

ADOPTED
Balranald Shire Council Implementation Plan dated February 2018"

	OLG REPORT RECOMMENDATIONS	PROPOSED OUTCOMES	ACTION BY	STATUS AT February 2018	ADDITIONAL RESOURCES	COMPLETION DATE
1	That Council finalise and resolve to adopt a LTFP that has clear links to Council's asset management plans.	Creditable LTFP	GM	Adopted Extraordinary Meeting – 8th February 2018. Resolution No. 02.18.4207 MK Recommendation: Line item requires ongoing review (29/11/18)	In-house	Complete Jan 2018
2	That Council reviews its Quarterly Budget Review Statement with Councillors to ensure accuracy and relevance for decision-making at a strategic level.	Councillors review the Quarterly Budget Review Statement at the Extraordinary Meeting	DCCD	Reviewed at November 2017 December review. February 2018. Latest review November 2018. See Agendas MK Comment: Line item can be considered complete, ongoing procedures for review have been adequately adopted.	In-house	Complete 15-Nov-17
3	That all elected Councillors undertake financial and code of conduct training directly after the next Council election.	LG NSW organised training day for Code of Conduct scheduled for 19 January 2017 and Finance Training Day on 10 March 2017.	GM	All Councillors attended the Code of Conduct training held on 19 January 2017. Finance Training day held on 10 March 2017. MK Comment: Although the training was delivered, ongoing compliance requires active management. MK Recommendation: Line item requires ongoing review with additional training on the Local Government Act and Regulation.	Delivered by LGNSW	Complete 10-Mar-17
4	That Council undertake a comprehensive review of all its policies and ensure they are submitted to Council for adoption.	All of Council Policies to be reviewed and adopted by Council at the February 2017 Council meeting. In doing so identify any critical outstanding policies and included them for adoption.	GM	A total of 40 policies were adopted by Council at the February 2017 Council meeting.	In-house.	Complete 21-Feb-17
				Adopted Policies since February 2017 include Assistance with Payment of Rates Fees and Charges as a result of Hardship, Collection of outstanding rates, Collection of outstanding Fees and Charges, Business and Ethics, Councillor Training, Education Assistance, Gifts and Benefits, Investment and Records Management.	On-going – In-house	Complete
				Policies subject to review Plant Replacement Policy, Cemetery Policy, Water Supply Policy, Verge Policy, Tree Replacement Policy. MK Comment: Policy review was conducted in bulk with limited review of content. Council policy register is inaccurate with no clear reporting or custodian allocated for policies. Council corporate structure amended to enable proper governance compliance. MK Recommendation: This action be considered incomplete with additional review required by A&RMC and Council.	In-house	Ongoing
5	That Council develop a plan to improve its document management processes and system which will meet the requirements of the State Records Act 1998.	Electronic Management System installed, Dedicated staff member appointed to manager the system Staff provided training to utilise the system.	DCCD	Installed and operating other modules to be commenced.	In House	Complete September 2017
				Ongoing Refinement required MK Comment: Line item requires ongoing review by the A&RMC. All current staff requiring system access for the conduct of their duties have received training.	In House	Quarterly review with mature system by June 2019

Shaded box indicates completed action

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6	That until Council has an audit committee, councilors review responses to the issues raised in the external auditor's management letters on an annual basis at a Council meeting.	External auditor's management letters Reported to the February 2017 Council Meeting	DCCD	External auditor's management letters Reported to the 21 February 2017 Council Meeting. The Inaugural Audit Committee Meeting was held on 1 June 2017 with a progress report to the June 2017 Council meeting.		1-Jun-17 Ongoing
7	That Council's progress in implementing the recommendations from the external auditor's management letter is reported to Council each month.	A monthly progress report be provided to Council up to and including the December 2017 meeting.	DCCD	Audit management letters were reported to the December 2016 and February 2017 meetings with a monthly progress report being reported to the June & July 2017 Council meetings.		Ongoing
8	Council should establish an audit committee and an internal audit framework pursuant to OLG's Internal Audit Guidelines.	Internal audit framework established and first Audit Committee meeting held prior to 30 June 2017.	GM	Internal Audit Committee Framework adopted at the February 2017 Council meeting. External members were appointed at the April Council meeting and the inaugural Audit Committee meeting was held on 1 June 2017. Completed. Audit Committee meets quarterly.		Ongoing
9	That Council develop a fraud and corruption policy and conduct a fraud risk assessment.	Fraud and corruption policy adopted by Council – Resolution No. 02.17.3924 and Consultant undertake a fraud risk assessment by 31 August 2017.	GM	Policy adopted at the February 2017 Council meeting. Crowe Horwath have undertaken a survey of all management staff against the key areas of fraud control & will provide a Fraud Risk Assessment Spreadsheet by 18 August.	Crowe Horwath have undertaken an Independent fraud risk assessment.	Completed
					Council to appoint Internal Auditor	Completed
10	That in addition to the current arrangements, credit card statements for the Mayor and General Manager be reviewed, approved and signed off by another councillor in line with expenditure that has been approved within Council's budget.	Implement Report Recommendation.	GM	Process implemented 15 November 2016 where all relevant staff have been informed in writing of the process and the DCCD will audit. Completed.		15-Nov-16 Ongoing
11	That for any staff provided with a credit card, their transactions are signed off and approved by the General Manager and the Finance Coordinator.	Implement Report Recommendation.	GM	Process implemented 15 November 2016 where all relevant staff have been informed in writing of the process and the DCCD will audit. Completed. – process in place.		15-Nov-16 Ongoing
12	That Council develop an end of year plan to complete and finalise Council's audited financial statements each year and report regularly to a Council meeting on its progress.	End of year plan reported to the June Council meeting with a progress report to the following 3 Council meetings.	DCCD	Initial report provided to February 2017 Council meeting with a follow up report to the June 2017 Council meeting. – Completed 2017/18 Audit Plan to be developed. MK Recommendation: Line item requires ongoing review, Audit Committee oversight required.		29-Sep-17
					In-house	Ongoing
13	That Council pursue unrepresented payments including several EFT payments and cheques dating back to August 2014 and February 2014, respectively.	As per report recommendation	DCCD	4 Cheques have been cancelled and reissued 15/11/16. Council's financial system provider rectified the EFT payments. Completed. Procedures have been established to ensure continued compliance with better practice standards.		Complete

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14	That Council ensure an authentic and informed LTFP is presented to Council in August 2017.	Adoption of Long term Financial Plan	GM	Morrison Low undertook the preparation of the LTFP in conjunction with the rating review and SRV process. Plan adopted at Extraordinary Meeting 8th February 2018 underpins SRV	Consultant – Morrison Low	Completed
15	That Council consider the future operations of the Balranald Caravan Park to ensure the Park continues to be a major asset for the District and produces realistic income with minimum risk.	Options for future management of the Caravan Park considered and implemented by Council.	GM	Sustainable Park Solutions were appointed by Council at the June meeting to prepare a Master Plan and Business Plan for the Balranald Caravan Park. Council resolved to not to renew the current lease.		Completed
				Council to go to Selective Tender February 2018. See reports 20th and 28th February 2018. MK Comment: Matter ongoing, subject to legal proceedings in the Supreme Court of NSW. MK Recommendation: Training in procurement and probity practices be provided to all staff and elected members.		Ongoing
16	That Council consider divesting the management and possibly ownership of the Bidgee Haven Hostel in Balranald to ensure income losses do not impact on Council's limited budget and risks to Council are minimized.	Options for the future ownership and management of the facility considered and Council decision made.	DCCD	Report with options being present to the August Meeting. Decision on way forward expected at that meeting detailing strategy for ongoing management/		June 2018
				Report to February 2018 Council of Workshop (10 January 2018). Adopt Strategy February 2018.		February 2018
				See financial report – Ordinary meeting 20th February 2018. Attached		February 2018
				MK Comment: Review of the Bidgee Haven Hostel operating budget and eligible fees charges and claims through the Federal and State Government has revealed significant failings in prior period reporting and management. The reviewed financial position and operating budget has demonstrated the ability for the hostel to operate at a sustainable position reporting an expected surplus of \$159k prior to depreciation. MK Recommendation: This item should be subject to independent verification of the financial position. Upon confirmation of the financial position it is recommended that BSC continue to operate the facility for a minimum of two years prior to any consideration of divulging this function.		
17	That regardless of the success or otherwise of the application for IWCM business plans be prepared for the Water and Sewer Funds.	Adoption of a IWCM strategy including business plans for the Water & Sewer Funds.	DID	Funding sought from government program for 2017/2018. Council has budgeted \$120k in the budget with the offset of grant income of \$60k. No action to date, meeting with Public works for prepared to go to tender/quotation. – Adopt Strategy Will need 2018/2019 budget	Consultant \$60K extra in 2018/19 budget	June 2020 completed
18	That the "sugar hit" from the sale of the Caltex Service Station be applied to current areas of deficiency (such as staff levels) or modernisation of approaches (such as a Document Management System) or building up	Sale of site and funds reserved for specific purposes	DCCD	Council divesting ownership now imminent (contracts exchanged), Council conscious of the need for judicious expenditure of the sale proceeds Settlement has occurred (\$1,901,154.39)	In-house	30 November 2017

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	Reserves. Council should determine a plan of where the proceeds will be applied or conserved.			Report to February 2018 Council Meeting to establish reserve.		Complete February 2018
19	That Council undertake a rates review to ensure the correct categorisation of properties to ensure equity and income maximization.	Review completed in this calendar year	GM	Council considered report from Morrison Low and resolved for Rates Review 2019/2020. Resolution No. 10.17.4110	In House	February 2019 Ongoing
20	That preparations commence for a general Special Rates Variation (SRV) and that Council look at the possibility of SRVs for mines and solar farms approved or planned.	SRV preparation work undertaken and SRV application submitted	GM	Morrison Low engaged to undertake the SRV in conjunction with staff. IPART notified 15 December 2017. SRV Application lodged 12.02.2018. Decision May 2018.	In House	May 2018
21	That Council embed the recently adopted Business Improvement Plan into its operations.	Recognition of the importance of the Business improvement plan and regularly reporting to Council.	GM	Improvement Plan adopted February 2018 Council Meeting. Update reported monthly to Council. Embed Plan in 2018/19 budget and ongoing council reporting and monitoring,	In-house	March 2018 Ongoing
22	That Council look to adopting S.94 or S.94A plans to ensure future income opportunities are not lost.	Council is in a position to readily assess impacts of major developments in the shire	DID	No action to date Budget Allocation required	Consultant (estimate \$10k)	Complete
23	That a review of all fees and charges be undertaken, before the next Budget, with a view to establishing full cost recovery or identifying the reasons for not pursuing full cost recovery.	Maximize Council's income from these sources.	DCCD	Part of 2018/19 budget process. Budget timetable to be presented to March meeting.	In-House	30 April 2018.
24	That a review of plant charges and on costs be made, before the next Budget, to ensure profitability is maximized and all overheads are correctly charged and recovered.	Maximize Council's income from these sources.	DID	Report to Infrastructure & Development Committee with recommendations to April 2018 for inclusion in 2018/2019 budget consideration. Committee Meeting scheduled for 15th March 2018.	In-House	Ongoing
25	That Council recognize that approaches in previous years of not funding depreciation have reduced the cash position of Council and Council commit to cash funding of depreciation.	Council's budgeting process allows for depreciation to be funded.	DCCD	The recent road revaluation reduced Council's total annual depreciation by the amount of \$2.2M. The LTFP will address the issue.	In-House	30 November 2017
26	That a long term financial and improvement plan be prepared for the Visitors Information Centre.	Council adopts a precinct management plan for the Visitor Information Centre and surrounds	DCCD	Draft – Precinct Masterplan adopted December 2017 and to be on exhibition for 28 days from March 2018	In-House	Ongoing
27	That Council move quickly to fill staff vacancies as identified in the latest staff structures as presented to Council.	A full complement of suitability qualified staff.	GM	Structure adopted by Council. Positions advertised, Manager Finance/Governance, HR /Risk Officer. Need to re-advertise along with Tourism Officer after General Manager commencement.	In-House	Ongoing
28	That Directors of Council be given more security of tenure.	Directors appointed permanently to positions.	GM	DID – Contract position appointed completed	In-House	21 Jan 2019
				Director Corporate & Community Development vacant and to be advertised once General Manager appointed.	In-House..	Completed
				GM Interview – 28th February 2018 GM is commencing 12th March 2018	In-House	Completed
29	That Council consider a Staff Education Assistance and Encouragement Policy.	Adoption of a formal Staff Education policy	DCCD	Policy Adopted	In-House	Ongoing
				Staff training Plan Developed	In-House	Ongoing
30	That Council look to a succession planning approach with staff.	Adopted Workforce Plan that addresses staff succession issues	DCCD	The proposed currently in consultation provides a career path for staff which combined with staff education and training will address succession planning issues.	In-House	Ongoing
31	That Council monitor Secondary Employment to ensure worker safety is paramount, work obligations are not compromised and conflicts of interest are minimized.	Ongoing monitoring & development of a secondary employment policy	DCCD	Code of conduct training provided to all staff to make them aware of their responsibilities in relation to secondary employment. Reminders will be reissued to staff by end of February 2018. - Completed	In-House	30 October 2017
32	That Council require the General Manager and Directors to undergo personality profiling and follow up interviews to align their personalities with the rigors of the roles.	Profiling of General Manager and Directors completed	GM	Part of General Manager recruitment process	LGNSW	Complete
				Part of Director Corporate & Community Development process		Complete
				DID to undergo. – Arrangements in Place	LGNSW	Complete

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33	That Council's newly appointed Performance Review Panel conduct two formal assessments annually and also meet quarterly for discussions with the General Manager.	Action to be implemented	GM	Panel in place New General Manager be appointed part of recruitment process is to establish within 3 months. Consultant appointed to oversee review 3 months upon commencement.		Actions complete review ongoing as per employment agreement
34	That the General Manager's Performance Agreement be a meaningful agreement which reflects the aspirations and obligations of Council including subscribing to Fit for the Future requirements, adherence to the Business Improvement Plan, strategic planning and community engagement.	New Performance Agreement to be established.	GM	Consultant will assist development To be negotiated and overseen by GM Review Committee with advice from LGNSW	Consultant – within budget	Complete
35	That Council undertake a definite and sustained campaign of community engagement.	Appointment of a 0.5FTE communication officer	DCCD	The 0.5FTE communication officer advertised. Position re-advertised. No appointment Refocus newsletter to deliver council news on activities works, etc.	In-house & budgeted for	Ongoing
36	That Council undertake a service level review to inform the planning documents.	Service Levels established for key delivery areas	GM	Part of Infrastructure Committee review – service level review program to be submitted for budget process	Consultants & In-house Estimate of \$50k	Ongoing
37	That Councillors recognise the dignity and authority of the position of Mayor at all times.	Awareness of the appropriate relationships emanating from the Code of Conduct, Code of Meeting Practice and Councillor/Staff Interaction Policy.	GM	Ongoing issue with compliance with Act, Regs and Code of Meeting Practice. Appropriate policies are established, polices to be reinforced from time to time. Training to be given on adoption Code of Meeting Practice and Councillor Professional Development and Code of conduct.	In-house	ongoing
38	That the Mayor preside over all gatherings where Councillors are present. (Meetings and Workshops). Further that the Mayor familiarise himself with the respective Codes governing behaviour by Councillors and Staff (Code of Conduct, Code of Meeting Practice and Councillor/Staff Interaction Policy) and enforce good behavioural practices.	Authority of Mayor established.	GM	This recommendation has been implemented. Additional Training to be scheduled upon implementation of new Code of Meeting Practice adopted by Office Local Government.	OLG Workshop	Ongoing
		Training for Mayor and Training for Councillors		Mayor requested GM to provide Memo to Councillors on "Order at Meetings".		Completed
39	That Council do more to "sell itself" by promoting positive news and achievements.	Improved communication and public relation	DCCD	Develop Culture of engagement with Community through social media committees and groups. To be actioned following the appointment of a communications officer. Newsletter- February 2018 focus on council needs. Attached	In-house	ongoing

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