
NARROMINE SHIRE COUNCIL
ORDINARY MEETING BUSINESS PAPER – 13 NOVEMBER 2019
REPORTS TO COUNCIL – GENERAL MANAGER

1. CODE OF CONDUCT STATISTICS REPORT

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

Executive Summary

This report provides Council with the statutory annual report on the Code of Conduct complaints received by Council for the period 1 September 2018 to 31 August 2019.

Report

Under the Model Code of Conduct procedures the Complaints Coordinator must, within three months of the end of September each year, report on a range of complaints statistics to Council and to the Office of Local Government.

This information provides an important accountability mechanism to local communities and also provides the Office of Local Government the means to evaluate Council's implementation of the Model Code framework and whether the framework is achieving its policy objectives. The Office of Local Government publishes this data.

Part 11 of the Procedures for the Administration of the Model Code of Conduct sets out the statistics that are to be reported.

Below is Council's Code of Conduct Complaints Report for the above reporting period.

Total number of code of conduct complaints made about Councillors and the General Manager under the code of conduct in the year to September (the reporting period)	0
Number of code of conduct complaints referred to a conduct reviewer during the reporting period	0
Number of code of conduct complaints finalised by a conduct reviewer at the preliminary assessment stage during the reporting period and the outcome of those complaints	0
Number of code of conduct complaints investigated by a conduct reviewer during the reporting period	0
Number of code of conduct complaints investigated by a conduct reviewer or conduct review committee	0
Without identifying particular matters, the outcome of investigations completed under these procedures during the reporting period	N/A
Number of matters reviewed by the OLG during the reporting period and, without identifying particular matters, the outcomes of the reviews	0
Total cost of dealing with code of conduct complaints made about Councillors and the General Manager during the reporting period, including staff costs	0

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1. CODE OF CONDUCT STATISTICS REPORT (Cont'd)

Information about code of conduct complaints and the management and investigation of code of conduct complaints is to be treated as confidential and is not to be publicly disclosed except as may be otherwise specified or permitted under the Procedures for the Administration of the Model Code of Conduct.

Financial Implications

Nil

Legal and Regulatory Compliance

Model Code of Conduct

Procedures for the Administration of the Model Code of Conduct

Risk Management Issues

The Model Code of Conduct sets the minimum requirements of conduct for Council Officials in carrying out their functions. Council officials have a statutory duty to act honestly and exercise a reasonable degree of care and diligence; and act in a way that enhances public confidence in the integrity of local government.

Internal/External Consultation

Nil

Attachments

Nil

RECOMMENDATION

That the Code of Conduct Statistics Report for 1 September 2018 to 31 August 2019 be noted.

2. VOLUNTEER MANAGEMENT POLICY AND PROCEDURES

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

Executive Summary

This report provides Council with the opportunity to review the Volunteer Management Policy and Procedures. There are no substantial recommended changes to the document.

2. VOLUNTEER MANAGEMENT POLICY AND PROCEDURES (Cont'd)

Report

The attached Volunteer Management Policy and Procedures (**see Attachment No. 1**) was adopted by Council in 2010, and was then reviewed in 2015. The policy is due to be reviewed before the end of the 2019. Council staff have reviewed the policy. There are no substantial recommended changes.

Council recognises the importance of volunteers and the valuable contribution they make to our community. At times, Council may have a number of community members who volunteer their time to assist in the provision and enhancement of some of Council's services. The purpose of this policy therefore, is to provide guidance on the management of volunteers engaged by Council.

Council is committed to providing a safe workplace for its workers. Under the Work Health and Safety Act 2011, volunteers are recognised as workers.

Financial Implications

Nil – volunteers are persons who willing give their time for the common good and without financial gain.

Legal and Regulatory Compliance

Work Health and Safety Act 2011 and Regulations
Local Government Act 1993
National Standards for Volunteer Involvement 2015
Council's Work Health and Safety Policy
Council's Grievance Resolution Policy
Council's Code of Conduct

Risk Management Issues

Having a Volunteering Policy promotes the value and recognition of volunteering, and defines clear guidelines for the participation by volunteers.

Internal/External Consultation

Executive Manager Human Resources

There is no requirement to place the policy on public exhibition prior to adoption.

Attachments

- Volunteer Management Policy and Procedures

2. VOLUNTEER MANAGEMENT POLICY AND PROCEDURES (Cont'd)

RECOMMENDATION

That Council adopts the Volunteer Management Policy and Procedures as presented.

3. COMPLAINT HANDLING POLICY

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

Executive Summary

This report provides Council with the opportunity to review the Complaint Handling Policy. There are no substantial recommended changes to the document.

Report

Council's Complaint Handling Policy was adopted by Council on 9 March 2015. The policy is due to be reviewed before the end of 2019. Council staff have reviewed the policy (**see Attachment No 2.**). There are no substantial recommended changes.

The Complaint Handling Policy is based on the NSW Ombudsman's Complaint Handling Model Policy (2015). The policy provides guidance on the key principles and concepts of an effective and efficient complaint management system. The NSW Ombudsman uses the model policy as a benchmark when auditing complaint handling policies and procedures of organisations within its jurisdiction.

Council's Complaint Handling Policy is intended to ensure that Council handles complaints fairly, efficiently and effectively. Specifically the complaint management system enables Council to respond to issues raised by people making complaints in a timely and cost-effective way; boosts public confidence in Council's administrative process, and provides information that can be used by Council to deliver quality improvements in Council's services, systems and complaint handling.

Financial Implications

Nil

Legal and Regulatory Compliance

NSW Ombudsman's Complaint Handling Model Policy 2015
NSW Ombudsman's Effective Complaint Handling Guidelines 2017

3. COMPLAINT HANDLING POLICY (Cont'd)

Risk Management Issues

An effective complaints management system is essential to providing quality customer service. Poorly handled complaints may become costly, negatively affect Council's reputation and reinforce poor business systems.

Internal/External Consultation

NSW Ombudsman's guidelines and model policy.

There is no requirement to place the policy on public exhibition prior to adoption.

Attachments

- Complaint Handling Policy

RECOMMENDATION

That Council adopts the Complaint Handling Policy as presented.

4. CLASSIFICATION AND CATEGORISATION OF CROWN RESERVES 1251 AND 80618

Author:	Executive Manager Corporate Governance
Responsible Officer:	General Manager
Link to Strategic Plan:	CSP – 4.3.4 Ensure Council's property assets are monitored and well managed

Executive Summary

This report seeks Council resolution to categorise two (2) Crown Reserves under the Local Government Act 1993 prior to including in the relevant Draft Plans of Management.

Background

In April this year, Council resolved to classify and categorise a number of Crown Reserves to comply with the requirements of the Crown Lands Management Act 2016 (CLM Act) and the Local Government Act 1993 (LG Act). Since this time, two additional sites have been identified as requiring the same categorisation, hence this report.

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4. CLASSIFICATION AND CATEGORISATION OF CROWN RESERVES 1251 AND 80618 (Cont'd)

This report seeks to acknowledge the current classification of the reserves as community land and categorise the land in accordance with the LG Act. Following this, the categorisations are put to Crown Lands for endorsement. Following endorsement (or re-categorisation if recommended by Crown Lands), the reserves will be incorporated into the Draft Plans of Management, currently being developed for the Reserve categories.

Overview

The sites are:

Reserve No	Lots	Reserve Purpose	Current Use	Categorisation and comments
1251	Lot 7300 DP 1139769	Access to Timbregongie Falls; Access to water; Public Recreation	Open grazing land with access to the Macquarie River	General Community Use – facilitates access and management via lease opportunities
80618	Lot 2 DP 41686	Preservation of flora and fauna	Open grazing. Some mature eucalypts are on site.	General Community Use – this land represents a closed road which was then dedicated as a reserve with a purpose of preserving flora and fauna.

Report

Reserve 1251

This Reserve is unique due to the lot's details not being available on the state Government's six maps (spatial exchange system) and subsequently, Council's mapping system. Despite this, the reserve does exist and Council has been advised by Crown Lands that a Plan of Management is required for this reserve as it has been included on the Crown Lands portal.

**4. CLASSIFICATION AND CATEGORISATION OF CROWN RESERVES 1251 AND 80618
(Cont'd)**

This Reserve is recommended to be categorised as General Community Use which is commensurate with the guidelines for lots providing access to water and the Falls. See plan below.



(Source: <https://trade.maps.arcgis.com/apps/webappviewer/index.html?id=99ed087615f24ab8aacc619ef3507155>)

Crown Lands have a responsibility of ensuring that Reserves to be categorised are done so in accordance with their original reserve purpose and are to have no material harm. These checks have been done to ensure that the categorisations pass through the Crown Lands assessment promptly.

A search of the Aboriginal Heritage Information Management System (AHIMS) register on 30 October 2019 revealed no items or sites registered on this reserve.

Reserve 80618

This reserve was a paper road extension of Backwater Road and later set aside for the preservation of flora and fauna. This reserve was made redundant when Backwater Road was realigned for safety reasons. It is considered that the isolated location of this reserve, along with the fact that it does not provide any continuity or connectivity with other co-located reserves, supports its categorisation as general community use. Additionally, the reserve does not strictly fit with the criteria of cl. 102 of the Local Government (General) Regulation 2005 for categorisation as a natural area. Rather, as a closed road it is better aligned with cl. 106 of the above Regulation.

A search of the Aboriginal Heritage Information Management System (AHIMS) register on 30 October 2019 revealed no items or sites registered on this reserve.

**4. CLASSIFICATION AND CATEGORISATION OF CROWN RESERVES 1251 AND 80618
(Cont'd)**

See plan below of this Reserve.



Source: Intramaps, via Council licence.

Financial Implications

Nil

Legal and Regulatory Compliance

Local Government Act 1993
Crown Land Management Act 2016
NSW Department of Industry – Lands & Water – Guideline – Classification of Crown Land Managed by Crown Land Managers

Risk Management Issues

Not applicable at this time.

Internal/ external Consultation

Internal consultation with relevant staff:
Crown Lands

RECOMMENDATION

That:-

1. Council endorse the initial categorisation of Crown Land as identified in the above report, being
Reserve 1251 (Lot 7300 DP 1139769): General Community Use, and
Reserve 80618 (Lot 2 DP 41686): General Community Use;

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4. CLASSIFICATION AND CATEGORISATION OF CROWN RESERVES 1251 AND 80618 (Cont'd)

2. Additionally, the General Manager be authorised to finalise and provide written notice of initial categorisation applied to Crown land under the management of Council as a Crown Land Manager under section 3.23 of the Crown Land Management Act for the above proposed categorisations.

5. REGIONAL WATER SUPPLY PIPE NETWORK

Author:	General Manager
Responsible Officer:	General Manager
Link to Strategic Plan:	CSP – 4.4.3 Work regionally to advocate on issues that affect us and our neighbouring Shires CSP – 4.4.2 Lobby and advocate for major infrastructure and issues for the Shire that are backed by sound research

Executive Summary

This report seeks Council's in principle support for the development of a Regional Water Supply Pipe Network to enhance the long term security of urban water to all communities currently supplied by the Macquarie River downstream of Burrendong Dam.

Background

The current drought has highlighted the lack of water security for many urban centres along the Macquarie River downstream of Burrendong Dam. With the record low inflows into Burrendong, and very low prospects of significant inflows into the dam in the short to medium term, Water NSW, under its Extreme Events Policy, has identified the Macquarie River as being at Level 4 -Critical Drought, the highest criticality level under its incident response guide. This has required Water NSW to develop of a range of responses within the catchment to extend, for as long as possible, the remaining water supplies to meet the critical needs of local water utilities. At the same time many of these communities have responded by activating their Demand Management Plans and progressively implementing water restrictions to reduce demand whilst also exploring additional localized supply options, particularly groundwater where appropriate.

The current situation highlights the high level of dependence most of these communities have on continued flows within the Macquarie River to provide sufficient water to meet town water needs. For the majority of the time the inflows into the system and the volume of water in the storages enables the system to be operated to satisfy the needs of all users within the catchment.

5. REGIONAL WATER SUPPLY PIPE NETWORK (Cont'd)

However, as the availability of water decreases and critical supply situations develop, as is currently being experienced, the ability of the system to meet the highest priority needs of local water utilities comes under greater scrutiny. With Burrendong Dam at around 4% of capacity, and the water sharing plan providing town water supplies with the highest priority access to this remaining water, the need to efficiently deliver this diminishing source of water to towns becomes critical in order for them to continue to function until the drought breaks.

At the current time the river is the only conduit available to supply water to towns and while significant management strategies have been already put in place, and further initiatives are being developed to extend flows in the river for as long as possible, the currently projections are that the river will stop flowing around May next year.

The development of a regional pipeline, as an alternative means of delivering water to towns along the lower Macquarie River, has been proposed on numerous occasions, particularly during times of drought. However, as has often been the case, once the drought breaks and the river system returns to normal operations, the focus on the need for such a pipeline diminishes. A key message coming out from the NSW Government in response to the current drought is that this past practice of not following through on such initiatives must not occur again. Lessons learnt from this drought need to drive solutions which not only help communities get through the current crisis, but, most importantly, will deliver long term resilience and capacity within communities to manage future droughts more effectively

The development of a regional water supply pipeline network along the lower Macquarie, between Burrendong Dam and Nyngan, including a new branch to Warren and upgrading of the existing pipeline from Nyngan to Cobar, would provide a critical linkage between urban centres and the various water supplies in this region. In addition to providing a means of distributing water from Burrendong Dam with virtually no transmission losses, the pipe network could also link various groundwater supplies throughout the catchment, with the system designed to enable two-way flow to create a catchment-wide water supply grid which would deliver significant resilience to all communities connected to the network. This critical infrastructure project could deliver significant regional economic benefits, by not ensuring the long term reliability of water supply to existing towns and therefore removing the constant threat of reduced water supply during drought, but also potentially promoting increased economic development on the back of a very reliable and resilient water supply.

In order to progress this initiative a significant amount of work needs to be undertaken as a matter of urgency, given the current drought situation.

A detailed business case needs to be developed to understand the various operating models which could be implemented, as well as fully understand the costs and benefits associated with such a project. As well this analysis should explore various scenarios to fully understand the potential opportunities arising from such a significant project, with the aim of optimizing the size and scale of the network to deliver the most effective long term outcome.

5. REGIONAL WATER SUPPLY PIPE NETWORK (Cont'd)

The ongoing ownership and operation of the pipe network also needs to be fully examined to ensure its continued effective operation at a level which is financially sustainable for water users.

At the same time a project plan for the delivery of the project needs to be developed as a priority. This will enable a full understanding of the actual capital cost of the project and the ongoing whole-of-life operational costs to be established. As well this plan will identify how the project can be delivered in a manner which potentially provides significant benefits during the current drought as well as much greater long term benefits. With the potential of a less onerous project approval regime, the key to delivering at least the first stage of this project lies with the project development plan. Issues such as route selection, land access, environmental and archaeological impacts, constructability as well as technical design issues need to be fully addressed. Preliminary work on possible pipe sizes, material type, pump station capacity and potential alignments has already commenced within the Dubbo Regional Council area, with the same methodology able to be applied to the whole potential network in the short term to fully understand the scale and cost of this project. Initial costings indicate the project could be delivered at least in line with similar sized projects completed recently in NSW, in regards to cost and delivery time.

In conjunction with the development of the project plan for this pipe network, options need to be examined for extending flows in the Macquarie River for as long as possible in collaboration with the NSW Regional Town Water Supply Coordinator, Water NSW and DPIE Water. If this can be achieved the opportunity potentially exists to undertake construction of the first stage of the pipeline network before flows in the river cease at a point where no further water can be supplied to towns at the end of the system, such as Cobar, Nyngan and Warren. While such an outcome cannot be guaranteed, with all communities working to reduce demand and develop a range of alternative water supply options, coupled with a concerted focus to fully resource the development of the first stage of the pipe network project, a fast-track project delivery approach should be adopted at the outset to provide maximum opportunity to complete key elements of the project as soon as possible.

To achieve this, financial support needs to be sought from the NSW Government as a matter of priority, ideally though a joint delegation of all Councils to the Minister for Water as soon as possible. Prior to this it is essential that all Councils consider a report on this matter at their earliest opportunity and, if in agreement, resolve to pursue this project as a priority.

This project offers a unique opportunity to the Councils in the lower Macquarie to work collaboratively on an inter-generational infrastructure project which could significantly enhance the current level of service to their communities as well as deliver very long term sustainable water supplies and associated economic prosperity.

5. REGIONAL WATER SUPPLY PIPE NETWORK (Cont'd)

This project would build on the vision for reliable urban water supplies in the lower Macquarie region which commenced with the construction of the Albert Priest Channel, between Warren and Nyngan in 1942, the installation of the first water supply pipeline to Cobar in 1963, the construction of Burrendong Dam in 1967 (a project which actually started in 1946 but was delayed due to financial constraints) and the completion of Windamere Dam in 1984. The connection of these key water infrastructure elements via a regional pipe network would not only be a fitting final element to regional water security goals commenced almost 80 years ago, but would also secure a very positive future for the region, built on sustainable and reliable water infrastructure and a spirit of genuine regional co-operation.

RECOMMENDATION

That Council:-

- 1 Support, in principle, the development of a Regional Water Supply Pipe Network to enhance the long term security of urban water to all communities currently supplied by the Macquarie River downstream of Burrendong Dam.
- 2 Seek funding assistance from the NSW Government, as a matter of urgency, in conjunction with Narromine Shire/Bogan Shire/Warren Shire/Cobar Shire/Dubbo Regional-(include as appropriate) Councils to
 1. undertake a comprehensive business case assessment of the Regional Water Supply Pipe Network project,
 2. develop a long term financial model for the project which is sustainable for Council,
 3. develop a governance model for the development and operation of the pipeline project based on regional collaboration amongst associated Councils, and
 4. progress the technical development of the project to a "shovel ready" stage by April 2020 and
 5. engage a suitably qualified consultant to act for the group of Councils in developing each stage of the project planning process
- 3 Examine options, in collaboration with DPIE Water and Water NSW, to extend critical urban water supplies in the lower Macquarie River catchment and fast-track delivery of the project, including staged construction options, with the aim of ensuring a continued supply of water to all urban centres supplied by the Macquarie River downstream of Burrendong Dam.

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6. DEVELOPMENT APPROVALS

Author General Manager
Responsible Officer General Manager
Link to Strategic Plans CSP – 3.1.6 – Encourage developers to consider energy efficiency and sustainable building design options in new developments
DP – 3.1.6.1 - Ensure compliance with relevant building codes and regulations

Executive Summary

This report provides information to Council on the approved Development Applications for the month of October 2019.

Report

The approvals for the month of October 2019 bring the total approved Development Applications for the financial year to 26 with a total value of \$2,416,511.00

DA No.	Location	LOT/DP	Description	Value	Assessment Time/Days
2019/66	Algalah Street Narromine	10/667909	Shed	\$20,000	13
2019/67	McNamara's Lane Narromine	3/1002601	Dwelling	\$229,500	21
2019/68	Crossley Drive Narromine	5/857298	Shed	\$50,891	2
2019/69	Manildra Street Narromine	11/758759	Shed	\$15,000	7

There are currently 8 applications under assessment

Legal and Regulatory Compliance

Environmental Planning and Assessment Act 1979
Environmental Planning and Assessment Regulation 2000

Risk Management Issues

Nil

6. DEVELOPMENT APPROVALS (Cont'd)

Internal/External Consultation

Nil

Attachments

Nil

RECOMMENDATION

That the information be noted.

Jane Redden
General Manager



VOLUNTEER MANAGEMENT POLICY AND PROCEDURES

Adopted by Council ~~9 December 2015~~
(~~Resolution No 2015/346~~)

Created by: ~~Corporate, Community & Regulatory Services~~ General
Manager's Department
Version No: ~~2.0-3.0~~
Adopted by Council: First Adopted 16 March 2010, Reviewed and Adopted
9 December 2015, ~~Reviewed and Adopted 13 November~~
~~2019~~
Review Date: ~~8 December 2019~~ 12 November 2023

Introduction

At times, Narromine Shire Council may have a number of community members who volunteer their time to assist in the provision and enhancement of some of Council's services. Council recognises the importance of volunteers and the valuable contribution they make to our community.

This policy applies to all volunteers.

Purpose

The purpose of this policy is to provide Council with guidance on the management of volunteers engaged by Council.

Council is committed to providing a safe workplace for its workers. Under the Work Health and Safety Act 2011, volunteers are recognised as workers.

Definitions

'Volunteer' means a person who willingly gives their time for the common good and without financial gain. This is irrespective of whether the person receives out of pocket expenses.

'Work' means any activity carried out in any capacity for Council.

Applicable Legislation and Documentation

Work Health and Safety Act 2011 and Regulations
Local Government Act 1993
National Standards for Volunteer Involvement 2015
Council's Code of Conduct
Council's Work Health and Safety Policy
Council's Grievance Resolution Policy

Roles and Responsibilities

Council's Responsibilities To Volunteers

- Volunteers will be recruited in a fair, equitable and formal manner.
- Volunteers knowledge and skills relevant to their roles will be identified and training and development opportunities provided to meet these needs.
- Volunteers will be provided with a safe workplace as per the legislative requirements of the Work Health and Safety Act 2011.
- Volunteers will be provided with support and direction from the relevant Program Manager.
- Volunteers will be provided with relevant insurance cover when they are registered and have the approval of Council whilst undertaking their designated volunteer roles.
- Volunteers will be provided with relevant induction prior to each project.
- Volunteers will have their complaints and grievances addressed in accordance with Council's policy and procedures.

Volunteer's Responsibilities to Council

- Volunteers must take reasonable care for the health and safety of themselves and others.
- Volunteers must follow Council's guidelines, policies and procedures relevant to the volunteering position.
- Volunteers must participate in training when it is defined as mandatory and are encouraged to participate in training that is offered to assist in skill development.
- Volunteers must work within a team structure and report any unsafe conditions.
- Volunteers must respect and maintain confidential information and perform their role to the expected standards defined within their role descriptions.
- Volunteers must abide by Council's Code of Conduct and understand that unsatisfactory volunteer work and/or inappropriate behaviour may result in termination of the volunteer registration.
- Volunteers must record attendance details in an attendance register, log book or minutes for a meeting for insurance purposes.
- Volunteers must inform Council's Program Manager if they are unable to attend their volunteer activities at any time.
- Volunteers must decline or withdraw from work if it is unsuitable or if it is placing excessive demands on them.
- Volunteers will be personally responsible for any fine or suffer any civil or criminal penalty which may be imposed on them for his or her non-compliance with any legislation.

The **General Manager** is responsible for ensuring that:

- The Volunteer Management Policy and Procedures are effectively implemented.
- WH&S principles are enforced in the workplace.

Program Managers are responsible and will be held accountable for ensuring that:

- The Volunteer Management Policy and Procedures is effectively implemented in their area of control.
- Supervisors have the support necessary and are held accountable for their specific responsibilities
- Volunteers under their control are consulted about issues affecting their health and safety
- Prompt action is taken to eliminate unsafe or unhealthy conditions or behaviour.
- Program Managers are responsible and will be held accountable for taking all practical measures to ensure that the area they control is safe and without risks to health and that the Volunteer Management Policy and procedures are adhered to.
- Ensuring that persons at the workplace are behaving in a safe manner.
- Volunteers are supervised and trained sufficiently to perform the required tasks and are inducted accordingly.
- Detecting and promptly remedying risks to health and safety where they have the necessary authority, or promptly reporting these risks with a proposed solution to their Supervisor who has the necessary authority to fix the problem.
- Referring volunteers' health and safety concerns to their Directors/Managers if they cannot be resolved.

Procedures

1. Volunteers must complete the attached application form and lodge it with the relevant Program Manager prior to commencement.
2. Volunteers who undertake work not organised by Council on property owned or managed by Council must complete the attached application form and lodge it with the relevant Program Manager prior to commencement.
3. Assessment of suitability of the volunteer for the specified project will be undertaken by the relevant Program Manager. This includes ensuring that all licences and qualifications required to operate plant or equipment are evidenced.
4. Council will undertake an assessment of the groups' activities according to the Volunteer Activity Safety Rating attached.
5. Working hours will be agreed to and complied with for the purposes of communication and contact, and in the event that there is a claim made by or against a volunteer. Volunteers must advise the Program Manager they are working with if they cannot commit to the agreed hours on any occasion.

Procedures (Cont'd)

6. A volunteer suspected of breaching Council's Code of Conduct or a Council policy may be asked by the Program Manager to cease duties immediately and/or have their position as a volunteer suspended until an investigation into the suspected breach can be conducted.
7. Where a volunteer's work performance or conduct is considered unsatisfactory they will be informed in the first instance and counselling will be provided to assist the volunteer achieve the required standard. Should the volunteer's conduct not improve after the initial warning, the volunteer's services with Council will be terminated. Where a serious breach of Council Code of Conduct or policy is found to have occurred, the volunteer's services may be terminated immediately without following the procedures outlined above.
8. Volunteers are expected to maintain the same standards of confidentiality, courtesy and organisational discipline as Council's paid employees.
9. Volunteers will be required to wear appropriate personal protective equipment at all times during volunteer activities. The Program Manager will determine what PPE requirements are appropriate and is responsible for the provision of PPE in consultation with the volunteer.
10. The Program Manager will provide each volunteer with 'volunteer' badges to identify volunteers whilst working where appropriate.
11. The Program Manager will supply the volunteer group with a first aid kit where required, which is to be present during all volunteering activities.
12. Volunteers are required to record details in the attendance register as attached on each volunteering occasion.

Office Use Only	
Training undertaken	
Site Orientation <input type="checkbox"/>	General Induction <input type="checkbox"/>
Manual Handling <input type="checkbox"/>	Working with Children Check <input type="checkbox"/>
Other <input type="checkbox"/>	
PPE required <input type="checkbox"/> Yes <input type="checkbox"/> No	Issued <input type="checkbox"/> Yes <input type="checkbox"/> No Date / /
Volunteer program	
Skills / Tasks	
Commencement Date / /	Completion Date / /

ATTENDANCE SHEET FOR VOLUNTEERS

Name of event/project/activity:

Date of event/project/activity:

It is important that, as a volunteer, you receive work health and safety instructions and an induction for the tasks you are carrying out. Please only take part in the tasks and sign this sheet once the required induction and safety requirements have been met.

	Name	Signature	Emergency contact number
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			

This form is to be provided to Council's Program Manager.

Office Use OnlyForm registered in EDRMS Yes No

Date / /

VOLUNTEER ACTIVITY SAFETY RATING

How do we assess the Risk?

Risk assessment is nothing fancy — it's something we do every day by asking:

- How bad could the result be?
- How likely is it that this will happen?

We use the information gained from the sources above to better answer these questions, and then to read off the 'level' of risk from the table below

How bad? How likely?

	Very likely: <i>could happen at any time</i>	Likely: <i>could happen at some time</i>	Unlikely: <i>could happen, but very rarely</i>	Very Unlikely: <i>could happen, but probably never will</i>
Kill or cause permanent disability or ill health	High	High	High	Medium
Long term illness or serious injury	High	High	Medium	Medium
Medical attention and several days off work	High	Medium	Medium	Low
First aid needed	Medium	Medium	Low	Low

Matrix No	The following actions are to be initiated
High	Health and safety to be a very important consideration in undertaking the activity. Selection and training is considered important A risk control plan to be prepared and to be approved by Council before the volunteer commences activities A high level of supervision is to be maintained over the volunteers Regular audits and safety reviews to be undertaken by a responsible Council officer Strict compliance by volunteers required of the Risk Control Plan Breaches are to be subject disciplinary action
Medium	Health and safety to be an important consideration in undertaking activity Activity Specifications to be prepared and available to volunteer before commencing activity Volunteer to be trained in safe work methods A moderate level of supervision to be kept Audits to be undertaken in consultation with volunteers High level of compliance with Activity Specifications Breaches to be subject to disciplinary review
Low	Health and safety is to be considered in the undertaking of the activity Safe systems of work to be discussed with volunteers and agreed upon before commencing work Council safety procedures are to be followed at all times A lower level of supervision to be kept If considered necessary, safety audits may be carried out Volunteers to comply with the safe systems of work Breaches are to be dealt with disciplinary review



COMPLAINT HANDLING POLICY

Adopted By Council ~~9 March 2016~~

~~Resolution No 2016/58~~

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1. INTRODUCTION

1.1 PURPOSE

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

Council's complaint management system is intended to:

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

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

1.2 SCOPE

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

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

1.3 ORGANISATIONAL COMMITMENT

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

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

Attachment No 2

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

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

Complaint

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

A complaint covered by this Policy can be distinguished from:

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

Complaint Management System

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

Dispute

An unresolved complaint escalated either within or outside of Council.

Feedback

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

Service Request

The definition of a service request includes:

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

Grievance

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

Policy

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

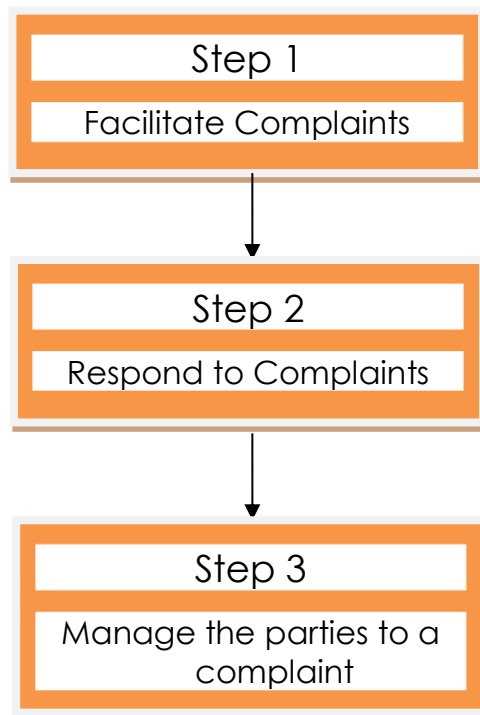
Procedure

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

Public Interest Disclosure

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

3. GUIDING PRINCIPLES



3.1 Facilitate Complaints

People Focus

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

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

Complaints will be acknowledged in 5 working days from receipt.

Complaints will be assessed in 10 working days from receipt.

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

People making complaints will be:

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

No Detriment To People Making Complaints

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

Anonymous Complaints

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

Accessibility

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

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

No Charge

Complaining to Council is free.

3.2 Respond To Complaints

Early Resolution

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

Responsiveness

Council will promptly acknowledge receipt of complaints.

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

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

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

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

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

Objectivity and Fairness

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

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

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

Responding Flexibly

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

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

Confidentiality

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

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

3.3 Manage The Parties To A Complaint

Complaints Involving Multiple Agencies

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

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

Where a complaint involves multiple areas within Council, responsibility for communication with the person making the complaint and/or their representative will also be coordinated. Where Council's services are contracted out, Council expects the contracted service provider to have an accessible and comprehensive complaint management system. ~~In such circumstances, Council will take complaints about the products, services and staff of Council and that of the service providers.~~

~~Where Council's services are contracted out, Council expects contracted service providers to have an accessible and comprehensive complaint management system. Council take complaints not only about the actions of its staff but also the actions of service providers.~~

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

Complaints Involving Multiple Parties

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

Empowerment of Staff

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

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

Managing Unreasonable Conduct By People Making Complaints

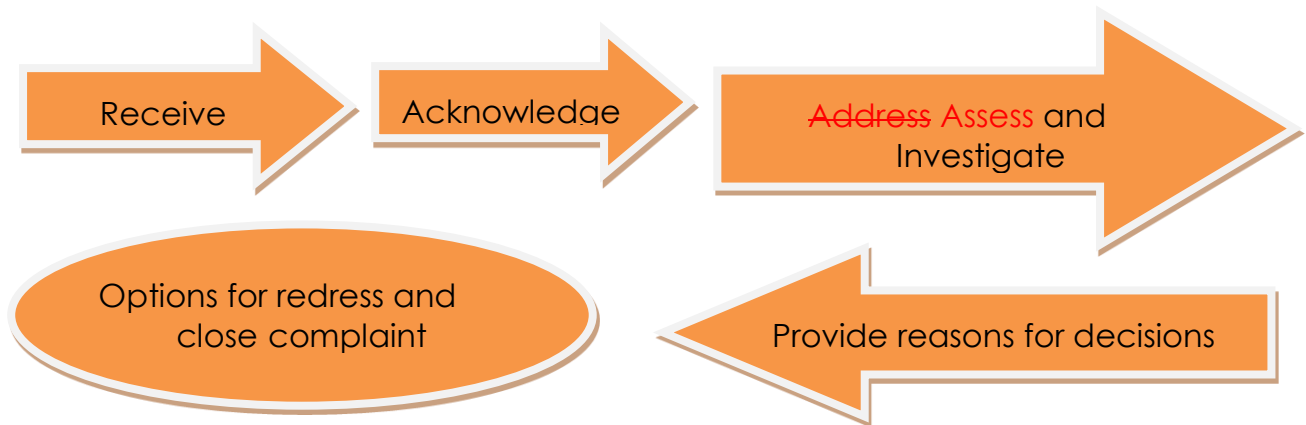
Council is committed to being accessible and responsive to all people who approach ~~us~~ Council with feedback or complaints. At the same time Council's success depends on:

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

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

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

4. COMPLAINT MANAGEMENT SYSTEM



4.1 Introduction

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

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

4.2 Receipt of Complaints

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

The recorder of the complaint will document:

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

4.3 Acknowledgement of Complaints

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

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

4.4 Initial Assessment And Addressing Of Complaints

Initial Assessment

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

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

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

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

Addressing Complaints

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

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

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

4.5 Providing Reasons For Decisions

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

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

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

4.6 Closing the complaint, recordkeeping, redress and review

Council will keep comprehensive records about:

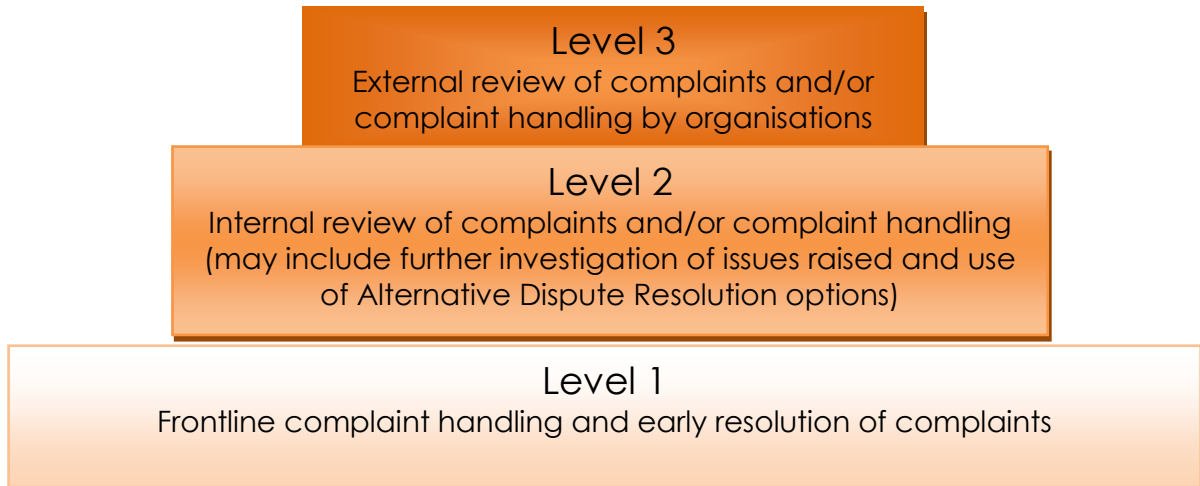
- how Council managed the complaint
- the outcome/s of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations, and
- any outstanding actions that need to be followed up.

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

4.7 Alternative Avenues For Dealing With Complaints

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

4.8 The Three Levels Of Complaint Handling



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

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

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

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

5. ACCOUNTABILITY AND LEARNING

5.1 Analysis and evaluation of complaints

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

Regular reports will be run on:

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

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

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

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

5.2 Monitoring of the Complaint Management System

Council will continually monitor its complaint management system to:

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

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

5.3 Continuous Improvement

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

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

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