 20% of councils have their evidence verified for selected elements of the WHS Self-Audit. Verification allows us to coach Members to help improve accuracy and identify the most appropriate recommended actions.

This year, as part of a continuous improvement approach, we made some changes to Section 2. We have provided more details about requirements for several of the questions and provided additional guidance notes for all questions.

Results summary

For Section 1 (WHS Management System) you scored 85.7%.

For Section 1 we also analyse results for documentation vs implementation. This year, your average score for the questions about documentation were 12% higher than average scores for questions on program implementation.

Section 1 total	85.7%
Section 1 documentation questions average	91.7%
Section 1 implementation questions average	79.6%

The ratings for each element in Section 1 are summarised below:

| WHSMS Element	Poor <49%				Fair 50-75%				Good >76%			
Grading (%)	0-12	13-24	25-36	37-49	50-55	56-62	63-69	70-75	76-82	83-89	90-96	> 96
WHS policy									🟩	🟩	🟩	🟩
Planning					🟨	🟨						
WHS risk management									🟩			
Consultation and participation									🟩	🟩	🟩	🟩
Training									🟩	🟩	🟩	🟩
Emergency preparedness									🟩	🟩	🟩	🟩
Purchasing									🟩			
Plant and equipment									🟩	🟩	🟩	
Health monitoring									🟩	🟩	🟩	🟩
Incident investigation					🟨	🟨	🟨					
Document control									🟩	🟩	🟩	🟩
Record management									🟩	🟩	🟩	🟩
WHS audits					🟨	🟨	🟨					
Management review					🟨	🟨	🟨					

For Section 2 (Key Priority Areas) you scored 85.6%. The ratings for each element are summarised below:

Key Priority Areas	Poor <49%				Fair 50-75%				Good >76%			
Grading (%)	0-12	13-24	25-36	37-49	50-55	56-62	63-69	70-75	76-82	83-89	90-96	> 96
Musculoskeletal risks					▨	▨	▨					
Electrical test and tag									▩	▩	▩	▩
Sun protection									▩	▩	▩	▩
Bullying and unreasonable behaviour									▩	▩		
Client and public violence	▆	▆	▆									
Confined spaces									▩	▩	▩	▩
Hazardous chemicals									▩	▩	▩	▩
Managing the risk of falls					▨							
Hazardous noise									▩			
Work near overhead powerlines										▩	▩	▩
Work near underground services					▨	▨	▨					
Construction safety									▩	▩	▩	▩
Quarries									▩	▩	▩	▩
Contractor management					▨	▨	▨	▨				
Volunteer management									▩	▩	▩	▩
Traffic management									▩	▩		
Events management									▩		▩	▩
Asbestos									▩	▩	▩	▩

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Audit detailed findings and recommendations

Section 1: WHS management system

The following graph shows your scores for each element of Section 1: WHS management system, based on a weighted total of all questions in each element.
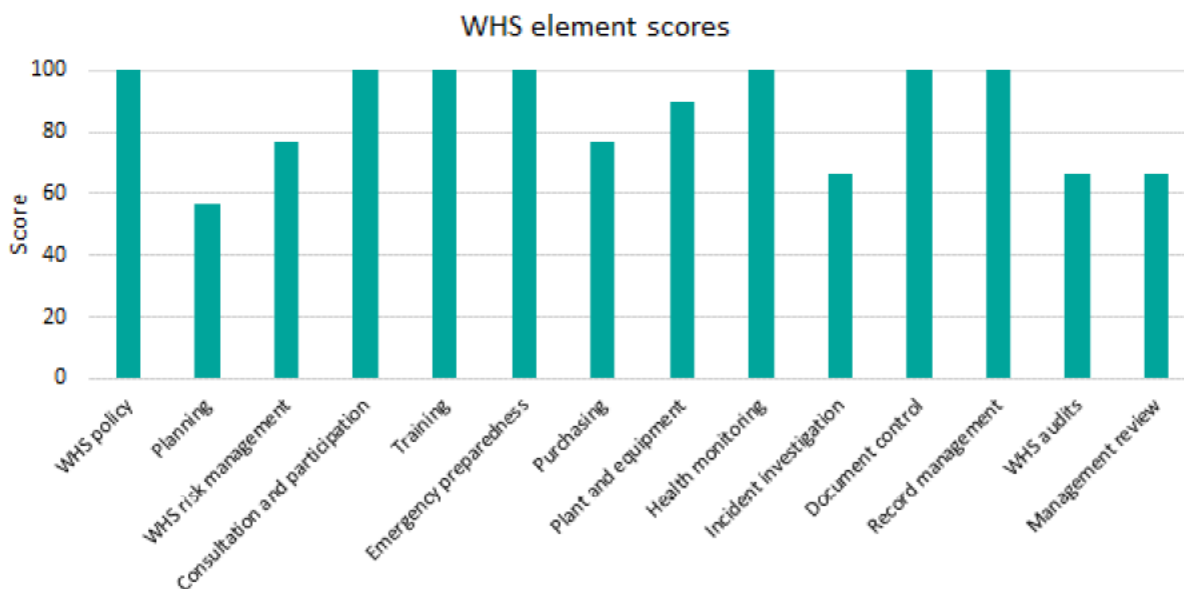
A further breakdown of the audit results for Section 1 is provided below. This includes a rating of your council's performance for each element (i.e. poor, fair or good level of performance) as well as guidance notes to assist Council to address elements that were scored at a poor or fair level.

WHS policy: element 1

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Planning: element 2

You have scored "fair" for this element. Your results indicate that you have basic-moderate systems in place to address this component of your WHS management system. To further improve your performance in this area, please consider the following guidelines:

- The planning process should include documented WHS objectives and targets for all relevant levels and functions within Council. For example, overall objectives and targets should be established for Council as a whole. Using this as a base, individual departments should establish specific targets for their areas.

- Planning must be relevant to the context. For example, WHS objectives and targets must consider specific hazards and risks as well as legislative requirements that apply to Council activities. To do this, Council must have access to the appropriate information including:
  - WHS risks and opportunities
  - current and changing legal obligations
  - injury rates, costs and trends
  - the results of previous audit reports
  - other information regarding the adequacy and effectiveness of the WHS management system
  - the results of previous WHS management reviews.

Targets should include "positive", or "lead", indicators such as the number of inspections, training sessions, risk assessments, etc. to be conducted. These demonstrate progress on preventive actions rather than relying only on "lag" indicators, such as injury rates, which are after the event.

These objectives and measurable targets should be supported by management plans that specify:

- responsibilities for achieving objectives and targets at the relevant levels and functions of Council

- the means and timeframe by which objectives and targets are to be achieved

- how the plan will be monitored

- the resources required, including human resources, technology and financial resources.

WHS risk management: element 3

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Consultation and participation: element 4

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Training: element 5

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Emergency preparedness (including First Aid): element 6

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Purchasing: element 7

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Management of plant and equipment: element 8

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Health monitoring: element 9

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Incident investigation and corrective action: element 10

You have scored "fair" for this element. Your results indicate that you have basic-moderate systems in place to address this component of your WHS management system. To further improve your performance in this area, please consider the following guidelines:

- Incidents that cause, or have the potential to cause, injury or illness should be investigated to identify the reasons behind the incident and to implement corrective measures that prevent a reoccurrence.

- Council should develop procedures that specify how to:
  - investigate incidents and system failures
  - initiate and implement appropriate corrective actions.

Incidents should be routinely and thoroughly investigated in a manner that identifies the underlying, rather than just the superficial, causes of the incident. Corrective actions must be constructive and follow the Hierarchy of Controls so that a reoccurrence of the incident can be prevented.

Document control: element 11

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

Records management: element 12

You have scored "good" for this element (above 75% of the total score). This indicates Council generally has well developed systems in place to address this component of the WHS management system.

WHS audits: element 13

You have scored "fair" for this element. Your results indicate that you have basic-moderate systems in place to address this component of your WHS management system. To further improve your performance in this area, please consider the following guidelines:

- Council should develop and implement a program for periodic WHS audits to evaluate the quality and effectiveness of its WHS management system. These audits should ideally be conducted by an external third party and should provide information on:
  - whether the WHS management system is complete and sufficiently comprehensive
  - any deficiencies and required corrective actions.

Management review: element 14

You have scored "fair" for this element. Your results indicate that you have basic-moderate systems in place to address this component of your WHS management system. To further improve your performance in this area, please consider the following guidelines:

- It is important that Council management reviews progress against WHS targets as well as the overall effectiveness of the WHS management system in order to identify any problems and to promote continual improvement.

- Progress against established targets should be periodically reviewed at all relevant levels and departments to ensure that targets are being achieved. This should be done at appropriate intervals to enable any problems to be identified and corrected in a timely manner.

- Senior management should also review the suitability and effectiveness of the overall WHS management system at least annually. This should include consideration of incident analyses, audit reports, legislative changes and changes in activities or work environments. Any required changes to the WHS management system should be incorporated into the subsequent WHS planning process.

Section 2: Key priority areas

Section 2 examines the management of specific hazards that are common within councils. Based on the findings of the self-audit, your Council's management of specific hazards is summarised below. (Please note that elements selected as "not applicable" in the audit will not appear in the results below.)

Key priority areas scores

For each Key Priority Area element which your Council received a score of 'Fair' (below 75%) or 'Poor' (below 50%), Council needs to work towards ensuring:

- That there is a documented detailed procedure for each Key Priority Area which:
  - Was developed in consultation with workers and has been agreed / ratified by Council
  - Describes how risks related to each Key Priority / Hazard are identified, assessed, controlled and reviewed, on an ongoing basis, including details of the specific processes to be followed, and people responsible.

- Full implementation of this procedure across all of Council with tailored training so that:
  - Managers and workers have a practical awareness of this hazard and how its risks are to be managed
  - Management of the issue is integrated into normal operations; and
  - The risk of injury or illness to workers from exposure to this hazard is reduced to as low as reasonably practicable.

For more detailed recommendations for section 2, please refer to the separate Action Plan document.

General recommendations

In general, we recommend that a systematic approach be taken to improve any areas that were rated "poor" or "fair". This approach includes:

- Prioritise the most important areas for your Council to work on, considering the audit score, potential risk to health and safety, legislative requirements, and impact on injury incidence or claims costs.

- Try to determine the reasons for any poor results. For example, some common causes include the need for:
    - additional information to better understand the issue and the available options
    - better equipment
    - more or improved employee training.
    - additional resources or funding to address the issue
    - clarity about department or individual responsibilities or ownership for certain WHS elements, hazards or risk management tasks
    - improved consultation with workers and stakeholders

- Collaborate with other stakeholders and departments and consider how new WHS controls and improvements can be incorporated into current Council documents or processes where appropriate, rather than developing new WHS-specific documents or processes.

- Develop an action plan to address any weaknesses. This plan should include the steps to be taken, the person responsible and the timeframe for implementation. To assist you in this, a customised action plan template will be sent to you that includes all "poor" or "fair" elements from your audit results.

- Consult with key groups before finalising your WHS Action Plan, e.g. relevant department managers, WHS Committee and leadership team.

- Have your WHS Action Plan endorsed by the general manager and/or leadership team and incorporated into the overall Council Strategy if possible.

- Consider if any WHS actions or objectives can be used to formulate KPIs for senior managers.

Disclaimer

This Report has been prepared solely for use by Narromine Shire Council.

The findings, conclusions and recommendations in this report are based on information provided by Council and is strictly limited in scope to the Council's WHS management system and management of key hazards. The information provided by Council has not been independently verified. While StateCover takes reasonable care to avoid reliance on data and information that is inaccurate or unsuitable, StateCover is not responsible for verifying the accuracy or completeness of any information and data provided by Council.

While every effort has been made to identify all pertinent WHS issues, no guarantee is made that all management system gaps and hazardous conditions have been identified in this report and StateCover assumes no responsibility or liability for:

- errors, deficiencies, inaccuracies or gaps in data used in this report and provided by Council; or
- any claims, demands, suits, judgements, damages or losses that may be brought against StateCover by Council or any third party in connection with the use of, or reliance on, the findings and recommendations set out in this report.

Before using or relying on the recommendations set out in this report, Council must exercise its own care and skill to assess the relevance, reliability, accuracy and completeness of the report. A separate risk assessment should be conducted by Council before implementing any recommendations in this report to ensure that any associated risks have been fully identified and addressed.

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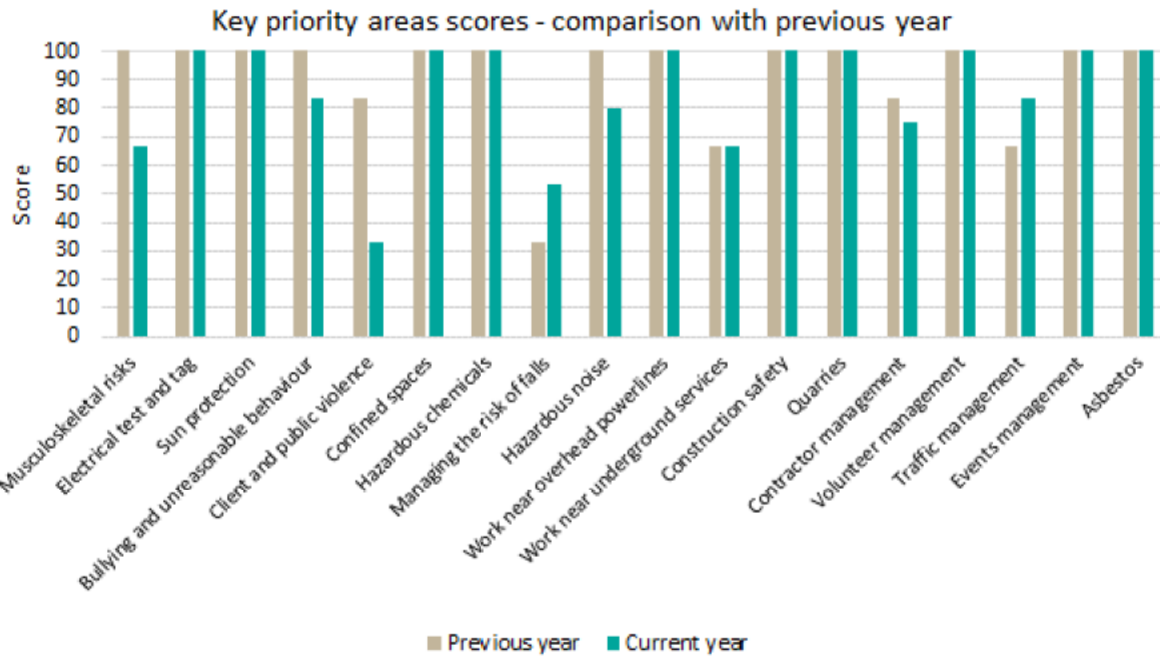
Appendices

Audit results trends

WHS management system elements - comparison with previous year's results

WHS element scores - comparison with previous year

■ Previous year ■ Current year
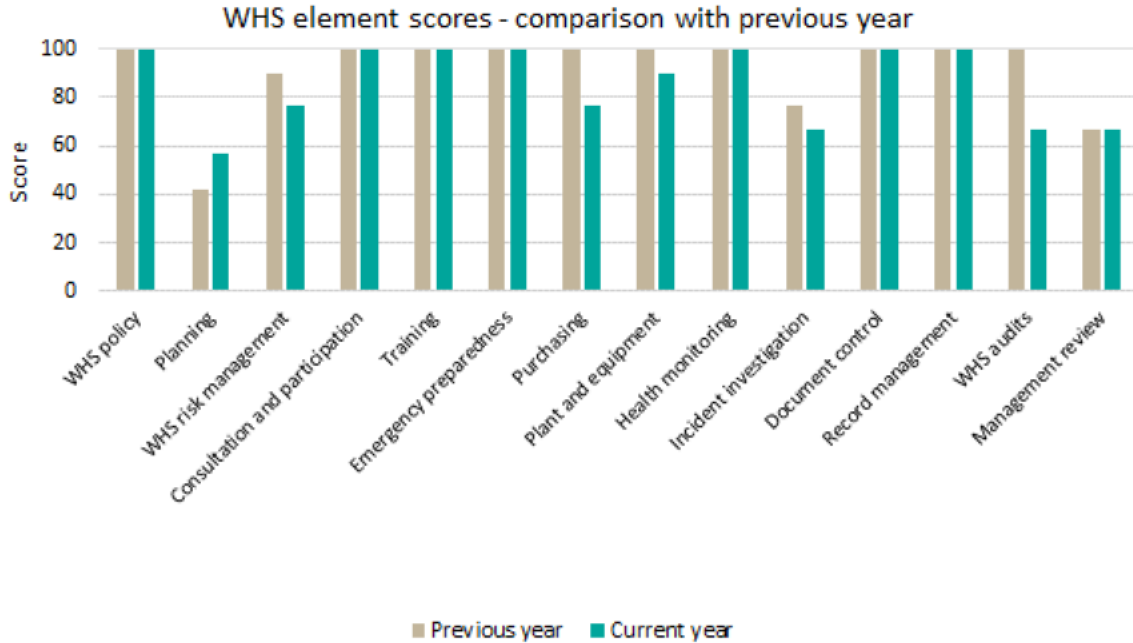
Key priority areas - comparison with previous year's results

Key priority areas scores - comparison with previous year

■ Previous year ■ Current year

Council Trend – Council Audit Results over Several Years

Council audit results trend

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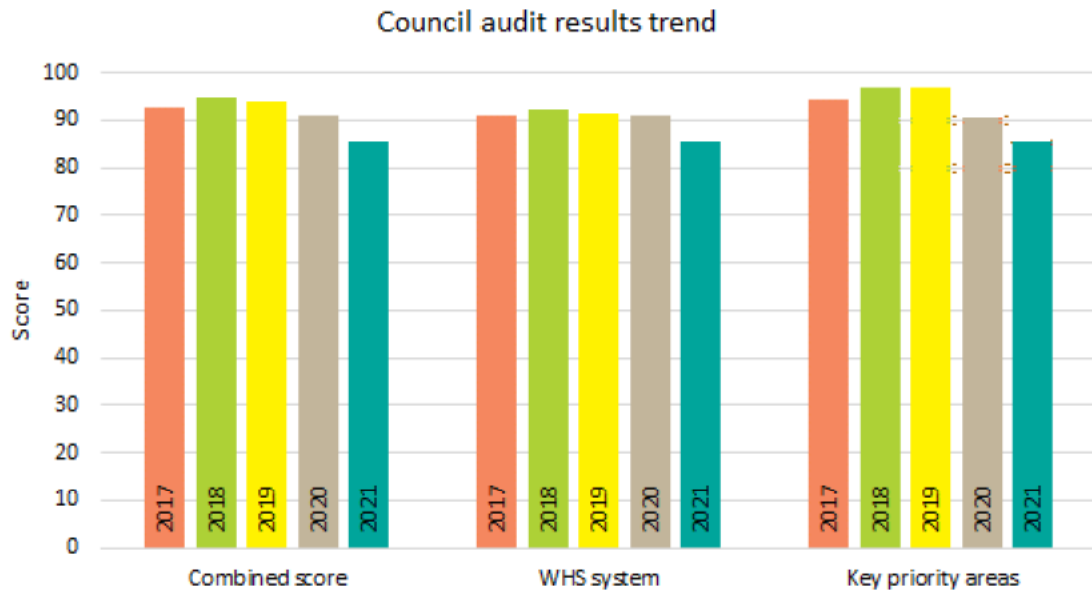
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2021 WHS Self-Audit

Action Plan

Narromine Shire Council

For more information visit
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Introduction

The following template has been prepared to assist you in developing an action plan that addresses any weaknesses identified in the recent StateCover WHS Audit Report. It includes all WHS issues from your audit results that were rated "poor" or fair". This is shown for both sections of the audit as described below:

Section 1 - WHS Management System

This section examined 14 key elements of a WHS management system including the availability of WHS documentation and the effective implementation of WHS procedures.

Section 2 - Key Priority Areas

This section examined how well your council manages 18 common types of hazards that can lead to injury or illness.

For each section, any elements that were rated "poor" are listed first with the relevant recommendations, followed by any elements that were rated "fair".

Based on the recommendations provided, Council should determine specific actions required to address the identified weaknesses. When developing the action plan, it is important to consider the following.

- Which issues should be addressed first? Which have the highest priority due to their likelihood to result in injuries and/or the potential for serious consequences?
    - **Items in the action plan should be re-ordered as required.**
- What is the underlying cause of the issue that needs to be addressed? For example:
    - **inadequate time or resources**
    - **inadequate skills or knowledge**
    - **insufficient or inadequate equipment**
    - **poor safety culture.**
- Is additional information required before a decision can be made on how best to proceed?
- Who will have primary responsibility for completing the action?
- When should the action be completed?
- What additional resources are needed?
- How and when will progress be measured?

Please refer to your StateCover WHS Audit Report for additional recommendations on addressing the identified WHS issues.

2021-22 WHS Action Plan

1.	WHS system elements						
No.	Current Rating	Element	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
1.	Fair	Planning	Develop a documented procedure for WHS planning that outlines: • the planning methodology • the information required to be considered during the planning process (e.g. WHS risks and opportunities, Council's injury trends, audit reports, the adequacy of the WHS management system, legal obligations, etc.) • responsibilities during the planning process • how progress against the plan will be monitored and reviewed. *For further information:* *StateCover sample procedure - WHS Planning and Reporting*	Review & update WHS Planning Procedure to ensure that it contains the following information: • the planning methodology • WHS risks and opportunities, Council's injury trends, audit reports, the adequacy of the WHS management system, legal obligations, etc. • responsibilities during the planning process • how progress against the plan will be monitored and reviewed.	WHS Coordinator	30 December 2021	1 March 2022

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| 2. | Fair | Planning | Develop and implement WHS objectives and measurable targets for all key departments and levels within Council, that are:

• specific to each main department (in addition to the general WHS management system actions outlined in the Action Plan that accompanies the StateCover WHS Self-Audit Report)
• relevant to the context, hazards and risks, opportunities, and applicable legislative requirements
• measurable and include "positive" or lead indicators such as number of inspections conducted, training provided, risk assessments conducted, etc. as these demonstrate progress on preventive actions rather than "lag indicators", which provide information after the event, such as injury rates.

For further information:
AS/NZS ISO 45001:2018 - Section 6.2;
StateCover sample procedure - WHS Planning and Reporting | 1. **Review** WHS KPI's that have been created for each position in the Pulse Performance Management System
For example: lead indicators such as number of risk assessments, prestart checks, hazard inspection completed, incident investigated, health & safety committee meetings attended. | Human Resources Manager & WHS Coordinator | 30 March 2022 | 1 March 2022 |

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1. WHS system elements							
No.	Current Rating	Element	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
3.	Fair	Planning	Develop an implementation plan (WHS Management Plan) for achieving WHS objectives and targets. The plan should specify responsibilities, timeframes, required resources to achieve the objectives and targets, and how the plan will be monitored. *For further information: AS/NZS ISO 45001:2018 - Section 6.2; StateCover sample procedure - WHS Planning and Reporting*	1. This element will be addressed in the above required actions	HR Manager & WHS Coordinator	30 June 2022	1 March 2022
4.	Fair	Incident investigation	Develop a comprehensive procedure for investigating incidents including the composition of the investigation team, the level of investigation required, determining root causes and managing corrective actions. *For further information: AS/NZS ISO 45001:2018 - Section 10.2; StateCover sample procedure - Incident Reporting and Investigation*	1.Review and update the Notifiable Incident Management Policy & Procedures to include the composition of the investigation team, the level of investigation required, determining root causes and managing corrective actions.	WHS Coordinator	30 March 2022	1 March 2022

1.	WHS system elements						
No.	Current Rating	Element	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
5.	Fair	Incident investigation	Implement a process to ensure all incidents (including near misses) are routinely investigated. Ensure that effective corrective actions are implemented that follow the Hierarchy of Controls. *For further information:* *AS/NZS ISO 45001:2018 - Section 10.2; SafeWork NSW Code of Practice 2019, How to manage work health and safety risks* *StateCover sample procedure - Incident Reporting and Investigation*	**1. Review and update the Incident, Near Miss, Reporting and Investigation Procedure to** ensure all incidents (including near misses) are routinely investigated. Ensuring effective corrective actions are implemented that follow the Hierarchy of Controls.	WHS Coordinator	30 March 2022	1 March 2022
6.	Fair	WHS audits	Schedule and conduct periodic internal and/or external audits by qualified personnel to identify any deficiencies in the WHS management system and the corrective actions required. *For further information:* *AS/NZS ISO 45001:2018 - Section 9.2; StateCover sample procedure - WHS Audit*	1.Conduct periodic internal and external audits by qualified personnel to identify any deficiencies in the WHS management system and complete the corrective actions as required.	WHS Coordinator	30 June 2022	Ongoing

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1.	WHS system elements						
No.	Current Rating	Element	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
7.	Fair	Management review	Conduct periodic management reviews of progress against WHS targets and modify implementation plans as required. *For further information:* *AS/NZS ISO 45001:2018 - Section 9.3; StateCover sample procedure - WHS Planning and Reporting*	1. Monthly WHS Management Review Report reviewed against WHS targets and modified as required.	Executive Leadership Team & HR Manager	Currently adopted	Ongoing
8.	Fair	Management review	Senior management to conduct formal annual reviews to assess the overall effectiveness of the WHS management system and identify the changes required to drive continuous improvement. *For further information:* *AS/NZS ISO 45001:2018 - Sections 9.3 and 10.3; StateCover sample procedure - WHS Planning and Reporting*	1. ELT to conduct an annual review of the WHS system to ensure continuous improvement using indicators from: • StateCover Audit • Internal WHS Internal audits conducted by Health & Safety Committee Audits • WHS Management Review Reports	Executive Leadership Team & HR Manager	30 June 2022	

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2.	Key priority areas						
No.	Current Rating	Category	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
1.	Poor	Client and public violence	Develop and implement processes to ensure that client and public violence risks are identified, assessed and controlled. *For further information:* *WorkSafe Victoria 2017, Preventing and Responding to work-related violence: a guide for employers;* *StateCover sample procedure - Preventing and Responding to Workplace Aggression and Violence*	1.Develop a WHS Client and Public Violence Procedure ensuring that all client and public violence risks are identified, assessed and controlled.	WHS Coordinator	30 June 2022	
2.	Poor	Client and public violence	Develop and implement processes to ensure workers are consulted about changes and issues that could expose them to an increased risk of aggression or abuse from members of the public or other people. *For further information:* *WorkSafe Victoria 2017, Preventing and Responding to work-related violence: a guide for employers;* *StateCover sample procedure - Preventing and Responding to Workplace Aggression and Violence*	1. This recommendation will be addressed in the above required actions	WHS Coordinator	30 June 2022	

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2.	Key priority areas						
No.	Current Rating	Category	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
3.	Fair	Musculoskeletal risks	Develop and implement a process to identify, assess and control hazardous manual tasks. Include the assessment of musculoskeletal risks when purchasing plant, equipment or new premises. *For further information:* *SafeWork NSW Code of Practice 2019, Hazardous Manual Tasks; StateCover sample procedure - Hazardous Manual Tasks*	1.Review and update Hazardous Manual Tasks Procedure to include the assessment of musculoskeletal risks when purchasing plant, equipment or new premises.	WHS Coordinator	20 March 2022	1 March 2022
4.	Fair	Managing the risk of falls	Develop and implement procedures to ensure that risk controls for managing the risk of falls follow the hierarchy of controls in accordance with the SafeWork NSW Code of Practice 2019, Managing the Risks of Falls in the Workplace. *For further information:* *SafeWork NSW Code of Practice 2019, Managing the Risk of Falls at Workplaces* *StateCover sample procedure - Managing the Risk of Falls*	1. Review and update Working at Height procedure that follows the hierarchy of controls in accordance with the SafeWork NSW Code of Practice 2019, Managing the Risks of Falls in the Workplace.	WHS Coordinator	30 March 2022	1 March 2022

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2.	Key priority areas						
No.	Current Rating	Category	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
5.	Fair	Managing the risk of falls	Develop and implement processes to ensure that fall arrest systems and rescue plans are in place for work where there is a risk of falls from height that cannot be managed using higher level controls. *For further information:* *SafeWork NSW Code of Practice 2019, Managing the Risk of Falls at Workplaces; StateCover sample procedure - Managing the Risk of Falls*	1.Review Working at Height Safe Work Method Statement (SWMS)	WHS Coordinator	30 March 2022	12 October 2021 "OFSWMSGEN 030 Work at Heights"
6.	Fair	Work near underground services	Develop and implement processes to ensure that Dial-Before-You-Dig plans are obtained and reviewed onsite prior to commencing excavation work. *For further information:* *SafeWork NSW Guide 2007, Work near underground assets*	1. Create a process to implement consistency across the teams. To ensure the 5Ps of excavation are followed. A procedure is currently in place.	WHS Coordinator	30 March 2022	12 October 2021
7.	Fair	Work near underground services	Develop and implement processes to ensure the '5Ps' of safe excavation (plans, prepare, pothole, protect, proceed) are routinely followed for excavation work. *For further information:* *SafeWork NSW Guide 2007, Work near underground assets* *Local energy provider websites*	These recommendations will be addressed in the above required actions	WHS Coordinator	30 March 2022	12 October 2021

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2.	Key priority areas						
No.	Current Rating	Category	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
8.	Fair	Contractor management	Develop and implement a WHS Contractor Management procedure or equivalent. *For further information:* *StateCover sample procedure - Contractor WHS Management*	1.Review and update Contractor Management Policy to ensure: • Due diligence checks are made • Contractor onsite inductions • Contractor WHS compliance monitored • Contractor non-conformance monitored	WHS Coordinator	30 March 2022	Under review
9.	Fair	Contractor management	Develop and implement a process to ensure suitable due diligence checks are conducted when engaging contractors including consideration of capability (including qualifications), WHS resources and safety systems, performance and insurances. *For further information:* *StateCover sample procedure - Contractor WHS Management*	1. These recommendations will be addressed in the above required actions	WHS Coordinator	30 March 2022	Under review

2.	Key priority areas						
No.	Current Rating	Category	Recommendations	Actions Required	Person Responsible	Proposed Completion Date	Completed
10.	Fair	Contractor management	Develop and implement a process to ensure that when inducting all new contractors adequate WHS risk information and instruction is provided and there is an emphasis on site-specific risks. *For further information:* *StateCover sample procedure - Contractor WHS Management*	1. These recommendations will be addressed in the above required actions	WHS Coordinator	30 March 2022	Under review
11.	Fair	Contractor management	Develop and implement processes to ensure that the WHS performance of contractors is monitored and non-conformances are managed as per the contract agreement. *For further information:* *StateCover sample procedure - Contractor WHS Management*	1. These recommendations will be addressed in the above required actions	WHS Coordinator	30 March 2022	Under review

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