

**12.2 BIDGEE HAVEN RETIREMENT HOSTEL RESERVE ESTABLISHMENT**

<b>Record Number:</b>	<b>D20.44598</b>
<b>Authorising Officer:</b>	<b>Terri Bilske, Director Corporate &amp; Community Services</b>
<b>Operational Plan Objective:</b>	<b>Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.</b>

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**OFFICER RECOMMENDATION**

- That Council Approves the establishment of the Bidgee Haven Retirement Hostel Reserve as internally restricted funds equivalent \$63,530 which is the balance for all surplus and deficit funds from the financial year ending 30 June 2003 to 30 June 2020.

**PURPOSE OF REPORT**

The purpose of the Bidgee Haven Retirement Hostel Reserve establishment is to seek Council approval to create a Reserve for the balance of all surplus and deficit funds from year ending 2003 to June 2020 and to transfer these funds into a Reserve to fund any future deficits from own source revenue or grow the reserve for further development from predicted future surpluses when the 15 bed dementia wing is built.

**REPORT****REPORTING OFFICER: Terri Bilske (Director Corporate & Community Services)**

A review of all income and expenditure relating to the Bidgee Haven Retirement Hostel has been carried out since year ending 30 June 2003. The 2003 financial year was chosen as records prior to that date are not available. The Practical Financial system was implemented in 2003 and the integrity of financial records since 2003 can be verified and relied on.

The Bidgee Haven Retirement Hostel should have been treated as a separate Business Unit with all financial transaction results remaining in a restricted Reserve. Past practices included all surpluses to be treated as General Revenue and used to fund other activities within Council and deficits to be recognised as a loss in the General Fund. It would seem unfair to highlight the 2015/16 and 2016/17 financial years only, where large deficits were incurred with the expectation that these two years only are repaid by the Hostel to the General Fund if profits permit, while ignoring all previous year surpluses. The following tables clearly show that the Hostel does not owe money to the General Fund and has a balance of \$63,530 as at 30 June 2020.

The following information identifies the cash position of revenue, operating and capital expenditure (excluding depreciation) since 30 June 2003.

	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
Revenue	\$409,717	\$460,781	\$460,029	\$493,183	\$595,117	\$690,618
Expenditure	\$384,307	\$407,112	\$376,073	\$420,293	\$443,709	\$499,027
Operating Surplus/Deficit	\$25,410	\$53,669	\$83,756	\$72,890	\$151,408	\$191,591
Capital Expenditure	\$15678	\$8,296	\$0	\$25,384	\$14,544	\$11,901
Net Cash position	\$9,732	\$45,373	\$83,756	\$47,506	\$136,864	\$179,690
Annual transfer to Reserve	\$9,732	\$45,373	\$83,756	\$47,506	\$136,864	\$179,690
Reserve Balance	\$9,732	\$55,105	\$138,861	\$186,367	\$323,231	\$502,921

	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Revenue	\$866,094	\$870,288	\$1,023,948	\$996,959	\$880,465	\$1,124,790
Expenditure	\$608,346	\$742,711	\$857,885	\$818,056	\$878,221	\$967,783
Operating Surplus/Deficit	\$257,748	\$127,577	\$166,063	\$178,903	\$2,244	\$157,007
Capital Expenditure	\$26,516	\$40,066	\$66,692	\$420,313	\$59,411	\$8,890
Net Cash position	\$231,232	\$87,511	\$99,371	-\$241,410	-\$57,167	\$148,117
Annual transfer to Reserve	\$231,232	\$87,511	\$99,371	-\$241,410	-\$57,167	\$148,117
Reserve Balance	\$734,153	\$821,664	\$921,035	\$679,625	\$622,458	\$770,575

	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Revenue	\$1,160,839	\$910,937	\$715,441	\$1,200,967	\$1,328,988	\$1,185,123
Expenditure	\$1,050,124	\$1,258,537	\$1,205,103	\$1,065,527	\$1,153,501	\$1,215,138
Operating Surplus/Deficit	\$110,715	-\$347,600	-\$489,662	\$135,440	\$175,487	-\$30,015
Capital Expenditure	\$9,390	\$190,969	\$34,954	\$6,813	\$8,607	\$10,677
Net Cash position	\$101,325	-\$538,569	-\$524,616	\$128,627	\$166,880	-\$40,692
Annual transfer to Reserve	\$101,325	-\$538,569	-\$524,616	\$128,627	\$166,880	-\$40,692
Reserve Balance	\$871,900	\$333,331	-\$191,285	-\$62,658	\$104,222	\$63,530

**SUMMARY**

This report identifies the actual cash balance for the Bidgee Haven Retirement Hostel from the financial year 2002/03 to 30 June 2020 excluding depreciation. It is recommended that the balance of funds are internally restricted funds and placed into a Reserve as it is predicted that both 2020/21 and 2021/22 will result in deficit balances. Building works for the 15 bed Dementia wing will commence early in 2020. Expenses for the Hostel will increase leading up to completion of the project, with extra training costs and a possible reduction in residents while the work is being carried out, together with lag time in filling the new dementia wing vacancies and will inevitably result in deficits until the entire building is fully occupied. The facility will result in being self-funded long term even though there would be a negative balance in the next two years.

**FINANCIAL IMPLICATION**

Budget deficits will impact on Council's overall budget while the Dementia wing is being built as the Reserve will be exhausted. This will only be until the Bidgee Haven Retirement Hostel is fully operational.

**LEGISLATIVE IMPLICATION**

*Local Government Act 1993*

*Local Government Regulation General 2012*

*Aged Care Act 1997*

*Fees and Payments Principles 2014 (No.2)*

**POLICY IMPLICATION**

Revenue Policy – Fees and Charges

Operational Plan

Delivery Plan

2020/21 Budget

**RISK RATING**

Moderate – Council reviews the fees and charges structure in conjunction with the medical assessment for each resident to ensure that the appropriate fees are being claimed.

**ATTACHMENTS**

Nil



Balranald Shire Council  
 70 Market Street  
 Balranald, NSW 2715

ABN-84097351946  
 PO-BOX 766 ROBINVALE 3549

	Info	Reply	Report	Discuss
GM				
DID				
Received 23 NOV 2021				
JJGD				
LETTER NO.				

*Handwritten notes: "11.5 on" and a signature.*

Dear Manager,

I am writing to you as a Major Sponsor of the Robinvale - Euston Ski Race in the past to offer your organization an exciting opportunity to again be a major sponsor for the 2022 ski race.

The Robinvale- Euston Ski race weekend is a major social event in the Robinvale community calendar falling on the long weekend in March, the ski race is considered to be the best ran events on the ski race Victoria calendar, It is estimated that the weekend race brings in well in excess of 1.5 million dollars into the Robinvale/ Euston economies which is a fantastic outcome.

The Robinvale/ Euston Ski Race committee is always seeking new and innovative ways of promoting the event to not only the local community, but also across Northern Victoria.

We wish to continue to build on the land and water activities which we are responsible for such as the highly acclaimed fireworks display, musical entertainment on the Saturday, family activities and a variety of food stores. We strive to make it a family fun event.

The committee believes that the race provides an excellent platform to promote your organisation.

*We would like to offer the naming rights to one of the following.*

*Fireworks display on Saturday night with twist this year \$ 3,850.00 GST inclusive*

*Live entertainment for Saturday night and Sunday \$ 2,000.00 - \$3,000.00 ( Entertainment not yet confirmed)*

This year's committee has developed a new sponsorship structure which is attached to this letter. We hope that you will again consider supporting this major community event and celebration of the ski race weekend.

We would like to thank you for taking the time to read our letter and consider our request.

**President**  
 Mitchell Watts  
 0409973811  
 wattsmitchell@gmail.com

**Secretary**  
 Glenn Stewart  
 0428 347 151  
 glenn.stewart@vsc.vic.gov.au

**Sponsorship**  
 Kelsey Mattschoss  
 0488 516 640  
 kelsey.mattschoss@gmail.com

## Robinvale - Euston 80 Sponsorship Packages

### PLATINUM

*To be a Platinum Sponsor we would ask for a cash donation to the value of \$1000 +.*

We would offer you the following for your sponsorship –

- Advertising in our Ski Race magazine and on our Ski Race Facebook page.
- Your logo on the gate entries.
- MC coverage & signage on Ski Race weekend.
- Acknowledgment of your sponsorship in our local paper.
- On Race Day you will also receive 6 cooperate lanyards access to the main event
- Race program
- Official invitation to our sponsorship night including nibbles and drinks.
- Robinvale Euston 80 Truckers cap / stubbie holder

### GOLD

*To be a Gold Sponsor we would ask for a cash donation to the value of \$750 + OR goods/services to the value of \$1000+.*

We would offer you the following for your sponsorship –

- Advertising in our Ski Race magazine and on our Ski Race Facebook page.
- On Race Day you will also receive 4 cooperate lanyards access to the main event
- Official Invitation to our sponsorship night including nibbles and drinks.
- Your logo on the gate entries.
- MC coverage & signage on Ski Race weekend.
- Race program
- Robinvale Euston 80 Truckers cap / stubbie holder

### SILVER

*To be a Silver Sponsor we would ask for a cash donation OR goods/services to the value of \$500 +.*

We would offer you the following for your sponsorship –

- On Race Day you will also receive 4 cooperate lanyards access to the main event
- Official invitation to our sponsorship night including nibbles and drinks.
- Advertising in our Ski Race magazine and on our Ski Race Facebook page.
- MC coverage & signage on Ski Race weekend.
- Free Entry pass and Race program
- Robinvale Euston 80 stubbie holder

### BRONZE

*To be a Bronze Sponsor we would ask for a cash donation OR goods/services to the value of \$300 +.*

We would offer you the following for your sponsorship –

- Advertising in our Ski Race magazine and on our Ski Race Facebook page.
- Signage on Ski Race weekend.
- Free Entry pass and Race program

### ROBINVALE 80 FRIEND

*To be a Ski Race Friend we would ask for a cash donation OR goods/services to the value of \$50 +.*

We would offer you the following for your sponsorship –

- Advertising on our Ski Race Facebook page.

Meeting	Date	Officer	Title	Target
Council 19/05/2020	19/05/2020	Beauliv, Hodi	ADMINISTRATOR'S MINUTE - SOUND FINANCIAL MANAGEMENT FOR COUNCIL	30/06/2021
<b>Notes</b> 13 Nov 2020 - 11:52 AM - Peter Kozlowski Revised Target Date changed by: Kozlowski, Peter From: 2 Jun 2020 To: 30 Jun 2021 Reason: There are various components with individual timelines. All items are progressing. 12 May 2021 - 2:16 PM - Peter Kozlowski Action completed by: Holmes, Carol Instruction by GM completed 12.5.2021 28 Sep 2021 - 2:51 PM - Carol Holmes Action reassigned to Wilcox, Glenn by: Holmes, Carol for the reason: Peter no longer works for Council 29 Sep 2021 - 1:46 PM - Carol Holmes Action reassigned to Beauliv, Hodi by: Holmes, Carol for the reason: Director Corporate & Community Services division				

Meeting	Date	Officer	Title	Target
Council 17/11/2020	17/11/2020	Holmes, Carol	Disability Action Plan Review	21/09/2021
<b>Notes</b> 23 Nov 2020 - 10:08 AM - Peter Kozlowski This matter is delegated to Gavin for action in conjunction with relevant Advisory Committees. 23 Nov 2020 - 10:16 AM - Peter Kozlowski Action reassigned to Helgeland, Gavin by: Kozlowski, Peter for the reason: The Manager Strategic Development is the most appropriate person to coordinate this task. 15 Jul 2021 - 2:37 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 1 Dec 2020 To: 21 Sep 2021 Reason: Given to AWACAF Advisory Committee for their review and comments. Report back to Council after viewing and updating 28 Sep 2021 - 2:53 PM - Carol Holmes Action reassigned to Holmes, Carol by: Holmes, Carol for the reason: Gavin no longer works for Council				

Meeting	Date	Officer	Title	Target
Council 17/11/2020	17/11/2020	Wilcox, Glenn	Strategy to Deal with Road Network Damage due to Unauthorised Vehicle Movements During Road Closures	21/09/2021
<b>Notes</b> 15 Jul 2021 - 2:38 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 1 Dec 2020 To: 21 Sep 2021 Reason: A further report will be made for Council 28 Sep 2021 - 2:52 PM - Carol Holmes Action reassigned to Wilcox, Glenn by: Holmes, Carol for the reason: Peter no longer works for council				

Meeting	Date	Officer	Title	Target
Council 15/12/2020	15/12/2020	Davy, Ray	Purchase of Land from Balranald Club	24/01/2022
<b>Notes</b> 15 Jul 2021 - 2:45 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 29 Dec 2020 To: 30 Sep 2021 Reason: Working in progress, arranging surveyors and pricings and have discussions with Club. 13 Dec 2021 - 3:54 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 30 Sep 2021 To: 24 Jan 2022 Reason: Letter written to club asking about sale of land and DA approval				

Meeting	Date	Officer	Title	Target
Council 21/09/2021	21/09/2021	Davy, Ray	BALRANALD WESTERN BYPASS	19/10/2021
<b>Notes</b>				

Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Wilcox, Glenn	RATES REVIEW - MINING OCTOBER 2021	16/11/2021
<b>Notes</b>				

Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Davy, Ray	BALRANALD VISITOR INFORMATION CENTRE	16/11/2021
<b>Notes</b>				

Meeting	Date	Officer	Title	Target

Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Beauliv, Hodi	Bidgee Haven Retirement Hostel Expansion Project	15/02/2022

**Notes**

13 Dec 2021 - 3:56 PM - Carol Holmes

Revised Target Date changed by: Holmes, Carol From: 16 Nov 2021 To: 15 Feb 2022

Reason: Placed on hold - report back to Ordinary Council Meeting in February 2022

Meeting	Date	Officer	Title	Target
Council 16/11/2021	16/11/2021	Beauliv, Hodi	BIDGEE HAVEN QUARTERLY REPORT	14/12/2021

**Notes**

DATE	Meeting	Topic	Who was involved
16 November	South West Arts	Annual Plan Consultation	DID
	Transport NSW	Walking & Cycling Program 2022/2023	DID
	Balranald Beautification	Site Inspection	DID
	Statewide Mutual Board & ARIC	Webinar	
17 November	Executive Catch-up	Weekly Meeting	Administrator, AGM, DCCS & DID
	Executive Budget Meeting	Budget process for Council	AGM, DCCS & DID
	Audit	End of Year Audit Meeting	AGM/DCCS
18 November	Account Management	Monthly Meeting	DCCS
19 November	South West Arts	Finance Meeting	DID
	Catch-Up with AGM	Catch-Up various topics	Administrator & AGM
20 November	Community	Book Launch – Yanga (Portrait of a National Secret)	Administrator,
	The Vale Podcast	Discussion re; promotion of Balranald Shire Council news for Euston Residents	DCCS
23 November	Microsoft Teams Meeting	Balranald IWCM Discussion	DID
	Sarah Artist	Community Strategic Plan Consultation	AGM, DID, DCCS
	Catch-Up with AGM	Main Street Project Review	Administrator & AGM
24 November	Executive Catch-Up	Weekly Meeting	Administrator, AGM, DCCS
	Community Announcement	Limondale Solar Farm – Community Benefit Fund	Administrator, AGM, DCCS
	Transport NSW	Peer Exchange Group (PEG) & System Training – 2022/23 Walking & Cycling Program	DID
	Crown Lands		DID
	Windfarm	Acciona Energy	Administrator & AGM
25 November	Water NSW	Murrumbidgee Airspace Reference Panel Meeting	AGM
	Australia Day Committee Meeting	Australia Day 2022	Administrator & AGM
	Hostel Management Meeting	Balranald Bidgee Haven Retirement Hostel	Administrator, AGM & DCCS



	Strengthening Community Access Inclusion & Wellbeing Advisory Committee	Monthly Meeting	Administrator, AGM & DCCS
<b>25 November</b>	Transport NSW	System Training – 2022/23 Walking & Cycling Program	DID
	RDA Murray	Murray Socio Economic Activation Taskforce	DID
	Catch-Up with Finley Regional Care	Bidgee Haven	Administrator & AGM
<b>26 November</b>	IP& R Planning	Sarah Artist	AGM
<b>29 November</b>	LGNSW	Annual Conference (Zoom)	Administrator
	REOC	Emergency Management	DID
	Catchup with OLG	Monthly Meeting	Administrator
<b>1 December</b>	Executive Catch-Up	Weekly Meeting	Administrator, AGM, DID & DCCS
	Glenn Fernandes	Strategic Planning Water Security	DID
	LEMO/LEOCON Meeting	After Action Reporting for LEMC	DID
	Cross Border	Cross Border Infrastructure Fund	DID
<b>2 December</b>	Regional Art NSW	RANSW Board Meeting	DID
	Audit	End of Year Audit Closing Meeting	AGM & DCCS
<b>7 December</b>	Forum – Robinvale/Euston Industry Forum	Housing and Accommodation	Administrator & DCCS
	Growing Business Industry & Tourism	Monthly Meeting	AGM & DID
	Acre & Cross Border Creative Collaborations	Plans and other possible cross river/shire collaborations	DID
<b>9 December</b>	Meeting & Presentations	Helen Dalton – Member for Murray	Administrator & AGM
	Meeting with Central Darling Shire	Shared Services Discussions	Administrator & AGM
<b>14 December</b>	Community Safety Precinct Meeting	Quarterly Meeting	Administrator & AGM
<b>15 December</b>	Executive Catch-Up	Weekly Meeting	Administrator, AGM & DCCS
	Central Murray Regional Transport Forum	Annual Meeting	DID

	Far West Region – Regional Plan Review and Local Planning Catchup	Far West Regional Plan 2036	
<b>16 December</b>	Transport NSW	Walking & Cycling Program	DID
<b>17 December</b>	Staff Recognition	Annual recognition of Staff	Administrator, AGM, DID, DCCS & Staff
	Council Meeting	Monthly Meeting	Administrator, AGM, DID & DCCS
<b>Administrator - Mike Colreavy</b>			
<b>General Manager (AGM)- Glenn Wilcox</b>			
<b>Director Infrastructure &amp; Development (DID) - Ray Davy</b>			
<b>Director Corporate &amp; Community Services (DCCS) - Hodi Beauliv</b>			
<b>Executive Assistant (SEA) – Carol Holmes</b>			

<p><b>1</b></p> <p>Council should consider conducting a survey that canvasses the values of the organisation and formalise them expressly in a formal values document.</p>				
<p><b>2</b></p> <p>Council has a Gifts and Benefits Register (hard copy controlled Senior Executive Assistant). However, IA asked several staff members as to where it was located and the staff in question could not locate it or knew where it is housed.</p> <p>BSC must ensure that its staff and the elected body are familiar with the Register and the requirements prescribed within the Policy for making an entry in it.</p>	<p>Promotion of Gifts &amp; Benefits Register through staff meetings and office promotions</p>	<p>December 2021</p>	<p>Directors and all Managers  Communications staff</p>	<p>Staff advised of Gifts/Benefits at Code of Conduct Training in October 2021 - Flyers have been displayed around the offices and depots remind staff.</p>

<p><b>3</b></p> <p>The Risk Policy prescribes the responsibilities for risk management within BSC. Council has enterprise-wide risk registers. However, these have not been updated for a number of months and need updating as soon as is practicable.</p>				
<p><b>4</b></p> <p>BSC should consider undertaking a systematic fraud risk assessment across the entire Council as soon as is practicable.</p>	<p>Fraud Risk Assessment undertaken</p>	<p>March 2022</p>	<p>DCCS and HR</p>	
<p><b>5</b></p> <p>Once the new policies (being drafted by the Acting General Manager) are formally implemented, Council should design a suitable policy register.</p>	<p>Develop a Policy Register</p>	<p>January 2022</p>	<p>SEA and DCCS</p>	<p>Policies tabled at December meeting for approval. Currently reviewing possible proprietary IT systems to record policy register</p>

<p><b>6</b> Council must consider undertaking a review and risk assessment of its IT System by qualified persons and then consider the implementation of any recommendations made.</p>	<p>IT Penetration testing</p>	<p>Once new system is implemented and then at least annually</p>	<p>DCCS &amp; Records Officer</p>	<p>New ITC Service contract approved at November Council meeting. Contract to be signed in December. IT Strategy and roadmap for IT improvements in the New Year once the hardware is upgraded and staff have been move to a cloud based platform.</p>
<p><b>7</b> Council has a strategic land use plan 2010 (on its G-drive). This document is 11 years old and should be reviewed as soon as is practicable.</p>				
<p><b>8</b> Council has an LEP (2010). There is no formal program to review and update the LEP. IA is advised that the LEP is updated only when</p>				

<p>required. I note that the OLG considers it best practice to review planning instruments once every 5 years. Council should consider the utility in undertaking a review of its LEP.</p>				
<p><b>9</b> Council does not have a procedures manual to assist staff when assessing DAs. However, a checklist is used during the assessment process that provides statutory compliance guidance. Council management should determine the utility in designing and implementing a full procedures manual for DA assessments.</p>				
<p><b>10</b> Council does not have a documented pre-lodgement advice process for development applicants. Advice is provided only if requested. The pre-lodgement advice is considered to be best practice by the OLG. BSC management should consider the utility in implementing a formal advice process</p>				

<p><b>11</b> Council has not formally evaluated its development assessment processes or undertaken a risk assessment of the process. Council should consider undertaking such an assessment as soon as is practicable.</p>				
<p><b>12</b> Turnaround times for DAs are not reported to Council or Senior Management. This should be reported on a quarterly basis to the senior management team and the elected body.</p>				
<p><b>13</b> Approximately 90% of DAs are assessed under delegated authority. The criteria for referral to Council is not formalised and is ad-hoc based on what Council has historically looked at. Council should determine specific referral criteria.</p>				

<p><b>14</b></p> <p>Pursuant to section 375 of the LGA, Council must keep a register of planning decisions (identification of councillors who support or oppose a planning decision). IA is advised Council does not have a register for planning decisions.</p> <p>Council should implement a compliant register as soon as is practicable.</p>				
<p><b>15</b></p> <p>Council does not have a formal reporting mechanism for regular reporting to senior staff and the elected body in relation to development matters before a court or tribunal. Council should consider implementing a formal reporting requirement for such matters.</p>				



<p><b>16</b></p> <p>Council does not currently have in place any form of developer contribution plan (such as s94 plans). Council should consider this as soon as practical as this process could provide another source of revenue.</p>				
<p><b>17</b></p> <p>Council does not have a program for monitoring compliance with environmental requirements. Council does not have an enforcement and prosecution policy.</p> <p>BSC should consider implementing a program and an enforcement and prosecution policy.</p>				

<p><b>18</b></p> <p>Council does not have a system for reporting and investigating reports of non-compliance or unauthorised development. Council should implement such a system as soon as is practicable.</p>				
<p><b>19</b></p> <p>Council does not have a formal compliance program for operations it is required to monitor under the public health legislation. Council checks food premises pursuant to the legislation but does not monitor skin penetration businesses within the LGA. Council should formalise these requirements and undertake all public health requirements it is mandated to under statute.</p>				

<p><b>20</b>                  Council does not have a stormwater management plan or a waste management strategy. There is a statutory requirement to have a formal stormwater management plan prior to levying an annual stormwater charge (within Council's rates). BSC should draft and implement suitable plans as soon as is practicable.</p>				
<p><b>21</b>                  Council does not have a companion animals management plan in place. This is a high risk. If a serious dog attack took place within the LGA, Council is vulnerable to legal action. Council should implement a formal companion animal plan as soon as possible. Council does not have ranger position within its structure. Council should determine the need for the position as it is IAs view that it is a high risk not to have this position within the LGA.</p>				

<p><b>22</b> Council has a pool inspection program. The Pool Register is currently being updated. IA is advised that the inspection process has finalised approximately 50% to 60% of mandatory inspections. This is due to a lack of resources. This issue of resourcing should be considered by senior management.</p>				
<p><b>23</b> As stated above, the new Workforce Plan and Strategy, states the requirement of developing a succession planning program. BSC must ensure that adequate resources are provided to undertake this program as soon as is practicable.</p>	<p>Develop a Succession Plan</p>	<p>February 2022</p>	<p>HR – lead GM &amp; Directors - assist</p>	

<p><b>24</b> BSC should review the findings of its Staff Survey (February 2021) and determine what actions should be undertaken/addressed.</p>	<p>Review Staff survey and develop Action Plan</p>	<p>December 2021</p>	<p>ELT</p>	
<p><b>25</b> The Consultative Committee has a formal Constitution. However, the Constitution has not been reviewed in over 5 years. BSC should review the Constitution as soon as is practicable.</p>				
<p><b>26</b> Council should develop a recruitment policy/procedure and implement it as soon as is practicable.</p>				

<p><b>27</b></p> <p>Pursuant to the Local Government (State) Award, Council must develop a training plan for its staff members and a budget to undertake the Plan's requirements.</p> <p>This issue has been canvassed within the HR Audit of 2019. Council still has not developed this key document. BSC should draft and implement a suitable plan as soon as is practicable.</p>				<p>Annual Performance Appraisals for all Council staff to be undertaken in December, including identification of any staff training required.</p>
<p><b>28</b></p> <p>At present Council does not conduct systematic work place risk assessments. Council should undertake such assessments as a matter of urgency.</p>				

<p><b>29</b></p> <p>Council does not include health and safety responsibilities/demands within Position Descriptions (PDs). Council should include these requirements within PDs.</p>				
<p><b>30</b></p> <p>Formally interviewing staff via an exit interview is <i>ad-hoc</i>. BSC should implement a suitable process to capture such information.</p>				
<p><b>31</b></p> <p>Council has a long-term asset strategy. However, the strategy expires in 2021. Council should update the strategy as soon as is practicable.</p>				

<p><b>32</b> Council does not have a formal asset maintenance program. Asset maintenance is currently <i>ad-hoc</i>. Council should implement an appropriate asset maintenance program as soon as is practicable.</p>				
<p><b>33</b> Council does not have an unplanned maintenance budget. Council should consider the utility in having an unplanned maintenance budget.</p>	<p>Unplanned Maintenance Budget Item</p>	<p>December 2021 for inclusion in 2022/23 Budget</p>	<p>DID – Lead DCCS - Assist</p>	
<p><b>34</b> Council does not have a plant replacement policy. Council should implement an appropriate policy in due course.</p>	<p>Plant Replacement Policy</p>	<p>December 2021 for inclusion in 2022/23 Budget</p>	<p>Manager Engineering – Lead DCCS – Assist</p>	



<p><b>35</b> Council does not have a land register (s53 LGA). Council must implement a suitable land register as soon as is practicable.</p>				
<p><b>36</b> Council does not have plans of management of all of its community land (s36 LGA). Council must implement plans of management for all of its community land.</p>				
<p><b>37</b> Council does not keep a register for leases and licences for land it owns or controls. BSC should implement a suitable register as soon as is practicable.</p>				

<p><b>38</b> Council does not deposit income generated for crown lands into a trust account/fund S411 LGA and Clause 204 LG Regs). Such monies are deposited into Council's general revenue fund. Council should ensure monies from crown lands under its control are deposited in to an appropriate trust account.</p>	<p>Establish Trust Account/Fund for each Crown Land Reserve that generates income</p>	<p>May 2022</p>	<p>DCCS</p>	
<p><b>39</b> Council does not have a policy on borrowing or the use of loans. Council should consider the need for such a policy and if required, BSC should implement a suitable policy as soon as is practicable.</p>	<p>Develop policy on borrowing or use of loans</p>	<p>February 2022</p>	<p>DCCS</p>	

<p><b>40</b>                  Council does not have a formal debt recovery strategy.                  Council should consider implementing a suitable strategy as soon as is practicable.</p>	<p>Develop a Debt Recovery Strategy</p>	<p>February 2022</p>	<p>DCCS</p>	
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