
NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 12 JUNE 2019
REPORTS OF COMMITTEES

1. LOCAL EMERGENCY MANAGEMENT COMMITTEE

The minutes of the Local Emergency Management Committee meeting held at the Narromine Shire Emergency Services Complex on 9 May 2019 are attached (See *Attachment No. 1*).

RECOMMENDATION

That the report of the Local Emergency Management Committee and the recommendations from the minutes of 9 May 2019 be adopted.

2. NARROMINE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE

The report to and minutes of the Narromine Showground and Racecourse Advisory Committee meeting held at Council's Chambers on 16 May 2019, are attached (See *Attachment No. 2*).

RECOMMENDATION

That the report of the Narromine Showground and Racecourse Advisory Committee and the recommendations from the minutes of 16 May 2019 be adopted.

3. INTERNAL AUDIT COMMITTEE

The report to and minutes of the Internal Audit Committee meeting held at the Council Chambers on Monday 3 June 2019, are attached (See *Attachment No. 3*).

RECOMMENDATION

That the report of the Internal Audit Committee and the recommendations from the minutes of 3 June 2019 be adopted.

4. LOCAL TRAFFIC COMMITTEE

The report to and minutes of the Local Traffic Committee meeting held at the Council Chambers on Monday 3 June 2019, are attached (See *Attachment No. 4*).

RECOMMENDATION

That the report of the Local Traffic Committee and the recommendations from the minutes of 3 June 2019 be adopted.

**MINUTES OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE HELD ON THURSDAY,
9 MAY 2019 AT NARROMINE SHIRE EMERGENCY SERVICES COMPLEX**

PRESENT: Graham Millgate (Chair and LEMO), Sergeant Mick Smith (LEOCON, NSW Police Orana), Jacob Mill (Volunteer Rescue Association), Joseph Parker (NSW SES, Narromine), Peter Treseder (NSW Fire and Rescue, Narromine), Ken Bermingham (Tomingley Gold Operations), Jason Moffitt (NSW Ambulance Service), Kel Wise (REMO, NSW Police), Cr Craig Davies (Mayor, NSC), Adam Wixx (NSW Fire and Rescue), Robyn Douglas (Timbreebongie House), Jason Gavenlock (Local Land Services) Corinne Llieviski (NSW Rural Fire Service) and Sarah Masonwells (Minute Taker).

1. WELCOME

The Chair welcomed those present, and declared the meeting open at 9:42 am.

2. APOLOGIES

RECOMMENDED by consensus that the apologies of Jane Redden (General Manager, NSC), Andre Pretorius (Director, Infrastructure and Engineering Services, NSC), Stephen Knight (NSW Fire and Rescue), Gary Barber (NSW Fire and Rescue), Lyndon Wieland (NSW Rural Fire Service), David Monk (NSW State Emergency Service) and Susan George (NSW Ambulance Service) be accepted.

3. CONFIRMATION OF MINUTES

RECOMMENDED by consensus that the Minutes of the meeting held on 14 February 2019 are a true and accurate record of the meeting.

4. BUSINESS ARISING

- Nil

5. CORRESPONDENCE

- May 2019 REMO Report circulated via email by Kel Wise

6. CONTACT LIST

- The contact list was circulated and updated

7. AGENCY REPORTS

a) NSW State Emergency Service (SES) Macquarie Region (Joseph Parker):

- 3 call outs since last meeting. Fallen trees which were passed onto Council
- Communication needs to be improved between services. Council had sent a dozer out when SES had already responded to the call out
- 9 members with 1 new recruit

**MINUTES OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE HELD ON THURSDAY,
9 MAY 2019 AT NARROMINE SHIRE EMERGENCY SERVICES COMPLEX**

7. AGENCY REPORTS CONTINUED

b) NSW Ambulance Service (Jason Moffitt)

- Susan George is in her last week here as she has accepted another position in Taree. Her job will be advertised later in the year
- Jason noted they have had 286 jobs since the last meeting. The community seem to be self-presenting and not calling 000
- Waiting on approval for renovations for the Narromine station. These should commence in the new financial year with the officers working out of the resident house next door

c) NSW Fire and Rescue (Adam Wixx, Peter Treseder):

- Have responded to a few callout's, no major incidents
- Home Fire Safety Check program running smoothly
- Recruitment ongoing. 2 in progress
- Joint training exercise involving Narromine VRA, FRNSW Narromine and FRNSW Trangie took place on 14 April 2019. 3 scenarios, successful day
- Currently reviewing our Operational Response Plan
- Chief Superintendent Stephen Hirst now Area Commander, replacing C/Supt Murray West
- Nyngan Fire Station now has Tier 3 Prop. Anticipate further training opportunities for surrounding stations in future, including Bourke
- Open day scheduled for Saturday May 18. Still going ahead despite federal election

d) Narromine Volunteer Rescue Association (Jacob Mill)

- No callouts since
- A change of uniform to come
- Paid staff up from 4 to 16

e) NSW Rural Fire Service (NSW RFS) (Corinne Llieviski)

- Inspector Bob Conran has retired with his position to be filled temporarily
- Small fires are still an issue, mainly at reserves
- Radio replacement programme will be rolled out over a 2 month period
- There are 8 hazard reduction burns in the pipeline

f) NSW Police Orana – Narromine (Sergeant Mick Smith)

- The 7 Sector has been approved to advertise for an eighth position
- The CCTV system has been great, with its quality and split monitors, and helping stop crime.

**MINUTES OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE HELD ON THURSDAY,
9 MAY 2019 AT NARROMINE SHIRE EMERGENCY SERVICES COMPLEX**

7. AGENCY REPORTS CONTINUED

f) NSW Police Orana – Narromine (Sergeant Mick Smith) cont.

- Great result in this area with the conclusion of back to back traffic operations, with only 1 drink driving offence and 2 P platers fail to stop. They have both since been located
- They have 7 main offenders in custody for the recent break and enters and ram raids
- Running through security measures with businesses

g) Local Land Services LLS (Jason Gavenlock)

- Continue to monitor stock on roads without permits
- Callout Tuesday night to Tullamore Road with stock impounded
- Field Operation workshops in Wagga and Gilgandra
- Stock grazing on railways between Narromine and Nyngan is the responsibility of Council, RMS and John Holland

h) Narromine Shire Council (Mayor Craig Davies)

- Break ins occurred at 2 Golf Clubs over the past 2 weeks
- Liaising with Inland Rail continues, with the main interest at the moment being the impact of the line when flooding occurs
- A flood study being carried out in the next few months will help Council understand flood heights and therefore help with the decision making
- Consultants are looking at the alignment of the levee bank

i) Timbregongie House (Robyn Douglas)

- An evacuation drill will take place at Timbregongie's 27 self-care units on the 1 July 2019. Emergency services to be invited to this procedure

j) Tomingley Gold Operations (Ken Bermingham)

- One incident was reported since last meeting. A light vehicle roll over at low speed with no injuries
- Ken will have a copy of their Emergency Plan to the committee at next meeting
- Setting up system for callout process to be implemented

RECOMMENDED by consensus that the agency reports as presented be received.

7. RESCUE SUB COMMITTEE

- Sergeant Mick Smith confirmed the meeting was held at 9am prior to the Local Emergency Management Committee Meeting

**MINUTES OF THE LOCAL EMERGENCY MANAGEMENT COMMITTEE HELD ON THURSDAY,
9 MAY 2019 AT NARROMINE SHIRE EMERGENCY SERVICES COMPLEX**

8. REMO REPORT

- Kel Wise tabled his report (**Attachment No.1**) which had previously been circulated via email
- Kel encouraged everyone to familiarise themselves with the information in the report

9. GENERAL BUSINESS

- A date needs to be set for the stock rollover training. Once this is set, Sarah to send out a save the date
- Encourage farmers, stock and station agents and all first respondents to attend

10. NEXT MEETING

The next Local Emergency Management Committee Meeting will be held on **Thursday, 8 August 2019**, commencing at 9.30 am; to be preceded by a Rescue Sub Committee Meeting commencing at 9.00 am, to be held onsite at Tomingley Gold Operations Tomingley

There being no further business, the meeting closed at 10:38am.

The minutes (pages 1 – 4) were confirmed at a meeting held on 2019 and are a full and accurate of the meeting held on 9 May 2019.

Chair

REMO Report to Central West LEMCs – May 2019

1) *Operational Information*

There has been no significant operational activity within Region.

2) *Plans, Planning and Information*

Central West Regional EMPlan

The Central West Regional EMPlan was endorsed by the SEMC at its December meeting, pending some minor amendments due to SES structural changes. These amendments were progressed at the March REMC meeting and accordingly, the Regional EMPlan is now endorsed and has been published on the EmergencyNSW website - Link below.

<https://www.emergency.nsw.gov.au/Documents/plans/district-plan/central-west-regional-EMPLAN.pdf>

State Emergency and Rescue Management Act 1989

There have been a number of minor amendments to the SERM Act to reflect terminology and current practices. This includes recognising Volunteer Marine Rescue NSW and Surf Lifesaving NSW as Emergency Service Organisations, and the changes in s60KA and s60L regarding “Directing Officer”

CMG: Transport Accidents involving Animals

These should have been completed by now and endorsed by the LEMC for inclusion into the Local EMPlans.

3) *Training and Capability*

Central West EM Training

The following courses have been submitted by the REMOs to OEM for approval.

Course	Proposed Date/s	Location
Introduction to Emergency Management	22 October 2019	Bathurst
Emergency Operations Centre Concepts	23 October 2019	Bathurst
Managing Evacuations	29&30 October 2019	Bathurst
Introduction to Emergency Management	4 February 2020	Dubbo
Emergency Operations Centre Concepts	5 February 2020	Dubbo

Emergency Management Symposium

The Office of Emergency Management are proposing to conduct a 1-day Emergency management Symposium in September or October 2019 in Dubbo. A similar event was held in Sydney in September 2018 and included addresses from the SEOCON and Executive Director of OEM. If you have ideas for topics or things you wish to know about, please let us know.

4) *Exercises*

A number of LEMCs have scheduled desktop exercises in the future. Consideration should be given to aligning this with CMG reviews.

5) *Upcoming Activities / Meetings*

The next REMC / RRC meetings will be held on 13 June 2019 at the RFS Orana Team FCC in Dubbo commencing at 10:30 for Rescue and 13:00 for REMC.



6) **Rescue Committee**

- All committees should now be using the revised Minutes Template. LEOCONs should consider sending the Rescue Unit Status report to each agency prior to the meeting.

Kel Wise
Regional Emergency Management Officer
Central West Emergency Management Region (North)
Mobile : 0419 412 228
Email: wise1kel@police.nsw.gov.au

Craig Bowra
Regional Emergency Management Officer
Central West Emergency Management Region (South)
Mobile: 0417 43 88 45
Email: bowr1cra@police.nsw.gov.au

MINUTES OF THE NARROMINE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD IN COUNCIL'S CHAMBERS ON THURSDAY 16 MAY 2019

PRESENT: Cr Dawn Collins (Chair), Phil Johnston (Director, Community and Economic Development), Libby Dennis (Narromine Turf Club), Dr Robert Kirby (Narromine Turf Club) Bill Gibbs (Narromine Show Society) Nick Powell (Narromine Show Society), Sally Packham (Narromine Pony Club), Claire Gill (Narromine Pony Club), and Lesley-Ann Roberts (Minute Taker).

1. WELCOME

The Chair welcomed those present and declared the meeting open at 3.02pm.

2. APOLOGIES

RECOMMENDED Dr Kirby/B Gibbs that the apologies of Cr Lambert, Craig Roberts (Narromine Show Society) and Director, Infrastructure and Engineering Services be accepted.

3. DECLARATION/CONFLICT OF INTEREST

Nil

4. CONFIRMATION OF MINUTES FROM PREVIOUS MEETING

RECOMMENDED L Dennis/C Gill that the minutes of the previous meeting held on 21 February 2019 be accepted as a true and accurate record of the meeting.

5. BUSINESS ARISING FROM THE MINUTES

- Show Society to supply keys to Council for Poultry shed however, following the recent break-in, a new set of locks will need to be procured.

ACTION: Narromine Show Society

- Item 6 REPORT TO NARROMINE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE, 4) Installation of Permanent Round Yard
- A letter has been sent to Narromine Turf Club from Pony Club regarding the Round Yard.

6. REPORT TO NARROMINE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE

1) Follow up Items

- a) It was advised that the Show Society will remove the White Cattle Yards on Saturday, 1 June 2019.

The Narromine Pony Club requested that the White Cattle Yards once removed are relocated to Narromine Pony Club vicinity.

It was advised that the Narromine Pony Club will define the proposed relocation area on a map.

- d) It was noted, the power point that needs fixing in Les Gibson pavilion on the western side is to be addressed.

- e) Water leaks have now been finalised.

RECOMMENDED B Gibbs/C Gill that the information be noted.

MINUTES OF THE NARROMINE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD IN COUNCIL'S CHAMBERS ON THURSDAY 16 MAY 2019

6. REPORT TO NARROMINE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE
Cont'd.

2) Work Health and Safety

Director, Community and Economic Development has reviewed the viewing staircase next door to the jockey's rooms and the tread is compliant however, could add non-slip tread to assist more.

Air conditioner in the Jockey's rooms has been reviewed and work may be required to make it compliant.

ACTION: Council to investigate.

Discussion was had regarding the Poultry Shed break-in and steps forward.

ACTION UNDERWAY: Investigation taking place.

As part of Drought Communities Programme, security lighting will be installed at the Narromine Showground main pavilion.

ACTION UNDERWAY: Council contractor completing this.

It was advised that the tin area on the toilet block near main pavilion area has been replaced.

RECOMMENDED N Powell/B Gibbs that the information be noted.

3) Bookings

Discussion was had regarding the cleaning before and after bookings are held and the way forward for making improvements.

It was queried whether spraying for red back spiders had been undertaken; it was believed this had be completed however, Council would follow up.

ACTION: Council to investigate.

RECOMMENDED S Packham/C Gill that the information be noted.

4) Financial Report

Discussion was had regarding the financial report as presented.

The Chair queried the separate charges for electricity; it is believed to be the NMI numbers however, Council would investigate.

ACTION: Council to confirm.

RECOMMENDED C Gill/L Dennis that the Financial Report as presented be adopted.

MINUTES OF THE NARROMINE SHOWGROUND & RACECOURSE ADVISORY COMMITTEE
MEETING HELD IN COUNCIL'S CHAMBERS ON THURSDAY 16 MAY 2019

6. REPORT TO NARROMINE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE
Cont'd.

5) Directors Report

It was noted the Development Application for the tractor shed is underway; Narromine Turf Club are to provide dimensions from the fencing and submit to Council to finalise the Application.

ACTION: Narromine Turf Club

RECOMMENDED Dr Kirkby/N Powell that the information be noted.

6) Request for Funding for the Purchase of the Horse Jumps

Discussion was had regarding the benefit of purchasing a set of horse jumps for Narromine Show Society and Narromine Pony Club.

It was moved L Dennis/ B Gibbs that the Narromine Showground and Racecourse Reserve fund contribute up to \$12,000 towards the purchase of show jumps and a storage trailer to house the jumps and to work with the Narromine Show Society and Narromine Pony Club on a funding application that might assist towards the balance of the purchase.

Contribution from Narromine Pony Club Show Society	\$5,000
TOTAL COST	\$21,000
<hr/>	
Shortfall	\$16,000

It was noted that the total cost of the jumps is \$21 000 therefore, despite Narromine Pony Club and Show Society's contribution of \$5,000, there is a total shortfall of \$16,000.

L Dennis noted that the Narromine Turf Club regularly update their facilities at their own cost and a list of these items was outlined.

An amendment was moved L Dennis/ B Gibbs that the Narromine Showground and Racecourse Reserve fund contribute up to \$16,000 towards the purchase of show jumps and a storage trailer to house the jumps.

The amendment became the recommendation, was put to the vote and CARRIED.

6. REPORT TO NARROMINE SHOWGROUND AND RACECOURSE ADVISORY COMMITTEE
Cont'd.

7) Plan of Management Narromine Showground and Racecourse

Discussion was had regarding land categorisation as identified in Attachment No. 2 of Report to Narromine Showground and Racecourse Advisory Committee.

It was noted, some Clubs are utilising space outside of the leased area therefore, it is important to capture the Committees thoughts regarding usage.

Further discussion ensued regarding future use including sourcing water options in this vicinity of Narromine.

Narromine Turf Club advised they are in discussion with Racing NSW as to future funding for future planning for Jockey's Rooms.

Director, Community and Economic Development advised that this is helpful and any ideas or thoughts, the Committee is encouraged to contact Council.

It was noted within the Park categorised area (see Attachment No. 2 of Report to Narromine Showground and Racecourse Advisory Committee), there is need to improve fox and rabbit holes as they are hazardous to those using this area on large Rally days.

ACTION: Council to investigate

RECOMMENDED B Gibbs/S Packham that the comments in regards to the development of the Showground Plan of Management be summarized and included in the discussion in regards to the Plan of Management for the Showground.

7. GENERAL BUSINESS

1) Storage Options for New Horse Jumps

Discussion was had regarding the long term location and storage for the new horse jumps that will be procured. It was agreed that the Jumps will need to remain on site at the Showground in the long-term however, can be transported for other events.

It was agreed the Clubs liaise further regarding this item.

ACTION: Narromine Pony Club and Narromine Show Society to liaise further.

2) Show Society Pavilion

The Narromine Show Society presented their ideas for improvements to the Show Society Pavilion including a kitchen and office area.

Director, Community and Economic Development suggested the Show Society provide a mud map inclusive of dimensions to show costings etc.

It was further noted, there is regular Crown Reserves Improvement Fund Program (CRIFP) grants available and these upgrades could form part of a future grant application.

7. **GENERAL BUSINESS Cont'd.**

Furthermore, Executive Manager Health Building and Environmental Services could assess the proposed upgrades and advise whether the proposed building is eligible for a Heritage Grant.

3) Water Charges

Discussion was had regarding Council's proposed increase in water charges.

ACTION: Narromine Turf Club to liaise with Council/Provide Submission while documents are on Public Exhibition.

The Chair requested that Council investigate how the water charges are dispersed between Clubs and users?

Director, Community and Economic Development advised he would report back to the Committee.

ACTION: Council to report back to Committee

8. NEXT MEETING

The next meeting of the Narromine Showground and Racecourse Advisory Committee will be held on 15 August 2019, commencing at 3.00 pm at the Narromine Shire Council Chambers.

There being no further business, the meeting closed at 4.08 pm.

The minutes (pages 1-5) were confirmed on _____ 2019 and are a true and accurate record of proceedings of the meeting held on 16 May 2019.

CHAIR

1. FOLLOW UP ITEMS

It should be noted, that each of these items are being followed up at present with the Show Society soon to remove the White Cattle Yards:

- a) The Show Society has put out a tender for the removal of a section of white cattle yards and would be the beneficiaries of the funds received as a result of the removal of these yards.

ACTION UNDERWAY: The Show Society

- b) The Turf Club are awaiting the White Cattle Yards to be removed and once this has occurred, they will then relocate the safety gate to the back of the barrier shed to improve safety.

ACTION UNDERWAY: Narromine Turf Club

- c) The need for additional training areas was discussed and it was suggested that Narromine Turf Club investigate the working capacity of the grass track and report back to the Committee prior to any further discussion.

ACTION UNDERWAY: Narromine Turf Club

- d) The power point in Les Gibson pavilion on the western side needs to be fixed.

ACTION UNDERWAY: Council to engage an electrician

- e) Men's toilets is in need of attention in relation to water leaks.

ACTION UNDERWAY: Council investigating this item

RECOMMENDATION

That the information be noted.

2. WORK HEALTH AND SAFETY ISSUES

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

RECOMMENDATION

For consideration.

3. BOOKINGS

Since the last meeting in February 2019, there have been five (5) functions at the Showground. There are six (6) forward bookings for the next six (6) months up to November 2019. Details of these and future bookings are provided under separate cover for privacy reasons.

3. BOOKINGS Cont'd.

NARROMINE SHOWGROUND BOOKINGS AS AT 10 MAY 2019	
NAME	EVENT DATE
2019	
████████████████████	11 March 2019
████████████████████	28 March 2019
██████████████████	13 April 2019
██████████████	20 April 2019
████████████████████	29 April 2019
████████████████████	27 - 31 May 2019
████████████████████	11 August 2019
████████████████████	30-31 August 2019
████████████████████	28 - 29 September 2019
██████████████████	19 October 2019
██████████████████	28 November 2019

 RECOMMENDATION

That the information be noted.

4. FINANCIAL REPORT

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

 RECOMMENDATION

That the Financial Report as presented be adopted.

5. DIRECTOR REPORT

Thank you to all stakeholders and members of this Advisory committee for their input already this year. It has been a very busy start to the year particularly for the Turf Club with additional race meetings being held and with a number of private events.

The Turf Club are close to submitting their Development Application for the construction of the tractor shed and have recently installed the roadway gate to separate the training area from the rest of the grounds.

Following the April Race meeting a number of maintenance improvements were raised by the Turf Club with many of these actioned.

5. DIRECTOR REPORT Cont'd.

Congratulations also to the Pony Club for their recent successful application to the Drought Communities Program with work to supply power to the new Pony Club House now being finalized.

There are two items for further discussion that appear in the following Committee items. These relate to a request for funding from the Showground Reserve fund, for the purchase of show jumps and the other seeing input into the long term master plan being developed for the Showground area.

RECOMMENDATION

That the information be noted.

6. REQUEST FOR FUNDING FOR THE PURCHASE OF HORSE JUMPS

Council has recently had a request for funds from the Showground Reserve. This request has come from both the Narromine Show Society and the Narromine Pony Club. The following excerpt is of a recent email from the Narromine Show President.

The Narromine Show Society and the Narromine Pony club combined would like to apply for funding to buy a full course set of competitive jumps.

A full course set of competitive standard jumps that meet safety specifications set up complete on a trailer would of huge benefit to both the Narromine Show Society and the Narromine Pony Club. Currently both the Narromine Show Society and the Narromine Pony club have to borrow/hire jumps required for jumping courses if they are holding a jumping competition, local rally days or setting up for local youth to practice for up-coming competitions.

Both organisations have been borrowing jumps from Dubbo Pony Club (50km away), Rawsonville Pony Club (35km away) and Dubbo Eventing and Show jumping Association (50km away). This requires a volunteer to borrow a trailer and travel to these clubs, pick up the jumps, then return the jumps immediately after the event.

As the equipment is sourced from a number of organisations, it takes additional work to ensure the equipment borrowed goes back to rightful owners.

Borrowing the equipment and the need to return it immediately has limited the rounds of competitions that can be run at the show. If the NSS had their own competition standard jumps that meet safety requirements, they could extend the show jumping over two days like was done in previous years. This would attract more competitors to the Narromine Show. Additional competition days during the year would also become a possibility with the correct equipment. Not only will this help our own youth with more local competitions, it will help attract more competitors to our local area.

6. REQUEST FOR FUNDING FOR THE PURCHASE OF SHOW JUMPS Cont'd.

By having this equipment stored on a purpose built trailer, the equipment can be safely stored, limiting wear and tear and makes it easily shared between the Narromine Show Society and the Narromine Pony Club. The Narromine Pony Club would be able to have more events locally. Currently our youth members have to travel to jumping competitions to gain experience. It would be very beneficial to our youth to have competitive standard jumps to practice on locally.

The quote for the jumps requested and a trailer large enough to store this equipment is \$21,000. The Reserve currently has \$119,000 in funds and is potentially available for long term strategic capital projects. In the past this has been used for both infrastructure equipment/ capital items. Initial discussions indicate that between the Show Society and Pony Club they will be able to contribute \$5,000 and there are some small community funding opportunities open at the moment that may also be able to contribute.

As outlined in the note from the President of the Show Society there is a real benefit to the local communities in having these show jumps available for use for the local community. Each of the stakeholder groups have shown initiative and will to improve the Showground and racecourse facility and to bring more events for the benefit of the local community.

This is evidenced by the construction of the Club House at the Pony Club, the successful Narromine Show and additional arena activities and the continued development of the training facilities of the turf club. Given that there are funds in the Reserve available I would suggest the following recommendation.

RECOMMENDATION

That the Narromine Showground and Racecourse Reserve fund contribute up to \$12,000 towards the purchase of show jumps and a storage trailer to house the jumps and to work with the Narromine Show Society and Narromine Pony Club on a funding application that might assist towards the balance of the purchase.

7. PLAN OF MANAGEMENT NARROMINE SHOWGROUND AND RACECOURSE

The Narromine Showground and Racecourse is a traditional multi-use complex which has developed over time to provide a quality country racing facility and location for the Narromine Agricultural Show Society. The Showground and Racecourse hosts an increasingly diverse range of events, with the annual Show, horse racing and private hire remaining the top three uses.

The Narromine Showground and Racecourse is on a Crown reserve owned by the State of NSW and managed by Narromine Shire Council for the benefit of the community.

7. PLAN OF MANAGEMENT NARROMINE SHOWGROUND AND RACECOURSE Cont'd.

This Plan of Management (PoM) provides Council with a blueprint of current and future uses at the site as well as management of use, structures and tenures at the site and how these are to be managed into the future and if appropriate, expanded. This Plan meets the requirements of the Crown Land Management Act 2016 and the Local Government Act 1993.

The land at the Showground and Racecourse is categorised as follows (**see Attachment No. 2**):

- Sportsground
- Park
- General Community Use (GCU)

The location and a description of each of the above categories currently in use at the Reserve are provided. Current uses, assets and their condition, opportunities, constraints, threats and future directions are also provided. Appropriate management objectives and actions as well as an effective structure for future management and how this will be effectively communicated are paramount to the success of this Plan.

Category and Classification of Land

The Narromine Showground and Racecourse is classified as *community land* under the LGA Act and categorised as:

Park/Sportsground/General Community Use.

This aligns with the Crown Land initial categorisation and use of the lands as:

Racecourse, Showground and Public Recreation (as dedicated by the Crown in 1967).

Accordingly, as this POM is not proposing to add, change or alter the categories or uses on site, a public hearing will not be required as outlined in section 3.23(7)(c) of the CLM Act. Council must, however, give public notice of the POM as required by section 38 of the LG Act.

Owner of the Land

The Owner of the Land is the State of NSW (the Crown).

The Crown Land was reserved for the purposes of Racecourse, Showground and Public Recreation on 21 July 1967. Narromine Shire Council (Council) was appointed trustee of the reserve on 22 September 1967. The Trust Reserve is known as the Narromine Showground (R86330) Reserve Trust.

7. PLAN OF MANAGEMENT NARROMINE SHOWGROUND AND RACECOURSE Cont'd.

Committee Input

In order to further develop the plan of management the input of the committee, particularly in regards to future plans is very useful to capture the development potential.

RECOMMENDATION

That the comments in regards to the development of the Showground Plan of Management be summarized and included in the discussion in regards to the Plan of Management for the Showground.

Phil Johnston
Director Community and Economic Development



NSRAC		EXPENDITURE														
DATE	FOR	CHQ	ELECTRICITY	INSURANCE	VANDILISM REPAIRS	CLEANING	RATES & WATER	WAGES & PLANT	SUNDRY	GROUND'S PLANT	Insurance Excess	REPAIRS & MAINT BUILDINGS / FIXTURES	TURF	HOUSE	TOILETS	TOTAL
2018-2019																
4/07/2018	[REDACTED]									2,000.00						2,000.00
4/07/2018	[REDACTED] Prior Year Expense									- 2,000.00						- 2,000.00
26/07/2018	Narramine Shire Council - Water						71.25									71.25
3/08/2018	[REDACTED] Plumbing - Replacement of frost damaged pipe;															
3/08/2018	horse washing stalls and racecourse											764.00				764.00
3/08/2018	Origin Energy - Electricity		147.98													147.98
3/08/2018	Origin Energy - Electricity		928.62													928.62
28/08/2018	NSC Wages									187.22						187.22
29/08/2018	Rates						1,077.70									1,077.70
30/08/2018	NSC Wages									583.98						583.98
30/08/2018	Stores Issue - Hand Paper Towell					4.10										4.10
31/08/2018	Stores Issue - Hand Paper Towell					21.87										21.87
1/09/2018	NSC Wages								312.99							312.99
6/09/2018	Reward Distribution - Roll Towell Dispensers											540.70				540.70
12/09/2018	[REDACTED] - Skope Fridge											1,200.00				1,200.00
12/09/2018	[REDACTED] - Skope Fridge Freight											90.00				90.00
13/09/2018	NSC Wages & Plant											51.17				51.17
18/09/2018	[REDACTED] - Pump Purchase											2,698.00				2,698.00
18/09/2018	[REDACTED] - Freight											50.00				50.00
25/09/2018	gas - Bottle Rental											40.00				40.00
25/09/2018	[REDACTED] - Connectors, Clamps, Tap											50.13				50.13
7/11/2018	Origin Energy - Electricity		145.34													145.34
12/12/2018	NSC - water						122.20									122.20
13/02/2019	Origin Energy - Electricity		1,286.37													1,286.37
13/02/2019	Origin Energy - Electricity		993.78													993.78
27/02/2019	Narramine Shire Council - Water						128.70									128.70
13/03/2019	[REDACTED] - Electrical Works									5,801.00		132.73				5,801.00
13/03/2019	[REDACTED] - Pump and Pipework											569.00				569.00
27/03/2019	[REDACTED] - Replace & Repair Taps, Bar, Jockey Room											113.00				113.00
27/03/2019	Repair Tap Canteen															
27/03/2019	Cleaning Products Issued from Council Store														119.22	119.22
10/04/2019	Narramine Shire Council - Water						41.60									41.60
17/04/2019	[REDACTED] - Fix Blocked Toilets														104.00	104.00
16/04/2019	NSC Wages															568.41
			3,502.09	-	-	25.97	1,441.45	568.41	312.99	6,622.33	-	3,460.60	-	-	223.22	18,945.06

**Narromine Showground and Racecourse
Advisory Committee
Statement of Working Funds
As at 02/05/2019**

Balance Brought Forward as at 01/07/18	104,991.49
Add Receipts	33,589.58
Less Payments	<u>(18,945.06)</u>
Balance of Working Funds 02/05/2019	<u>119,636.01</u>
Security Bonds Held	<u>0.00</u>
Reconciled Balance	<u>119,636.01</u>
Check:	-

Balance Sheet Check:

Reconciled Bank Balance 1 July 2018	104,991.49
Profit Year to Date	<u>14,644.52</u>
Reconciled Working Funds Balance 2/05/2019	<u>119,636.01</u>
Plus Security Bonds Held	-
Reconciled Balance (from GL)	119,636.01
Check:	-

Narromine Showground and Racecourse Advisory Committee

Statement of Income & Expenditure Period Ending 02/05/2019

INCOME

Contributions		
Narromine Turf Club	5,831.81	
Narromine Show Society	1,166.36	
Narromine Shire	9,240.00	
Sundry	-	
	-	16,238.17
Fees		
Cottage Rent	5,065.21	
Other Facilities	5,888.73	
Stables	6,397.47	
	6,397.47	17,351.41
Other Income		
Grant - Amenities Building	-	
Loan - Amenities Building	-	
Interest		
	-	-
	-	-
TOTAL INCOME		33,589.58

EXPENDITURE

Vandalism Repairs		-
Cleaning		25.97
Electricity		3,502.09
Insurance - Excess		-
Insurance		0.00
Repairs & Maintenance		
Buildings / Fixtures	3,460.60	
Grounds	6,622.33	
Plant	2,788.00	
Turf	-	
House Repairs	-	
Toilets	223.22	13,094.15
Rates & Water		1,441.45
Wages & Security		568.41
Sundry		312.99
	312.99	18,945.06
TOTAL EXPENDITURE		18,945.06
PROFIT/(LOSS) YEAR TO DATE		14,644.52

ADJUSTED PROFIT/(LOSS) YEAR TO DATE	14,644.52
--	------------------

MINUTES OF THE NARROMINE SHIRE COUNCIL INTERNAL AUDIT COMMITTEE
MEETING HELD IN COUNCIL CHAMBERS ON MONDAY 3 JUNE 2019

PRESENT: Neil Maltby (Chair) – Independent External Member, Ron Gillard – Independent External Member, Cr James Craft NSC, Jane Redden - General Manager NSC, Marion Truscott - Executive Manager Corporate Governance NSC, John Sevil - Director Finance & Corporate Strategy NSC, Gabriel Faponle – Crowe Horwath and Carlyne Marchant (Minute Taker)

Via Teleconference - Alex Hardy – Prosperity Audit Services, Alison Lee – Crowe Horwath and Shannon Wimhurst – Crowe Horwath

1. WELCOME

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

2. APOLOGIES

It was noted that Marco Monaco - NSW Audit Office was on leave and Alex Hardy would provide an update from the external audit perspective.

3. DISCLOSURES OF INTEREST

Nil

4. CONFIRMATION OF PREVIOUS MINUTES 25 MARCH 2019

RECOMMENDED Cr Craft/Ron Gillard that the Minutes of the Narromine Shire Council Internal Audit Committee Meeting held 25 March 2019 be adopted as a true and correct record of the meeting subject to the following amendment.

Marco Monaco is with NSW Audit Office and not Prosperity Audit Services.

Ron Gillard requested that it is noted who is in attendance via teleconference.

5. CONSIDERATION OF IT GOVERNANCE REVIEW REPORT – CROWE HORWATH (INTERNAL AUDITOR)

It was noted that the IT Governance Review Report would be amended to change the title and risk rating of point 10 to Power Switchboard with a risk rating of low and to change all Responsible Person names to their respective position titles only.

RECOMMENDED Ron Gillard/Cr Craft that the information be noted and actions included in the Action Tracking Report.

Gabriel Faponle left meeting at 12.33pm.

MINUTES OF THE NARROMINE SHIRE COUNCIL INTERNAL AUDIT COMMITTEE
MEETING HELD IN COUNCIL CHAMBERS ON MONDAY 3 JUNE 2019

6. CONSIDERATION OF AUDIT OFFICE MANAGEMENT LETTER DETAILING MATTERS FROM THE INTERIM AUDIT (EXTERNAL AUDITOR)

RECOMMENDED Ron Gillard/Cr Craft that the information be noted and actions be included in the Action Tracking Report.

The Management Fraud Inquiry Questionnaire from Any Other Business was brought forward to allow discussion to include Alex Hardy. After discussion it was agreed that the Questionnaire is to be completed by the General Manager Narromine Shire Council.

Alex Hardy, Alison Lee and Shannon Wimhurst left meeting at 1.03pm.

The Committee broke at 1.03pm and recommenced proceedings at 1.08pm.

7. CONSIDERATION OF INTERNAL AUDIT COMMITTEE MEETING REPORT

1. Committee Review Action Tracking Report

RECOMMENDED Cr Craft/Ron Gillard that:

1. That the Internal Audit Review Action list be considered and accepted.
2. That the revised Procurement Policy be considered and accepted for subsequent endorsement and adoption by Council, with the addition of 'over a 12 month period' to the Definition of Contract and confirmation of the GST requirements in the tendering guidelines.

2. Legislative Compliance – Exception Reporting

RECOMMENDED Ron Gillard/Cr Craft that the report be noted.

3. Fraud Risk Assessment / Fraud Control Action Plan 2019/2020

RECOMMENDED Ron Gillard/Cr Craft that the Fraud Control Action Plan for 2019/2020 be considered and accepted and the further treatment actions be included in the Internal Audit Committee's Action Tracking List.

4. Corporate Credit Card Review Report

RECOMMENDED Cr Craft/Ron Gillard that the report be considered and accepted.

5. Audit Risk and Improvement Committee Training Workshop

RECOMMENDED Ron Gillard/Cr Craft that:

1. That the report be considered and accepted.
2. That Ron Gillard will work with Marion Truscott to determine the workplan for the following 12-18 month period and that this workplan be presented to the next Internal Audit Committee Meeting for consideration.

6. Performance Excellence Report

RECOMMENDED Ron Gillard/Cr Craft that the report be considered and accepted.

MINUTES OF THE NARROMINE SHIRE COUNCIL INTERNAL AUDIT COMMITTEE
MEETING HELD IN COUNCIL CHAMBERS ON MONDAY 3 JUNE 2019

8. ANY OTHER BUSINESS

OFFICE OF LOCAL GOVERNMENT CIRCULARS:

RECOMMENDED Cr Craft/Ron Gillard that the report as presented to the meeting be accepted and that the Independent Members fees be increased by 2.5% from 1 July 2019 in accordance with the 19/20 Determination of the Local Government Remuneration Tribunal.

STRATEGIC INTERNAL AUDIT PLAN:

RECOMMENDED Ron Gillard/Cr Craft that the 19/20 internal audit projects be amended to Climate Change, Community Engagement and Infrastructure Management.

INTERNAL AUDIT COMMITTEE CHARTER

It was noted that under the Charter the Internal Auditor is to provide a performance report of the performance of Internal Audit for the financial year as measured against key performance indicators.

It was noted that the Internal Audit Committee is to report annually to the Governing body of Council on the Management of Risk and Internal Controls.

FINANCIAL STATEMENT

The draft Financial Statements will be forwarded to the Committee Members prior to Council approving the Financial Statements for the referral to the Audit Office at its 11 September Ordinary Meeting.

9. DATE FOR NEXT MEETING

The next Internal Audit Committee meeting will be held on Monday 11 November 2019 at 12.00 midday.

10. CONCLUSION OF MEETING

The Chair thanked all members for attending.

There being no further business the meeting concluded at 2.20pm.

The Minutes (pages 1 to 3) were confirmed at a meeting held on the day of _____ 2019, and are a full and accurate record of proceedings of the meeting held on 3 June 2019.

CHAIR

Note: The remaining attendees held an 'in camera' meeting immediately after the meeting closed to discuss a confidential matter.

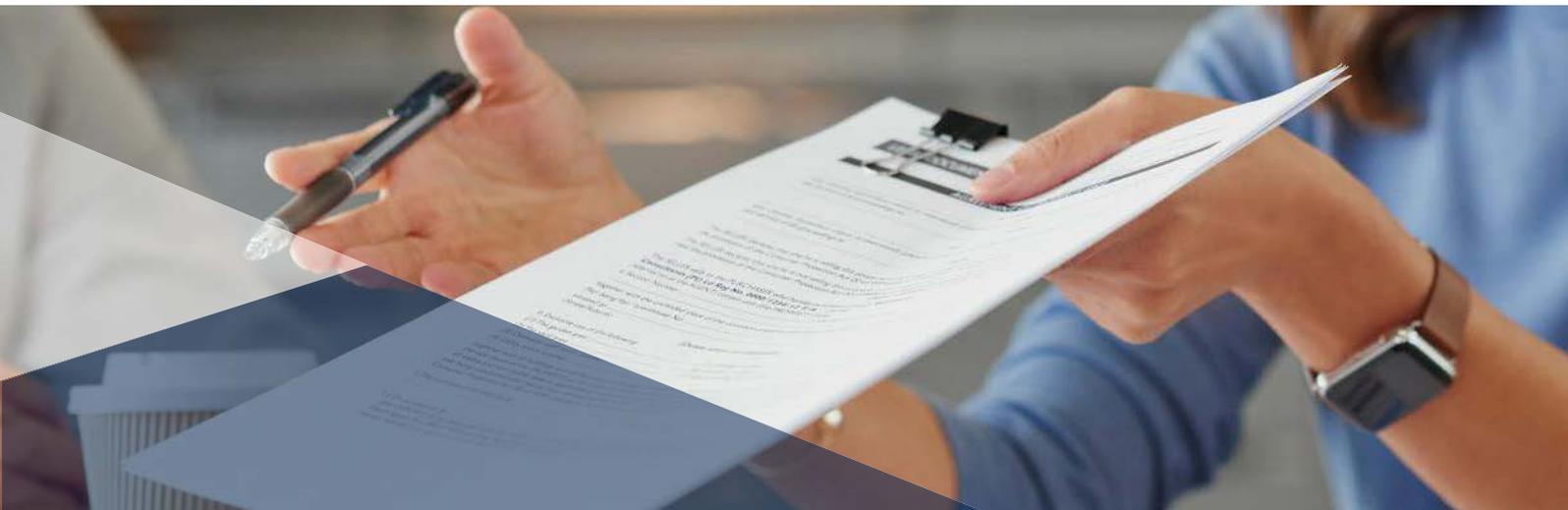
OFFICE OF LOCAL GOVERNMENT CIRCULARS

Circular No.	Date	Title	Related Issue	Council Action
18-41	6 Dec 2018	Misuse of Council Resources – March 2019 State Election	Advising Council Officials of the need to be aware of the Code of Conduct and the use of Council Resources.	Circular was forwarded to Councillors and Manex on 6 December 2019. Circular was then forwarded to all staff on 7 December 2019.
18-42	10 Dec 2018	Recent amendments to the Government Information (Public Access) Act 2009	Changes to the GIPA Act including definition of working day, management of access applications and timeframes.	Circular forwarded to Manex 11 December 2018. GIPA processes have been reviewed.
18-43	12 Dec 2018	Council decisions on the administration of the September 2020 elections	Councils needed to decide by 11 March 2019 for the NSW Electoral Commission to administer the 2020 Local Government Elections.	Council determined at its Ordinary Meeting held on 13 February 2019 for the NSW Electoral Commission to administer the 2020 Election – Resolution No 2019/013. NSWEC have been advised accordingly.
18-44	18 Dec 2018	Commencement of the new Model Code of Conduct for Local Councils in NSW and Procedures	The Model Code of Conduct and Procedures for the Administration of the Code of Conduct were prescribed and Council has until 14 June 2019 to adopt.	Council adopted its new Code of Conduct and Procedures at its Ordinary Meeting held on 13 February 2019 – Resolution No 2019/015. Policy is included in Pulse Model and requires formal acknowledgement by all staff.
18-45	18 Dec 2018	Commencement of the new Model Code of Meeting Practice for Local Councils in NSW	The Model Code of Meeting Practice was prescribed and Council has until 14 June 2019 to adopt with webcasting to be done by 14 December 2019.	Council adopted its New Code of Meeting Practice at its Ordinary Meeting held on 8 May 2019 – Resolution No 2019/099. To be enacted from 1 July 2019 to enable audio recording to be set up and trialed.

Circular No.	Date	Title	Related Issue	Council Action
18-46	18 Dec 2018	New Councillor Induction and Professional Development Requirements	Council will need to develop professional development programs for the Mayor and each Councillor, develop pre-election candidate sessions, induction programs and report of inductions and professional development in the annual report.	Councillors have undertaken a self-assessment based on the Councillor Professional Development template. Training for 2018/2019 has been organised accordingly. Council has adopted its Councillor Induction and Professional Development Policy at its Ordinary Meeting held 13 February 2019 – Resolution No 2019/016. Preparation for the Pre-Election Candidate sessions and induction program will commence later in the year.
18-47	19 Dec 2018	Amendments to the election provisions of the Local Government (General) Regulation 2005	Changes to way elections are administered including counting of votes, allowing early opening of postal ballot envelopes (not counting), allow centralised ballot counting, allow polling places for multiple wards and areas and removing requirement for returning office to be a polling place.	These changes will be managed by the NSWEC.
19-01	18 Jan 2019	NSW Parking Fine – Grace Period Provisions	Requirement to implement a regulated 10-minute grace period for certain paid parking offences of more than one hour.	Not applicable to Narramine Shire Council.

Circular No.	Date	Title	Related Issue	Council Action
19-02	8 Feb 2019	IPART review of the costs of conducting local government elections and extension of the deadline for councils to make a decision on the administration of their elections	The Government has approved a review by IPART regarding the cost of administering the Local Government elections. Report is expected by 30 August 2019. Expected that the deadline of the decision to administer elections will be extended to 1 January 2020.	Council awaiting outcome of report.
19-03	14 Mar 2019	2018-19 and 2019-20 Joint Organisation Calendar of Compliance and Reporting Requirements	Calendar to assist in planning strategic and operational tasks for Joint Organisations	Not applicable to Councils.
19-04	29 Mar 2019	Final Code of Accounting Practice and Financial Reporting (update 27) including Joint Organisations Supplement	Code to be used to prepare annual financial statements.	Circular forwarded to Director Finance and Corporate Strategy. Director to ensure that the 2018/19 annual financial statements comply with the code.
19-05	24 Apr 2019	Information about Rating 2019-20	Board house tariffs, interest rate on overdue rates and charges, section 603 fee, limit on maximum amount of minimum rates for 19/20	Circular forwarded to Councillors and Manex 24 April 2019. Determinations have been incorporated in the 19/20 rating structure and Operational Plan Statement of Revenue Policy currently on public exhibition.
19-06	8 May 2019	Changes to emergency services funding arrangements	Increase will be included in the annual emergency services levy paid by Council commencing 1 July 2019.	Circular forwarded to Councillors and Manex 8 May 2019. Adjustment will be made in 1 st QBR to account for increase.
19-07	20 May 2019	2019/20 Determination of Local Government remuneration Tribunal	2.5% increase determined by Tribunal for Mayoral and Councillors fees for 19/20 year.	Council adopted the 2.5% increase for Mayoral and Councillor fees at its Ordinary Council Meeting held on 8 May 2019 – Resolution No 2019/109.

IT Governance Review



Narromine Shire Council

April 2019

Confidential

Prepared for: Narromine Shire Council

Prepared by: Crowe Horwath Albury



Contents

1 Executive Summary.....	3
2 Background	7
3 Observations and Recommendations.....	11
Appendices	25
Appendix 1 – Basis and Use of Report	25
Appendix 2 – Personnel contacted during the audit.....	26

1 Executive Summary

1.1 Introduction

In accordance with the Internal Audit Program, a review was completed of Narromine Shire Council (NSC) IT Governance.

1.2 Audit objectives

The objectives of the IT Security review were to assess and provide guidance on the following areas:

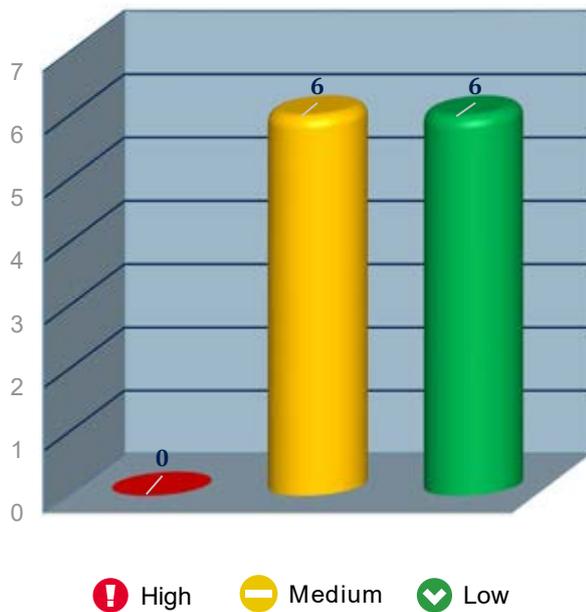
- IT governance framework;
- Firewall, intrusion detection and boundary security management;
- Logical access security management over network, servers, database management systems and communication management systems;
- Physical security management over IT equipment, including communications and computer room;
- Internet/intranet and email management;
- Cyber vulnerability; and
- Controls over the management of system availability and the management of business continuity planning.

1.3 Audit conclusion

Overall, we found that the processes and current controls in place regarding IT Security at NSC are adequate with some room for potential improvements. Several recommendations have been made throughout this report (section 3) that NSC should consider implementing to further strengthen their existing IT Security framework.

1 Executive Summary (Cont.)

1.4 Number of Risks Identified and Rated



Key to significance of risk rating:

-  **High** High risk within the audit area due to some serious control weaknesses. (Within 2 Months of Final Report being issued).
-  **Medium** Moderate risk within the audit area due to existing controls that need improvement to ensure soundness. (Within 6 Months of Final Report being issued).
-  **Low** Low risk within the audit area - some opportunity for control improvement exist. (Within 12 Months of Final Report being issued).

 High
  Medium
  Low

1.5 Review approach

The review is to be conducted primarily by applying discussion, observation and review techniques with random sample testing being undertaken. Concentrating on:

- Understanding through discussion and observation of the processes in place;
- Documenting and evaluating the methods associated with control and management; and
- Assessing the possibility of risk in the functioning of NSC.

1 Executive Summary (Cont.)

1.6 Summary of Findings

The following table is a summary of issues arising during the audit. For further details of each issue, including management responses, refer to section 3.

Ref #	Description of Internal Audit findings and recommendations	Risk Rating
3.1 IT Governance Framework		
1	IT Roles and Responsibilities	✔ Low
2	Change Management Procedure	✔ Low
3	IT Disposal Policy	✔ Low
4	Asset Register	✔ Low
3.2 Firewall, Intrusion Detection and Boundary Security Management		
5	Encryption	⊖ Medium
6	Periodic Penetration Testing	⊖ Medium
7	Web Filtering	✔ Low
3.3 Logical Access		
8	Password Settings	✔ Low
9	Active Directory	⊖ Medium
3.4 Physical Security Management		
10	Physical Security of the Communications Room	⊖ Medium
3.5 Internet/Intranet and Email Management		
-	No Issues noted	N/A
3.6 Cyber vulnerability		
-	No issues noted	N/A
3.7 System Availability and Business Continuity Planning		
11	Disaster Recovery Plan	⊖ Medium
12	Backup Testing	⊖ Medium
Total		
!	High	0
⊖	Medium	6
✔	Low	6
Total		12



1 Executive Summary (Cont.)

1.7 Basis and use of report

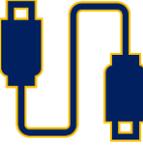
This report has been prepared in accordance with the objectives and approach set out in the Memorandum of Audit Planning (MAP), and subject to the limitations set out in Appendix 1 “Basis and Use of Report”.

Refer to Appendix 2 for personnel contacted during the audit.

2 Background

Positive Points

The following points were noted during the Internal Audit review:

	<ul style="list-style-type: none"> The current ICT Strategy shows solid direction for NSC with a strong focus on Cybersecurity, Cloud based services, Support, and Modernising devices. NSC is capturing Service Level Agreements with the current vendors and service providers and will continue with any new appointments in the future.
	<ul style="list-style-type: none"> Change Management is captured efficiently for both internal and vendor changes. Capturing the requirements for the change, reviewing the reasons for change and approving the process are effective. The current process mostly follows ITIL best practices. Slight improvements have been recommended in finding 3 (Section 3) of the report.
	<ul style="list-style-type: none"> The Business Continuity Plan is well documented and ties into the disaster recovery implementations. Backup solutions are performed consistently and on a regular basis with regular monitoring. NSC's Firewall, Antivirus, Web / Email filtering software and equipment have been implemented effectively which helps mitigate their cyber vulnerability.
	<ul style="list-style-type: none"> Staff have access to policies and procedures through VSC's Pulse system which requires employees to acknowledge their own understanding. IT policies and procedures that are in place are relevant and up to date.
	<ul style="list-style-type: none"> Ticketing systems are used, monitored and evaluated for both internal and external vendor support issues. This enables NSC to identify trends for efficiency and training improvements. Several implemented monitoring and alerting technologies are used for informing IT of issues, trends and intrusions are working effectively.
	<ul style="list-style-type: none"> Third party vendor, Anittel, are implementing software and security updates for operating systems and application effectively as they were all found to be up to date from what was observed during audit testing.

2 Background (Cont.)

The operations of Council are heavily reliant on information technology. Council rely on a range of systems and applications to ensure the delivery of quality services as well as the broader administration requirements.

Given this dependency and the rapid rate of change in relation to information technology, the governance and security arrangements for overseeing the delivery and management of information technology should be a critical area of focus for management and control at Council.

The Australian press now frequently reports instances of cyber-attacks. Dealing with a breach is no longer just a job for the Chief Information Officer. It requires planning and preparation at all levels of an organisation and an understanding that, to some extent, an eventual breach may occur. As such, there is a need to strengthen security and train employees about how to protect data. An action plan is vital to a rapid recovery

COBIT 4.1

Control Objectives for Information and related Technology (COBIT®) provides good practices across a domain and process framework and presents activities in a manageable and logical structure. They are strongly focused more on control, less on execution. These practices will help optimise IT-enabled investments, ensure service delivery and provide a measure against which to judge when things do go wrong.

Specifically, for IT controls, the best-known framework is *Control Objectives for Information and Related Technology (COBIT)*. Version 4.1 of this framework was published in 2007 by the IT Governance Institute.

The centrepiece of the COBIT framework in this area is the **Maturity Model**.

COBIT Framework Maturity Attribute

The COBIT Framework Maturity Attributes. Its benefits include the following:

- It helps professionals explain where IT process management shortcomings exist; and
- It is used for comprehensive assessment, gap analyses, and improvement planning.

Internal Audit has assessed the position of Council within the COBIT 4.1 Framework. Refer to table on the next page for further details.

Boxes have been shaded to indicate where Internal Audit have assessed Council for each attribute.

2 Background (Cont.)

COBIT Maturity Framework

No.	Awareness and Communication	Policies, Plans and Procedures	Tools and Automation	Skills and Expertise	Responsibility and Accountability	Goal Setting and Measurement
1	Recognition of the need for the process is emerging. There is sporadic communication of the issues.	There are ad hoc approaches to processes and practices. The process and policies are undefined.	Some tools may exist; usage is based on standard desktop tools. There is no planned approach to the tool usage.	Skills required for the process are not identified. A training plan does not exist and no formal training occurs.	There is no definition of accountability and ownership of issues based on their own initiative on a reactive basis.	Goals are not clear and no measurement takes place.
2	There is awareness of the need to act. Management communicates the overall issues.	Similar and common processes emerge, but are largely intuitive because of individual expertise. Some aspects of the process are repeatable because of individual expertise, and some documentation and informal understanding of policy and procedures may exist.	Common approaches to use of tools exist but are based on solutions developed by key individuals. Vendor tools may have been acquired, but are probably not applied correctly, and may even be shelfware.	Minimum skill requirements are identified for critical areas. Training is provided in response to needs, rather than on the basis of an agreed plan, and informal training on the job occurs.	An individual assumes his/her responsibility and is usually held accountable, even if this is not formally agreed. There is confusion about responsibility when problems occur, and a culture of blame tends to exist.	Some goal setting occurs; some financial measures are established but are known only by senior management. There is inconsistent monitoring in isolated areas.
3	There is understanding of the need to act. Management is more formal and structured in its communication.	Usage of good practices emerges. The process, policies and procedures are defined and documented for all key activities. Refer to findings 2, 3, 8 and 9.	A plan has been defined for use and standardisation of tools to automate the process. Tools are being used for their basic purposes, but may not all be in accordance with the agreed plan, and may not be integrated with one another. Refer to findings 1, 5, 6, 7 and 10.	Skill requirements are defined and documented for all areas. A formal training plan has been developed, but formal training is still based on individual initiatives. No findings identified.	Process responsibility and accountability are defined and process owners have been identified. The process owner is unlikely to have the full authority to exercise the responsibilities.	Some effectiveness goals and measures are set, but are not communicated, and there is a clear link to business goals. Measurement processes emerge, but are not consistently applied. IT balanced scorecard ideas are being adopted, as is occasional intuitive application of root cause analysis.

No.	Awareness and Communication	Policies, Plans and Procedures	Tools and Automation	Skills and Expertise	Responsibility and Accountability	Goal Setting and Measurement
4	<p>There is understanding of the full requirements. Mature communication techniques are applied, and standard communication tools are in use.</p> <p>No findings identified.</p>	<p>The process is sound and complete; internal best practices are applied. All aspects of the process are documented and repeatable. Policies have been approved and signed off on by management. Standards for developing and maintaining the processes and procedures are adopted and followed.</p>	<p>Tools are implemented according to a standardised plan, and some have been integrated with other related tools. Tools are being used in main areas to automate management of the process and monitor critical activities and controls.</p>	<p>Skill requirements are routinely updated for all areas, proficiency is ensured for all critical areas, and certification is encouraged. Mature training techniques are applied according to the training plan, and knowledge sharing is encouraged. All internal domain experts are involved, and the effectiveness of the training plan is assessed.</p>	<p>Process responsibility and accountability are accepted and working in a way that enables a process owner to fully discharge his/her responsibilities. A reward culture is in place that motivates positive action.</p> <p>Refer to finding 4.</p>	<p>Efficiency and effectiveness are measured and communicated and linked to business goals and the IT strategic plan. The IT balanced scorecard is implemented in some areas with exceptions noted by management and root cause analysis is being standardised. Continuous improvement is emerging.</p>
5	<p>There is advanced, forward-looking understanding of requirements. Proactive communication of issues based on trends exists, mature communication techniques are applied, and integrated communication tools are in use.</p>	<p>External best practices and standards are applied. Process documentation is evolved to automated workflows. Processes, policies and procedures are standardised and integrated to enable end-to-end management and improvement.</p>	<p>Standardised tool sets are used across the enterprise. Tools are fully integrated with other related tools to enable end-to-end support of the processes. Tools are being used to support improvement of the process and automatically detect control exceptions.</p>	<p>The organisation formally encourages continuous improvement of skills, based on clearly defined personal and organisational goals. Training and education support external best practices and use of leading-edge concepts and techniques. Knowledge sharing is an enterprise culture, and knowledge-based systems are being deployed. External experts and industry leaders are used for guidance.</p>	<p>Process owners are empowered to make decisions and take action. The acceptance of responsibility has been cascaded down throughout the organisation in a consistent fashion.</p>	<p>There is an integrated performance measurement system linking IT performance to business goals by global application of the IT balanced scorecard. Exceptions are globally and consistently noted by management and root cause analysis is applied. Continuous improvement is a way of life.</p> <p>No findings identified.</p>

3 Observations and Recommendations

3.1 IT Governance Framework

Finding	Current Situation	Risk Rating	Recommendation	Management Response
IT Roles and Responsibilities				
1	<p>During the review it was noted that access was given to outside vendors as they are contracted to provide several tasks such as management, maintenance and monitoring roles within NSC.</p> <p>The vendors must gain approval from end users to gain access to personal equipment such as desktops and laptops. However, outside vendors have active access on servers and networking equipment.</p> <p>It is acknowledged that NSC is actively monitoring the vendors accessing equipment and is monitoring usage. However, security is not disabled when not in use.</p>	<p>Low</p> <p>✔</p>	<p>It is recommended that vendor access security is disabled until required and approved.</p> <p>In addition, is recommended that named user accounts should be used and not generic vendor accounts to ensure auditing is effective and that individuals can be identified.</p>	<p>Management Comments:</p> <p>Agree – Vendor network accounts will be disabled. This will be reviewed if changes overly impedes functionally and support.</p> <p>Disagree – we have no ability to stop Vendors sharing named accounts on their end.</p> <p>Additional Audit Comment:</p> <p>Having specific user accounts is Council's control. Vendors then need to ensure there are appropriate access controls for these accounts.</p> <p>Responsible Person & Position: [REDACTED]</p> <p>Target Date: 1 September 2019</p>

3 Observations and Recommendations

3.1 IT Governance Framework

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Change Management Procedure				
2	<p>The current change management process is well documented and is working effectively both internally and externally with vendors required to submit change requests.</p> <p>The IT Infrastructure Library (ITIL) is a framework of best practices for delivering IT services. The ITIL Principles for change management state that the following process should be followed for effective implementation of change:</p> <ul style="list-style-type: none"> ■ Log the request for change; ■ Review the request for change; ■ Evaluate the change; ■ Approve / Authorise the change; ■ Coordinate the Implementation; and ■ Review & Close. <p>It was noted during the review that NSC does not have a formal review process to finalise a change management project as per the ITIL framework.</p> <p>If there is a lack of review step in the change management at NSC there is an increased risk changes made are not effective and improvements for future instances may be missed.</p>	<p>Low</p> <p>✔</p>	<p>It is recommended that NSC adds a review step to the finalisation of the change management process.</p>	<p>Management Comments: Agree – Procedure will be amended accordingly.</p> <p>Responsible Person & Position: [REDACTED]</p> <p>Target Date: 1 September 2019</p>

3 Observations and Recommendations

3.1 IT Governance Framework

Finding	Current Situation	Risk Rating	Recommendation	Management Response
IT Disposal Policy				
3	<p>During the review it was noted that there is no policy in relation to the disposal of IT equipment and data contained on the devices.</p> <p>It is acknowledged that there is a process to destroy the information is being used however it is not documented.</p> <p>If there is a lack of an IT disposal policy there is an increased risk that all IT equipment is disposed in an inconsistent and non-transparent way.</p>	<p>Low</p> <p>✔</p>	<p>It is recommended that formal disposal policy should be documented to ensure the destruction of confidential information from devices such as PC's, Printers and Phones.</p>	<p>Management Comments:</p> <p>Agree – prefer this to be a procedure rather than a policy, which will be a formalisation of our current best practices followed and expanded to include devices such as printers, phones etc.</p> <p>Responsible Person & Position:</p> <p>█</p> <p>Target Date:</p> <p>1 December 2019</p> <p>█</p>

3 Observations and Recommendations

3.1 IT Governance Framework

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Asset Register				
4	<p>The IT Asset Register contained the appropriate information in order to manage and locate the assets.</p> <p>It was noted that several devices did not have named users against the assets. Discussions with staff members revealed that these devices were used for staff training and were therefore not allocated to a specific staff member.</p> <p>If there are assets in the Asset Register that are not allocated to a staff member there is an increased risk that assets may be misplaced.</p>	<p>Low</p> <p>✔</p>	<p>It is recommended that there is a periodic review of the IT Asset register to ensure all items are accounted for and are assigned correctly.</p>	<p>Management Comments:</p> <p>Agree – procedures will be amended so that any shared IT asset (without a named user) will be inspected and its location updated accordingly. This will be performed 6-monthly at a minimum.</p> <p>Responsible Person & Position: [REDACTED]</p> <p>Target Date: 1 December 2019</p>

3 Observations and Recommendations

3.2 Firewall, Intrusion Detection and Boundary Security Management

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Encryption				
5	<p>During the review it was noted that some key NSC IT infrastructure and software lack encryption in the following areas:</p> <ul style="list-style-type: none"> Staff computers; Email data and attachments; Servers; and End user devices. <p>In addition, it was also noted that there is no policy on encryption and what needs to be encrypted such as documents leaving NSC's physical site via email, USB or any other forms of transportation. Internal threats such as staff introducing infections via USBs is not raised on NSC risk register and should be documented within an encryption or external transfer of documents policy.</p> <p>It is acknowledged that there is encryption on the network traffic.</p>	<p>Medium</p>	<p>It is recommended that NSC consider encrypting:</p> <ul style="list-style-type: none"> Staff computers that are off-site; Emails data and attachments; Servers; and End user devices. <p>It is recommended that NSC also consider and document the process for the external transfer of documents and the need for encryption.</p>	<p>Management Comments:</p> <p>Agree – portable devices (e.g. laptops) will have encryption installed and activated.</p> <p>Agree – A review of external file transfers and what requires encryption will be completed and considered by Manex.</p> <p>Responsible Person & Position: [REDACTED]</p> <p>Target Date: 1 December 2019</p>

3 Observations and Recommendations

3.2 Firewall, Intrusion Detection and Boundary Security Management

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Periodic Penetration Testing				
6	<p>A penetration test will allow NSC to gain an understanding of any security weaknesses that may exist.</p> <p>The goals of penetration tests are:</p> <ul style="list-style-type: none"> Identify vulnerabilities that may be difficult or impossible to detect with automated network or application vulnerability scanning software; Assess the magnitude of potential business and operational impacts of successful attacks; Test the ability of network defenders to detect and respond to attacks; and Provide evidence to support increased investments in staff training, security personnel and technology. <p>NSC has not established a requirement for periodic penetration testing to be undertaken.</p> <p>If there is a lack of periodic penetration testing undertaken, there is an increased risk that weaknesses in security are not identified and appropriately managed.</p>	<p>Medium</p>	<p>It is recommended that NSC undertake periodic penetration testing after the implementation of the cybersecurity aspect of the IT Strategic Plan.</p>	<p>Management Comments:</p> <p>Agree – Penetration testing will be added to the Cybersecurity Plan.</p> <p>Responsible Person & Position:</p> <p>██████████</p> <p>Target Date:</p> <p>31 March 2020</p>

3 Observations and Recommendations

3.2 Firewall, Intrusion Detection and Boundary Security Management

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Web Filtering				
7	<p>Upon review of the firewall log, it seems some devices may be configured with static address settings rather than the correct DHCP (Dynamic Host Configuration Protocol).</p> <p>If devices are configured with static address settings there is an increased risk that users may be able to bypass the DNS (Domain Name System) redirection to OpenDNS (Web filtering application which tells users the websites that it can/can't go to).</p>		<p>It is recommended that NSC locate and remove static address settings on devices.</p>	<p>Management Comments: Agree Responsible Person & Position: [REDACTED] Target Date: 1 September 2019</p>

[REDACTED]

3 Observations and Recommendations

3.3 Logical Access Security Management

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Password Settings				
8	<p>The Password Protection Guide gives users direction on how to manage individual passwords within and outside of NSC.</p> <p>The Group Policy that controls password rules for the NSC network, has current passwords set as the following:</p> <p>Password length = 8 Password Change = 365 days Complexity = Yes Attempts = 5 Lockout period = 30 mins</p> <p>If passwords are not required to be changed over a frequent (i.e. 30 to 60 days) and periodic basis there is an increased risk that NSC may be more susceptible to password security breaches.</p>	<p>Low</p> <p>✔</p>	<p>It is recommended that the password change period is revised from 365 days to 30-60 days for regular users.</p>	<p>Management Comments:</p> <p>Agree – will amend to 90 days initially to assess impact on IT support.</p> <p>Responsible Person & Position:</p> <p>██████████</p> <p>Target Date:</p> <p>1 September 2019</p> <p>██████████</p>

3 Observations and Recommendations

3.3 Logical Access Security Management

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Active Directory				
9	<p>During audit testing it was found that there were 20 generic user names with active accounts in the Active Directory (i.e. wofficer, Civica 1).</p> <p>Of these, 13 users accounts have been granted remote desktop access.</p> <p>In addition, there was also 4 user accounts with active statuses that have not signed into a device in the last 12 months. (i.e. DSwan, AOlsen, ddonnelly, Npowell).</p> <p>If there are generic or unused accounts in the Active Directory there is an increased risk of unauthorised access or access that cannot be easily traced to specific users.</p>	<p>Medium</p> <p>☹</p>	<p>It is recommended that the Active Directory be reviewed on a periodic basis to clean out unnecessary accounts.</p> <p>In addition, generic user accounts should be removed and replaced with named users.</p>	<p>Management Comments:</p> <p>Agree – these will be reviewed monthly. Future accounts will be replaced with named users.</p> <p>It is not possible to remove some of the existing accounts as they may be used as service accounts for their products. Changing them may affect functionality of internal systems.</p> <p>Responsible Person & Position: [REDACTED]</p> <p>Target Date: 1 December 2019</p>

[REDACTED]

3 Observations and Recommendations

3.4 Physical Security Management

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Physical Security of the Communications Room				
10	It was noted that the main building power switchboard was unlocked. It is acknowledged that the power switchboard is lockable.	 Medium	It is recommended that security access should only be granted to authorised persons for the main building power switchboard.	Management Comments: Agree Responsible Person & Position: [REDACTED] Target Date: 1 June 2019

3 Observations and Recommendations

3.5 Internet/Intranet and Email Management

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Internet/Intranet and Email Management				
-	Internet, intranet and email management have appropriate software and equipment. No exceptions were noted during audit testing in this area.	N/A	No recommendations noted.	N/A

3 Observations and Recommendations

3.6 Cyber Vulnerability

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Cyber Vulnerability				
-	NSC's have firewall, antivirus and filtering software in place to assist to mitigate cyber vulnerability. Refer to finding 6 on periodic penetration testing. No other exceptions were noted during testing in this area.	N/A	No recommendations noted.	N/A

3 Observations and Recommendations

3.7 System Availability and Business Continuity Planning

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Disaster Recovery Plan				
11	<p>The NSC Disaster Recovery Plan is tied into the BCP for the organisation with the framework well documented. It was noted during the review that full or partial annual testing of the DRP is required as part of the documentation.</p> <p>It was noted that there is a lack of testing of DR sites during the review.</p> <p>Recording and reviewing of testing scenarios must be conducted shortly after for the evaluation of improvements and short comings.</p>	<p>Medium</p> <p>⊖</p>	<p>It is recommended that NSC conduct scheduled testing of the DR sites with either full or partial failover of services and equipment.</p>	<p>Management Comments: Agree – this will be formally added to tasks provided by council's external support vendor.</p> <p>Responsible Person & Position: [REDACTED]</p> <p>Target Date: 1 December 2019</p>

3 Observations and Recommendations

3.7 System Availability and Business Continuity Planning

Finding	Current Situation	Risk Rating	Recommendation	Management Response
Backup Testing				
12	<p>The vendor ██████ manages the backup procedure for NSC. This includes monthly testing in the agreement for Managed and Premium agreements as documented below.</p> <p><i>For clients on a Managed IT or On Demand Premium agreement with the Proactive Pack option, backups will be monitored by Aniffel's Client Monitoring Centre (CMC) with monthly testing of the restore process.</i></p>	<p>Medium</p> <p>⊖</p>	<p>It is recommended that NSC are included in the testing agreement and that regular backup testing is performed as per the agreement. The restoration of files should be performed across multiple sectors to ensure hardware is not failing.</p>	<p>Management Comments:</p> <p>Agree – this will be formally added to tasks provided by external support vendor.</p> <p>Responsible Person & Position: ██████</p> <p>Target Date: 1 December 2019</p>

Appendices

Appendix 1 – Basis and Use of Report

This report is prepared on the basis of the limitations set out below:

We are engaged by Narromine Shire Council to provide internal audit services and the scope of our activities is determined by management and reviewed by the Audit Committee.

This report has been prepared in accordance with the objectives and approach agreed in the engagement document and subject to the following limitations:

- Our procedures were designed to provide limited assurance which recognises that absolute assurance is rarely attainable, due to such factors as the use of judgment in gathering and evaluating evidence and forming conclusions, and the use of selective testing, and because much of the evidence available for review is persuasive rather than conclusive in nature.
- Because of the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur and not be detected. Our procedures were not designed to detect all weaknesses in control procedures as they were not performed continuously throughout a specified period and any tests performed were on a sample basis.
- Any projection of the evaluation of the control procedures to future periods is subject to the risk that the systems may become inadequate because of changes in conditions, or that the degree of compliance with them may deteriorate.
- The matters raised in this report are only those which came to our attention while performing our procedures and are not necessarily a comprehensive statement of all the weaknesses that exist or improvements that might be made. We cannot, in practice, examine every activity and procedure, nor can we be a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities, including fraud. Accordingly, management should not rely on our report to identify all weaknesses that may exist in the systems and procedures under examination, or potential instances of non-compliance that may exist.
- Recommendations for improvement should be assessed by management for their full commercial impact, before they are implemented.
- This Report is not to be used by any other party for any purpose nor should any other party seek to rely on the opinions, advice or any information contained within this Report. In this regard, we recommend that parties seek their own independent advice. Crowe Horwath disclaims all liability to any party other than the client for which it was prepared in respect of or in consequence of anything done, or omitted to be done, by any party in reliance, whether whole or partial, upon any information contained in this Report. Any party, other than the client for which it was prepared, who chooses to rely in any way on the contents of this Report, does it so at their own risk.

The information in this Report and in any related oral presentation made by Crowe Horwath is confidential between Crowe Horwath and the client for which it was prepared and should not be disclosed, used or duplicated in whole or in part for any purpose except with the prior written consent of Crowe Horwath. An Electronic copy or print of this Document is an UNCONTROLLED COPY.



Appendix 2 – Personnel contacted during the audit

Crowe Horwath would like to thank the following personnel for their assistance in the conduct of this audit.

Contact	Title
██████████	Director of Finance & Corporate Strategy
██████████	Manager Information Technology



Crowe Horwath Dubbo

2 Commercial Avenue
Dubbo NSW 2830 Australia
PO Box 654
Dubbo NSW 2830 Australia
Tel 02 6883 5600
Fax 02 6884 2242

Crowe Horwath Bathurst

157 George Street
Bathurst NSW 2795 Australia
PO Box 684
Bathurst NSW 2795 Australia
Tel 02 6330 2200
Fax 02 6330 2299

Crowe Horwath Albury

491 Smollett Street
Albury NSW 2640
Tel +61 2 6021 1111
Fax +61 2 6041 1892

Disclaimer

Crowe Horwath is a member of Crowe Horwath International, a Swiss verein. Each member firm of Crowe Horwath is a separate and independent legal entity. Liability limited by a scheme approved under Professional Standards Legislation other than for the acts or omissions of financial services licensees.

The relationship you can count on



Ms Jane Redden
General Manager
Narromine Shire Council
PO Box 115
NARROMINE NSW 2821

Contact: Aaron Green
Phone no: 02 9275 7209
Our ref: D1904193/1769

30 May 2019

Dear Ms Redden,

Management Letter on the Interim Phase of the Audit for the Year Ended 30 June 2019

The interim phase of our audit for the year ending 30 June 2019 is complete. This letter outlines:

- matters of governance interest I identified during the current audit
- unresolved matters identified during previous audits
- matters I am required to communicate under Australian Auditing Standards.

I planned and carried out my audit to obtain reasonable assurance the financial statements are free from material misstatement. Because my audit is not designed to identify all matters that may be of governance interest to you, there may be other matters that did not come to my attention.

The audit is ongoing, and I will inform you if we identify any new matters of governance interest as they arise.

For each matter in this letter, I have included my observations, risk assessment and recommendations. The risk assessment is based on my understanding of your business. Management should make its own assessment of the risks to the organisation.

I have kept management informed of the issues included in this letter as they have arisen. A formal draft of this letter was provided on 28 May 2019. This letter includes management's formal responses, the person responsible for addressing the matter and the date by which this should be actioned.

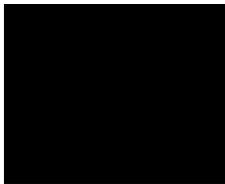
As soon as practicable, I recommend you:

- assign responsibility for implementing the recommendations
- develop an action plan, including a timetable, to implement the recommendations
- nominate an individual or establish a committee to monitor and report on progress.

The Auditor-General may include items listed in this letter in the Report to Parliament. I will send you a draft of this report and ask for your comments before it is tabled in Parliament.

If you would like to discuss any of the matters raised in this letter, please contact me on 9275 7143 or Luke Malone (Director, Prosperity Audit Services) on 8262 8705.

Yours sincerely



Aaron Green
Assistant Auditor-General

cc: Cr Craig Davies, Mayor
Mr Neil Maltby, Chair of the Audit, Risk and Improvement Committee
Mr John Sevil, Director Finance and Corporate Strategy

Interim Management Letter

for the Year Ending 30 June 2019

Narromine Shire Council



INSIGHTS FOR BETTER GOVERNMENT

FINANCIAL AUDIT

I have rated the risk of each issue as 'Extreme', 'High', 'Moderate' or 'Low' based on the likelihood of the risk occurring and the consequences if the risk does occur.

The risk assessment matrix used is consistent with the risk management framework in [TPP12-03](#) 'Risk Management Toolkit for the NSW Public Sector'.

This framework may be used as better practice for councils.

		CONSEQUENCE			
		Low	Medium	High	Very high
LIKELIHOOD	Almost certain	M	M	H	E
	Likely	L	M	H	H
	Possible	L	M	M	H
	Rare	L	L	M	M

The risk level is a combination of the consequences and likelihood. The position within the matrix corresponds to the risk levels below.

RISK LEVELS	MATRIX REFERENCE
 Extreme:	E
 High:	H
 Moderate:	M
 Low:	L

For each issue identified, I have used the consequence and likelihood tables from [TPP12-03](#) to guide my assessment.

Consequence levels and descriptors

Consequence level	Consequence level description
Very high	<ul style="list-style-type: none"> Affects the ability of your entire entity to achieve its objectives and may require third party intervention; Arises from a fundamental systemic failure of governance practices and/or internal controls across the entity; or May result in an inability for the auditor to issue an audit opinion or issue an unqualified audit opinion.
High	<ul style="list-style-type: none"> Affects the ability of your entire entity to achieve its objectives and requires significant coordinated management effort at the executive level; Arises from a widespread failure of governance practices and/or internal controls affecting most parts of the entity; or May result in an inability for the auditor to issue an unqualified audit opinion.
Medium	<ul style="list-style-type: none"> Affects the ability of a single business unit in your entity to achieve its objectives but requires management effort from areas outside the business unit; or Arises from ineffective governance practices and/or internal controls affecting several parts of the entity.
Low	<ul style="list-style-type: none"> Affects the ability of a single business unit in your entity to achieve its objectives and can be managed within normal management practices Arises from isolated ineffective governance practices and/or internal controls affecting a small part of the entity.

Likelihood levels and descriptors

Likelihood level	Frequency	Probability
Almost certain	The event is expected to occur in most circumstances, and frequently during the year	More than 99 per cent
Likely	The event will probably occur once during the year	More than 20 per cent and up to 99 per cent
Possible	The event might occur at some time in the next five years	More than 1 per cent and up to 20 per cent
Rare	The event could occur in exceptional circumstances	Less than 1 per cent

Summary of issues

Issue	Detail	Likelihood	Consequence	Risk assessment
1	Quarterly review of water billing process	Possible	Low	✔ Low
2	Timeliness of the asset capitalisation process	Possible	Low	✔ Low

Appendix

- [Review of Matters Raised in Prior Periods](#)

Issue 1: Quarterly review of water billing process

Likelihood	Consequence	Systemic issue	Category	Risk assessment
Possible	Low	Yes	Operational Reporting	 Low

Observation

Council have a contractor (Form Express) which is responsible for printing and distributing water bills to the ratepayers on a quarterly basis. The information provided to the contractor is prepared by the Acting Rates Officer based on data extracted from Civica Authority.

Once the bills have been issued by the contractor, the contractor prepares a summary billing report that is sent to the Acting Rates Officer. The summary billing report is reconciled to the Civica Authority information. The reconciliation is performed and approved by the Acting Rates Officer. There is currently no independent review of the water billing process.

Furthermore, if adjustments are required throughout the above process, the Acting Rates Officer is responsible for processing the adjustments (for example, a credit note). Again, there is no independent review of these adjustments or credit notes on a regular basis.

Implication

The absence of segregation of duties and an independent review process increases the risk of errors not being detected or unsolicited transactions being processed.

Recommendation

It is recommended that the quarterly reconciliations be reviewed by an independent officer. These reconciliations should be signed and dated by the officer as evidence of review. The quarterly reconciliations should be kept and made available for review at the year-end financial audit. The review procedures should incorporate a review of adjustments and credit notes processed by the Acting Rates Officer.

Management response

Agree

Quarterly Reconciliations including adjustments will be reviewed, signed, dated and filed.

Person responsible:

Date (to be) actioned:

██████████, Director of Finance & Corporate Strategy

1 July 2019

Issue 2: Timeliness of the asset capitalisation process

Likelihood	Consequence	Systemic issue	Category	Risk assessment
Possible	Low	Yes	Operational Reporting	 Low

Observation

Currently, there is a lack of formal communication by the Engineering Services Department to the Business Services Department to notify the finance team that capital works jobs have been completed and are ready to be capitalised in the asset system.

Accordingly, there is a lack of frequency in transferring capital works in progress to the asset system. We understand that this process is conducted annually.

We acknowledge Council's capital works program often increases in the last quarter of the year due to the grants cycle and grant related capital works.

Implication

There is a risk that asset system information may not be complete and depreciation expense may be understated during the year.

The delay in capitalising assets may also create unnecessary challenges in resolving queries many months after capital works jobs have been completed. Council's ability to prepare the fixed asset register, process revaluations, follow up on the grants cycle and prepare for the annual audit is reduced when work is completed on an annual basis after the reporting date.

Recommendation

We recommend that Council adopt a formal process to facilitate the capitalisation of capital works jobs on a more regular basis (for example, quarterly).

Management response

Agree

Quarterly reviews of assets for capitalisation will be held, documentation filed.

Person responsible:

Date (to be) actioned:

██████████, Director of Finance & Corporate Strategy

1 July 2019

Appendix

Review of matters raised in prior year management letters

The issues in this appendix were raised in previous management letters. For each of these issues, I have determined:

- how management has addressed the issue in the current year
- what management still needs to do to address unresolved issues.

Prior issues raised	Risk assessment	Assessment of action taken	Recommendation
2017-18 Final Management Letter			
Lack of assessment performed for the new accounting standards (June 2018)	 Low	In progress.	We recommend management commence a detailed assessment of the impact of the new accounting standards on the operations and reporting of financial information. Date to be actioned: 30 June 2019.
Fair value assessment not formally documented (June 2018)	 Moderate	Increased documentation in place for 30 June 2019 assessment.	We recommend that the Council formalise its annual assessment of whether there is any indication that an asset class is materially different from fair value at reporting date. If such indicators exist, then a comprehensive valuation may be required. Date to be actioned: 30 June 2019.
Findings arising from the data collection for the Auditor-General's Report to Parliament for Local Government 2017–18 (June 2018)	 Moderate	Contract management, periodic review of user access, IT Supplier Risk Assessment – resolved.	Management should assess the risks arising from the pending observations: <ul style="list-style-type: none"> • Passwords parameters not updated however management has made plans to resolve this matter by 30 June 2019.

Prior issues raised	Risk assessment	Assessment of action taken	Recommendation
2017-18 Interim Management Letter			
Information Technology – No formal IT Security Policy (May 2018)	 Moderate	Work in progress. Council plans to action as part of NSC Cyber Security Plan by 30 June 2019.	<p>We will re-assess this issue at year end audit to check the progress made.</p> <p>Council should implement a formal IT Security policy covering all critical IT processes.</p> <p>The policy should be:</p> <ul style="list-style-type: none"> • Available to all relevant users and be subject to periodic update and review (including when significant system or process changes occur) • Supplemented by additional standards and guidelines as necessary. <p>Date to be actioned: 30 June 2019.</p>
Information Technology: Conflicting system access levels (May 2018)	 Moderate	Resolved. Included in annual review of users and access.	Matter has been addressed satisfactorily.
Information Technology – User access provisioning/deprovisioning for casual users (May 2018)	 Moderate	Resolved. IT review User access monthly. Evidence-screenshot of Active directory shows disabled status of terminated employees.	Matter has been addressed satisfactorily.
Information Technology – Review of audit logs for privileged users not evidenced (May 2018)	 Moderate	Resolved – audit log of super users' activity reviewed quarterly and hard copy of the audit logs are filed by the Director of Finance & Corporate Strategy.	Matter has been addressed satisfactorily.
Information Technology: User access reviews (May 2018)	 Moderate	Resolved. User access reviewed monthly by IT.	Matter has been addressed satisfactorily.
Information Technology – Approval of system changes (May 2018)	 Moderate	Resolved. Change management procedure reviewed by audit.	Matter has been addressed satisfactorily.

Prior issues raised	Risk assessment	Assessment of action taken	Recommendation
Information Technology – Password configuration management (May 2018)	 Moderate	Note done - Max age 90 days, history. Revised date is 30 June 2019.	We will re-assess this issue at year end audit to check the progress made. Council should update the password parameters for the network to meet the minimum standards as defined in the good practice guidelines. Date to be actioned: 30 June 2019.
Lack of independent review of manual journals (May 2018)	 Moderate	Council started performing independent formal reviews by management over manual journals during the year.	Matter has been addressed satisfactorily.
Electronic Funds Transfer (EFT): Inappropriate accessibility after creation (May 2018)	 Moderate	The previous management letter point recommended that access to the EFT payment files should be further restricted. Management at this stage are unable to fully resolve the matter due to a deficiency in the current system. This will be added to the IT Strategy.	We will re-assess the security over the EFT payment file folder at year end audit to check the progress made as well as the IT Strategy to confirm that this matter will be considered for future system upgrades.
Receipting – end-of-day balancing (May 2018)	 Low	Customer service officer is performing the receipting by the end of the day and appropriate management is reviewing and signing the reconciliation formally prepared.	Matter has been addressed satisfactorily.
Rates and water – income not reconciled to general ledger (May 2018)	 Low	Rates and Water – income is reconciled to the general ledger on a quarterly basis.	Matter has been addressed satisfactorily.
Customer service: manual receipts (May 2018)	 Low	Manual receipts are accounted for and correctly processed in the receipting system. The process is reviewed by Management Accountant and reconciliations are signed off daily.	Matter has been addressed satisfactorily.

NARROMINE SHIRE COUNCIL
INTERNAL AUDIT COMMITTEE MEETING REPORT – 3 JUNE 2019

1. COMMITTEE ACTION TRACKING LIST

The Internal Audit Committee Action Tracking List is attached (see *Attachment No. 1*). These actions relate to the Contract Management Internal Audit Review undertaken by Crowe Horwath in January 2019, with the recommendations considered and accepted by the Internal Audit Committee at its meeting held 25 March 2019.

Actions 1 - 8 have been completed.

As a subsequence of Action 1, a revised version of Council's Procurement Policy is attached for consideration and acceptance by the Committee (see *Attachment No. 2*).

RECOMMENDATION

1. That the Internal Audit Review Action list be considered and accepted.
2. That the revised Procurement Policy be considered and accepted for subsequent endorsement and adoption by Council.

2. LEGISLATIVE COMPLIANCE – EXCEPTION REPORTING

At the Internal Audit Committee Meeting held on 28 March 2019, it was recommended that further agendas include an item for Compliance by Exception Reporting.

There are no identified issues to be reported.

RECOMMENDATION

That the report be noted.

3. FRAUD RISK ASSESSMENT/FRAUD CONTROL ACTION PLAN 2019/2020

At the Internal Audit Committee Meeting held on 28 March 2019, it was recommended that the Fraud Risk Assessment and Fraud Control Action Plan for 2019/2020 be presented to the Internal Audit Committee.

Accordingly, the assessment and action plan are attached for consideration (See *Attachment No. 3*).

RECOMMENDATION

That the Fraud Control Action Plan for 2019/2020 be considered and accepted and the further treatment actions be included in the Internal Audit Committee's Action Tracking List.

NARROMINE SHIRE COUNCIL
INTERNAL AUDIT COMMITTEE MEETING REPORT – 3 JUNE 2019

4. CORPORATE CREDIT CARD REVIEW REPORT

It was recommended by the Committee at its Meeting held on 28 March 2019 that a simplified corporate credit card report be presented to the Internal Audit Committee.

As per the Corporate Credit Card Policy, the Director of Finance and Corporate Strategy has undertaken a review of individual Corporate Credit Cardholder's Statements to ensure that the Corporate Credit Card Policy is being adhered to.

As at 1 May 2019,

No of corporate credit cards - 9

Corporate credit card limits – 1 x \$10,000, 2 x \$7,500, 4 x \$5,000, 1 x \$4,000, 1 x \$1,000

Total corporate credit card expenditure 1 July 2018 to 1 May 2019 - \$100,597.74

RECOMMENDATION

That the report be considered and accepted.

5. AUDIT RISK AND IMPROVEMENT COMMITTEE TRAINING WORKSHOP

The General Manager, Executive Manager Corporate Governance and Independent Member, Ron Gillard, attended the Audit Risk and Improvement Committee Workshop in Dubbo on Tuesday 2 April 2019, facilitated by IIA in association with LGNSW.

Points of interest to be noted include the following:-

1. Reiteration of legislated responsibilities of the committee being:- compliance, risk management, fraud control, financial management, governance, implementation of IP&R, service reviews, collection of performance measurement data of the Council. The Committee is to provide information to Council for the purpose of improving the Council's performance of its functions.
2. The Office of Local Government will release a discussion paper of the proposed regulatory framework for internal audit in the near future.
3. The Chair of the Internal Audit Committee should present an annual report of the Internal Audit Committee's activities to Council at its Ordinary Meeting. This can include a summary of work undertaken in the current year and significant findings; significant matters to be reviewed in the following year; a review of the Charter and changes for Council approval if required (including membership); and any other matters deemed appropriate.
4. Suggestion that the Committee considers an "in camera" session (if required, and preferably held prior to the Committee meeting) so as to enable recording of any resolutions resulting from the "in camera" session whereby voting members can discuss sensitive issues with Councillor(s), General Manager, Internal Auditor or External Auditor in confidence.

NARROMINE SHIRE COUNCIL
INTERNAL AUDIT COMMITTEE MEETING REPORT – 3 JUNE 2019

5. AUDIT RISK AND IMPROVEMENT COMMITTEE TRAINING WORKSHOP (Cont'd)

5. Suggestion that Management Representations be included on the Agenda i.e. General Manager's Update; CFO Update (with quarterly financial reports); Senior Manager's risk and control presentations (on rotation) if any; Senior Manager's project or topic presentations (if any).
6. Sample Committee workplan provided (See attachment No 4).

RECOMMENDATION

1. That the report be considered and accepted.
2. That the Committee consider and determine its workplan for the following 12-18 month period.

6. PERFORMANCE EXCELLENCE REPORT

The Audit Committee is responsible for reviewing the collection of performance management data by Council.

Council has recently participated in the Australasian LG Performance Excellence Program FY18. The survey allows Council to evaluate its current operational and management performance and identify areas of focus to optimise operational excellence.

A copy of report is provided to the Committee under separate cover.

This is the first year that Council has participated in the survey. Year 2 results should show some clear trends versus other participating councils.

Achievements for Council include:-

- Lost time injury days
- Workforce with more than 8 weeks of accrued annual leave

Areas that need to be monitored further include:-

Overtime Spend Per FTE

This could possibly reflect the additional roadworks that were undertaken in the FY18 due very wet weather FY17.

Council to continue to manage this, particularly versus the plant hours.

Staff Turnover Rate

This can be attributed to the cessation of Macquarie Valley Family Day Care; and a number of retirees in the FY18.

NARROMINE SHIRE COUNCIL
INTERNAL AUDIT COMMITTEE MEETING REPORT – 3 JUNE 2019

6. **PERFORMANCE EXCELLENCE REPORT (Cont'd)**

Staff Turnover Rate In First Year of Employment

This figure included casual employees and the percentage turnover rate for permanent staff in the first year of employment is less than 2%.

Actual Training Spend Per FTE

Creating opportunities for learning is important for counteracting reduced productivity, low staff engagement, loss of staff etc.

Council will continue to ensure that training is relevant.

It should be noted that for this survey Customer Service Staff were grouped with Finance Staff.

RECOMMENDATION

That the report be considered and accepted.

Marion Truscott
Executive Manager Corporate Governance

Narrormine Shire Council

Internal Audit Committee – Action List As At 22.05.19

Action No	Action	Responsible Officer	Due Date	Status	Comment
1	Development of Contract Management Framework – review existing Procurement Policy and Contractor Management Policy/Procedure	Executive Manager Corporate Governance	30.06.19	Completed	Revised Procurement Policy to Internal Audit Committee Meeting 3 June 2019
2	Review of Contract Management Plan – include risk management; functional, performance specifications and KPI's	Executive Manager Corporate Governance	30.06.19	Completed	
3	Contract Management Variations – to be included in Contract Management Procedures	Executive Manager Corporate Governance	30.06.19	Completed	
4	Filing of Documents – recordkeeping requirements to be included in Contract Management Procedures	Executive Manager Corporate Governance	30.06.19	Completed	
5	Contractor Management Minutes – recordkeeping requirements to be included in Contract Management Procedures	Executive Manager Corporate Governance	30.06.19	Completed	
6	Contract Monitoring – Review of evaluation form	Executive Manager Corporate Governance	30.06.19	Completed	

Action No	Action	Responsible Officer	Due Date	Status	Comment
7	Payment Approval – to be included in Contract Management Procedures	Executive Manager Corporate Governance	30.06.19	Completed	
8	Currency of Insurance – contract managers to ensure currency throughout the life of the contract	Contract Managers	30.06.19	Completed	Included in Contract Management Plan



Procurement Policy

Created By	Version	First Adopted	Last Modified	Review Period	Adopted by Council
Director Infrastructure and Engineering Services	2.0	09/12/15	8/11/2017	2 Years	Resolution 2017/328
<u>Director Infrastructure and Engineering Services</u>	<u>3.0</u>				

1. Objectives

To ensure that all principles in the legislation concerning the acquisition and disposal of goods and services are applied and sound procedures are implemented concerning the expenditure of public funds to ensure the most cost effective benefit is obtained for the community of the Narromine Shire.

To allow the management of Council's affairs to proceed without disruption, and to enhance the overall control and supervision of procurement.

2. Preamble

This policy sets out the procedures applying to the acquisition of goods and services by Council in accordance with the procurement principles applicable under the Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2005 (the Regulation), as well as the disposal of surplus or second hand equipment or materials.

This policy details the procedures required for purchasing up to \$150,000 and how procurement principles are to be applied for such purchases. Purchases of \$150,000 and over must be made in accordance with the OLG Tendering Guidelines for NSW Local Government.

All tenders, quotations and general purchasing shall be conducted in accordance with this policy and:

- The Local Government Act 1993
- The Local Government (General) Regulation 2005
- Tendering Guidelines for NSW Local Government
- NSW Government Procurement Framework

No officer of the Council shall order goods, works or services without first quoting an official Council order number and complying with the policies and procedures contained in this document except:

- in situations of genuine emergency where an order can be raised as soon as practicable; or
- where specific exemptions apply; or
- where the purchase is being undertaken utilising an approved Council credit card or fuel card.

3. Definitions

<i>Accountable Supervisor</i>	Person to whom the Council Officer is directly accountable.
<i>Authorised Purchasing Officer</i>	Person with delegated powers by Council or the General Manager to approve the issue of an order
<i>Contract</i>	The act of entering into an agreement for the supply of goods or materials under this policy
<i>Gross Value</i>	The total estimated cost of the purchase excluding any trade in value or goods which forms part of the purchase cost and including any Goods and Services Tax and cartage.
<i>Large-sized contract</i>	A contract worth \$150,000 or more
<i>Order</i>	The form approved by the General Manager for the ordering of goods or services for Council works
<i>Local Preference</i>	A preference given to local suppliers eg locally based contractors and suppliers with a permanent office and staff located within Narromine Shire. This Local Preference does not apply to light vehicles in accordance with 'Appendix B'.
<i>Medium –sized contract</i>	A contract worth \$20,000 or more but is less than \$150,000.
<i>Requisition</i>	The form approved by the General Manager for Officers of Council or contractors working on Council's behalf to request the purchase of goods or services for Council works.
<i>Valuable non-current asset contract</i>	A contract for the disposal of a valuable non-current asset
<i>Valuable non-current asset</i>	A valuable non-current asset is - <ul style="list-style-type: none"> (a) land (b) another non-current asset that has an apparent value that is equal to or more than the limit set by the local government - the limit set by the local government cannot be more than the following amounts – <ul style="list-style-type: none"> (i) for land - \$1 (ii) for plant and equipment - \$5,000

(iii) for another type of non-current asset -
\$10,000

4. Procurement Principles and Standards of Behaviour and Ethical Principles

Council should be mindful to act in the interests of residents, ratepayers and the wider community and that, when considering expenditure of public monies, Council:

- is open, transparent and accountable in all dealings.
- ensures that all dealings promote fairness and competition, and
- obtains best value

All Council dealings shall have regard to following standards:

Honesty and fairness

Council must conduct all tendering, procurement and business relationships with honesty, fairness and probity at all levels. Councils must not disclose confidential or proprietary information.

Accountability and transparency

Council must ensure that the process for awarding contracts is open, clear, fully documented and defensible.

Consistency in Tendering

Council must ensure consistency in all stages of the tendering process. For example, conditions of tendering must be the same for each tenderer on any particular tender; all requirements must be clearly specified in the tender documents and criteria for evaluation must be clearly indicated; all potential tenderers should be given the same information; and the evaluation of tenders must be based on the conditions of tendering and selection criteria as defined in the tender documents. In saying this, advice given to potential tenderers clarifying aspects of the tender need not be circulated to all tenderers.

No conflict of interests

A council official with an actual or a potential conflict of interest must address that interest without delay.

Rule of law

Council must comply with all legal obligations. These include the provisions of the *Local Government Act* and the *Regulation*.

No anti-competitive practices

Council must not engage in practices that are anti-competitive or engage in any form of collusive practice.

No improper advantage

Council must not engage in practices that aim to give a potential tenderer/supplier/contractor an advantage over others, unless such advantage stems from an adopted Council procurement policy such as a local preference policy.

Intention to proceed

Council must not invite or submit tenders/quotations without a firm intention and capacity to proceed with a contract, including having funds available.

Co-operation

Council must encourage business relationships based on open and effective communication, respect and trust, and adopt a nonadversarial approach to dispute resolution.

5. Conflict of Interests

The NSW Government established the Independent Commission Against Corruption (ICAC) to protect the public interest, prevent breaches of public trust and guide the conduct of public officials. ICAC investigations have identified a number of examples that highlight the need for all public agencies, including councils, to ensure that they adhere to high standards of probity in tendering.

Conflict of interests may occur when an individual could be influenced, or a reasonable and informed person would perceive that an individual could be influenced, by a personal interest when carrying out public duties. There is a requirement that where such a conflict occurs, it will be declared, assessed and resolved in favour of the public interest.

Council officials have an obligation to disclose potential or actual conflict of interests between their public duties and their personal or private interests. The benefit or loss may be financial or non-financial. The objective of disclosing interests that are or could be in conflict with official duties is to ensure prompt consideration, comprehensive assessment and, where necessary, the implementation of alternative working arrangements or other action by the council concerned.

A conflict of interests can be of two types:

- Pecuniary – an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person (s442 of the Act). A person's pecuniary interest may arise because their spouse, de facto partner, relative, partner or employer, or company or other body of which the person or a nominee, partner or employer is a member has a pecuniary interest in a matter (s443 of the Act).
- Non-pecuniary – a private or personal interest the council official has that does not amount to a pecuniary interest as defined by the Act. For example a non-pecuniary interest could be a friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature.

The *Model Code of Conduct for Local Councils in NSW* and Procedures for Administration of the Model Code of Conduct provides further information regarding conflict of interests and the requirements of the Act in relation to conflict of interests.

6. Delegation

Council has delegated its powers to enter into contracts to the General Manager as set out in Appendix A of this policy.

The General Manager has further delegated the powers delegated to the General Manager by Council to Officers of Council as set out in the Delegations Register.

The General Manager's delegation provides the nominated Council Officers with delegated authority to requisition, order and/or approve the payment of accounts on the Council's behalf to prescribed expenditure limits in their area of responsibility and within the constraints of the approved and/or amended Budget.

7. Purchase of Goods and Services – Principles to apply to different thresholds

In determining the relevant threshold applicable to a particular purchase the gross value of the purchase must be used.

The procedures applicable to purchases with the following gross value will apply:

(a) Purchases up to \$50

Purchases up to \$50 may be made out of Petty Cash.

Local Preference Policy = 10%

(b) Purchases up to \$2,000

A Purchase Order will be raised except:

- in situations of genuine emergency where an order can be raised as soon as practicable; or
- where specific exemptions apply; or
- Where the purchase is being undertaken utilising an approved Council credit card or fuel card.

Local Preference Policy = 8%

(c) Purchases from \$2,001 up to \$20,000

A Purchase Order will be raised after:

- Accessing a Preferred Supplier Arrangement (including Registers of Pre-qualified Suppliers and Panels of Suitable Providers) within delegated authority and budget constraints; or
- Accessing a Localbuy arrangement; or
- A minimum of two (2) written quotations are sought, provided that the principles of purchasing are adhered to and expenditure is within delegated authority and budget constraints. Council may decide not to accept any of the quotes it receives. However, if Council does decide to accept a quote, it must accept the quote most advantageous to it having regard to the sound contracting principles. The Authorised Purchasing Officer shall ensure that a record of the firms contacted for a quote is kept on the Accounts Payable copy of the order and may obtain additional competitive quotes. Details of all quotations received including a copy of the quote accepted must be attached to the accounts payable copy of the order issued to allow for retrieval for audit purposes.

Where it is not possible to obtain two (2) written quotations the requisition must be approved by the relevant Accountable Supervisor who must note the reason for not being able to obtain two (2) written quotations.

- If there are more than 2 local suppliers of a product or service being obtained all such suppliers shall be asked to give a quote for the works or services (unless a preferred supplier arrangement is utilised).
- When purchasing parts for plant & machinery or specialised servicing/repair services in this category and original parts are required or an accredited dealer must be used to retain the required warranties and only one local accredited supplier exists only one written quote will be required from that supplier.

Local Preference Policy = 5%

(d) Purchases \$20,001 or more but less than \$150,000

Medium-sized contract—quotes needed first

- (1) Council cannot enter into a medium-sized contract unless it first invites written quotes for the contract

- (2) The invitation must be given to at least 3 persons/businesses who council considers can meet its requirements, at competitive prices.
- (3) Council may decide not to accept any of the quotes it receives.
- (4) However, if Council does decide to accept a quote, it must accept the quote most advantageous to it having regard to the sound contracting principles.

Local Preference Policy up to \$75,000 = 3.5%.

Local Preference Policy over \$75,000 but less than \$150,000 = 3%

(e) Purchases more than \$150,000

Large-sized contract - tenders needed first

As per "Tendering Guidelines for NSW Local Government -

Councils must use the tendering method set out in the Regulation before entering into any of the types of contracts specified in section 55(1) of the Act. In addition to the types of contracts outlined in this section, councils are encouraged to use the tendering process in the following circumstances:

- Where estimated expenditure (including on-costs such as GST) is close to the tendering threshold specified in the Regulation (currently \$150,000). The calculation of estimated expenditure should be a critical element of planning and contract scoping.
- Councils should not invoice or order split to avoid tendering requirements as such activities would be contrary to the requirements of council's charter under the Act.
- Where the aggregated or cumulative cost of a contract conducted over more than one accounting period is likely to exceed the tendering threshold specified in the Regulation.
- Where the sale or purchase of goods or services may be considered controversial, contentious or political.
- Where the sale or purchase of land may be considered controversial, contentious or political. Acknowledging that the sale or purchase of land is specifically exempt under 55(3) of the Act, council should still consider using the tender process in such circumstances.
- Where there is a risk that 'would be' tenderers could claim that council has 'preferential' arrangements with a single supplier.
- Where there is a risk that 'would be' tenderers could claim that they would have tendered for the work if a public tendering process had been undertaken.

By using the tendering process in circumstances other than those prescribed by section 55 of the Act, councils will be able to provide assurance of openness and accountability, build anti-corruption capacity and achieve the best value for money.

Section 55(3) of the *Act* outlines the types of contracts that are exempt from the tendering process. Extenuating circumstances and cases of emergency are not defined by the *Act* and should be used as an exemption to the tendering requirements only after careful consideration with the reasons clearly documented.

8. Disposals – Valuable Non-current assets

Goods and materials in surplus of Council's requirements will be disposed of in the following manner :

- All goods (other than land) with an apparent value of less than \$1,000 may be disposed of with the authorisation of the General Manager.
- Valuable non-current assets
 - (a) Invites written tenders for the contract
 - (b) Offers the non-current asset for sale by auction.

Council's policy on the disposal is as follows -

- a) Where goods are not suitable for sale by separate public tender then those goods are to be stored in a secure area and kept until sold by public auction at a time when there are sufficient goods to warrant the holding of such an auction;
- b) The timing and location of such public auctions shall be at the discretion of the General Manager having regard to the timing and location being such as will attract the most interest and accessibility to the auction to achieve the best sale price of the auction items;
- c) The General Manager may utilise any available method of public auction as is compliant with the requirements of the *Act* and Regulation.

9. Workplace Health & Safety

The risks associated with procurement of goods and services must be managed in accordance with Narromine Shire Council risk management procedure. A risk assessment must be undertaken for all new or changed items with regards to its potential use at the workplace. In undertaking the risk assessment the following factors are to be considered but not limited to: use, hazards introduced, impact on personnel, legal requirements, training requirements, changes to work procedures and impact on environment.

If the level of risk associated with the item to be purchased cannot be controlled and is not acceptable, the item is not to be purchased. An alternate item is to be sourced and the process started again.

All contractors and suppliers of goods and services shall ensure that the work undertaken or goods supplied comply with relevant statutes, regulations and standards that pertain to the 2011 NSW Work Health and Safety Act and Council's Contractor Management Policy.

In respect of the purchase of plant and equipment, including furniture, the supplier will be requested to provide information regarding the hazards associated with the items and recommended controls to manage these hazards.

Safety Data Sheets (SDS) and instructions for use for all hazardous substances must be obtained before the purchase of hazardous substances. All substances must also meet labelling and usage requirements of the 2011 NSW Work Health and Safety Regulations.

10. Requisition Forms

Any officer may complete a requisition form. The completion of requisition forms by officers is required to allow orders for the relevant goods and services to be obtained by the preparation of a Council order form under the authority of an authorised officer and a Purchasing Officer. A requisition form is not a purchase order.

The requisition form, once completed and authorised by an officer with the relevant authority under this policy to purchase the goods or services being sought, must be presented to a Purchasing Officer for the determination of the person/firm from whom the goods/services are to be obtained and the preparation of a purchase order or the issue of the relevant goods from the Council store. If a requisition is not authorised by an officer with the appropriate authority under this policy, then no goods or services may be ordered nor may any such goods or services be issued from the Council store.

The Store Purchasing Officer or other Purchasing Officer preparing the order form will utilise this purchasing policy to determine the appropriate supplier for such goods or services.

11. Purchase Order Forms

The issue of a purchase order under the terms of contract represents the acceptance of an offer, thereby establishing a contract with the legal implications that this entails. It is important to note that Council orders must be raised before the supply of goods and services wherever practicable.

Purchase orders must specify where and to whom the goods are to be delivered along with delivery instructions. Purchase orders must contain a quoted price or estimated quoted price apportioned to the relevant budget numbers.

Expenditure limits and threshold limits have been set in this policy to ensure proper controls and checks are carried out on all purchases. No officer shall break down a procurement of products or services into its components or reduce quantities or take any other action in order to avoid complying with this policy or obtaining the prescribed approvals.

Narromine Shire Council operates a centralised purchasing system where possible, with purchase orders prepared at the Council Stores, Finance and Customer Services Office and the Main Council Office.

The preparation of a Council order at these locations will only be undertaken where a duly authorised requisition form has been presented, or a direction has been issued by an appropriately authorised officer for the preparation of the order form after the appropriate supplier has been determined by the relevant purchasing officer having regard to the requirements set out in section 5 of this policy.

All orders must have a realistic order value included on the order. This should be supported by the written quotes received if applicable.

The Officer nominated on the order form as the authorising officer should be the officer who has authorised the requisition or directed that the order be prepared. This officer must also be the officer who signs the order unless their accountable supervisor signs the order in lieu.

Once an order form is printed a copy shall be provided to the supplier, a copy to the nominated receiving officer for the goods and services (to be signed as received and returned to accounts payable on receipt of the goods and services), and the last copy to go to the accounts payable Officer.

12. Receipt of Goods and Services

Nominated receivable point

All Goods ordered shall have a nominated receivable point and officer on the order unless the goods are directly picked up by the officer nominated on the order.

The nominated receivable points are to be one of the following:-

- Council Offices - Dandaloo Street, Narromine
- Council Depot – Store – Manildra Street, Narromine
- Council Depot - Temoin Street, Trangie
- Council Depot – Workshop – Manildra Street, Narromine

The area where the goods are to be received shall be a secure area and goods shall not leave that area until such time as they are checked against the order, found to match the goods ordered, and the order copy is signed by the receiving officer as showing the goods being received by completing the certificate on the reverse of the receiving copy of the order. This copy is then sent to accounts payable.

Where applicable goods shall, before leaving the secure area of the nominated receivable point, be Security Marked, have any serial numbers noted and have details recorded for inclusion on the 'Small Tools Register'.

The officer signing the order copy as the goods having been received may only be the officer having the relevant delegation for the value of the goods being received.

The attachment of the signature of the officer to the order copy as being satisfactorily received is the authority for the Accounts Payable Officer to process any subsequent invoice received for these goods and services for payment provided all other relevant authorities are in place.

Any variations of the invoice to the order shall be referred by the accounts payable officer to the relevant purchasing officer for clarification and appropriate authorisation of any variations prior to any payment being processed.

13. Authorising of the payment of invoices without an order

Whilst all goods and services should ideally have a Council order issued before an invoice is received there will be times when Council receives invoices for goods and services for which no order has been issued.

At those times a copy of the relevant invoice shall be forwarded to the relevant officer for authorisation for payment. The same authority levels as are applicable for ordering shall apply to the authorities for payment of such invoices.

14. Credit Cards

Narromine Shire Council has corporate credit cards held by the following -

Mayor
 General Manager
 Director Finance and Corporate Strategy
 Director Community and [Regulatory Economic Development Services](#)
 Director Infrastructure and Engineering Services
 Manager of Community Facilities
~~Executive Manager Economic Development.~~
 Workshop Supervisor
~~Payroll/Human Resources Officer~~[Executive Manager Human Resources](#)
[Manager Information Technology](#)
[Manager Utilities](#)

No private expenditure is allowable on such credit cards. No personal "flyby points" or other such similar incentives are to be garnered from the use of this card. Monthly summaries of the use of such cards shall be provided to the ~~Chief Financial Officer~~[Director Finance and Corporate Strategy](#) along with copies of the supporting tax invoice/receipts for any purchases and sufficient detail to allow such purchases to be appropriately allocated. All credit card purchases must be approved by the General Manager and be within the limits delegated in this policy. The General Manager's credit card purchases must be approved by the Mayor.

15. Fuel Cards

Narromine Shire Council provides fuel cards for use with various Council vehicles. Such fuel cards shall only be utilised for the purchase of fuel for the nominated vehicles and any purchase receipts provided to the Council Office with the officers next time sheet.

16. Coles Customer Account Cards

Narromine Shire Council has customer account cards with Coles which are held by the following -

[Payroll / HR Officer](#)
[Customer Service Officer](#)
[Governance Support Officer](#)
~~[Executive Assistant](#)~~, [Infrastructure and Engineering Services Assistant](#)
~~[Community and Regulatory Services Administration Officer](#)~~
~~[Community and Regulatory Services Executive Assistant – Health Building & Environmental Services](#)~~
~~[Storeman](#)~~
~~[Director Community and Regulatory Services](#)~~
 Senior Records Officer
 Executive Manager Human Resources
 Records Officer
~~[Executive Manager Economic Development](#)~~ [Procurement Depot Officer](#)
[Director Community & Economic Development](#)
[Program Co-ordinator](#)
[Economic Development and Communications Officer](#)

No private expenditure is allowable on such cards. Invoices for any purchases must be provided to the ~~[Chief Financial Officer](#)~~ [Director Finance & Corporate Strategy](#) immediately after use with sufficient detail to allow such purchases to be appropriately allocated. No personal "flybuy points" or other such similar incentives are to be garnered from the use of this card.

APPENDIX 'A'

Purchasing Policy

Delegated Expenditure Limits for Authorised Officers

The following schedule indicates the authorised officers and expenditure limits for orders, requisitions and cheques other than for quotations and tenders approved by the [Council#General Manager](#).

Council delegates to the General Manager the authority to incur financial expenditure on behalf of Council under the following provisions:

- (a) where expenditure has been provided for in Council's budget; or
- (b) in the opinion of the General Manager such expenditure is required because of genuine emergency or hardship (Section 184 of the Regulation).

Other officers may only incur expenditure on behalf of Council if:

- (a) the officer has been granted financial delegation by the General Manager and such delegation is recorded in the Register of Delegations; and
- (b) the expenditure is provided for in Council's budget; or
- (c) in the case of genuine emergency or hardship and the power to incur expenditure in these circumstances has also been delegated.

Any officer incurring expenditure may only do so in accordance with any constraints imposed by Council or by the General Manager in respect to a financial delegation.

The General Manager is authorised to enter into contracts on behalf of Council within the expenditure delegation provided for.

FINANCIAL/PURCHASING DELEGATIONS
NARROMINE SHIRE COUNCIL

Delegations by Narromine Shire Council

Purchasing Delegations

The delegations set out in TABLE 1 below are made by Council to the Mayor and the General Manager subject to the condition that all requisitions and purchases made under this delegation shall be made in accordance with the requirements of the Local Government Act 1993 and the current adopted Narromine Shire Council Procurement Policy.

These delegations apply to the position indicated including persons temporarily relieving in those positions.

TABLE 1

POSITION	DELEGATED EXPENDITURE LIMIT	Conditions
Mayor	\$10,000	Urgent works - in consultation with the General Manager and in between Council Meetings, authorise urgent works for which there is no budget provision up to an amount of \$10 000.
General Manager	Unlimited but in accordance with budget	To accept all tenders except tenders to provide services currently provided by Council staff in accordance with Section 377 (1)(e) of the Act.

FINANCIAL/PURCHASING DELEGATIONS
NARROMINE SHIRE COUNCIL

Delegations by the General Manager

The delegations set out in Delegations Register are made by the General Manager to Officers of Council subject to the following conditions:-

- All requisitions and purchases made under this delegation shall be made in accordance with the requirements of the Local Government Act 1993 and the current adopted Narromine Shire Council Procurement Policy.
- Goods and services ordered, requisitioned or approved for payment may only be done by officers with the responsibility to manage the relevant budget item to which such goods or services are to be charged.
- Goods and services may only be ordered if the estimate of the value of the goods or services being sought falls within the approved budget for the relevant budget item to which such goods or services are to be charged.
- An officer delegated purchasing powers under this delegation will remove themselves from exercising the delegated powers in any instance where the Officer has a Material Interest as defined under the Local Government Act 1993 in the matter. Where the Officer has a Conflict of Interest in the matter they shall refer the purchase to their Accountable Supervisor for direction as to whether they may exercise their purchasing authority.

These delegations apply to the position indicated including persons temporarily relieving in those positions.

APPENDIX 'B'

LIGHT VEHICLE CHANGEOVER

Changeover of light vehicles shall be undertaken in accordance with conditions contained herein:

- The General Manager determines the suitable make and model of motor vehicle, appropriate to the purpose;
- Prices are sought for this type of vehicle using the NSW Government Prequalification Scheme: Supply of Motor Vehicles to NSW Government (SCM0653).
- The Local Preference discount is not applied due to a discount having already being applied in the above Contract;
- Vehicles ~~can be~~ are traded directly to auction houses or offered as trade to dealers depending on best value. This will ensure that the transaction of light motor vehicle changeover remains transparent.
- Should the NSW Government Prequalification Scheme cease, purchase of light vehicles will be in accordance with medium size contracts (page 7).

FRAUD RISK ASSESSMENT

Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
Identify individual fraud risks	Yes No	Set out existing controls to mitigate the risk	How effective are the controls – refer to point 3 above	Insignificant Minor Moderate Severe Catastrophic	Almost certain Likely Possible Unlikely Rare	Low Medium High Extreme	Accept Treat	What additional action is necessary to treat the fraud risk?

1. Falsifying working papers

Falsifying working papers (annual report, document management system records and other documentation)		<ul style="list-style-type: none"> ● Hierarchy of review of annual report ● Audit and risk committee review annual report ● Records management security ● Manager approval of all timesheets ● Staff made aware of overtime and flexible working policy and available on intranet 	3	Moderate	Possible	Medium	Treat	Audit and risk committee to review annual report
False recordings on timesheets				Moderate	Likely	High	Accept	Nil

FRAUD RISK ASSESSMENT									
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk	
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating			
Not submitting leave form		<ul style="list-style-type: none"> • Managers responsible to track and follow up delegated staff • Reconciliation between records performed by HR • Staff made aware of leave policy and procedures and they are available on intranet 	5	Minor	Possible	Low	Accept	Nil	
False overtime claims		<ul style="list-style-type: none"> • Manager approval of all timesheets • Manager review of overtime reports • Staff made aware of overtime and flexible working policy and available on intranet • Overtime approved in advance 	3	Moderate	Likely	High	Treat	Variable Working Hours Policy to be expanded to include verbal approval in advance required by outdoor staff for overtime.	

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
2. Fraud in Hiring Contractors or Consultants								
Appointing contractors/consultants not supported by proper process		<ul style="list-style-type: none"> Procurement policy and process exist, conform to NSW Procurement Framework and followed Formal process of background checking Appropriate levels of approval (for example, by management committees) 	3	Moderate	Possible	Medium	Accept	Nil
Payments to contractors/consultants when work not performed or not performed satisfactorily		<ul style="list-style-type: none"> Appropriate levels of authorisation assigned to senior management Formal process of checking work performed against work plans and contracts prior to authorisation of payment 	3	Moderate	Possible	Medium	Accept	Nil
3. Procurement Fraud See resource 6								

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
4. Financial Fraud								
Theft of cash		<ul style="list-style-type: none"> Adequate physical security over cash holdings, for example, access to safe and combination limited and safe locked. The adequacy and validity of claims are checked Regular reconciliation between cash counts, cash receipts and claims Adequate building security and authorised issue and use of access passes 	3	Moderate	Likely	High	Treat	Cash handling procedures to be reviewed and updated. Re-training of staff handling cash. Recruitment and Selection Policy to be expanded to include police checks for all cash handling position. Members of public not allowed access to offices where cash is held.
Cheques made to false persons or companies		<ul style="list-style-type: none"> The adequacy and validity of claims are checked Claims not paid without authorisation Segregation of duties 	4	Moderate	Possible	Medium	Accept	Nil
EFT – payment to incorrect account or incorrect amount		<ul style="list-style-type: none"> Claims not paid without review and authorisation Segregation of duties 	4	Moderate	Possible	Medium	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
Unrecorded transactions		<ul style="list-style-type: none"> Regular reconciliation between cash counts, cash receipts and claims 	3	Moderate	Possible	Medium	Accept	Nil
Unauthorised transactions		<ul style="list-style-type: none"> Authorising staff member comply with delegated authority levels Segregation of duties 	3	Moderate	Possible	Medium	Accept	Nil
Transactions (expenditure/ receipts/deposits) recorded for incorrect sums		<ul style="list-style-type: none"> Claims not paid without review and authorisation Regular bank reconciliation performed Receipts/deposits validated by supporting documentation 	3	Moderate	Unlikely	Low	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
5. Personnel Fraud								
False person on payroll		<ul style="list-style-type: none"> Copies of original documentation required to verify personal details of new staff, for example, copy of passport, birth certificate and tax documents Comparing bank details to payroll records Thorough reference checks carried out on new starters before appointment 	3	Moderate	Unlikely	Low	Treat	Recruitment Procedures to be expanded to include copies of original documentation required to verify personal details of new staff.
Overpay self or workmate each fortnight		<ul style="list-style-type: none"> Regular management reviews of major cost fluctuations Management authorisation of pay set-up Staff are aware of overtime policy and available on intranet 	3	Moderate	Unlikely	Low	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
Re-direct employee's normal pay when resigned or on LWOP		<ul style="list-style-type: none"> HR staff follow formally documented procedures surrounding change of bank details Staff made aware of information security policy and available on intranet 	3	Moderate	Unlikely	Low	Treat	HR staff to verbally confirm with employee when receipt of email requesting change of bank details.
Pay self or workmate higher salary		<ul style="list-style-type: none"> Regular management reviews of major cost fluctuations Management authorisation of pay set up Remuneration is determined within Award or Enterprise Agreement, available on intranet 	3	Moderate	Unlikely	Low	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
6. Management Fraud								
Management fraud – manipulation of figures in management and financial reports (including annual report)		<ul style="list-style-type: none"> Conflicts of interest are declared and registered Conflicts of interest are managed appropriately and where a conflict arises, the manager is not involved in decision-making Senior management and committee (audit, executive) reviews of management and financial reports Audit of annual accounts Internal and external audit 	3	Major	Unlikely	Medium	Accept	Nil
Management fraud – using position to order goods and services for personal use		<ul style="list-style-type: none"> Use of purchase guidelines and authorisation limits Segregation of duties All managers to sign code of conduct 	3	Moderate	Possible	Medium	Accept	Nil
Writing off staff debts (as favour to workmates)		<ul style="list-style-type: none"> All managers to sign code of conduct Segregation of duties 	3	Moderate	Unlikely	Low	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
7. Fraud involving assets or stores								
Equipment stolen or borrowed without permission		<ul style="list-style-type: none"> Code of conduct promoted, available on intranet and signed by all staff Secure storage of resources Adequate building security and authorised issue and use of access passes Staff made aware of information security policy and available on intranet 	3	Moderate	Possible	Medium	Accept	Nil
Unauthorised use of cars/petrol cards/petrol		<ul style="list-style-type: none"> Code of conduct promoted, available on intranet and signed by all staff Staff made aware of motor vehicle and credit card policies and available on intranet Management authorisation in line with delegations 	3	Moderate	Possible	Medium	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
Excessive private use of office equipment – for example, phones, copiers		<ul style="list-style-type: none"> Code of conduct promoted, available on intranet and signed by all staff Monitoring of usage and expenditure 	3	Moderate	Possible	Medium	Accept	Nil
Using office resources to run a private business		<ul style="list-style-type: none"> Code of conduct promoted, available on intranet and signed by staff Monitoring of usage and expenditure 	3	Moderate	Possible	Medium	Accept	Nil
8. Information Systems								
Fraud resulting from a loss of data following disaster or accident, for example, theft of assets not recorded		<ul style="list-style-type: none"> Business continuity plan that is regularly reviewed Saving working papers/documents in document management system or network drives that are regularly backed up Regular back up and offsite storage of data Staff made aware of information security policy and available on intranet 	3	Moderate	Possible	Medium	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
Unauthorised staff accessing systems		<ul style="list-style-type: none"> • Appropriate level of computer access provided to staff • Staff reminded of responsibilities, for example, not to share passwords • Automatic log out of computers when extended period away from computer • System controls and checks 	3	Moderate	Possible	Medium	Accept	Nil
Unauthorised release of user name and/or password		<ul style="list-style-type: none"> • Appropriate level of computer access provided to staff • Staff reminded of responsibilities, for example, not to share passwords 	3	Moderate	Possible	Medium	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
Misrepresentation of the office by expressing personal views on office email, intranet or internet		<ul style="list-style-type: none"> • Policy on communication devices is signed by all employees • Code of conduct signed by all employees and available on the intranet • Disclaimers on all office emails 	3	Moderate	Possible	Medium	Accept	Nil
Installation of illegal software on office computers and laptops		<ul style="list-style-type: none"> • Policy on communication devices is signed by all employees • Appropriate level of computer access provided to staff 	3	Moderate	Possible	Medium	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
9. Other fraud								
Selling, leaking or misusing information		<ul style="list-style-type: none"> • Code of conduct promoted, available on intranet and signed by all staff • Sound security maintained for sensitive and/or confidential information • Client and other confidential files locked away when not in use • Appropriate and timely storage or disposal of sensitive or confidential information • All staff given appropriate levels of access to client records and files • Sound IT controls • Staff made aware of information security policy and available on intranet 	3	Moderate	Possible	Medium	Accept	Nil
Manipulating corporate and client information		<ul style="list-style-type: none"> • As above 						

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
False travel/expense claims		<ul style="list-style-type: none"> Code of conduct promoted, available on intranet and signed by all staff Copy of invoices kept and management approval made for all expense claims Segregation of duties 	4	Moderate	Unlikely	Low	Accept	Nil
Bribe accepted from clients, consultants or other service providers – for example, gifts, cash, event tickets and accommodation.		<ul style="list-style-type: none"> Code of conduct promoted, available on intranet and signed by all staff Staff made aware of gifts and benefits policy and is available on intranet 	3	Moderate	Unlikely	Low	Accept	Nil
Fraudulent claim for workers' compensation		<ul style="list-style-type: none"> Follow formal procedures in dealing with a claim, for example, obtaining incident report and medical reports. Suspected fraudulent workers' compensation claims reported and investigated 	3	Moderate	Unlikely	Low	Accept	Nil
False performance appraisal		<ul style="list-style-type: none"> Review and approval of all appraisals by management 	4	Moderate	Unlikely	Low	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
False qualifications in job application		<ul style="list-style-type: none"> Thorough reference checks carried out on new starters Hiring staff (HR or unit team leaders) follow formally documented procedures Interviews conducted by selection panel 	3	Moderate	Possible	Medium	Treat	HR to verify formal qualifications
Running a private business in office time		<ul style="list-style-type: none"> Code of conduct promoted, available on intranet and signed by all staff Review and approval of staff timesheets by management 	3	Moderate	Possible	Medium	Accept	Nil
Running a private business/second job without permission		<ul style="list-style-type: none"> Code of Conduct and secondary employment policy available on intranet and declaration signed by all staff 	3	Moderate	Possible	Medium	Accept	Nil

FRAUD RISK ASSESSMENT								
Type of Fraud Risk	Applicable to your area? Yes/No	Existing Controls	Effectiveness of Existing Controls (scale 1-5:)	Fraud Risk Analysis* (after existing controls)			Option for Residual Fraud Risk – Accept or Treat	Further Treatment/ Action (if necessary) to Address Residual Fraud Risk
				Fraud Impact Rating	Fraud Probability Rating	Residual Fraud Risk Rating		
Unauthorised access to office records including sensitive or confidential information and client information		<ul style="list-style-type: none"> ● IT security (see Information Systems section eight above) ● Limited records security and controls ● Code of conduct promoted, available on intranet and signed by all staff 	3	Moderate	Possible	Medium	Accept	Nil
Other (please specify)		●						
Other (please specify)		●						
Other (please specify)		●						

Resource two: Risk assessment

This risk assessment gives an overview of the fraud risk assessment process and contains examples of the type of fraud risks and internal controls. Different organisations and different areas within your business may have different fraud risks and the examples are not an exhaustive checklist. The risk assessment deliberately does not include actual ratings for the effectiveness of internal controls, the results of the risk analysis, the options for the residual fraud risk or further treatment plans. Each organisation needs to undertake its own risk analysis and determine its own risk appetite.

1. Type of fraud risk

This column should include the potential fraud risks your organisation may face. Please specify any additional risks in the relevant section.

2. Existing controls

Once the potential fraud risks are identified, identify what controls currently exist to reduce each fraud risk.

3. Effectiveness of the existing controls

Assess how well controls are operating and if they are mitigating fraud risks as intended. Only one rating should be made for each fraud risk taking into consideration all controls existing for that risk. A scale of 1 to 5 is used.

1	There is a very high exposure to fraud (almost certain)
2	There is a high opportunity for fraudulent activity (likely)
3	There is a moderate opportunity for fraudulent activity (possible)
4	There is a low opportunity for fraudulent activity (unlikely)
5	There is no apparent opportunity for fraudulent activity (rare)

4. Fraud risk analysis

After considering how effective the controls are in step 3 above, the consequence and likelihood of each risk is assessed. By progressing in this order, this framework intends to assess the identified fraud risks on a residual basis, that is, after existing controls.

Impact Probability	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	Extreme	Extreme
Possible	Low	Low	Medium	High	Extreme
Unlikely	Low	Low	Low	Medium	High
Rare	Low	Low	Low	Low	High

5. Option for residual fraud risk

After considering the internal controls, determine if the residual fraud risk is at an acceptable level. If the residual fraud risk is acceptable, then there is no need for further action.

However if either:

- (a) properly designed controls are not in place to address certain fraud risks, or
- (b) controls identified are not operating effectively to sufficiently reduce the residual risk to an acceptable level

then action must be taken.

6. Further treatment/action necessary to address residual fraud risk

Where further action must be taken, the response should be to change or enhance existing controls or to implement additional controls.

ARIC Workplan Sample

Ref	Responsibility Areas	February	May	August	November
1	Compliance arrangement	•	•	•	•
2	Compliance monitoring		•		
3	Compliance risks			•	
4	Risk management framework			•	
5	Major projects or undertakings	•	•	•	•
6	Insurance arrangements			•	
7	Business continuity planning			•	
8	Internal controls			•	
9	Policies and procedures				•
10	Policy and procedure compliance				•
11	Delegation management		•		
12	Ethical behaviour		•		
13	Annual financial statements			•	
14	Management letter				•
15	Contentious financial reporting matters			•	
16	Annual report				•
17	State government reports		•		
18	Performance management framework			•	
19	Forum of communication	•	•	•	•
20	Strategic internal audit plan				•
21	Adequacy of audit resources		•		
22	Audit assignments	•	•	•	•
23	Internal audit reports	•	•	•	•
24	Internal audit recommendations	•	•	•	•
25	ARIC Charter		•		
26	Internal audit service provider	•	•	•	•
27	Internal audit performance				•
28	Forum of communication	•	•	•	•
29	External audit scope		•		
30	Feedback on audit				•
31	External audit recommendations	•	•	•	•
32	External audit reports	•	•	•	•
33	Business improvement culture	•	•	•	•
34	Business improvement initiatives	•	•	•	•
35	Council's performance measurement			•	
36	Integrated Planning & Reporting	•	•	•	•
37	Community survey results			•	
38	Service reviews			•	
39	Annual ARIC report			•	
40	Assessment arrangements		•		
41	Conflicts of interest	•	•	•	•

MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING HELD AT THE NARROMINE SHIRE COUNCIL CHAMBERS ON MONDAY 3 JUNE 2019

PRESENT: Cr Dawn Collins (Chair, Narromine Shire Council), David Vant (Roads & Maritime Services), Jane Redden (General Manager, Narromine Shire Council), Michael Donley (Senior Constable, Orana Mid-Western Police District, NSW Police), Jordan Richardson (Manager Engineering Services, Narromine Shire Council) and Sarah Masonwells (Minute Secretary).

1. WELCOME

The Chair welcomed those present and declared the meeting open at 9.32am.

2. APOLOGIES

RECOMMENDED David Vant/Michael Donley that the apologies of André Pretorius (Director, Infrastructure and Engineering Services, Narromine Shire Council) and Cr Rob McCutcheon (Local Member Representative Dubbo) be accepted.

3. MINUTES OF THE PREVIOUS MEETING

RECOMMENDED David Vant/Michael Donley that the Minutes of the previous meeting of the Local Traffic Committee held on 4 February 2018 be accepted as a true and accurate record of that meeting.

4. BUSINESS ARISING FROM THE PREVIOUS MINUTES

1. Item 4, Business Arising from the Previous Minutes - 3) Truck Stop Trangie

The General Manager advised this will be completed as part of the main street upgrades. There are drainage issues that need to be rectified.

The truck stop is not part of the heavy vehicle route. David Vant advised as Council is the road manager, Council can make an application to the Heavy Vehicle Regulator to get this added to the heavy vehicle route. The Manager Engineering Services, Narromine Shire Council to apply for this. Trucks need to acquire a permit in the interim.

2. Item 4, Business Arising from the Previous Minutes - 5), 40km Speed Limit in CBD

The Manager Engineering Services, Narromine Shire Council advised Council has begun undertaking an evaluation. Using the RMS guidelines, the road is a Principal Travel Route and recommendation that only vehicle separation treatment is required. The proposed route is from the Police Station through to Olsen Oval. A SIDRA analysis and a traffic study are yet to be completed. As there is a heavy vehicle bypass, road separation and it is in a regional setting, David Vant noted the RMS will support the application for speed reduction.

The next step is a Report to Council, followed by community consultation and then an application to the RMS.

This works must be completed by the end of next financial year.

**MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING HELD AT THE NARROMINE SHIRE
COUNCIL CHAMBERS ON MONDAY 3 JUNE 2019**

5. DECLARATION OF PECUNIARY/CONFLICT OF INTEREST

The Manager Engineering Services, Narromine Shire Council declared a non-significant, non-pecuniary interest in Item 2 of the Local Traffic Committee Meeting Report.

6. REPORT TO LOCAL TRAFFIC COMMITTEE

1) FORMAL RATIFICATION OF ANZAC DAY MARCH AND SERVICE REPORTS

RECOMMENDED Michael Donley/David Vant that the report be formally ratified.

2) BUS ROUTE N1295 NARROMINE - DULLA

David Vant noted all new or extending routes must go through the Ministry of Transport, with concurrence by Council also required. The Ministry of Transport application needs to be completed first, they will then seek Council's concurrence. Council will contact the bus operator advising of the process and the outcome of the meeting.

The General Manager asked what responsibility Council has with bus stops etc. David Vant advised it is the bus operator's responsibility to do risk assessments as per the Passenger Transport Act. The Manager Engineering Services, Narromine Shire Council noted there are two sorts of bus stops, formal and informal. Formal are sign posted and maintained, and informal are at the bus operator's discretion.

3) MAIN STREET UPGRADES FOR NARROMINE, TRANGIE AND TOMINGLEY

The General Manager brought attention to attachment No. 2 of the report in relation to the centre of the road parking in front of medical centre. She explained this will not be taking place as part of the main street upgrades as this is a long term plan. It is also a heavy vehicle route. A heavy vehicle strategy would be completed before any consideration would be made and would be bought back to the Committee. Council will liaise with tenants of the Medical Centre regarding the parking. A safe drop off zone could also be considered.

RECOMMENDED Michael Donley/David Vant that the report be endorsed excluding the 90 degree centre of the road parking in attachment No. 2 which would be subject for a future report pending consultation.

**4) OVERNIGHT HEAVY VEHICLE PARKING ON WARREN ROAD BETWEEN THE
PEPPERCORN MOTEL AND THE GOLF COURSE**

Michael Donley and David Vant advised that one regulation cancels out the other regulation. Legally drivers need to pull over when rest times are required. After discussion it was noted that the trucks are not parking in built up areas and if signage were to be installed, the trucks would only move further up the road.

RECOMMENDED Michael Donley/David Vant that no signs be installed based on the level of development and the trucks stopping on the edge of town, and a letter be sent to the resident explaining the outcome of the meeting.

**MINUTES OF THE LOCAL TRAFFIC COMMITTEE MEETING HELD AT THE NARROMINE SHIRE
COUNCIL CHAMBERS ON MONDAY 3 JUNE 2019**

7. GENERAL BUSINESS

- 1) The Chair noted that there are signs on the roads and highways that are attached to RMS signs, and they take away from the actual sign. David Vant advised that Council is the road authority for these roads and has the ability to remove or move them. The Manager Engineering Services, Narromine Shire Council will discuss with the Executive Manager Health Building & Environmental Services, Narromine Shire Council for advice.
- 2) The Chair reminded all committee members to reply all in emails so everyone is kept informed.

8. NEXT MEETING

The next Meeting of the Local Traffic Committee will be held on **Monday, 5 August 2019** commencing at **9.30 am** in the Narromine Shire Council Chambers.

There being no further business, the meeting closed at 10.31am.

The Minutes (pages 1 –3) were confirmed on _____, 2019 and are a full and accurate record of proceedings of the meeting held on 3 June 2019.

CHAIR

**NARROMINE SHIRE COUNCIL
LOCAL TRAFFIC COMMITTEE BUSINESS PAPER – 3 JUNE 2019**

1. FORMAL RATIFICATION OF ANZAC DAY MARCH AND SERVICE REPORTS

Author Director Infrastructure and Engineering Services
Responsible Officer Director Infrastructure and Engineering Services

Executive Summary

The purpose of this report is to formally minute the approvals granted to the Narromine RSL Sub Branch and the Trangie Memorial Hall Committee for the Anzac Day Marches held on 25 April 2019.

Report

As the Committee would be aware, there was no quorum present for the Local Traffic Committee Meeting scheduled for Monday 8 April 2019. A report was subsequently submitted to voting members of the Committee for consideration and ratification. RMS requested additional information and an amended report (**Attachment No. 1**) was then re-submitted to the voting members which was accepted.

RECOMMENDATION

That the information be noted.

2. BUS ROUTE N1295 NARROMINE – DULLA

Author Engineering Liaison Officer
Responsible Officer Director Infrastructure and Engineering Services

Executive Summary

The purpose of this report is to provide the Local Traffic Committee with information regarding a request by a local bus operator for Council's support to change and add to the existing route.

Report

This report was requested by local bus operator - Contract No. V0106 - Bus Route N1295 for Council's support to change and add to the existing route. Currently school children have to cross the Eumungerie road, which is a busy main road with large heavy vehicles and cars. The bus pulls off the seal onto the dirt shoulder to let the children off and then merges back on to the road.

**NARROMINE SHIRE COUNCIL
LOCAL TRAFFIC COMMITTEE BUSINESS PAPER – 3 JUNE 2019**

2. BUS ROUTE N1295 NARROMINE – DULLA CONT.

If the bus operator could turn completely onto the side roads and drop the children at the property gates, this would result in a safer operation. This would eliminate the children walking along the main road and would remove other hazards such as snakes and environmental factors including dust.

The following issues were the outcome of Council's investigation into the request;

- At the end of Rosebank Road, the bus has difficulty turning around as the shoulder is too high. So they use the house driveway which is not ideal.
- Macquarie View Road requires some pothole patching at the turn around.

The concern of Council is with the stop at the intersection of Eumungerie and the Dubbo Burroway Roads. The two roads concerned have large amounts of heavy vehicles both in the morning and afternoon. This intersection has a history of two fatalities with heavy vehicles in the last 10 years. The bus pulls off into a side track and lets the children off to be picked up by waiting parents, and then turns back on to the road with the intersection on the blind side to the driver. The parents have the same problem when entering the road.

This problem can be eliminated, if the bus is approved to travel along Eumungerie Road through the intersection to the Kookaburra property entrance, which is a further 1km down the road. There is sufficient area to turn round and re-enter the main road with clarity in each direction.

RECOMMENDATION

That the information be noted.

3. MAIN STREET UPGRADES FOR NARROMINE, TRANGIE AND TOMINGLEY

Author	Manager Waste & Community Facilities
Responsible Officer	Director Infrastructure and Engineering Services

Executive Summary

The purpose of this report is to provide the Local Traffic Committee with information regarding the proposed upgrades to the Narromine, Trangie and Tomingley main streets.

Report

Council has finalised plans for the upgrades to the Narromine, Trangie and Tomingley main streets with the proposed installation of traffic islands, garden beds and parking bay linemarking.

**NARROMINE SHIRE COUNCIL
LOCAL TRAFFIC COMMITTEE BUSINESS PAPER – 3 JUNE 2019**

3. MAIN STREET UPGRADES FOR NARROMINE, TRANGIE AND TOMINGLEY CONT.

The attached plans (**Attachment No. 2**) show that improvements will be carried out in Narromine to Dandaloo Street South on the block between Derribong Street and Fourth Avenue, and also Minore and Cathundral Streets. With these being the two most utilised sections with businesses and the Bowling Club, the works will create an environment that will also reduce the speed of traffic along this section of road by creating a slowdown precinct with the design, and the creation of additional parking facilities.

Trangie will receive works to the main street with parking lines marked between the highway and Derribong Street and the installation of traffic islands and garden beds in the section from Derribong to Harris Streets.

The main works in Tomingley will be focused on one of the parks.

RECOMMENDATION

That the report be considered and endorsed by the committee.

4. OVERNIGHT HEAVY VEHICLE PARKING ON WARREN ROAD BETWEEN THE PEPPERCORN MOTEL AND THE GOLF COURSE

Author	Director Infrastructure and Engineering Services
Responsible Officer	Director Infrastructure and Engineering Services

Executive Summary

The purpose of this report is to seek the Committee's comments regarding the overnight parking of heavy vehicles on the Warren Road Reserve between the Peppercorn Motel and the Golf Course

Report

Council has received complaints of heavy vehicles that park overnight at the above location. This creates noise issues for residents, since the vehicles leave their engines on overnight for their cooling/ refrigerator units. Heavy vehicles also park in this area to visit the nearby service station (purchase goods and use toilets).

There is currently no advisory or regulatory signs installed that prohibits heavy vehicles from parking there during certain times.

The RMS uses this area from time to time to inspect heavy vehicles as well.

**NARROMINE SHIRE COUNCIL
LOCAL TRAFFIC COMMITTEE BUSINESS PAPER – 3 JUNE 2019**

4. OVERNIGHT HEAVY VEHICLE PARKING ON WARREN ROAD BETWEEN THE PEPPERCORN MOTEL AND THE GOLF COURSE CONT.

It is proposed that “Trucks Prohibited” (R6-10-2A) signs with a supplementary plate “10pm - 6am” (R9-1-2) be installed to prohibit heavy vehicles parking in that area. This would make enforcement of traffic issues easier.

Attached is a map of the proposed site and suggested signs (**Attachment No. 3**)

RECOMMENDATION

That approval be granted for Council to install the required signs to minimise associated noise and environmental/ health impacts.

André Pretorius
Director, Infrastructure and Engineering Services

NARROMINE SHIRE COUNCIL
LOCAL TRAFFIC COMMITTEE BUSINESS PAPER – 8 APRIL 2019

1. ANZAC DAY MARCH AND SERVICE, NARROMINE – 25 APRIL 2019

Author Director Infrastructure and Engineering Services
Responsible Officer Director Infrastructure and Engineering Services

Executive Summary

The purpose of this report is to provide the Local Traffic Committee with information regarding a March and Service for ANZAC Day 2019.

Report

Council is in receipt of an application from the Narromine RSL Sub Branch to hold a March and Service, in Narromine, for ANZAC Day 2019. **(This is provided to the committee under separate cover)**

The Sub Branch has requested the closure of:

- Dandaloo Street from Meringo Street/Second Avenue through to Derribong Street/Avenue;
- Burroway Street from Merilba Street to Dandaloo Street.

Whilst troops will fall in at 10:00am in front of the USMC and the March will be finalised by approximately 12 noon, the requested period of closure is from 9:00am until 12:30pm - 1:00pm to allow for setting up / packing up time and removal of road closure barricades.

The Sub Branch has submitted a completed RMS "Traffic and Transport Management of Special Events" form together with a Traffic Control Plan, Risk Assessment and Management Plan, and a copy of their current Public Liability Insurance Policy.

A review of the Special Event Planning and Resource Matrix as per the Guide to Traffic and Transport Management For Special Events (Version 3.5), 2018, indicates that this activity could be classified as a Class 2 event since it blocks off a main street of a town and that a state road will be impacted upon.

RECOMMENDATION

That approval be granted to the Narromine RSL Sub Branch to hold the ANZAC Day March and Service, in Narromine, on 25 April 2019, as described in the application, subject to receipt of the relevant documentation and approvals.

NARROMINE SHIRE COUNCIL
LOCAL TRAFFIC COMMITTEE BUSINESS PAPER – 8 APRIL 2019

2. ANZAC DAY MARCH AND SERVICE, TRANGIE – 25 APRIL 2019

Author Director Infrastructure and Engineering Services
Responsible Officer Director Infrastructure and Engineering Services

Executive Summary

The purpose of this report is to provide the Local Traffic Committee with information regarding a March and Service in Trangie for ANZAC Day 2019.

Report

Council is in receipt of an application from the Trangie Memorial Hall Committee on behalf of the Trangie United Services Memorial Club, to hold a March and Service, in Trangie, for ANZAC Day 2019. **(This is provided to the committee under separate cover).**

The Trangie Memorial Hall Committee has requested the closure of Dandaloo Street from the Mitchell Highway to Harris Street, Trangie.

The event will start at 10:30am and end at 11am. Some time will be required to allow for setting up / packing up time and removal of road closure barricades.

The Trangie Memorial Hall Committee has submitted a completed RMS "Traffic and Transport Management of Special Events" form. It is anticipated that they will meet the requirements of the application and provide a Traffic Control Plan, Risk Assessment and Management Plan.

RECOMMENDATION

That approval be granted to the Trangie Memorial Hall Committee to hold the ANZAC Day March and Service, in Trangie, on 25 April 2019, as described in the application, subject to receipt of the relevant documentation and approvals.

André Pretorius
Director, Infrastructure and Engineering Services



Legend

- Extent of work
- Lot Boundary
- Existing building
- Existing building with awning
- Road surface
- Footpath pavement
- Planted median or kerb extension
- Existing private driveway
- New Street lights
- New Street seating
- Flag/ banner visual connection from Dandaloo street
- Existing power-pole and line
- 60 degree Rear-to-kerb angle parking
- 90 degree Centre-of-street parking
- Pyrus ussuriensis* (Manchurian Pear)
- Acer negundo* 'sensation' (Manitoba maple)
- Quercus palustris* (Swamp Spanish Oak)
- ENTRY FEATURE TREE



NOTES:
 1. DO NOT SCALE OFF DRAWINGS. FOLLOW WRITTEN DIMENSIONS.
 2. IF IN DOUBT OBTAIN WRITTEN ADVICE FROM THE SUPERINTENDENT.
 3. VERIFY ALL DIMENSIONS ON SITE.
 4. TO BE READ IN CONJUNCTION WITH THE SPECIFICATION.
 5. READ IN CONJUNCTION WITH ALL ARCHITECTURAL, CIVIL, STRUCTURAL, HYDRAULIC, MECHANICAL AND ELECTRICAL ENGINEER'S DRAWINGS AND SPECIFICATIONS.
 6. CONFIRM LOCATION OF ALL SERVICES ON SITE PRIOR TO EXCAVATION.

Landscape Architect:
 Moir Landscape Architecture Pty Ltd
 Surveyor:
 Inow Astley + Associates - Land + Engineering Surveyors

No.	Date	REVISION	By

Narromine Town Centre Streetscape Design
 Dandaloo Street, South, Narromine NSW
 Narromine Shire Council

STREET SCAPE 1:400	
Scale: 1:400	Project No: 1636
Design Development	Drawn By: JMC
Checked By: JBP	Approved By: JEM
LA-101	



North



Legend

- Extent of work
- Lot Boundary
- Existing building
- Existing building with awning
- Road surface
- Footpath pavement
- Planted median or kerb extension
- Existing private driveway
- New Street lights
- New Street seating
- Flag/ banner visual connection from Dandaloo street
- Existing power-pole and line relocated
- 60 degree Rear-to-kerb angle parking
- 90 degree Centre-of-street parking
- Existing crossing to be removed. To be confirmed by NSC.
- Existing spot levels
- Pyrus usseriensis* (Manchurian Pear)
- Acer negundo 'sensation'* (Manitoba maple)
- Quercus palustris* (Swamp Spanish Oak)
- Phoenix canariensis* (Canary Island Date Palm)

NOTES

1. DO NOT SCALE OFF DRAWINGS. FOLLOW WRITTEN DIMENSIONS IF IN DOUBT OBTAIN WRITTEN ADVICE FROM THE SUPERINTENDENT.
 2. VERIFY ALL DIMENSIONS ON SITE.
 3. TO BE READ IN CONJUNCTION WITH THE SPECIFICATION.
 4. READ IN CONJUNCTION WITH ALL ARCHITECTURAL, CIVIL, STRUCTURAL, MECHANICAL AND ELECTRICAL ENGINEER'S DRAWINGS AND SPECIFICATIONS.
 5. CONFIRM LOCATION OF ALL SERVICES ON SITE PRIOR TO EXCAVATION.
 6. DRAWINGS TO BE PRINTED IN COLOUR ONLY.

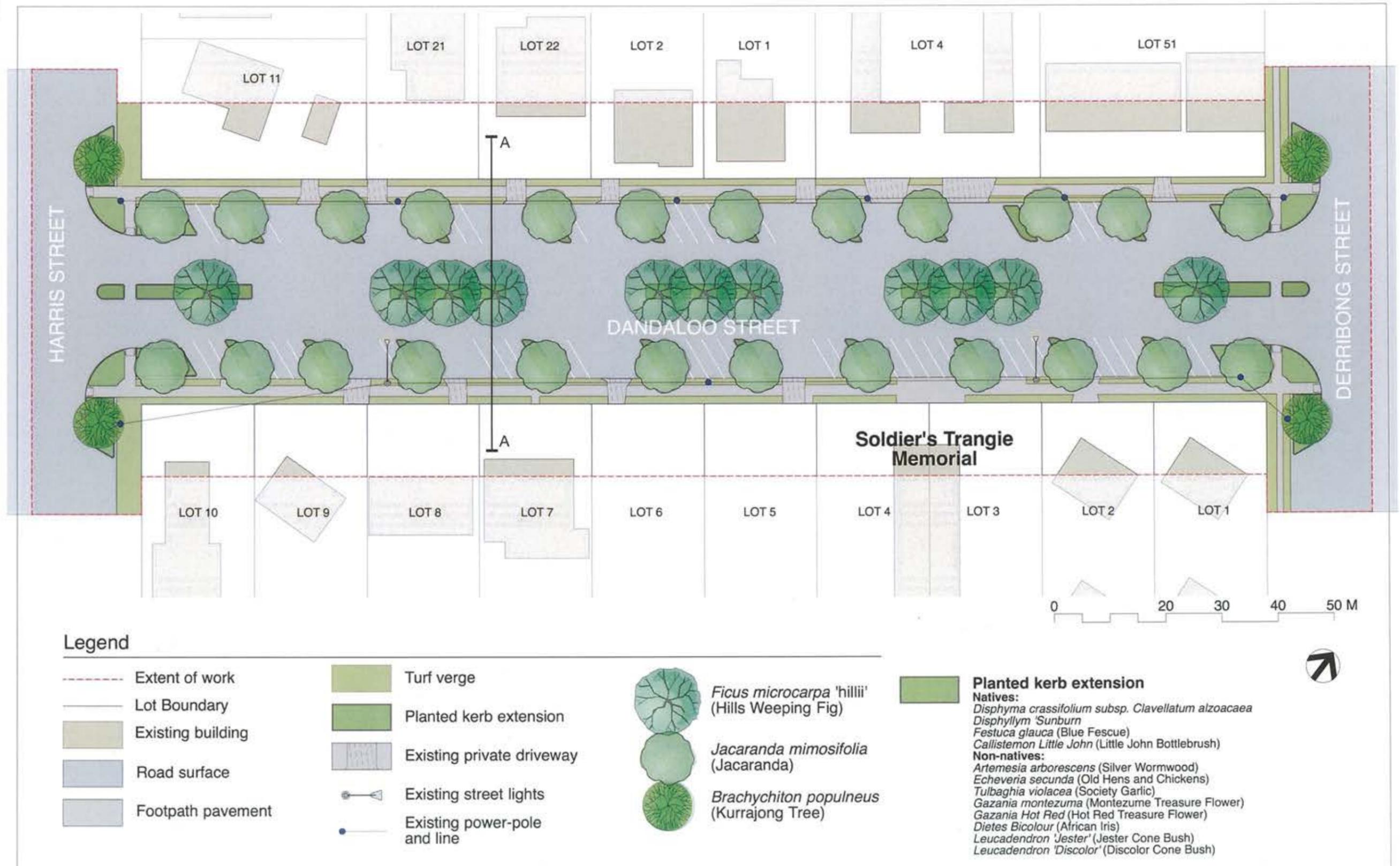
Landscape Architect:
 Moir Landscape Architecture Pty Ltd
 Surveyor:
 Innie Ashey + Associates - Land + Engineering Surveyors

No.	Date	REVISION	By



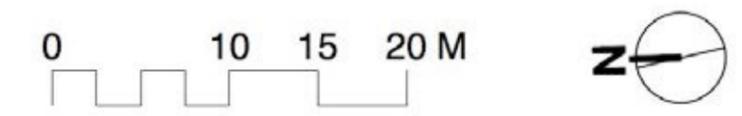
Narrowmire Town Centre Streetscape Design
 Dandaloo Street, South, Narrowmire, NSW
 Narrowmire Shire Council

STREETScape 1:400	
Design Development	Project No. 1636
Scale: 1:400	Drawing No. LA-101
Drawn By: AL	Checked By: BS
Approved By: BS	





- LEGEND**
- Lot Boundary
 - Existing building
 - Road surface
 - Concrete pavement
 - Decomposed granite pavement
 - Cynodon Dactylon* Couch turf
 - Existing groundcover
 - Pebble mulch
 - Existing bushland
 - Shelter
 - Stone bench seat
 - Solar light bollard
- TREES**
- Existing tree to be retained
 - Existing tree to be removed
 - Corymbia citriodora* Lemon-scented Gum
 - Melaleuca styphelioides* Prickly Paper-bark
 - Ulmus parvifolia* Chinese Elm
 - Angophora floribunda* Chinese Elm
- SHRUBS**
- Callistemon viminalis* Weeping bottlebrush
 - Acacia pycnantha* Golden Wattle
 - Phormium tenax* New Zealand Flax
 - Lomandra longifolia* Spiny-head mat-rush
 - Westringia fruticosa* 'Aussie Box' Native rosemary
 - Xanthorrhoea glauca* Grass Tree
 - Pennisetum alopecuroides* Swamp Fountain Grass
 - Anigozanthos* 'Gold Velvet' Kangaroo Paw
- GROUNDCOVERS & GRASSES**
- Grevillea poorinda*
 - Hardenbergia violacea*
 - Grevillea* 'Honey Gem'



ERIC WOODS PARK LANDSCAPE PLAN

TOMINGLEY TOWN CENTRE

FOR: NARROMINE SHIRE COUNCIL



NOV 2018
Project: 1638



Locality map



R6-10-2A sign



Example of R9-1-2 sign



Looking towards Mitchell Highway