
NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 14 FEBRUARY 2024
REPORTS TO COUNCIL – GENERAL MANAGER

1. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2023 TO 31 DECEMBER 2023

| | |
|--------------------------------|--|
| Author | Director Governance |
| Responsible Officer | General Manager |
| Link to Strategic Plans | CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies |

Executive Summary

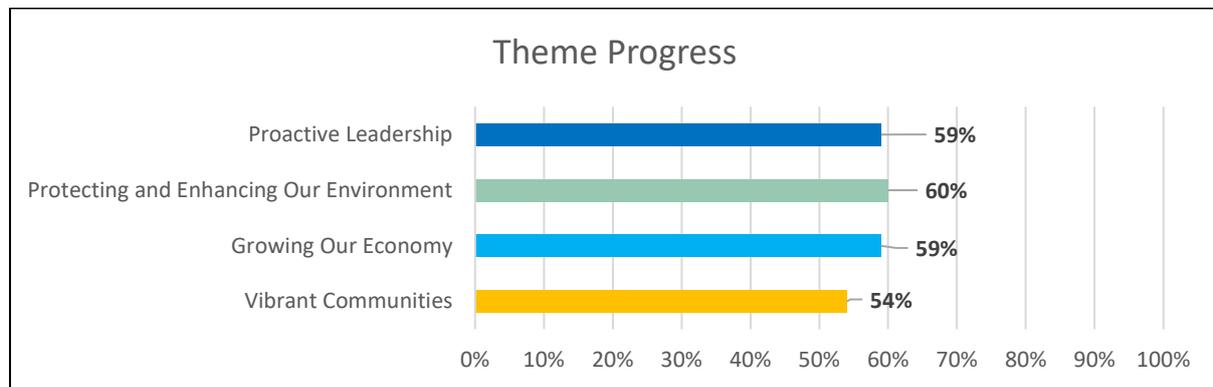
This report provides Council with information on the progress of Council's Delivery Program actions from 1 July 2023 to 31 December 2023. Council has achieved 58% of its goals for the 2023/2024 financial year.

Report

The General Manager must ensure that progress reports are provided to Council, with respect to the principal activities detailed in the Delivery Program, at least every six months.

The report (**see Attachment No. 1**) presents the progress on Council's achievements in implementing the 2022/2027 Delivery Program and the 2023/2024 Operational Plan to 31 December 2023. Each item in the Delivery Program is referenced to one of the key priorities in the Community Strategic Plan – Vibrant Communities; Growing Our Economy; Protecting and Enhancing Our Environment; Proactive Leadership.

Council's performance against each key priority is reflected in the graph below: -



Notable achievements for the 2023/2024 financial year to date include: -

- Donation of over \$25,369 to community groups
- Allocation of \$56,438 of funds from the Tomingley Gold Community Fund to various community organisations
- Successful grant funding applications include the following:
 - Capital Assets Program – flood repairs - \$828,000.
 - Confirmation of \$9,000,000 Growing Local Economies Fund – new Industrial Estate Narromine
 - Regional Youth Holiday Break Program summer and autumn - \$21,000.

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**1. DELIVERY PROGRAM PROGRESS REPORT – 1 JULY 2023 TO 31 DECEMBER 2023
(Cont'd)**

- Commencement of Smart Meter Water device online customer portal
- Partnering with community groups for events such as Dolly Festival, 37th FAI World Gliding Championships, Venetian Carnival etc.
- Completion of Oaks Bridge realignment.
- Completion of the Narromine Tennis building
- Council's Water Team received the Water Industry Operator Association's inaugural award for Team of the Year for the installation and completion of the Tomingley Water Treatment plant.
- Endorsement of Dundas and Payten Park Precinct Plan
- Burraway Street footpath construction
- Numerous flood damage road repairs

Projects underway include: -

- Trangie sporting precinct car park
- Narromine wetlands Project – finalisation
- Narromine Levee Feasibility Study
- Integrated Water Cycle Management Strategy

Financial Implications

Operational Plan and Budget 2023/2024

Legal and Regulatory Compliance

Local Government Act 1993 – Section 404(5)

Risk Management Issues

Compliance with legislative requirements.

Council's Delivery Program must include a method of assessment to determine the effectiveness of each principal activity detailed in the Delivery Program in implementing the strategies and achieving the strategic objectives at which the principal activity is based.

Internal/External Consultation

Council's Delivery Program was placed on public exhibition prior to its adoption by Council.

Attachments

- Delivery Program Progress Report – 1 July 2023 to 31 December 2023
(Attachment No. 1)

RECOMMENDATION

That the Delivery Program Progress Report from 1 July 2023 to 31 December 2023 be noted.

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2. DISCLOSURES OF PECUNIARY INTERESTS AND OTHER MATTERS RETURNS

| | |
|--------------------------------|--|
| Author | Director Governance |
| Responsible Officer | General Manager |
| Link to Strategic Plans | CSP – 4.2.8 Implement best practice governance standards, transparent decision making and a strong ethical culture |

Executive Summary

This report is presented to Council in accordance with legislative requirements.

Report

Designated Persons are required to lodge a Pecuniary Interest and Other Matters Return with the General Manager within 3 months of becoming a Designated Person, and thereafter prior to 30 September each year.

The General Manager must keep a register of returns required to be made and lodged. Returns required to be lodged with the General Manager must be tabled at the first meeting of the Council after the last day the return is required to be lodged.

The Director Infrastructure and Engineering Services and Manager Infrastructure Delivery have lodged their returns.

Financial Implications

Nil

Legal and Regulatory Compliance

Code of Conduct – Clause 4.21 and Schedule 2
Government Information (Public Access) Act 2009 and Regulations

Risk Management Issues

Information contained in returns made and lodged is to be made publicly available in accordance with the requirements of the Government Information (Public Access) Act 2009, the Government Information (Public Access) Regulation 2018 and any guidelines issued by the Information Commissioner.

Designated Persons have an obligation to keep the information contained in their returns up to date. When becoming aware of a new interest that must be disclosed in the return, or an interest previously not disclosed, a Designated Person must submit an updated return within three months of becoming aware of the previously undisclosed interest.

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2. DISCLOSURES OF PECUNIARY INTERESTS AND OTHER MATTERS RETURNS (Cont'd)

Internal/External Consultation

Consultation with Designated Persons

Attachments

Nil

RECOMMENDATION

That the information be noted.

3. DELEGATION

| | |
|--------------------------------|--|
| Author | Director Governance |
| Responsible Officer | General Manager |
| Link to Strategic Plans | CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies |

Executive Summary

This report is provided to Council to amend the delegation to the General Manager in relation to the determination of development applications.

Report

Council has approved the following delegation to the General Manager –

- Determine Development Applications in accordance with Council's planning instruments, Development Control Plan, and State and Regional Environmental Planning policies and instruments: -
 - To the capital investment value of \$2 million
 - Applications for modification to a DA previously determined by Council, where not considered a significant modification
 - Development that meets the performance outcomes of Clause 4.63 of the LEP and results in less than 10% variation to the Development Standard being varied
 - Where an application is recommended for refusal by Council staff on the grounds that the application remains incomplete following the request for the supply of additional information
 - Excluding where Council is the beneficiary
 - Excluding applications with 'significant public interest'
-

3. DELEGATION (Cont'd)

Council has since adopted the Conflict of Interest – Dealing with Council-Related Development Throughout the Development Process Policy. The policy delegates authority for the General Manager to: - assess whether the development application is one in which a potential conflict of interest exists, identify the phases of the development process at which the conflict of interest arises, assess the level of risk at each phase of the development process, and determine what (if any) management controls should be implemented.

The policy therefore negates the requirement for development applications to be determined by Council where Council is the beneficiary.

Given the substantial increase in construction costs/capital investment values over the past 12 months, it is recommended that reference to the capital investment value be removed from the delegation. Developments that are large in investment value, scale and/or complexity would be considered regionally significant or state significant development.

It is recommended that the definition of 'significant public interest' be defined as more than 10 objections by way of individual submissions from different households (with a petition or proforma document to count as one objection).

It is also recommended that the delegation include authority for the General Manager to determine whether a Council activity, which has been the subject of an environmental assessment under Part 5, Division 5.1 of the Environmental Planning and Assessment Act, may proceed.

Financial Implications

There are no financial implications for consideration in amending this delegation.

Legal and Regulatory Compliance

Local Government Act 1993 – Section 377
Environmental Planning and Assessment Act 1997

A Council, may by resolution, delegate this function to the General Manager.

Risk Management Issues

Compliance with legislative requirements.

Maximising the development assessment delegation ensures a consistent and efficient decision-making process.

Internal/External Consultation

General Manager
Director Community and Economic Development
Manager Planning

Attachments

- Nil

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3. DELEGATION (Cont'd)

RECOMMENDATION

1. That the General Manager be delegated authority to Determine Development Applications in accordance with Council's planning instruments and policies, Development Control Plan, and State and Regional Environmental Planning policies and instruments:-
 - Including applications for modification to a Development Application previously determined by Council, where not considered a significant modification;
 - Including where a Development Application is recommended for refusal by Council staff on the grounds that the application remains incomplete following the request for the supply of additional information; and
 - Excluding Development Applications with 'significant public interest' such as where there are more than ten objections by way of individual submissions from different households (note - a petition or proforma document is counted as one objection).
2. That the General Manager be delegated authority to determine whether a Council activity, which has been the subject of an environmental assessment under Part 5, Division 5.1 of the Environmental Planning and Assessment Act, may proceed.

4. PUBLIC INTEREST DISCLOSURES POLICY

| | |
|--------------------------------|--|
| Author | Director Governance |
| Responsible Officer | General Manager |
| Link to Strategic Plans | CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies |

Executive Summary

This report provides Council with information to consider and endorse the Public Interest Disclosures Policy.

Report

Council adopted its Internal Reporting Policy in June 2019, which was subsequently revised in November 2020 and again in July 2023. The Internal Reporting Policy provided the framework for dealing with public interest disclosures under the Public Interest Disclosures Act 1994.

4. PUBLIC INTEREST DISCLOSURES POLICY (Cont'd)

The Public Interest Disclosures Act 1994 has now been superseded by the Public Interest Disclosures Act 2022 which commenced on 1 October 2023. The new Act provides public officials with multiple pathways to report serious wrongdoing. This includes reporting to a disclosure officer, a manager and other agencies, such as integrity agencies.

The threshold for what is considered detrimental action has been lowered and the associated penalties for the detrimental action offence have been increased, compared to the 1994 Act. The 2022 Act recognises that there are 3 types of Public Interest Disclosures (PIDs), and that some people who are not public officials, may also make reports or provide information and require protection from detrimental action.

The types of PIDs are: -

Voluntary PID – this is a PID where the report has been made by a public official because they decided, of their own accord, to come forward and disclose what they know.

Mandatory PID – this is a PID where the public official has made the report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.

Witness PID – this is a PID where a person discloses information in the course of an investigation of serious wrongdoing following a request or requirement of the investigator.

The protections in the PID Act for a person who makes a PID will generally apply to all types of PIDs.

However, most of the obligations on agencies in the Act relate specifically to voluntary PIDs. These include the obligations about how a voluntary PID must be assessed, what information must be given to the maker of a voluntary PID, how the voluntary PID must be investigated or otherwise dealt with, and what must be reported to the Ombudsman about voluntary PIDs.

Recipients of PIDs have now been extended to include the person's manager. Where a voluntary PID is made to the person's manager, it is the manager's responsibility to make sure the PID is communicated to a Disclosure officer/coordinator as soon as reasonably practicable so that it can be dealt with.

The NSW Ombudsman has released a new model Public Interest Disclosures Policy. Council's policy has therefore been revised to accord with the model policy (**see Attachment No. 2**). It is intended that the Public Interest Disclosures Policy will supersede the Internal Reporting Policy.

Financial Implications

There are no financial implications in adopting this policy.

4. PUBLIC INTEREST DISCLOSURES POLICY (Cont'd)

Legal and Regulatory Compliance

Under section 42 of the Public Interest Disclosures Act 2022, all agencies must have a Public Interest Disclosures Policy. Council is defined as an agency, see section 16 of the Act.

Risk Management Issues

Council can adopt the model policy contained within the NSW Ombudsman's Guideline. If Councils develop their own policy not based on the model policy, they must still have regard to the relevant Ombudsman's guidelines.

Internal/External Consultation

- NSW Ombudsman's Model Public Interest Disclosures Policy
- NSW Ombudsman Guideline – Developing your Public Interest Disclosures Policy

There is no requirement to place the draft Public Interest Disclosures Policy on public exhibition.

Attachments

- Draft Public Interest Disclosures Policy (**Attachment No. 2**)

RECOMMENDATION

That the Public Interest Disclosures Policy as presented to Council be adopted.

5. COMPLAINT HANDLING POLICY

| | |
|--------------------------------|--|
| Author | Director Governance |
| Responsible Officer | General Manager |
| Link to Strategic Plans | CSP – 4.3.1 Operate and manage Council in a financially sustainable manner that meets all statutory and regulatory compliance and Council policies |

Executive Summary

This report provides Council with information to review Council's Complaint Handling Policy.

Report

Council's Complaint Handling Policy was reviewed and endorsed at Council's Ordinary Meeting held on 13 November 2019 (**Resolution No 2019/282**).

5. COMPLAINT HANDLING POLICY (Cont'd)

Council's policy is based on the Model Complaint Handling Policy issued by the NSW Ombudsman in 2015. The NSW Ombudsman uses their model policy as a benchmark when auditing complaint handling policies and procedures of local councils.

Council's Complaint Handling Policy is intended to ensure that Council handles complaints fairly, efficiently and effectively. It provides guidance to our staff and people who wish to make a complaint on the key principles and concepts of our complaint management system – facilitating complaints, responding to complaints, managing the parties to a complaint and accountability and learning.

It is important to note that a complaint is defined as an expression of dissatisfaction made to or about Council, its services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required. It is not a request for service, a request for information or an explanation of policies or procedures, or an expression of concern or opinion (where a response or resolution is not explicitly or implicitly expected).

Staff grievances, Code of Conduct Complaints and Public Interest Disclosures are dealt with through separate mechanisms.

Council's Complaint Handling Policy is scheduled for review. No substantive changes to the policy are recommended.

Financial Implications

Nil

Legal and Regulatory Compliance

NSW Ombudsman Model Complaint Handling Policy (2015)

Risk Management Issues

This policy provides a framework to enable Council to determine how a complaint will be managed. Council will consider how serious, complicated or urgent the complaint is; whether the complaint raises concerns about people's health and safety; how the person making the complaint is being affected; the risks involved if resolution of the complaint is delayed, and whether a resolution requires the involvement of other organisations.

Whilst anonymous complaints are accepted by Council, the issues will only be dealt with where there is enough information provided.

5. COMPLAINT HANDLING POLICY (Cont'd)

Internal/External Consultation

- NSW Ombudsman's Model Complaint Handling Policy

There is no requirement to place the revised Complaint Handling Policy on public exhibition.

Attachments

- Revised Complaint Handling Policy (***Attachment No. 3***)

RECOMMENDATION

That the revised Complaint Handling Policy as presented to Council be adopted.

6. LEASE FEE – SALEYARDS CANTEEN

| | |
|--------------------------------|--|
| Author | Director Governance |
| Responsible Officer | General Manager |
| Link to Strategic Plans | CSP – 4.3.3 Ensure Council's assets are monitored and well managed CSP – 2.3.1 Support the growth and development of new and existing businesses and industry |

Executive Summary

This report provides Council with information to determine a lease fee for the Saleyards Canteen.

Report

Council has recently received an enquiry from a Veterinary Provider who would like to lease the Saleyards Canteen for 1 day per fortnight or 1 day per month dependant on demand. At this stage it is anticipated that Veterinary Services would be available on a Wednesday or Thursday from 9.30am to 4.00pm each fortnight or month by appointment only. Small animal veterinary services would include: -

- Vaccinations
- Microchipping
- Health Checks
- Skin Issues
- Lameness examinations
- Euthanasia (home service)

6. LEASE FEE – SALEYARDS CANTEEN (Cont'd)

Surgeries and emergency services will not be offered.

Council's lease of the Narromine Saleyards for monthly store sheep sales terminated in 2019. The canteen is no longer utilised for stock sales and is therefore available for use on a short-term basis. This facility is used as a Driver Reviver site on the June long weekend.

Financial Implications

Council's 2023/2024 Fees and Charges do not include a lease fee for use of the Saleyards Canteen.

Council's Property Strategy provides for commercial leasing of property unrelated to delivery of services.

When determining the commercial rental to be charged for the lease of the Canteen, Council should consider a balanced approach to maximising value for money. This includes the assessment of the community benefits that this service will provide, and the benefits available to Council for the veterinary care of companion animals at the animal shelter.

It is therefore recommended that a rental of \$80 (including GST) per day/visit be charged for the proposed lease of the canteen for the provision of veterinary services. This is to cover the cost of water and electricity usage.

Legal and Regulatory Compliance

Section 377 of the Local Government Act 1993 provides that Council cannot delegate the making of a charge or the fixing of a fee.

A lease agreement will need to be entered into for the use of the facility.

Risk Management Issues

Narromine's veterinary service has not operated for some time now, with residents having to travel to Dubbo to access veterinary care. The provision of routine veterinary care in Narromine is an important health service for our companion animals.

Internal/External Consultation

Manager Community Facilities
Executive Leadership Team

Attachments

- Nil

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6. LEASE FEE – SALEYARDS CANTEEN (Cont'd)

RECOMMENDATION

That the Narromine Saleyards Canteen be leased at \$80 (including GST) per day/visit for the provision of small animal veterinary services.

Jane Redden
General Manager



Delivery Program Progress Report

1 July 2023 – 31 December 2023

Contents

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Narrromine Shire Vision

The Narrromine Shire is a friendly place to live with a strong sense of community that values our services, facilities and our natural rural environment.

We are a community that values the diversity of people, ideas, perspectives and experiences.

We work together to strive towards a vibrant, safe and engaged community that provides opportunities for all its members.

Our Council is a leader for our community, sharing the responsibility for growth, development and provision of services.



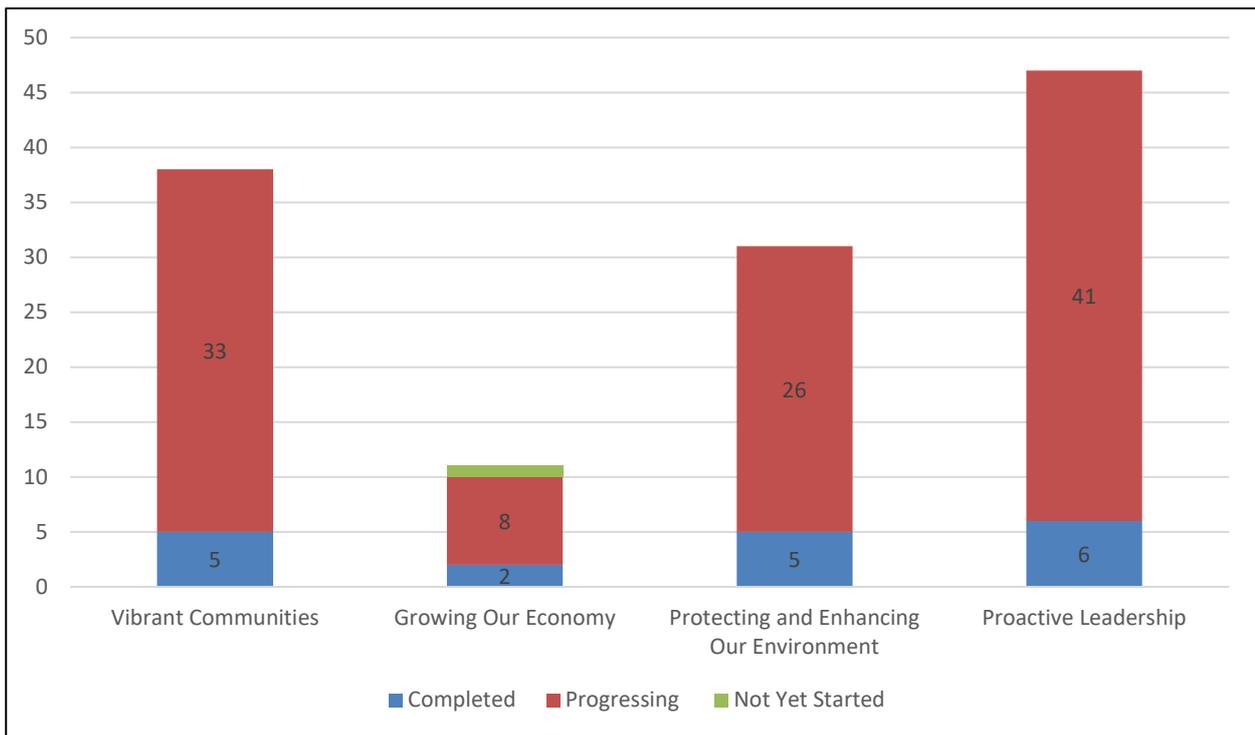
Delivery Program

This is the plan where the community's strategic goals are translated into actions. These are the principle activities to be undertaken by Council to implement the objectives established by the Community Strategic Plan within the resources available under the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected Council. It is designed as the single point of reference for all principle activities undertaken by Council during its term. All plans, projects, activities and funding allocations must be directly linked to this Program.

As Local Government is a division of State Government, it is appropriate that Council's goals are linked to the 32 goals developed by the State Government in their 2021 plan. These are referenced as 'SP number' for each Delivery Program goal.

Below is the summary of Council's overall performance for 1 July 2023 – 31 December 2023.





VIBRANT COMMUNITIES

Our Goal:

We want to create a safe, healthy and connected region that encourages participating and creates a strong sense of pride in our community and each other's well-being.

A SAFE, ACTIVE AND HEALTHY COMMUNITY – SP Nos. 16, 23, 27

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|---|-----------------|---|
| 1.1.01.01 | Liaise with Police and other community groups. | Liaise every six months with police advocating for crime minimisation | 50% | Regular meetings are held with NSW Police representatives on local issues and contact is made with Police as required. |
| 1.1.01.03 | Undertake activities in the Crime Minimisation Strategy | Activities completed in accordance with Action Plan | 50% | Additions to CCTV undertaken in 2023. |
| 1.1.02.01 | Coordinate annual inspection of Council streetlights to ensure adequate operation. | Audit conducted annually. | 50% | Council completed an audit of Narromine in September 2023. Essential Energy also conduct inspections in accordance with the Council Streetlight Maintenance Program and provide Council with quarterly reporting outlining repairs, patrols and other statistics. |
| 1.1.02.02 | Reduce risk of nuisance and harm from companion animals | Continue to provide ranger services in accordance with legislative provisions | 50% | Council's Animal shelter is operational and ranger services are actively provided. |
| 1.1.03.01 | Develop and publicise a brochure on the facilities available in the Shire. | Review and update services/facilities brochure | 50% | Tourist brochure updated. Council continues to supply the Visitors Information Centre and travel routes with visitor brochures. |
| 1.1.03.02 | Promote recreational opportunities for all ages through website, social media and other available networks. | Update information monthly | 50% | Upcoming programs and activities at the Narromine Sports and Fitness Centre along with Active School Holiday Programs continue to be promoted online, via emails and through social media regularly. |
| 1.1.03.03 | Participate in interagency meetings and provide Council assistance where appropriate. | 75% attendance | 50% | Council continues to attend meetings and participate with other agency partners to deliver and promote these opportunities. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|---|
| 1.1.04.01 | Upgrade recreational services booking system and streamline allocation process for all recreational facilities. | Implement a streamlined process of bookings by 30 June 2024. Promote booking system throughout the community. | 50% | Internal work group has been formed with development underway. |
| 1.1.04.02 | Implementation of the Sports and Recreational Masterplan. | Seek grant funding to implement actions | 50% | Further development of the strategies within the plan are underway. Actions to be undertaken as funding allows. |
| 1.1.04.03 | Promote sporting opportunities for all ages through website, social media and other available networks. | Update information monthly as required | 50% | Regular updates through social media, LED Digital Board, Narromine Region Events Calendar and Council Column. |
| 1.1.04.04 | Implement strategies in the Sports and Recreational Masterplan for the provision of cycleway routes in Narromine and Trangie. | Seek grant funding for construction of cycleway and walkway routes | 50% | Ongoing footpath works underway. |
| 1.1.05.01 | Maintain health services provided within Council owned Narromine Shire Family Medical Health Centre and Trangie Doctor's surgery to meet the needs of users. | Continue to provide facilities for the provision of GP and allied health services in Narromine and Trangie | 50% | Council continues to maintain facilities in the Shire as required. |
| 1.1.05.02 | Strengthen relationships with key medical agencies within the Shire. | Meet biannually with Western NSW LHD Narromine and Trangie health providers | 50% | Proactive and positive relationships maintained with Western NSW Local Health District and Narromine Shire Family Health Care services. |
| 1.1.06.01 | Upgrade club house at Narromine pool. | Attract funding to improve the facility. | 50% | Upgrades to the pool clubhouse in Narromine will be considered in future budgets. |
| 1.1.06.02 | Review operational costs of Narromine and Trangie pools and determine fees and charges annually. | Fees and charges reviewed and adopted by 30 June each year. | 50% | Narromine and Trangie Pool fees and charges in review to be adopted prior to 30 June 2024. |
| | | Review of existing and future operational model of aquatic centres. | | Future operational model to be reviewed at the end of the 2023/2024 season. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|---|-----------------|---|
| 1.1.07.01 | Maintain and enhance outdoor fitness equipment in appropriate parks and open spaces | Seek funding to attract installation of outdoor fitness equipment by 30 June 2024 | 50% | Council has a master plan for Rotary Park and continues to work on improving outdoor fitness equipment. |
| 1.1.08.01 | Upgrade existing air-conditioning at the Narromine Sports Centre | Upgrade completed by 30 June 2024 | 30% | Council was successful in receiving funding to install air conditioning at the Narromine Sports Centre, with works planned prior to 30 June 2024. |
| 1.1.08.02 | Refurbish roofing at Narromine Sports Centre | Upgrade completed by 30 June 2024 | 30% | Council has been advised of funding approval and is awaiting receipt of funding deed, prior to works commencing. |
| 1.1.08.03 | Ensure adequate resources are allocated to the Sports Centre to maintain facilities in accordance with community usage. | Review fees and changes annually by 30 June. | 50% | Sports Centre fees and charges in review to be adopted prior to 30 June 2024. |
| 1.1.08.04 | Investigate the security solutions for the Narromine Sports Centre | Attract funding if necessary to improve security | 10% | Currently no funding allocated to this. However, Council has approved funding to update the access and payment software to improve payment options for members. |
| 1.1.09.01 | Convene and support bi-annual sports user group workshops in winter and summer. | 100% meetings held with sports user groups. | 50% | Meeting re-scheduled for early 2024. |
| 1.1.09.02 | Prepare Leases/Licenses or User Agreements for all Sporting Groups using Council's sporting fields. | Agreements prepared for all user groups. | 50% | Leases and licences are prepared and entered into as required. |
| 1.1.10.01 | Continue to implement actions identified within Council's sport and recreational master plan with regard to the provision of increased shade in public parks and open spaces. | Items actioned as per Master Plan | 50% | Development continues in regards to the Master Plan, e.g. further works to Dundas and Peyton Oval (planning) and Trangie Oval precinct, with a focus on the provision of shade. |

A VIBRANT AND DIVERSE COMMUNITY THAT HAS A STRONG SENSE OF BELONGING AND WELLBEING – SP Nos. 13, 14, 24, 27

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|---|-----------------|---|
| 1.2.01.01 | In partnership with the community, continue to facilitate events that celebrate community values including all groups within the community and provide financial and in-kind assistance for community and private events. | Two major events held annually | 100% | Council partnered with community committees and organisations to assist with successful events including Narromine Dolly Festival, Narromine Venetian Carnival, Christmas events in Trangie and Tomingley. Ongoing assistance provided to community groups as per Council policies. |
| 1.2.02.01 | Provide grants through the Donations, Sponsorships and Waiver of Fees & Charges Policy process to community groups, with an emphasis on sports, recreation, arts, cultural, leadership and development activities. | Submissions advertised and received by 30 September, and applicants advised by 30 November each year. | 100% | Applications were considered and approved by Council in November 2023. |
| 1.2.02.02 | Continue to support the Local History Groups in Narromine and Trangie with a financial contribution to assist with their work. | Donation to both Local History Groups in the Annual Budget. | 100% | Support provided to both Trangie and Narromine Local History Groups. |
| 1.2.02.03 | Give public recognition of volunteer service. | Hold annual volunteers recognition morning tea. | 100% | Council continues to work closely with many community groups. Volunteers 'Thank you' Morning Tea was held 25 August 2023. |
| 1.2.03.01 | Liaise with Local Aboriginal Land Councils to enhance the opportunities for the Indigenous community. | Two meetings coordinated per year | 50% | Council continues to liaise with both Trangie and Narromine Aboriginal Land Council and other groups. |
| 1.2.03.02 | Assist with NAIDOC Week, Reconciliation Day and other events of importance to the Aboriginal community. | Involvement at these events on an annual basis. | 50% | NAIDOC Week included a number of activities which were led by the Aboriginal Lands Council and other local groups. The program was supported by Narromine Shire Council. |
| 1.2.03.03 | Implement Targets in the Aboriginal Community Memorandum of Understanding (MOU) Action Plan | Co-ordinate meeting every six (6) months to discuss targets in Action Plan | 50% | Council continues to consult with the local Aboriginal community as per the MOU. |

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|--|-----------------|---|
| 1.2.04.01 | Develop a 'lifestyle' branding strategy for the towns and villages within the Shire | Lifestyle branding complete by 2024 | 100% | Lifestyle branding included with tourism brochure, shop local campaign and where appropriate. |
| 1.2.05.01 | Continue to advocate for aged care facilities within our shire | Meet annually with Aged Care providers | 50% | Council continues to work with Timbreebongie House. Work is progressing on aged unit development. |

A COMMUNITY THAT CAN ACCESS A RANGE OF FORMAL AND INFORMAL EDUCATION, INFORMATION AND OTHER SERVICES AND OPPORTUNITIES TO ENHANCE THEIR LIVES - SP No. 15

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|--|-----------------|---|
| 1.3.01.01 | Advocate where possible for the increased provision of childcare opportunities within the Shire. | Meet every six months with State and Federal Local Members ensuring the provision of childcare services in our Shire | 50% | Council continues to meet with State and Federal members and advocate for services as required. |
| 1.3.02.01 | Macquarie Regional Library interact with both children and elderly. | Activities are held twice a year | 50% | Council continues to support the ongoing community work of the Macquarie Regional Library. |
| 1.3.03.01 | Advocate for industry specific training. | Meet with vocational trainers twice a year. | 50% | Meetings held with CSU, RDA, Industry, TAFE and School Principals in regard to Vocational Training Opportunities. |
| 1.3.04.01 | Work in conjunction with Macquarie Regional Library to facilitate local training opportunities for the community. | At least two local training sessions offered annually | 50% | Council continues to work with Macquarie Regional Library on library related initiatives. |

ACCESSIBLE FACILITIES AND SERVICES ARE AVAILABLE FOR PEOPLE WITH LIMITED MOBILITY - SP No. 14

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|---|-----------------|---|
| 1.4.01.01 | Review Council's Disability Action Improvement Plan (DIAP). | 100% DIAP targets met. | 50% | Actions include ongoing engagement with interagencies, promoting partnerships with DIAP and working with business seeking to improve mobility access and footpaths. |
| 1.4.02.01 | Promote mobility friendly access in the Shire | Evidence of improvement for accessibility in our town centres | 50% | Action includes improved footpath access in Trangie, Narromine and Tomingley. Disability access considered for new facilities at Cale Oval and public toilet facilities in Trangie and Narromine. |



GROWING OUR ECONOMY

Our Goal:

We have a diverse economy with thriving businesses that offer a range of employment opportunities supported by skill development options.

TO SUSTAIN AND GROW OUR LOCAL POPULATION - SP No. 3

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|---|
| 2.1.01.01 | Review Council's Economic Development Strategy | Economic Development Strategy reviewed by 30 June 2024 | 0% | Planning is underway for 2024. |
| 2.1.1.2 | Implement identified actions within Economic Development Strategy | Continue to implement action plan deliverables | 50% | Ongoing actions with support for new business, grant applications and project development, including Inland Rail. |
| 2.1.02.01 | Continue to promote the Narromine Region to attract new residents. | Update information regularly Monitor website visits and performance of the Narromine Region website | 50% | Information on the Narromine Region website, calendar and Council's website is updated regularly for marketing and promotion. |
| 2.1.02.02 | Continue to host the annual 'new residents' night. | Host new resident night annually | 50% | Event is scheduled for early 2024. |
| 2.1.02.03 | Continue to work with local retailers to help promote the Narromine Region | Support retailers with two (2) promotions annually | 100% | Active promotion for Dolly Festival. Shop Local Campaign promoted. Venetian Carnival supported prior to Christmas 2023. |
| 2.1.03.01 | Finalise the risk and feasibility study for the Narromine Levee | Peer review recommendation finalised by 30 June 2024 | 80% | Levee feasibility study is well underway with the first three phases of the report issued to Council in November 2023. Council is expecting the concept design and preliminary costings to be provided in early February. Further community consultation and stakeholder meetings are also scheduled for February 2024. Final detailed design is scheduled to be presented to Council prior to 30 June 2024. |

THE ONGOING DEVELOPMENT DIVERSIFICATION AND SUSTAINABILITY OF THE LOCAL BUSINESS AND INDUSTRY BASE - SP No. 4

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|--|
| 2.2.04.01 | Promote services to highlight tourism events and points of interest in the Shire. | Increased online engagement by 10% | 50% | Major promotions have included ongoing promotion in visitors guide, support for the Visitors Information Centre and Growing Narromine Region website. |
| 2.2.04.02 | In conjunction with other Orana Region councils undertake joint regional promotions and/or activities. | Annual promotion | 50% | Great Western Plains promotion ongoing. |
| 2.2.05.01 | Carry out water and sewerage strategic planning. | <p>Complete and obtain Dept Planning and Environment Water concurrence with Integrated Water Cycle Management Strategy (IWCMS)</p> <p>Complete 30-year Total Asset Management Plan and 30 Year Long Term Financial Plan</p> <p>Complete 5-year Drought Contingency and Emergency Response Plan</p> <p>Complete State Funded Options Study for Narromine Water Quality and Water Security Risks to obtain State funding to address identified risks.</p> | 70% | Council's Integrated Water Cycle Management (IWCM) plan is nearly complete. The issues paper has received concurrence from the regulator and the two option studies for water security and water quality have been completed by the consultant. Council is currently working with the regulator to complete the IWCM. Council has started the concept design for the new Narromine water treatment plant which is a key strategic action for Council to deliver within the next 5 years. |
| 2.2.06.01 | Encourage businesses to work with Council to support a business culture within our shire. | One business forum per year held by Council. | 100% | Business workshops held in conjunction with Workforce Australia in 2023. Series to be completed in 2024. |

TO ENCOURAGE INDUSTRY DEVELOPMENT - SP No.4

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|---|-----------------|---|
| 2.3.01.01 | Promote the Narromine region to attract further economic development and growth | Meet every six months with RDA Orana and relevant State agencies and partners | 50% | Regular meetings held with RDA Orana and Regional NSW Ongoing updates regarding local information and identifying new opportunities. |





PROTECTING & ENHANCING OUR ENVIRONMENT

Our Goal:

We value our natural and built environment, our resources for the enjoyment of the community and visitors to our Shire.

MANAGE OUR NATURAL ENVIRONMENTS FOR CURRENT AND FUTURE GENERATIONS - SP No. 22

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|---|
| 3.1.01.02 | Facilitate the growth and sustainability of the community through planning policy. | Ensure relevant revisions of Council's strategic planning documentation to support the aims of the Local Environmental Plan | 50% | Development Applications assessed in this regard. Considered as part of new planning proposals. |
| 3.1.02.01 | Maintain involvement with the Central West Councils Environment and Waterways Alliance and Macquarie Valley Weeds Committee and LLS Weeds group. | Representation and 90% attendance at meetings. | 50% | Council continues to provide representation to all committees, groups and alliances. |
| 3.1.02.02 | Continue the annual fingerling release into the waterways in conjunction with Macquarie Cotton Growers Association. | Apply for appropriate funding to allow fingerling releases annually. | 80% | Funding Received. Fingerling release to be in January 2024. |
| 3.1.02.03 | Finalise construction activities and redevelopment of the Narromine Wetlands into a natural ecosystem. | Construction completed by 31 December 2023. | 80% | Wetlands construction continues with significant earthworks. The third carpark is currently under construction along with the outer levee bank. Stormwater culverts are scheduled for installation in February 2024 and final landscaping will occur in early 2024. The project is scheduled for completion by June 2024. |
| 3.1.03.01 | Encourage owners of heritage items to maintain their buildings and sites. | Facilitate the opportunities to promote heritage funding to the community. | 50% | Considered as part of new developments. Ongoing queries from building owners. |
| 3.1.04.01 | Continue to provide biosecurity in line with Weeds Action Plan. | Determined by continuation of funding from LLS to support biosecurity measures throughout the Shire. | 50% | Council continues to support biosecurity measures throughout the LGA with weed control and public education. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|---|-----------------|---|
| 3.1.04.02 | Maintain involvement with Macquarie Valley Weeds Committee. | Maintain involvement with Macquarie Valley Weeds Committee. | 50% | Biosecurity Officer attends all scheduled meetings. Manager Health Building and Environmental Services attends meetings when requested. |
| 3.1.05.01 | Implement actions from Narromine Shire Waste Management Strategy. | Ensure actions are completed in line with Strategy. | 50% | Council continues to work through the waste management strategy recommendations. |
| 3.1.05.02 | Continue the provision of kerbside recycling services to the community. | Renew Tender for Recycling prior to 30 June 2028. | 50% | Services conducted as per contract. |
| 3.1.05.03 | Continue to be a member council of Net Waste, attending regional forums to address waste management issues at a regional level. | 90% attendance at Net Waste meetings. | 50% | Council is an active member of Netwaste and attends all meetings. |

WE ARE A SUSTAINABLE, ENVIRONMENTAL COMMUNITY WITH A GREAT APPRECIATION OF OUR NATURAL ASSETS - SP No. 22

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|--|
| 3.2.01.01 | Continue to promote community education campaigns through Net Waste and FOGO presenting the benefits of recycling and educating the community regarding which items can be recycled. | At least one community education program conducted annually. | 100% | Council has participated in all Netwaste Community programs including a representative attending schools to promote the Get Grubby Program, as well as a FOGO information stall at the Narromine Show. |
| 3.2.02.01 | Partner with Local Land Services to support environmental programs within the Shire. | Participation in relevant grant funded programs. | 100% | Landcare Programs have been concluded. |
| 3.2.03.01 | Encourage environmentally sustainable, safe and more economical utilisation of Council's fleet. | Install GPS tracking on larger plant. | 50% | GPS tracking has been installed in larger plants. Sustainable approaches also being used in procurement. Fleet/ Plant utilisation reviewed through the use of technology. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|--|
| 3.2.03.02 | Promote and encourage environmentally sustainable practices to local business. | Annual promotional material to local businesses. | 50% | Information on business sustainability practices is published on Council's website and community education is ongoing. |

A COMMUNITY THAT VALUES THE EFFICIENT USE OF UTILITIES, NATURAL RESOURCES AND ENERGY - SP. No. 33

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|---|
| 3.3.01.01 | Promote efficiency programs. | Publicise two (2) efficiency programs and activities per year. | 100% | Publicity has been carried out on multiple occasions in relation to water conservation measures and the introduction of the NSC Smart Water Meter Portal. |
| 3.3.02.01 | Ensure all development approvals consider existing utilities infrastructure in their determination. | 100% of approvals have had adequacy of existing utilities determined. | 50% | Ongoing consideration when discussing and assessing Development Applications. |
| 3.3.02.02 | Utilities performance audited annually through Triple Bottom Line (TBL) reporting. | Report submitted annually | 100% | Report submitted in September 2023. |
| 3.3.03.01 | Advocate for a Shire-wide connectivity and affordable access to internet and communications technology | Reduce the areas of mobile/communication black spots within the Shire | 50% | Council actively working with telcos in the sector to obtain funding for increased mobile coverage. Federal Member has also been consulted. |

ENSURE A RANGE OF HOUSING OPTIONS FOR THE COMMUNITY – SP No.20

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|--|-----------------|--|
| 3.4.01.01 | Identify aged care accommodation needs within the Shire with relevant providers | Advocate for the provision of aged care accommodation services | 50% | Council continues to hold discussions with Timbreebongie House and others as required. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|--|
| 3.4.02.01 | Monitor take-up of all land use zones vacant land. Identify short falls. | Review supply of vacant land six monthly. | 50% | Council continues to work on rezoning plans/ planning proposals. |

OUR COMMUNITY IS WELL CONNECTED THROUGH OUR CYCLEWAYS, FOOTPATHS AND PUBLIC TRANSPORT SYSTEMS - SP No. 9

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|--|-----------------|--|
| 3.5.01.01 | Advocate to ensure that transport issues of our residents are adequately addressed. | Meet with State and Regional Local Members six monthly | 50% | Regular meetings held with State and Regional Local Members and advocacy undertaken whenever possible. |
| 3.5.02.01 | Implement Aerodrome Strategic and Master Plan | Implement actions in the Master Plan | 50% | Council continues to implement actions in the Masterplan as funding becomes available. |
| 3.5.02.02 | Maintain the Narromine Aerodrome facility to meet reasonable user expectations and CASA requirements within the allocated budget. | Complete Obstacle Limitation Surface (OLS) annually by 30 November. | 100% | OLS Survey completed as required. Maintenance undertaken as required to meet CASA regulations. |
| 3.5.02.03 | Undertake inspections on operational areas. | Minimum 52 inspections per year. | 50% | Inspections carried out as per CASA guidelines. |
| 3.5.02.04 | Maintenance of glider grassed runways. | Slashing undertaken minimum 26 times per year. | 50% | Maintenance undertaken as per CASA requirements. |
| 3.5.03.01 | Ensure priority measures implemented from the PAMP. | Annual inspections of footpaths and cycleways prior to finalising works program. | 50% | Annual inspections of footpaths and cycleways have been completed. |
| | | Annual works program identified by inspections and PAMP priorities and adopted annually. | | Council is in the process of updating the PAMP, which will include a list of recommended project priorities. |

OUR ROAD NETWORK IS SAFE, WELL MAINTAINED AND APPROPRIATELY FUNDED - SP No. 10

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|---|
| 3.6.01.01 | Review and implement Council's ten-year roads Capital Works Program. | Ten Year Capital Works Program updated annually and adopted by 30 June. | 50% | Ten Year Capital Works program to be adopted by Council prior to 30 June 2024. |
| | | Works program completed within +/-5% | | Roads constructed and maintained as per adopted policy and budget. The works program is progressing well and Council has completed a number of major projects. |
| 3.6.01.02 | Continue to maintain roadside slashing when grass impedes visibility. | Undertake slashing program annually. | 50% | Maintenance slashing continues to occur across the Shire when conditions are favorable. |
| 3.6.01.03 | Apply for hazard reduction funding through Rural Fire Fighting Fund. | Apply for funding prior to 31 March annually. | 50% | Funding received for 2023/24. Council will apply for funding in March 2024 for the 2024/25 financial year. |
| 3.6.02.01 | Meet with State and Federal Members and the Roads Minister on rural road funding issues. | Meet every six months with State and Federal members, and annual with NSW Minister for Roads | 50% | Quarterly meetings held with State members and every six months with Federal members. Rural Road Funding issues discussed. Meeting scheduled for 13 January 2024 with Minister for Regional Transport and Roads in Narromine. |
| 3.6.03.01 | Meet with State and Federal Members and the Roads Minister on rural road funding issues and safety | Meet every six months with State and Federal members, and annually with NSW Minister for Roads | 50% | Council attends forums, conferences and meetings to meet with influential stakeholders to promote Narromine and improve funding opportunities. |



PROACTIVE LEADERSHIP

Our 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.

PROVISION OF AN ACCOUNTABLE AND TRANSPARENT LEADERSHIP – SP Nos. 30, 31, 32

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|--|
| 4.1.01.01 | Continue to gather feedback regarding community engagement strategies. | Annual review of community engagement strategy to Council by 30 November each year. | 50% | Consultation continues regarding engagement strategy. |
| 4.1.01.02 | Promote the positive aspects of Narromine Shire Council. Provide important information to the community. | Provide updates to the community on Council activities through all means available within the communications strategy. | 50% | Promotion and communication of Council activities through weekly Council Column, Press Releases and Social Media. |
| 4.1.02.01 | Councillors maintain strategic community focus through strong and visionary leadership | Positive media around Council's strategic approach. | 50% | Councillors work to satisfy the targets and initiatives in the Community Strategic Plan. |
| 4.1.03.02 | Provide an opportunity for the public to address Council on relevant issues through the Public Forum Policy at Council Meetings. | Advise the public of the availability of the public forum | 50% | Public forum available to members of the public prior to Council Meetings. Council Meetings advertised in Council Column and on Council's website. |
| 4.1.03.03 | Continue to facilitate S355 Advisory Committees. | Annual review of Section 355 Committee Charters and annual appointment of delegates (September). | 100% | Section 355 Committee Charters and appointment of delegates determined by Council at its September 2023 Council Meeting. |
| 4.1.04.01 | Present a positive image of Council to the community. | Provide weekly communications via various means per the communication strategy. | 50% | Council staff work to ensure positive communication with the community. Communication via weekly newspaper column and social media. |

EFFECTIVE COUNCIL ORGANISATIONAL CAPABILITY AND CAPACITY - SP No. 30

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|---|
| 4.2.01.01 | Encourage and reward innovative practices within Council's workforce. | One innovation introduced per directorate each year. | 100% | Employee performance recognised and rewarded by Council at its function held in December 2023. Council continues to encourage innovative practices in all directorates. |
| 4.2.01.02 | Foster a culture of continuous improvement through Council's Employee Reward and Recognition Program | Nominations received and awards presented | 100% | Council presented long service awards, and employee recognition rewards at its function held in December 2023. |
| 4.2.01.03 | Effective use of Audit Risk and Improvement Committee | 85% of identified recommendations actioned | 50% | Audit Risk and Improvement Committee meeting quarterly. Internal Audit function outsourced. Next audit reviews to be undertaken are Recruitment and Retention of staff; and Development Applications and Consents. Identified recommendations being undertaken. |
| 4.2.02.01 | Completion of annual training plans and delivery of identified development requirements | Annual training program (aligned to skills steps and performance reviews) established by 31 May. | 50% | Annual Training Plans developed early in the 2023/2024 financial year for staff. Skills development provided in accordance with budget and availability of providers. Training plans for 2024/25 to be undertaken prior to end of year. |
| 4.2.02.03 | Provide policies, programs and initiatives that support employee work/life balance. | Initiatives communicated to employees and employees leave balances kept within acceptable limits. | 50% | Applicable policies reviewed as required. Initiatives considered and communicated to employees. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|--|
| 4.2.02.04 | Implement coaching and mentoring programs across the organisation to support leadership growth. | Leadership and management tools identified and made available. | 50% | Council continues to promote its values and strategic direction to support leadership growth. Plans are underway to conduct tailored leadership training in the coming months. |
| 4.2.02.05 | Implementation of Councillor Training and Professional Development Program. | 95% attendance by Councillors at scheduled training events. | 50% | Information on available LGNSW courses provided to Councillors for consideration. Strong focus on cyber security awareness training. |
| 4.2.03.01 | Integrated Planning and Reporting documents reflect best practice. | All plans adopted by 30 June | 50% | Integrated Planning and Reporting document in review to be adopted prior to 30 June 2024. |
| 4.2.04.02 | Customer services standards. | Annual satisfaction survey. | 50% | Ensure resources available on an ongoing basis to provide services meeting the standards set by Council and expectation of the community. |
| 4.2.04.03 | Customer Requests responded to within time frames agreed in Customer Service Policy. | 85% compliance with Customer Service Policy. | 50% | Monitor and review customer requests on an ongoing basis to ensure responses are provided in accordance with the requirements of Council's Customer Services Policy. High level of standard and quality customer services delivered on a daily basis to the community. |
| 4.2.05.01 | Promote future workforce development with options such as traineeships, apprenticeships and cadetships within each department. | Applicable positions assessed and filled | 100% | ICT Trainee and Cadet Engineer recruited. Operational staff developed through mature age apprenticeships and training. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|---|
| 4.2.05.03 | Continue to implement best practice recruitment and selection practices, including strategies to fill gaps. | Vacancies filled within 90 business days | 50% | Recruitment conducted in a timely manner. Vacancies generally filled within 90 days. Training and development strategies have proven effective to fill gaps and improve employee retention. |
| 4.2.05.04 | Measure and improve employee engagement. | Employee engagement survey undertaken by 31 December 2023/24 and 2025/26 | 50% | Employee Engagement Survey in progress. Anticipated to be undertaken in early 2024. |
| 4.2.06.01 | Councillors to act positively at all times in the public eye. | Number of complaints received. | 50% | No official complaints received. |
| 4.2.06.02 | Councillors and staff act ethically and make informed, transparent and inclusive decisions in the interest of the whole community. | Number of complaints received. | 50% | One complaint received. |

A FINANCIALLY SOUND COUNCIL THAT IS RESPONSIBLE AND SUSTAINABLE - SP No. 30

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|--|
| 4.3.01.01 | Implementation of the Delivery Program and Operational Plan including Budget and Asset Management Plan on an annual basis. | Plans and Budget documentation endorsed by Council by 30 June each year. | 50% | Delivery program and Operational Plan for 2024-25 are in review to be adopted by Council prior to 30 June 2024. |
| 4.3.01.02 | Continue to prepare financially sustainable budgets for consideration by Council. | Council prepares annual balanced budget for adoption by Council. | 50% | First quarter review for 2023/24 budget presented to Council in November 2023. Second quarter review for 2023/24 budget to be presented to Council in February 2024. |
| 4.3.01.03 | Continue to develop revenue strategies that are equitable and contribute to a financially sustainable future. | Sustainable Statement of Revenue Policy endorsed by Council by 30 June each year. | 50% | Revenue strategies are reviewed and updated regularly to maximise Council's income to ensure financial sustainability long term. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|---|
| 4.3.01.04 | Levy and collect rates and charges in accordance with statutory requirements and Council policies. | No known breaches of policy. | 50% | Rates and charges levies and supplementary levies completed for the first and second quarters in accordance with statutory requirements, policies and operational plan. |
| 4.3.01.05 | Provide monthly cash balances and detailed quarterly financial reports to Council. | Reports prepared and accepted by Councillors and management. | 50% | Reports are prepared and presented to Council monthly as required. |
| 4.3.01.06 | Prepare Council's Annual Financial Accounts in accordance with relevant Acts and Regulations. | Unmodified audit report issued by 31 October each year. | 100% | Council's 2022-23 annual financial statements were considered and adopted by Council in November 2023. Final audited statements were completed and lodged with OLG on 17 November 2023. Council was granted an extension until 30 November. |
| 4.3.01.07 | Ensure Council has adequate cash flow to meet their needs. | Maintain level of outstanding rates and charges at below 10% at year end. | 50% | Cash flow is monitored to ensure sufficient cash is available to meet Council's needs. Budget is controlled and monitored on an ongoing basis to ensure expenditure is in line with approved budget. |
| 4.3.01.08 | Ensure Council's ongoing financial viability. | Maintain a debt service ratio below 10%. | 50% | Expenditure is monitored on an ongoing basis to ensure expenses are within budget. Budget is reviewed quarterly and amended if required. |
| 4.3.01.09 | Ensure accounting data is recorded accurately and returns are filed in accordance with legislative requirements. | Positive audit findings. Reduction in issues raised in management letter of medium consequence or higher. | 50% | Financial system is maintained and updated continuously. All returns completed and submitted. Council received a positive 2022/23 audit finding. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---|---|-----------------|---|
| 4.3.02.01 | Maximise opportunities for utilising grants to supplement and support identified Council priorities and projects. | At least two successful grants received each year for projects within Council priority areas. | 100% | Successful grants for this financial year have included - Infrastructure Betterment Fund and Local Roads and Community Infrastructure Program – Phase 4 |
| 4.3.02.02 | Identify projects suitable for grant applications. | At least five identified projects per year in the operational plan, subject to grant funds. | 50% | Council continues to liaise with all levels of Government and within Council departments to identify grant opportunities. |
| 4.3.03.03 | Review asset management plans annually. | Asset management plans updated annually by 30 June. | 50% | In progress, to be considered by Council prior to 30 June. |
| 4.3.03.04 | Undertake monthly inspections of Regional Roads. | 12 inspections of each Regional Road per year. | 50% | Council schedules monthly inspections of all regional roads. |
| 4.3.03.05 | Undertake annual inspections of Local Roads. | 100% Local Roads inspected minimum of once per year. | 50% | Council continues to inspect all roads within the Shire. |
| 4.3.03.06 | Review and implement plant and fleet replacement strategy. | Strategy reviewed and implemented. | 50% | Plant continues to be monitored, replaced and upgraded as required, in-line with Council's strategy. |
| 4.3.03.07 | Council's property strategy reviewed and actions implemented | 85% of actions implemented | 50% | Implementation of Council's Property Strategy and Action Plan ongoing. Section 7.12 Contributions Plan capital works program reviewed; Integrated Water Cycle Management Plan Issues and Options Report provided to Council; Council wetlands extension nearing completion; development of Derribong Street, Trangie progressing; Wentworth Parklands sale of land progressing etc. |

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|---------------------------|---------------------|-----------------|---|
| 4.3.03.08 | Review IT strategic plan. | Implement actions. | 95% | The IT strategic plan is reviewed regularly. The majority of actions have been implemented. |

SOUND PARTNERSHIPS ARE ENCOURAGED AND FOSTERED - SP No. 32

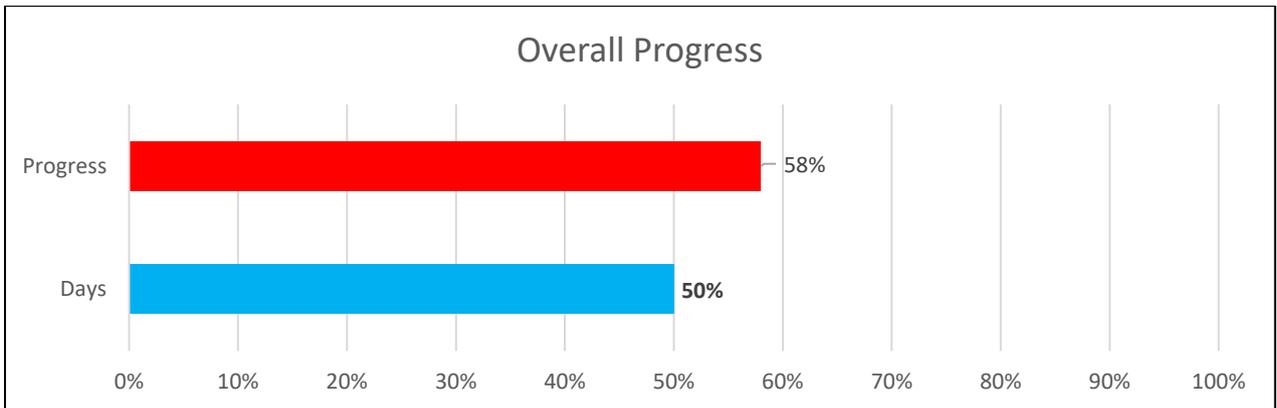
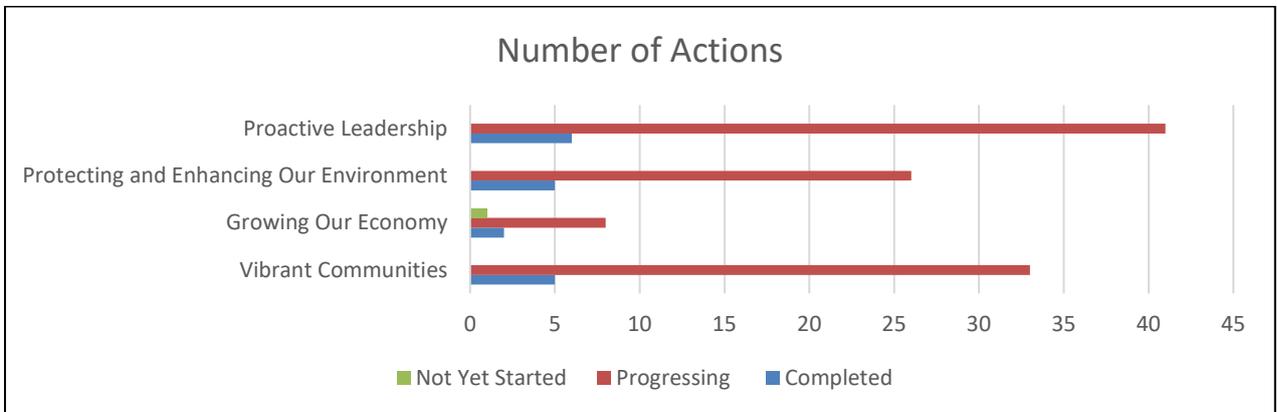
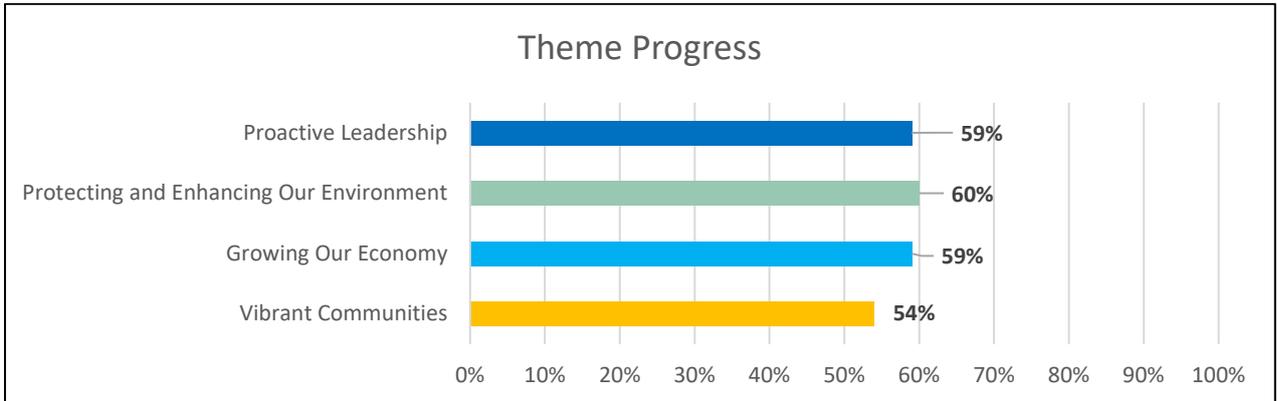
| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|--|-----------------|---|
| 4.4.01.01 | Active membership and representation on government, regional and other bodies. | Maintain membership of relevant government, regional and area bodies. | 50% | Active member of Country Mayors Association and Alliance of Western Councils. |
| 4.4.01.02 | Prepare submissions as required. | One submission prepared per year. | 100% | Submission has been made to call on NSW Parliament to commit to bipartisan support to establish a Parliamentary Inquiry into the rate of crime in Regional, Rural and Remote NSW and increase front line policing numbers. Further submissions will be made as required. |
| 4.4.01.03 | Continue to participate in shared opportunities through Alliances. | Attendance and participation in all Alliances meetings and activities | 50% | Active participation in HR and Payroll user groups, Orana Water Utilities Alliance and Alliance of Western Councils. |
| 4.4.02.01 | Represent the community's interests and lobbying topics of significant impact to the Shire. | One submission per quarter. | 100% | Submissions completed when received. Eg; Request to Minister to review the Environmental Planning and Assessment Act 1979 to streamline Planning in NSW. Further submissions will be made as required. |
| 4.4.02.02 | Advocate to other tiers of government for a better allocation of funding to support the delivery of services for which other levels of government have primary responsibility. | Meet every six months with State and Federal Local Members and relevant agencies | 50% | Quarterly meetings held with State Member. Six monthly meeting held with Federal Member. |

Attachment No. 1

| Action Code | Action | Performance Measure | Action Progress | Comments |
|-------------|--|---|-----------------|--|
| 4.4.03.01 | Build strong relationships with State and Federal members and State Government agency representatives and regional development organisations | Meet every six months with State and Federal Local Members and relevant agencies to ensure the development and delivery of community service and emerging business sectors. | 50% | Six monthly meetings held with Federal Members, Quarterly meetings held with State Members, NSW Police and Regional Development Australia. Council representatives also attend monthly interagency meetings. |
| 4.4.03.02 | Review Council's Social Plan. | Implement actions in the Social Plan. | 50% | Next round of improvements per social plan goals are being planned. Includes upgrades to libraries, Dundas Park facilities. |
| 4.4.04.01 | Work collaboratively with community groups through representation at the Interagency Group. | Increase the representation of community groups within the Interagency Group annually. | 50% | Continue to attend meetings as required. Liaise with relevant agencies throughout the year. |
| 4.4.05.02 | Work collaboratively with the community through greater representation at the Trangie Action Group and Tomingley Advancement Association. | 90% attendance by Councillor Representative. | 50% | Ongoing and positive communications with Trangie Action Group and continue six monthly meetings with Tomingley Advancement Association. |



Overall Progress





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PUBLIC INTEREST DISCLOSURE POLICY

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Purpose

All agencies in NSW are required to have a Public Interest Disclosure (**PID**) Policy under section 42 of the *Public Interest Disclosures Act 2022 (PID Act)*.

At Narromine Shire Council (Council) we take reports of serious wrongdoing seriously. We are committed to building a 'speak up' culture where public officials are encouraged to report any conduct that they reasonably believe involves wrongdoing.

The integrity of our agency relies upon our staff, volunteers, contractors and subcontractors speaking up when they become aware of wrongdoing.

This policy sets out:

- how we will support and protect you if you come forward with a report of serious wrongdoing
- how we will deal with the report and our other responsibilities under the PID Act
- who to contact if you want to make a report
- how to make a report
- the protections which are available to you under the PID Act.

This policy also documents our commitment to building a speak up culture. Part of that speak up culture is having in place a framework that facilitates public interest reporting of wrongdoing by:

- protecting those who speak up from detrimental action
- imposing duties on agencies who receive reports of wrongdoing to take appropriate action to investigate or otherwise deal with them.

In NSW, that framework is the PID Act.

This policy should be read in conjunction with Council's relevant policies such as a Code of Conduct, Work Health and Safety Policy, Workplace Bullying and Procedures Policy, Grievance Resolution Policy, Fraud Control Policy etc.)

Accessibility of this policy

This policy is publicly available on our website and is available to staff in our electronic document records management system.

The policy is also required to be read and acknowledged by all of our staff on their commencement. A hard copy of the policy can be requested from Council's Governance Department.

Who does this policy apply to?

This policy applies to, and is for the benefit of, all public officials in NSW. You are a public official if you are:

- a person employed in or by an agency or otherwise in the service of an agency
- a person having public official functions or acting in a public official capacity whose conduct or activities an integrity agency is authorised by another Act or law to investigate
- an individual in the service of the Crown
- a statutory officer
- a person providing services or exercising functions on behalf of an agency, including a contractor, subcontractor or volunteer
- an employee, partner or officer of an entity that provides services, under contract, subcontract or other arrangement, on behalf of an agency or exercises functions of an agency, and are involved in providing those services or exercising those functions
- a judicial officer
- a Member of Parliament (**MP**), including a Minister
- a person employed under the *Members of Parliament Staff Act 2013*.

The General Manager, other nominated disclosure officers and managers within Council have specific responsibilities under the PID Act. This policy also provides information on how people in these roles will fulfil their responsibilities. Other public officials who work in and for the public sector, but do not work for Council may use this policy if they want information on who they can report wrongdoing to within Council.

Who does this policy not apply to?

This policy does not apply to:

- people who have received services from an agency and want to make a complaint about those services
- people, such as contractors, who provide services to an agency. For example, employees of a company that sold computer software to an agency.

This means that if you are not a public official, this policy does not apply to your complaint (there are some circumstances where a complaint can be deemed to be a voluntary PID, see section 1 (i) of this policy for more information).

However, you can still make a complaint to Council. Please see our Complaint Handling Policy for further information.

Compliance with the PID Act

Council is committed to ensuring compliance with the PID Act. For further advice or guidance regarding Council's obligations under the PID Act, please contact the NSW Ombudsman's PID Advice Team by phone: (02) 9286 1000 or email: pidadvice@ombo.nsw.gov.au

What is contained in this policy?

This policy will provide you with information on the following:

- ways you can make a voluntary PID to Council under the PID Act
- the names and contact details for the nominated disclosure officers in Council
- the roles and responsibilities of people who hold particular roles under the PID Act and who are employees of Council
- what information you will receive once you have made a voluntary PID
- protections available to people who make a report of serious wrongdoing under the PID Act and what we will do to protect you
- Council's procedures for dealing with disclosures
- Council's procedures for managing the risk of detrimental action and reporting detrimental action
- Council's record-keeping and reporting requirements
- how Council will ensure it complies with the PID Act and this policy.

If you require further information about this policy, how public interest disclosures will be handled and the PID Act you can:

- confidentially contact a nominated disclosure officer within Council
- contact the PID Advice Team within the NSW Ombudsman by phone: (02) 9286 1000 or email: pidadvice@ombo.nsw.gov.au, or
- access the NSW Ombudsman's PID guidelines which are available on its website.

If you require legal advice with respect to the PID Act or your obligations under the PID Act, you may need to seek independent legal advice.

1. How to make a report of serious wrongdoing

(a) Reports, complaints and grievances

When a public official reports suspected or possible wrongdoing in the public sector, their report will be a PID if it has certain features which are set out in the PID Act.

Some internal complaints or internal grievances may also be PIDs, as long as they have the features of a PID. If an internal complaint or grievance is a report of serious wrongdoing, we will consider whether it is a PID. If it is a PID, we will deal with it as set out in this policy, but we will also make sure we follow our other relevant policies.

It is important that we quickly recognise that we have received a PID. This is because once a PID is received, the person who has made the report is entitled to certain protections and we have certain decisions that we have to make on how we will deal with the PID and how we will protect and support the person who has made the report.

(b) When will a report be a PID?

There are three types of PIDs in the PID Act. These are:

1. *Voluntary PID*: This is a PID where a report has been made by the public official because they decided, of their own accord, to come forward and disclose what they know.
2. *Mandatory PID*: This is a PID where the public official has made a report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
3. *Witness PID*: This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.

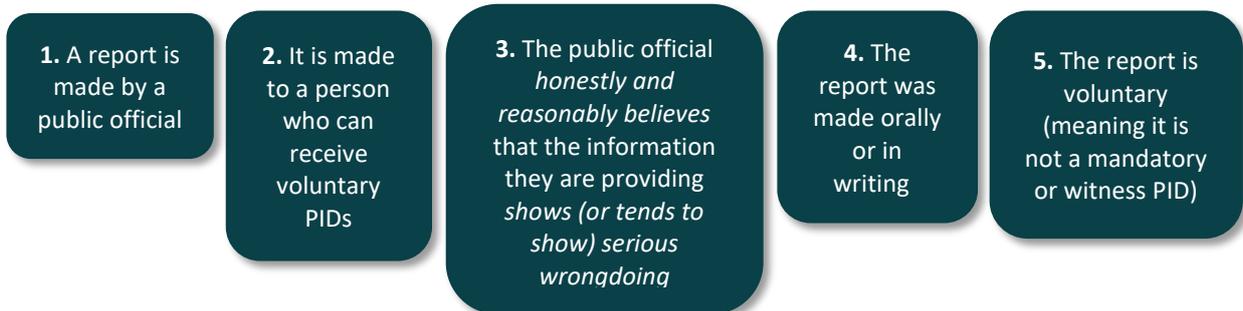
This policy mostly relates to making a voluntary PID and how we will deal with voluntary PIDs. People who make a mandatory PID or a witness PID are still entitled to protection. More information about protections is available in section 2 of this policy.

You can find more information about mandatory and witness PIDs in the Ombudsman's guidelines 'Dealing with mandatory PIDs' and 'Dealing with witness PIDs'.

Voluntary PIDs are the kind of PIDs most people have in mind when they think about public interest reporting and 'whistleblowing'.

They involve a public official making a report because they have information that they believe shows (or tends to show) serious wrongdoing, where they are not under a legal obligation to make that report and where it is not an ordinary part of their role to report such wrongdoing.

A report is a voluntary PID if it has the following five features, which are set out in sections 24 to 27 of the PID Act:



If the report has all five features, it is a voluntary PID.

You will not be expected to prove that what you reported actually happened or is serious wrongdoing. You *do* have to honestly believe, on reasonable grounds, that the information you are reporting shows or tends to show serious wrongdoing.

Even though you do not have to prove the serious wrongdoing happened or provide evidence, a mere allegation with no supporting information is unlikely to meet this test.

If we make an error and do not identify that you have made a voluntary PID, you will still be entitled to the protections under the PID Act.

If you make a report and believe we have made an error by not identifying that you have made a voluntary PID, you should raise this with a nominated disclosure officer or your contact officer for the report. If you are still not satisfied with this outcome, you can seek an internal review or we make seek to conciliate the matter. You may also contact the NSW Ombudsman. Further information on rights to internal review and conciliation is found in section 7 of this policy.

(c) Who can make a voluntary PID?

Any public official can make a voluntary PID — see 'Who this policy applies to'. You are a public official if:

- you are employed by Council
- you are a contractor, subcontractor or volunteer who provides services, or exercises functions, on behalf of Council, or
- you work for an entity (such as a non-government organisation) who is contracted by Council to provide services or exercise functions on behalf of Council — if you are involved in undertaking that contracted work.

A public official can make a PID about serious wrongdoing relating to *any* agency, not just the agency they are working for. This means that we may receive PIDs from public officials outside our agency. It also means that you can make a PID to any agency, including an integrity agency like the Independent Commission Against Corruption (**ICAC**) and the NSW Ombudsman. Annexure B of this policy has a list of integrity agencies.

(d) What is serious wrongdoing?

Reports must be of one or more of the following categories of *serious wrongdoing* to be a voluntary PID (in addition to having the other features set out here). Serious wrongdoing is defined in the PID Act as:

- *corrupt conduct* — such as a public official accepting a bribe
- *serious maladministration* — such as an agency systemically failing to comply with proper recruitment processes when hiring staff
- *a government information contravention* — such as destroying, concealing or altering records to prevent them from being released under a Government Information Public Access application
- *a local government pecuniary interest contravention* — such as a senior council staff member recommending a family member for a council contract and not declaring the relationship
- *a privacy contravention* — such as unlawfully accessing a person's personal information on an agency's database
- *a serious and substantial waste of public money* — such as an agency not following a competitive tendering process when contracting with entities to undertake government work.

When you make your report, you do not need to state to Council what category of serious wrongdoing you are reporting or that you are reporting serious wrongdoing.

For further information regarding categories of serious wrongdoing see the NSW Ombudsman's guideline 'What is serious wrongdoing?'

(e) Who can I make a voluntary PID to?

For a report to be a voluntary PID, it must be made to certain public officials.

Making a report to a public official who works for Council

You can make a report inside Council to:

- The General Manager
- The Disclosure coordinator (see Appendix A)
- a disclosure officer (see Appendix A)
- your manager — this is the person who directly, or indirectly, supervises you. It can also be the person who you directly, or indirectly, report to. You may have more than one manager. Your manager will make sure that the report is communicated to a disclosure officer on your behalf or may accompany you while you make the report to a disclosure officer.

Making a report to a recipient outside of Council

You can also make your report to a public official in another agency (meaning an agency you do not work for) or an integrity agency. These include:

- the *head of another agency* — this means the head of any public service agency

- an *integrity agency* — a list of integrity agencies is located at Annexure B of this policy
- a *disclosure officer for another agency* — ways to contact disclosure officers for other agencies is located in an agency's PID policy which can be found on their public website
- a *Minister or a member of a Minister's staff* but the report must be made in writing.

If you choose to make a disclosure outside of Council, it is possible that your disclosure will be referred back to Council so that appropriate action can be taken.

Making a report to a Member of Parliament or journalist

Disclosures to MPs or journalists are different to other reports. You can only disclose a report of wrongdoing as a voluntary PID to an MP or journalist in the following circumstances:

- You must have first made substantially the same disclosure (described here as a 'previous disclosure') to someone who can receive disclosures.
- The previous disclosure must be substantially true.
- You did not make the previous disclosure anonymously.
- You did not give a written waiver of your right to receive information relating to your previous disclosure.
- You did not receive the following from Council:
 - notification that Council will not investigate the serious wrongdoing and will also not refer the previous disclosure to another agency, or
 - the following information at the end of the investigation period:
 - notice of Council's decision to investigate the serious wrongdoing
 - a description of the results of an investigation into the serious wrongdoing
 - details of proposed or recommended corrective action as a result of the previous disclosure or investigation.

Investigation period means:

- after six months from the previous disclosure being made, or
- after 12 months if you applied for an internal review of the agency's decision within six months of making the disclosure.

If all the above requirements are met, your disclosure to an MP or journalist may be a voluntary PID.

(f) What form should a voluntary PID take?

You can make a voluntary PID:

- *in writing* — this could be an email or letter to a person who can receive voluntary PIDs.
- *orally* — have a private discussion with a person who can receive voluntary PIDs. This can be face-to-face, via telephone or virtually.
- *anonymously* — write an email or letter or call a person who can receive PIDs to make a report without providing your name or anything that might identify you as the maker of the report. A report will only be considered anonymous if there is no reasonable or practical way of communicating with the person making the report. Even if you choose to remain anonymous, you will still be protected under the PID Act. It may be difficult, however, for Council to investigate the matter(s) you have disclosed if we cannot contact you for further information.

(g) What should I include in my report?

You should provide as much information as possible so we can deal with the report effectively. The type of information you should include is:

- date, time and location of key events
- names of person(s) involved in the suspected wrongdoing, their role, title and how they are involved
- your relationship with the person(s) involved, such as whether you work closely with them
- your explanation of the matter you are reporting
- how you became aware of the matter you are reporting
- possible witnesses
- other information you have that supports your report.

(h) What if I am not sure if my report is a PID?

You should report all wrongdoing you become aware of regardless of whether you think it is serious wrongdoing. It is important for Council to understand what is or may be occurring.

We are then responsible for making sure your report is handled appropriately under the PID Act, or if it is not a PID, in line with our other procedures. Even if your report is not a PID, it may fall within another one of Council's policies for dealing with reports, allegations or complaints.

(i) Deeming that a report is a voluntary PID

The General Manager can, in certain circumstances, determine that a report is a voluntary PID even if the report does not otherwise have all the features of a voluntary PID. This is known as the 'deeming power'.

By deeming that a report is a voluntary PID, it ensures that reporters are provided with protections under the PID Act.

If you make a report that has not met all the requirements of a voluntary PID, you can refer your matter to the General Manager to request that they consider deeming your report to be a voluntary PID.

A decision to deem a report to be a voluntary PID is at the discretion of the General Manager. For more information about the deeming power, see the Ombudsman's guideline 'Deeming that a disclosure is a voluntary PID'.

(j) Who can I talk to if I have questions or concerns?

You can direct any queries or concerns to the Disclosure coordinator or a Disclosure officer (see Appendix A).

2. Protections

(a) How is the maker of a voluntary PID protected?

When you make a voluntary PID you receive special protections under the PID Act.

We are committed to taking all reasonable steps to protect you from detriment as a result of having made a PID. We are also committed to maintaining your confidentiality as much as possible while the PID is being dealt with.

We will not tolerate any type of detrimental action being taken against you because you have made a report, might make a report or are believed to have made a report.

The maker of a voluntary PID is protected in the following ways:

- *Protection from detrimental action*
 - A person cannot take detrimental action against another person because they have made a voluntary PID or are considering making a PID. Detrimental action includes bullying, harassment, intimidation or dismissal.
 - Once we become aware that a voluntary PID by a person employed or otherwise associated with Council that concerns serious wrongdoing relating to Council has been made, we will undertake a risk assessment and take steps to mitigate the risk of detrimental action occurring against the person who made the voluntary PID.
 - It is a criminal offence for someone to take detrimental action against a person because they have made or may make a voluntary PID. It is punishable by a maximum penalty of 200 penalty units or imprisonment for five years or both.
 - A person may seek compensation where unlawful detrimental action has been taken against them.
 - A person can apply for a court order (injunction) where detrimental action is threatened or has occurred (for example, an order to prevent dismissal or to require reinstatement).

Note that a person who makes a PID can still be subject to reasonable management action (such as ordinary performance reviews and performance management). Provided such action is not taken because of the PID, it is not detrimental action under the PID Act.

- *Immunity from civil and criminal liability*

Some public officials are often subject to a duty of confidentiality that prevents them disclosing certain information that they obtain or become aware of at work. Sometimes, in order to make a PID, public officials will need to breach or disregard such confidentiality duties. If that happens, a public official cannot be disciplined, sued or criminally charged for breaching confidentiality.

- *Confidentiality*

Public officials and agencies must not disclose information tending to identify a person as the maker of a voluntary PID unless doing so is permitted by the PID Act.

- *Protection from liability for own past conduct*

The Attorney General can give the maker an undertaking that a disclosure of their own past conduct will not be used against them if a person discloses their own wrongdoing or misconduct while making a report. This undertaking can only be given on application by an integrity agency to the Attorney General.

(b) Protections for people who make mandatory and witness PIDs

Apart from PIDs that are made voluntarily by public officials, there are other types of reports that are recognised as PIDs under the PID Act:

- *A mandatory PID:* This is a PID where the public official has made the report about serious wrongdoing because they have a legal obligation to make that report, or because making that report is an ordinary aspect of their role or function in an agency.
- *A witness PID:* This is a PID where a person discloses information during an investigation of serious wrongdoing following a request or requirement of the investigator.

Protections for makers of mandatory and witness PIDs are detailed in the table below.

| Protection | Mandatory PID | Witness PID |
|---|----------------------|--------------------|
| Detrimental action — It is an offence to take detrimental action against a person based on the suspicion, belief or awareness that a person has made, may have made or may make a PID. | P | P |
| Right to compensation — A person can initiate proceedings and seek compensation for injury, damage or loss suffered as a result of detrimental action being taken against them. | P | P |

| | | |
|--|---|---|
| <p>Ability to seek injunction — An injunction can be sought to prevent the commission or possible commission of a detrimental action offence against a person. For example, an order to prevent dismissal or to require reinstatement.</p> | P | P |
| <p>Immunity from civil and criminal liability — a person will not incur civil or criminal liability if the person breaches a duty of confidentiality while making a disclosure. This means that legal action cannot be taken against a person for:</p> <ul style="list-style-type: none"> • breaching a duty of secrecy or confidentiality, or • breaching another restriction on disclosure. | P | P |

3. Reporting detrimental action

If you experience adverse treatment or detrimental action, such as bullying or harassment, you should report this immediately. You can report any experience of adverse treatment or detrimental action directly to Council, or to an integrity agency. A list of integrity agencies is located at Annexure B of this policy.

4. General support

Council offers an Employee Assistance Program for employees requiring access to any wellbeing support they may need as a result of the reporting process. More information on the program is available from the Manager Human Resources.

Makers of reports and other employees involved in the reporting process can discuss their support options with the Disclosures coordinator.

5. Roles and responsibilities

Certain people within Council have responsibilities under the PID Act.

General Manager

(a) The General Manager is responsible for:

- fostering a workplace culture where reporting is encouraged
- receiving disclosures from public officials
- ensuring there is a system in place for assessing disclosures
- ensuring Council complies with this policy and the PID Act
- ensuring Council has appropriate systems for:
 - overseeing internal compliance with the PID Act
 - supporting public officials who make voluntary PIDs, including by minimising the risk of detrimental action
 - implementing corrective action if serious wrongdoing is found to have occurred

- complying with reporting obligations regarding allegations or findings of detrimental action
- complying with yearly reporting obligations to the NSW Ombudsman.

(b) Disclosure coordinator

The Disclosure coordinator is responsible for:

- receiving reports from public officials
- receiving reports when they are passed on to them by managers and disclosure officers.
- assessing reports to determine whether or not a report should be treated as a voluntary PID, and to decide how each report will be dealt with (either under delegation or in consultation with the General Manager)
- deal with reports made under Council's Code of Conduct in accordance with Council's Code of Conduct procedures
- Acknowledge reports and provide updates and feedback to the public official making a disclosure.
- Support public officials who make voluntary PIDs, including by minimising the risk of detrimental action.
- Provide annual reporting obligations to the NSW Ombudsman in accordance with the PID Act.

(c) Disclosure officers

Disclosure officers are responsible for:

- receiving reports from public officials
- receiving reports when they are passed on to them by managers
- making arrangements to ensure disclosures can be made privately and discretely when requested, and if necessary, away from the workplace.
- Discussing with the maker of a report any concern they may have about reprisal or workplace conflict.
- ensuring that any oral reports that have been received are recorded in writing.
- referring all reports to the Disclosure coordinator or General Manager for full assessment.

(d) Managers

The responsibilities of managers include:

- receiving reports from persons that report to them or that they supervise
- passing on reports they receive to a Disclosure officer or the Disclosure coordinator.

(e) All employees

All employees must:

- report suspected serious wrongdoing or other misconduct
- use their best endeavours to assist in an investigation of serious wrongdoing if asked to do so by a person dealing with a voluntary PID on behalf of Council.

- treat any person dealing with or investigating reports of serious wrongdoing with respect.

All employees must not take detrimental action against any person who has made, may in the future make, or is suspected of having made, a PID.

(f) The Mayor is responsible for:

- Receiving reports from public officials concerning the General Manager only.
- Dealing with reports made under Council's Code of Conduct in accordance with Council's adopted Code of Conduct procedures
- Referring reports about the General Manager to an investigating authority, where appropriate
- Liaising with the Disclosure coordinator to ensure there are strategies in place to support reporters, protect reporters from reprisal and manage workplace conflict that may arise in relation to a report concerning the General Manager
- Referring actual or suspected corrupt conduct concerning the General Manager to ICAC.

6. How we will deal with voluntary PIDs

(a) How we will acknowledge that we have received a report and keep the person who made it informed

When the Disclosure coordinator or the General Manager receives a report which is a voluntary PID, or looks like it may be a voluntary PID, the person who made the report will receive the following information:

- You will receive an acknowledgment that the report has been received. This acknowledgement will:
 - state that the report will be assessed to identify whether it is a PID.
 - state that the PID Act applies to how we will deal with the report.
 - provide clear information on how you can access this PID policy.
 - provide you with details of a contact person and available supports.
- If the report is a voluntary PID, the Disclosure coordinator or General Manager will inform you as soon as possible how we intend to deal with the report. This may include:
 - that we are investigating the serious wrongdoing
 - that we will refer the report to a different agency (if appropriate) to deal with the voluntary PID. If we do this, we will provide you with details of this referral
 - If we decide to not investigate the report and to not refer it to another agency for it to be investigated, we will tell you the reasons for this decision. We will also notify the NSW Ombudsman of this decision.
- If we decide to investigate the serious wrongdoing, we will provide you with updates on the investigation at least every three months. During this time, if you would like more frequent updates, you should contact the contact person who was nominated when you made the report.

- If we investigate the serious wrongdoing, we will provide you with the following information once the investigation is complete:
 - o a description of the results of the investigation — that is, we will tell you whether we found that serious wrongdoing took place.
 - o information about any corrective action as a result of the investigation/s — this means we will tell you what action we took in relation to the person who engaged in the serious wrongdoing or if the serious wrongdoing was by our agency, what we have put in place to address that serious wrongdoing.
- Corrective action could include taking disciplinary action against someone or changing the practices, policies and procedures that we have in place which led to the serious wrongdoing.
- There may be some details about both the findings made as a result of the investigation and the corrective action taken that cannot be revealed to you. We will always balance the right of a person who makes a report to know the outcome of that report, with other legal obligations we have.
- If you have made an anonymous report, in many cases we may not be able to provide this information to you.

b) How we will deal with voluntary PIDs

Once a report that may be a voluntary PID is received, the Disclosure coordinator or the General Manager will look at the information contained in the report to see if it has the features of a voluntary PID. This assessment is undertaken to identify whether the report is a voluntary PID or another type of disclosure, and to make sure that the right steps are followed. If it is a voluntary PID, we will ensure that we comply with the requirements in the PID Act.

Report not a voluntary PID

Even if the report is not a voluntary PID, it will still need to be dealt with in a manner consistent with Council's relevant internal complaints or grievance handling procedures or through an alternate process.

If the report is not a voluntary PID, we will let you know that the PID Act does not apply to the report and how we will deal with the concerns raised in the report.

If you are not happy with this assessment or otherwise disagree with it, you can raise it with the person who has communicated the outcome with you or a disclosure officer, request an internal review or request that the matter be conciliated. Council can, but does not have to, request the NSW Ombudsman to conciliate the matter.

Cease dealing with report as voluntary PID

We may stop dealing with a voluntary PID because it is not actually a voluntary PID (meaning it does not have all the features of a PID).

Where the report is a voluntary PID

If the report is a voluntary PID:

- In most cases we will conduct an investigation to make findings about whether the serious wrongdoing disclosed in the report occurred, who was involved,

who was responsible, and whether the people involved, or the agency engaged, in serious wrongdoing. There may be circumstances where we believe an investigation is not warranted — for example, if the conduct has previously been investigated.

- There may also be circumstances where we decide that the report should be referred to another agency, such as an integrity agency. For example, reports concerning possible corrupt conduct may be required to be reported to the ICAC in accordance with section 11 of the *Independent Commission Against Corruption Act 1988*.
- Before referring a matter, we will discuss the referral with the other agency, and we will provide you with details of the referral and a contact person within the other agency.
- If we decide not to investigate a report and to not refer the matter to another agency, we must let you know the reasons for this and notify the NSW Ombudsman.

(c) How we will protect the confidentiality of the maker of a voluntary PID

We understand that people who make voluntary PIDs may want their identity and the fact that they have made a report to be confidential.

Under the PID Act, information tending to identify a person as the maker of a voluntary PID (known as identifying information) is not to be disclosed by a public official or an agency.

There are certain circumstances under the PID Act that allow for the disclosure of identifying information. These include:

- where the person consents in writing to the disclosure
- where it is generally known that the person is the maker of the voluntary PID because of their voluntary self-identification as the maker
- when the public official or Council reasonably considers it necessary to disclose the information to protect a person from detriment
- where it is necessary the information be disclosed to a person whose interests are affected by the disclosure
- where the information has previously been lawfully published
- when the information is disclosed to a medical practitioner or psychologist for the purposes of providing medical or psychiatric care, treatment or counselling to the individual disclosing the information
- when the information is disclosed for the purposes of proceedings before a court or tribunal
- when the disclosure of the information is necessary to deal with the disclosure effectively
- if it is otherwise in the public interest to disclose the identifying information.

We will not disclose identifying information unless it is necessary and authorised under the PID Act.

We will put in place steps to keep the identifying information of the maker and the fact that a report has been made confidential. It may not be possible for us to maintain complete confidentiality while we progress the investigation, but we will do all that we practically can to not unnecessarily disclose information from which the maker of the report can be identified. We will do this by:

- limiting the number of people who are aware of the maker's identity or information that could identify them.
- If we must disclose information that may identify the maker of the PID, we will not disclose the actual identify of the maker of the PID unless we have the consent to do so.
- We will ensure that any person who does know the identify of the maker of a PID is reminded that they have a legal obligation to keep their identify confidential.
- We will ensure that only authorised persons have access to emails, files or other documentation that contains information about the identity of the maker.
- We will undertake an assessment to determine if anyone is aware of the maker's identity and if those persons who have a motive to cause detrimental action to be taken against the maker or impede the progress of the investigation.
- We will provide information to the maker of the PID about the importance of maintaining confidentiality and advising them how best to protect their identity, for example, by telling them not to discuss their report with other staff.

If confidentiality cannot be maintained or is unlikely to be maintained, we will:

- Advise the person whose identity may become known
- Update the risk assessment and risk management plan
- Implement strategies to minimise the risk of detrimental action
- Provide additional support to the person who has made the PID
- Remind persons who become aware of the identifying information of the consequences for failing to maintain confidentiality and that engaging in detrimental action is a criminal offence and may also be a disciplinary matter.

(d) How we will assess and minimise the risk of detrimental action

We will not tolerate any detrimental action being taken by any person against a person who has made a PID, investigators, witnesses or the person the report is about.

We will assess and take steps to mitigate detrimental action from being taken against the maker of a voluntary PID, the person whose conduct is the subject of a PID, investigators and witnesses.

We will take steps to assess and minimise the risk of detrimental action by:

- Explaining that a risk assessment will be undertaken, and a risk management plan will be created (including reassessing the risk throughout the entirety of the matter)
- Providing details of who will be responsible for undertaking a risk assessment
- Explaining how we will communicate with the maker to identify risks

- Listing the protections that will be offered, i.e. these may include remote working or approved leave for the duration of the investigation
- Outlining what supports will be provided

Detrimental action against a person is an act or omission that causes, comprises, involves or encourages detriment to a person or a threat of detriment to a person (whether express or implied). Detriment to a person includes:

- injury, damage or loss
- property damage
- reputational damage
- intimidation, bullying or harassment
- unfavourable treatment in relation to another person's job
- discrimination, prejudice or adverse treatment
- disciplinary proceedings or disciplinary action, or
- any other type of disadvantage.

Detrimental action does not include:

- lawful action taken by a person or body to investigate serious wrongdoing or other misconduct
- the lawful reporting or publication of a finding of serious wrongdoing or other misconduct
- the lawful making of adverse comment, resulting from investigative action
- the prosecution of a person for a criminal offence
- reasonable management action taken by someone in relation to a person who made or may make a PID. For example, a reasonable appraisal of a PID maker's work performance.

(e) How we will deal with allegations of a detrimental action offence

If we become aware of an allegation that a detrimental action offence has occurred or may occur, we will:

- take all steps possible to stop the action and protect the person(s)
- take appropriate disciplinary action against anyone that has taken detrimental action
- refer any evidence of a detrimental action offence to the Commissioner of Police and the ICAC or the Law Enforcement Conduct Commission (whichever is applicable)
- notify the NSW Ombudsman about the allegation of a detrimental action offence being committed.

(f) What we will do if an investigation finds that serious wrongdoing has occurred

If, after an investigation, it is found that serious wrongdoing or other misconduct has occurred, we will take the most appropriate action to address that wrongdoing or misconduct. This is also known as corrective action.

Corrective action can include:

- a formal apology
- improving internal policies to adequately prevent and respond to similar instances of wrongdoing
- providing additional education and training to staff where required
- taking employment action against persons involved in the wrongdoing (such as termination of employment, relocation, a caution or reprimand)
- payment of compensation to people who have been affected by serious wrongdoing or other misconduct.

7. Review and dispute resolution

(a) Internal review

People who make voluntary PIDs can seek internal review of the following decisions made by Council:

- that Council is not required to deal with the report as a voluntary PID
- to stop dealing with the report because we decided it was not a voluntary PID
- to not investigate the serious wrongdoing and not refer the report to another agency
- to cease investigating the serious wrongdoing without either completing the investigation or referring the report to another agency for investigation.

We will ensure internal reviews are conducted in compliance with the PID Act.

If you would like to make an application for an internal review, you must apply in writing within 28 days of being informed of our decision. The application should state the reasons why you consider our decision should not have been made. You may also submit any other relevant material with your application.

(b) Voluntary dispute resolution

If a dispute arises between Council and a person who has made a report which is, or may be, a voluntary PID, we may request the NSW Ombudsman to conciliate the dispute. Conciliation is a voluntary process and will only be suitable for disputes where we and the maker of the report are willing to resolve the dispute.

8. Other agency obligations

(a) Record-keeping requirements

We must keep full and accurate records with respect to all information received in connection with the PID Act. This ensures that Council complies with its obligations under the *State Records Act 1998*.

(b) Reporting of voluntary PIDs and Council's annual return to the Ombudsman

Each year Council provides an annual return to the NSW Ombudsman which includes:

- information about voluntary PIDs received by Council during each return period (yearly with the start date being 1 July)
- action taken by Council to deal with voluntary PIDs during the return period
- how Council promoted a culture in the workplace where PIDs are encouraged.

(c) How we will ensure compliance with the PID Act and this policy

We will ensure: -

- The policy is readily available and accessible to staff as required.
- Staff are provided adequate onboarding and ongoing support to ensure an understanding of responsibilities.
- The policy is reviewed every four years or earlier if required.
- Implementation of the policy is monitored
- Non-compliance with the policy is addressed promptly

Annexure A — Names and contact details of disclosure officers for Council

General Manager – 0407 438 422

Mayor (*for reports about the General Manager only*) – 0429 887 707

Disclosure coordinator – Director Governance – 6889 9930

Disclosure officers - Manager Human Resources – 6889 9992
Manager Infrastructure Delivery – 6889 9924

Annexure B — List of integrity agencies

| Integrity agency | What they investigate | Contact information |
|---|---|---|
| The NSW Ombudsman | Most kinds of serious maladministration by most agencies and public officials (but not NSW Police, judicial officers or MPs) | Telephone: 1800 451 524 between 9am to 3pm Monday to Friday Writing: Level 24, 580 George Street, Sydney NSW 2000 Email: info@ombo.nsw.gov.au |
| The Auditor-General | Serious and substantial waste of public money by auditable agencies | Telephone: 02 9275 7100 Writing: GPO Box 12, Sydney NSW 2001 Email: governance@audit.nsw.gov.au |
| Independent Commission Against Corruption | Corrupt conduct | Telephone: 02 8281 5999 or toll free on 1800 463 909 (callers outside Sydney) between 9am and 3pm, Monday to Friday Writing: GPO Box 500, Sydney NSW 2001 or faxing 02 9264 5364 Email: icac@icac.nsw.gov.au |
| The Inspector of the Independent Commission Against Corruption | Serious maladministration by the ICAC or the ICAC officers | Telephone: 02 9228 3023 Writing: PO Box 5341, Sydney NSW 2001 Email: oiicac_executive@oiicac.nsw.gov.au |
| The Law Enforcement Conduct Commission | Serious maladministration by the NSW Police Force or the NSW Crime Commission | Telephone: 02 9321 6700 or 1800 657 079 Writing: GPO Box 3880, Sydney NSW 2001 Email: contactus@lecc.nsw.gov.au |
| The Inspector of the Law Enforcement Conduct Commission | Serious maladministration by the LECC and LECC officers | Telephone: 02 9228 3023 Writing: GPO Box 5341, Sydney NSW 2001 Email: oilc_executive@oilc.nsw.gov.au |
| Office of the Local Government | Local government pecuniary interest contraventions | Email: olg@olg.nsw.gov.au |

| | | |
|-------------------------------------|--|---|
| The Privacy Commissioner | Privacy contraventions | Telephone: 1800 472 679 Writing: GPO Box 7011, Sydney NSW 2001 Email: ipcinfo@ipc.nsw.gov.au |
| The Information Commissioner | Government information contraventions | Telephone: 1800 472 679 Writing: GPO Box 7011, Sydney NSW 2001 Email: ipcinfo@ipc.nsw.gov.au |



COMPLAINT HANDLING POLICY

Adopted By Council 13 November 2019

(Resolution No 2019/282)

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1. INTRODUCTION

1.1 PURPOSE

This policy is intended to ensure that Council handles complaints fairly, efficiently and effectively.

Council's complaint management system is intended to:

- enable Council to respond to issues raised by people making complaints in a timely and cost-effective way
- boost public confidence in Council's administrative process, and
- provide information that can be used by Council to deliver quality improvements in Council's services, systems and complaint handling.

This policy provides guidance to Council's staff and people who wish to make a complaint on the key principles and concepts of Council's complaint management system.

1.2 SCOPE

This policy applies to all staff receiving or managing complaints from the public made to Council or about Council, regarding Council's services, staff and complaint handling.

Staff grievances, code of conduct complaints and public interest disclosures are dealt with through separate mechanisms.

1.3 ORGANISATIONAL COMMITMENT

Council expects staff at all levels to be committed to fair, effective and efficient complaint handling. The following table outlines the nature of the commitment expected from staff and the way that commitment should be implemented.

| Who | Commitment | How |
|-----------------|---|--|
| General Manager | Promote culture that values complaints and their effective resolution | <ul style="list-style-type: none"> ▪ Report publicly on Council's complaint handling ▪ Provide adequate support and direction to key staff responsible for handling complaints. ▪ Regularly review reports about complaint trends and issues arising from complaints. ▪ Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly. ▪ Encourage staff to make recommendations for system improvements. ▪ Recognise and reward good complaint handling by staff. ▪ Support recommendations for service, staff and complaint handling improvements arising from analysis of complaint data. |

| | | |
|--|--|---|
| <p>Manager responsible for complaint handling</p> | <p>Establish and manage Council's complaint management system</p> | <ul style="list-style-type: none"> ▪ Provide regular reports to the General Manager on issues arising from complaint handling work. ▪ Ensure recommendations arising out of complaint data analysis are canvassed with General Manager and implemented where appropriate. ▪ Recruit, train and empower staff to resolve complaints promptly and in accordance with Council's policies and procedures. ▪ Encourage staff managing complaints to provide suggestions on ways to improve Council's complaint management system. ▪ Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly. ▪ Recognise and reward good complaint handling by staff. |
| <p>Staff whose duties include complaint handling</p> | <p>Demonstrate exemplary complaint handling practices</p> | <ul style="list-style-type: none"> ▪ Treat all people with respect, including people who make complaints. ▪ Assist people make a complaint, if needed. ▪ Comply with this policy and its associated procedures. ▪ Keep informed about best practice in complaint handling. ▪ Provide feedback to management on issues arising from complaints. ▪ Provide suggestions to management on ways to improve the organisation's complaints management system. ▪ Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management. |
| <p>All staff</p> | <p>Understand and comply with Council's complaint handling practices</p> | <ul style="list-style-type: none"> ▪ Treat all people with respect, including people who make complaints. ▪ Be aware of Council's complaint handling policies and procedures. ▪ Assist people who wish to make complaints access Council's complaints process. ▪ Be alert to complaints and assist staff handling complaints resolve matters promptly. ▪ Provide feedback to management on issues arising from complaints. |

| | | |
|--|--|--|
| | | <ul style="list-style-type: none"> ▪ Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management. |
|--|--|--|

2. TERMS AND DEFINITIONS

Complaint

Expression of dissatisfaction made to or about Council, its services, staff or the handling of a complaint where a response or resolution is explicitly or implicitly expected or legally required.

A complaint covered by this Policy can be distinguished from:

- staff grievances (see Council's Grievance Resolution Policy)
- public interest disclosures made by Council's staff (see Council's [Internal Reporting Public Interest Disclosures](#) Policy)
- code of conduct complaints (see Council's Code of Conduct and Procedures Policy)
- responses to requests for feedback about the standard of Council's service provision (see definition of feedback below)
- reports of problems or wrongdoing merely intended to bring a problem to Council's notice with no expectation of a response (see definition of feedback)
- service requests (see definition of service request below), and
- requests for information (see Council's Access to Information Policy)

Complaint Management System

All policies, procedures, practices, staff, hardware and software used by Council in the management of complaints.

Dispute

An unresolved complaint escalated either within or outside of Council.

Feedback

Opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly, to or about Council, about Council's services or complaint handling where a response is not explicitly or implicitly expected or legally required.

Service Request

The definition of a service request includes:

- requests for approval
- requests for action
- routine inquiries about Council's business
- requests for the provision of services and assistance
- reports of failure to comply with laws regulated by Council
- requests for explanation of policies, procedures and decisions

Grievance

A clear, formal statement by an individual staff member about another staff member or a work related problem.

Policy

A statement of instruction that sets out how Council should fulfil its vision, mission and goals.

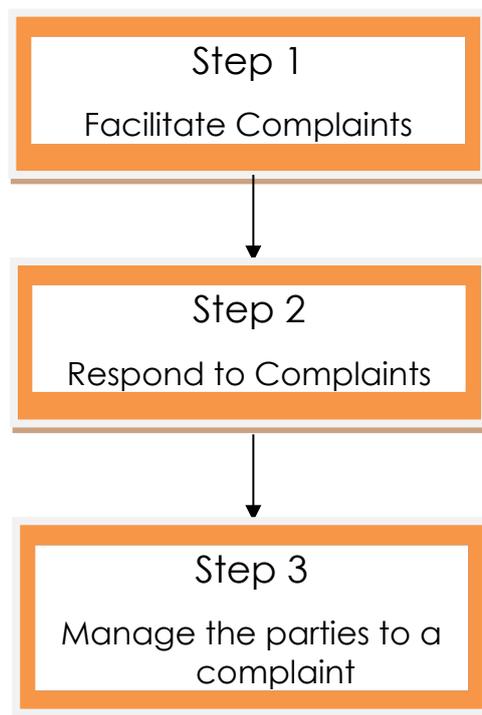
Procedure

A statement or instruction that sets out how Council's policies will be implemented and by whom.

Public Interest Disclosure

A report about wrong doing made by a public official in New South Wales that meets the requirements of the Public Interest Disclosures Act ~~2022~~ 1994.

3. GUIDING PRINCIPLES



3.1 Facilitate Complaints

People Focus

Council is committed to seeking and receiving feedback and complaints about its services, systems, practices, procedures, products and complaint handling.

Any concerns raised in feedback or complaints will be dealt with within a reasonable time frame.

Complaints will be acknowledged in 5 working days from receipt.

Complaints will be assessed in 10 working days from receipt.

Progress reports will be provided on a 10 working days basis in relation to matters not finalised within 10 working days of receipt.

People making complaints will be:

- provided with information about Council's complaint handling process
- provided with multiple and accessible ways to make complaints
- listened to, treated with respect by staff and actively involved in the complaint process where possible and appropriate, and
- provided with reasons for Council's decision/s and any options for redress or review.

No Detriment To People Making Complaints

Council will take all reasonable steps to ensure that people making complaints are not adversely affected because a complaint has been made by them or on their behalf.

Anonymous Complaints

Council accepts anonymous complaints and will carry out an investigation of the issues raised where there is enough information provided.

Accessibility

Council will ensure that information about how and where complaints may be made to or about Council is well publicised. Council will ensure that its systems to manage complaints are easily understood and accessible to everyone, particularly people who may require assistance.

If a person prefers or needs another person or organisation to assist or represent them in making and/or resolution of their complaint, Council will communicate with them through their representative if this is their wish. Anyone may represent a person wishing to make a complaint with their consent (e.g. advocate, family member, legal or community representative, member of Parliament, another organisation).

No Charge

Complaining to Council is free.

3.2 Respond To Complaints

Early Resolution

Where possible, complaints will be resolved at first contact with Council.

Responsiveness

Council will promptly acknowledge receipt of complaints.

Council will assess and prioritise complaints in accordance with the urgency and/or seriousness of the issues raised. If a matter concerns an immediate risk to safety or security the response will be immediate and will be escalated appropriately.

Council is committed to managing people's expectations, and will inform them as soon as possible, of the following:

- the complaints process
- the expected time frames for Council's actions
- the progress of the complaint and reasons for any delay
- their likely involvement in the process, and
- the possible or likely outcome of their complaint

Council will advise people as soon as possible when unable to deal with any part of their complaint and provide advice about where such issues and/or complaints may be directed (if known and appropriate).

Council will also advise people as soon as possible when Council is unable to meet its time frames for responding to their complaint and the reason for the delay.

Objectivity and Fairness

Council will address each complaint with integrity and in an equitable, objective and unbiased manner.

Council will ensure that the person handling the complaint will be different from any staff member whose service or conduct is being complained about.

Conflicts of interests, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

Responding Flexibly

Council staff are empowered to resolve complaints promptly and with as little formality as possible. Council will adopt flexible approaches to service delivery and problem solving to enhance accessibility for people making complaints and/or their representatives.

Council will assess each complaint on its merits and involve people making complaints and/or their representative in the process as far as possible.

Confidentiality

Council will protect the identity of people making complaints where this is practical and appropriate.

Personal information that identifies individuals will only be disclosed or used by Council as permitted under the relevant privacy laws, secrecy provisions and any relevant confidentiality obligations.

3.3 Manage The Parties To A Complaint

Complaints Involving Multiple Agencies

Where a complaint involves multiple organisations, Council will work with other organisation/s where possible, to ensure that communication with the person making a complaint and/or their representative is clear and coordinated.

Subject to privacy and confidentiality considerations, communication and information sharing between the parties will also be organised to facilitate a timely response to the complaint.

Where a complaint involves multiple areas within Council, responsibility for communication with the person making the complaint and/or their representative will also be coordinated. Where Council's services are contracted out, Council expects the contracted service provider to have an accessible and comprehensive complaint management system.

Council will take complaints not only about the actions of staff of Council but also the actions of service providers.

Complaints Involving Multiple Parties

When similar complaints are made by related parties Council will try to arrange to communicate with a single representative of the group.

Empowerment of Staff

All staff managing complaints are empowered to implement Council's complaint management system as relevant to their role and responsibilities.

Staff are encouraged to provide feedback on the effectiveness and efficiency of all aspects of Council's complaint management system.

Managing Unreasonable Conduct By People Making Complaints

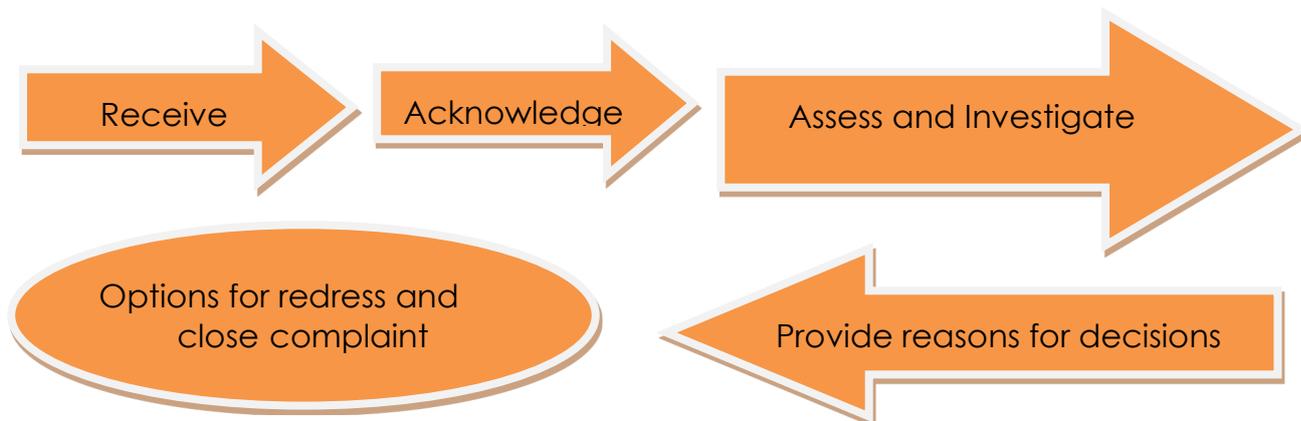
Council is committed to being accessible and responsive to all people who approach Council with feedback or complaints. At the same time Council's success depends on:

- its ability to do its work and perform its functions in the most effective and efficient way possible
- its health, safety and security of staff, and
- its ability to allocate its resources fairly across all the complaints received

When people behave unreasonably in their dealings with Council, their conduct can significantly affect the progress and efficiency of work. As a result, Council will take proactive and decisive action to manage any conduct that negatively and unreasonably affects Council and will support staff to do the same in accordance with this policy.

For further information on managing unreasonable conduct or complainants, please see Council's policy on Managing Unreasonable Conduct By People Making Complaints).

4. COMPLAINT MANAGEMENT SYSTEM



4.1 Introduction

When responding to complaints, staff should act in accordance with Council's complaints handling procedures as well as any other internal documents providing guidance on the management of complaints. Staff should also consider any relevant legislation and/or regulations when responding to complaints and feedback.

The five key stages in Council's complaint management system are set out below.

4.2 Receipt of Complaints

Unless the complaint has been resolved at the outset, Council will record the complaint and its supporting information.

The record of the complaint will document:

- the contact information of the person making a complaint
- the method the complaint was received
- issues raised by the person making a complaint and the outcome's they want
- any other relevant information, and
- any additional support the person making a complaint requires

4.3 Acknowledgement of Complaints

Council will acknowledge receipt of each complaint promptly, and preferably within 5 working days.

Consideration will be given to the most appropriate medium (e.g. email, letter) for communicating with the person making the complaint.

4.4 Initial Assessment And Addressing Of Complaints

Initial Assessment

After acknowledging receipt of the complaint, Council will confirm whether the issue/s raised in the complaint is/are within Council's control. Council will also consider the

outcome/s sought by the person making the complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

When determining how a complaint will be managed, Council will consider:

- how serious, complicated or urgent the complaint is
- whether the complaint raises concerns about people's health and safety
- how the person making the complaint is being affected
- the risks involved if resolution of the complaint is delayed, and
- whether a resolution requires the involvement of other organisations

Addressing Complaints

After assessing the complaint, Council will consider how to manage it. To manage the complaint Council may:

- give the person information or an explanation
- gather information from the person or area that the complaint is about, or
- investigate the claims made in the complaint

Council will keep the person making the complaint up to date on Council's progress if there are any delays. Council will also communicate the outcome of the complaint using the most appropriate medium. Which actions Council decides to take will be tailored to each case and take into account any statutory requirements.

4.5 Providing Reasons For Decisions

Following consideration of the complaint and any investigation into the issues raised, Council will contact the person making the complaint and advise them:

- the outcome of the complaint and any action Council took
- the reason/s for Council's decision
- the remedy or resolutions/s that Council has proposed or put in place, and
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

If in the course of investigation, Council makes any adverse findings about a particular individual, Council will consider any applicable privacy obligations under the Privacy and Personal Information Protection Act 1998 and any applicable exemptions in or made pursuant to that Act, before sharing Council's findings with the person making the complaint.

4.6 Closing the complaint, recordkeeping, redress and review

Council will keep comprehensive records about:

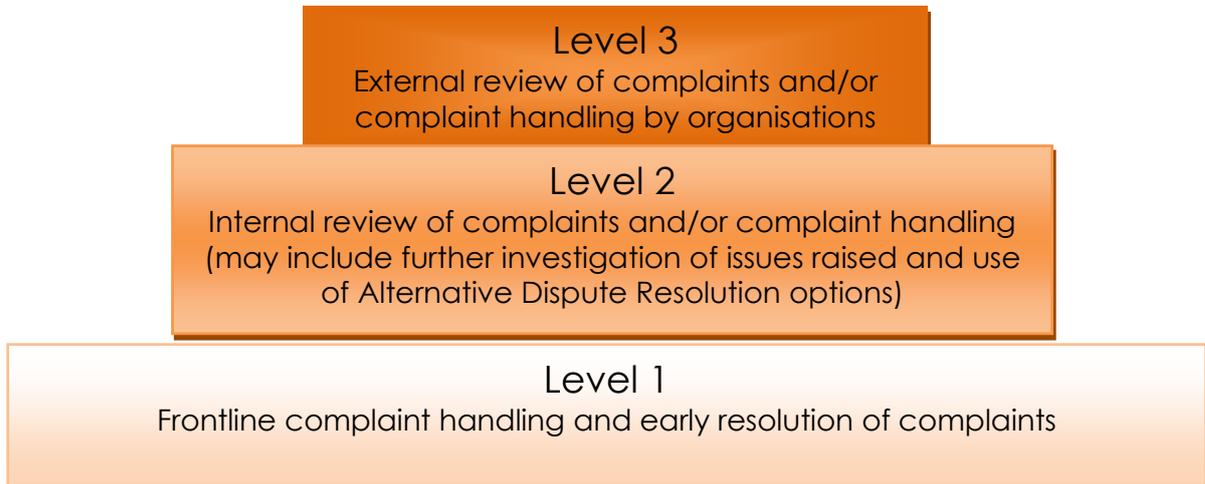
- how Council managed the complaint
- the outcome/s of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations, and
- any outstanding actions that need to be followed up.

Council will ensure that outcomes are properly implemented, monitored and reported to the complaint handling manager and/or senior management.

4.7 Alternative Avenues For Dealing With Complaints

Council will inform people who make complaints to or about Council about any internal or external review options available to them (including any relevant Ombudsman or oversight bodies).

4.8 The Three Levels Of Complaint Handling



Council aims to resolve complaints at the first level, the frontline. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

Where this is not possible, Council may decide to escalate the complaint to a more senior officer within Council. This second level of complaint handling will provide for the following internal mechanisms:

- assessment and possible investigation of the complaint and decision/s already made, and/or
- facilitated resolution (where a person not connected with the complaint reviews the matter and attempts to find an outcome acceptable to the relevant parties).

Where a person making a complaint is dissatisfied with the outcome of Council's review of their complaint, they may seek an external review of Council's decision (by the Ombudsman or Office of Local Government for example).

5. ACCOUNTABILITY AND LEARNING

5.1 Analysis and evaluation of complaints

Council will ensure that complaints are recorded in a systematic way so that information can be easily retrieved for reporting analysis.

Regular reports will be run on:

- the number of complaints received
- the outcome of complaints, including matters resolved at the frontline

- issues arising from complaints
- systematic issues identified, and
- the number of requests Council receives for internal and/or external review of our complaint handling

Regular analysis of these reports will be undertaken to monitor trends, measure the quality of our customer service and make improvements.

Both reports and their analysis will be provided to the General Manager and senior management for review.

5.2 Monitoring of the Complaint Management System

Council will continually monitor its complaint management system to:

- ensure its effectiveness in responding to and resolving complaints, and
- identify and correct deficiencies in the operation of the system.

Monitoring may include the use of audits and complaint satisfaction surveys.

5.3 Continuous Improvement

Council is committed to improving the effectiveness and efficiency of its complaints management system. To this end, Council will

- support the making and appropriate resolution of complaints
- implement best practices in complaint handling
- recognise and reward exemplary complaint handling by staff
- regularly review the complaints management system and complaints data, and
- implement appropriate system changes arising out of the analysis of complaints data and continual monitoring of the system.

Prepared by: [General Manager's Governance](#) Department
Version No: [2.03.0](#)
Date:- First Adopted 21 December 2015, reviewed and adopted 13 November 2019.
Review Date:- ~~12 November 2023~~ [February 2028](#)