



## NORTHERN MIDLANDS COUNCIL POLICY MANUAL

### 8. DISPUTE RESOLUTION

Councillors commit to developing strong and positive working relationships and working effectively together at all times.

Prior to commencing a formal code of conduct complaint, the councillors who are parties to any disagreement should endeavour to resolve their differences in a courteous and respectful manner, recognising that they have been elected to act in the best interests of the community.

A council's internal dispute resolution process should be the first step that is taken when there is a dispute between councillors.

A councillor who is party to any disagreement should request the Mayor (or Lord Mayor) or the General Manager to assist that councillor in resolving the disagreement informally.

If the informal assistance does not resolve the disagreement, the General Manager may, with the consent of the parties involved, choose to appoint an external mediator to assist in the resolution of the disagreement. If an external mediator is appointed, councillors who are party to the disagreement must strive to cooperate with the mediator and use their best endeavours to assist the mediator and participate in the mediation arranged.

Where a matter cannot be resolved through internal processes, the next step may be to lodge a formal code of conduct complaint.

Councillors should only invoke the provisions of the Code of Conduct in good faith, where it is perceived that another councillor has not complied with the provisions or intent of the Code of Conduct.

The Director of Local Government is responsible for the investigation of complaints regarding alleged breaches of the Act.

Any person can make a complaint to the Director, via the Local Government Division (contact details below), in accordance with section 339E of the Act, where it is genuinely believed that a council, councillor or general manager may have committed an offence under the Act or failed to comply with the requirements of the Act.

To make a complaint, it is recommended that you first contact the Local Government Division to discuss whether the matter is something that the Division can assist with.

### 9. PUBLIC INTEREST DISCLOSURE

Any instances of suspected corrupt conduct, maladministration and serious and substantial waste of public resources or substantial risk to public health or safety or to the environment should be reported in accordance with the *Public Interest Disclosures Act 2002*. Disclosures may be made to the Tasmanian Ombudsman or the Tasmanian Integrity Commission.

### 10. KEY CONTACTS

Department of Premier and Cabinet's Local Government Division

Level 5, 15 Murray Street, HOBART TAS 7000

GPO Box 123, HOBART TAS 7001

Phone: (03) 6232 7022 Fax: (03) 6173 0257

Email: [lgd@dpac.tas.gov.au](mailto:lgd@dpac.tas.gov.au)

Web: [www.dpac.tas.gov.au/divisions/local\\_government](http://www.dpac.tas.gov.au/divisions/local_government)

Local Government Association of Tasmania

326 Macquarie Street, HOBART TAS 7000

GPO Box 1521, HOBART TAS 7001

Phone: (03) 6233 5966

Email: [admin@lgat.tas.gov.au](mailto:admin@lgat.tas.gov.au)

Web: [www.lgat.tas.gov.au](http://www.lgat.tas.gov.au)



## NORTHERN MIDLANDS COUNCIL POLICY MANUAL

The Tasmanian Integrity Commission  
Surrey House, Level 2, 199 Macquarie Street, HOBART TAS 7000  
GPO Box 822, HOBART TAS 7001  
Phone: 1300 720 289  
Email: [mper@integrity.tas.gov.au](mailto:mper@integrity.tas.gov.au)  
Web: [www.integrity.tas.gov.au](http://www.integrity.tas.gov.au)

Ombudsman Tasmania  
NAB House, Level 6, 86 Collins Street, HOBART TAS 7000  
GPO Box 960, HOBART TAS 7001  
Phone: 1800 001 170 Fax: (03) 6173 0231  
Email: [ombudsman@ombudsman.tas.gov.au](mailto:ombudsman@ombudsman.tas.gov.au)  
Web: [www.ombudsman.tas.gov.au](http://www.ombudsman.tas.gov.au)

### **11. REVIEW**

This Policy is due for review by Council within 3 months of an ordinary Council election.



## NORTHERN MIDLANDS COUNCIL POLICY MANUAL

### CODE OF CONDUCT

#### **PART 1 - DECISION MAKING**

- 1.1 A councillor must bring an open and unprejudiced mind to all matters being decided upon in the course of his or her duties, including when making planning decisions as part of the Council's role as a Planning Authority.
- 1.2 A councillor must make decisions free from personal bias or prejudgement.
- 1.3 In making decisions, a councillor must give genuine and impartial consideration to all relevant information known to him or her, or of which he or she should have reasonably been aware.
- 1.4 A councillor must make decisions solely on merit and must not take irrelevant matters or circumstances into account when making decisions.

#### **PART 2 - CONFLICT OF INTERESTS THAT ARE NOT PECUNIARY**

- 2.1 When carrying out his or her public duty, a councillor must not be unduly influenced, nor be seen to be unduly influenced, by personal or private interests that he or she may have.
- 2.2 A councillor must act openly and honestly in the public interest.
- 2.3 A councillor must uphold the principles of transparency and honesty and declare actual, potential or perceived conflicts of interest at any meeting of the Council and at any workshop or any meeting of a body to which the councillor is appointed or nominated by the Council.
- 2.4 A councillor must act in good faith and exercise reasonable judgement to determine whether he or she has an actual, potential or perceived conflict of interest.
- 2.5 A councillor must avoid, and remove himself or herself from, positions of conflict of interest as far as reasonably possible.
- 2.6 A councillor who has an actual, potential or perceived conflict of interest in a matter before the Council must –
  - (a) declare the conflict of interest and the nature of the interest before discussion of the matter begins; and
  - (b) act in good faith and exercise reasonable judgement to determine whether a reasonable person would consider that the conflict of interest requires the councillor to remove himself or herself physically from any Council discussion and remain out of the room until the matter is decided by the Council.
- 2.7 This Part does not apply in relation to a pecuniary interest.

#### **PART 3 - USE OF OFFICE**

- 3.1 The actions of a councillor must not bring the Council or the office of councillor into disrepute.
- 3.2 A councillor must not take advantage, or seek to take advantage, of his or her office or status to improperly influence others in order to gain an undue, improper, unauthorised or unfair benefit or detriment for himself or herself or any other person or body.
- 3.3 In his or her personal dealings with the Council (for example as a ratepayer, recipient of a Council service or planning applicant), a councillor must not expect nor request, expressly or implicitly, preferential treatment for himself or herself or any other person or body.



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### **PART 4 - USE OF RESOURCES**

- 4.1** A councillor must use Council resources appropriately in the course of his or her public duties.
- 4.2** A councillor must not use Council resources for private purposes except as provided by Council policies and procedures.
- 4.3** A councillor must not allow the misuse of Council resources by any other person or body.

### **PART 5 - USE OF INFORMATION**

- 5.1** A councillor must only access or use Council information needed to perform his or her role and not for personal reasons or non-official purposes.
- 5.2** A councillor must only release Council information in accordance with established Council policies and procedures and in compliance with relevant legislation.

### **PART 6 - GIFTS AND BENEFITS**

- 6.1** A councillor may accept an offer of a gift or benefit if it directly relates to the carrying out of the councillor's public duties and is appropriate in the circumstances and is not in contravention of any relevant legislation.
- 6.2** A councillor must avoid situations in which a reasonable person would consider that any person or body, through the provisions of gifts or benefits of any kind, is securing (or attempting to secure) influence or a favour from the councillor or the Council.

### **PART 7 - RELATIONSHIPS WITH COMMUNITY, COUNCILLORS AND COUNCIL EMPLOYEES**

- 7.1** A councillor –
  - (a)** must treat all persons fairly; and
  - (b)** must not cause any reasonable person offence or embarrassment; and
  - (c)** must not bully or harass any person.
- 7.2** A councillor must listen to, and respect, the views of other councillors in Council and committee meetings and any other proceedings of the Council, and endeavour to ensure that issues, not personalities, are the focus of debate.
- 7.3** A councillor must not contact or issue instructions to any of the Council's contractors or tenderers, without appropriate authorisation.
- 7.4** A councillor must not contact an employee of the Council in relation to Council matters unless authorised by the General Manager of the Council.

### **PART 8 - REPRESENTATION**

- 8.1** When giving information to the community, a councillor must accurately represent the policies and decisions of the Council.
- 8.2** A councillor must not knowingly misrepresent information that he or she has obtained in the course of his or her duties.
- 8.3** A councillor must not speak on behalf of the Council unless specifically authorised or delegated by the Mayor or Lord Mayor.
- 8.4** A councillor must clearly indicate when he or she is putting forward his or her personal views.



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- 8.5** A councillor's personal views must not be expressed publicly in such a way as to undermine the decisions of the Council or bring the Council into disrepute.
- 8.6** A councillor must show respect when expressing personal views publicly.
- 8.7** The personal conduct of a councillor must not reflect, or have the potential to reflect, adversely on the reputation of the Council.
- 8.8** When representing the Council on external bodies, a councillor must strive to understand the basis of the appointment and be aware of the ethical and legal responsibilities attached to such an appointment.

### **PART 9 - VARIATION OF CODE OF CONDUCT**

- 9.1** Any variation of this model code of conduct is to be in accordance with section 28T of the *Local Government Act 1993*.



Our Ref:  
Your Ref:

4 December 2023

Department of Premier and Cabinet  
Office of Local Government  
GPO Box 123  
HOBART TAS 7001

**Attention: Managing Interests Framework**

Via email only: [lgconsultation@dpac.tas.gov.au](mailto:lgconsultation@dpac.tas.gov.au)

Dear Sir/Madam,

**RE: Managing Conflicts of Interest Framework Proposal**

I refer to the above matter and provide this written submission in response to the Managing Conflicts of Interests of Councillors Framework proposal/discussion paper ("Proposed Framework") on behalf of the Northern Midlands Council ("NMC").

The Proposed Framework suggests consideration of the following questions:

1. *Do the provisions of the proposed framework reflect the guiding principles?*

The six guiding principles of the Proposed Framework are integrity, impartiality, accountability, transparency, proactivity and responsiveness, and consistency ("Guiding Principles").

The change from pecuniary (regulated by the Act) and non-pecuniary (regulated by the Code of Conduct) to a more prescriptive *actual, perceived, or potential conflicts* is likely to assist Councillors in determining whether a conflict exists and the management thereof. By increasing the scope of the definition of a conflict to include *perceived and potential* conflicts, direct and indirect, the core principles underlying the Guiding Principles of trustworthiness, ethical conduct, good governance, transparency, accountability and fairness would be captured and will require councillors to consider their personal interests more broadly. This ought to encourage councillors being proactive about their interests, including disclosing any conflict of interest which arises.

2. *Does the proposed framework support public confidence and trust in local government?*

By enshrining the new 'actual, perceived or potential' conflicts which would apply to any councillor who has an interest in any matter which the Council is concerned which may impact the councillor's ability to make an impartial decision in legislation is thought to result in increased public confidence and trust in local government.

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By making all conflicts regulated by the Act, including the proposed increase in penalties for breaches, is demonstrative of the importance the Government places on the management of conflicts of interests, particularly with respect to the six Guiding Principles.

Further, the Framework Proposal will require councillors to declare the fact they have an interest in a matter and the nature of the interest before official events which the matter is discussed (e.g. Council meetings, workshops etc.). It is proposed this information is publicly available. As a result, ratepayers would be aware of Councillors personal interests in matters, in addition to the actual reason for the conflict. This may increase public confidence and trust in local government. However, it could also pose greater risks and issues for Councillors, for example becoming the target of action taken as a result of the nature of the interest being disclosed.

The benefit of disclosing the nature of a conflict which would increase transparency and accountability of elected members, who one may reasonably conclude consent to this by nature of being an elected public representative, will need to be balanced with protections afforded to elected members resulting from the disclosure of the nature of their interests. In short, would it be sufficient to publicly make available that a conflict exists, with the nature of the conflict being information for the General Manager and elected members only?

The Framework Proposal includes that where an actual interest exists, the Councillor is to exclude themselves from attending meetings, workshops, agenda briefings or other forums while the matter is being discussed. This is something which NMC Councillors already do and therefore would not be problematic.

In relation to the Framework Proposal that where a perceived or potential conflict of interest exists, the Councillor may exercise their discretion and reasonably judgment as to whether to participate or not, this would allow flexibility due to the nature of perceived, and particularly potential, conflicts of interest. Most importantly, should this approach be enshrined in legislation reform, the ability of Council (as a whole) to overturn a councillor's decision to participate as proposed would be of great benefit.

On the other hand, this approach to perceived or potential conflicts could be seen as a weakening of the seriousness of a conflict of interest. It is suggested that where any conflict of interest arises, including perceived and potential, the Councillor ought to exclude themselves from attending meetings, workshops, agenda briefings and other forums. An application of the same principles (ie exclusion from discussions) between actual and perceived or potential interests would result in a consistent approach.



3. *Are the proposed exemptions to conflicts of interest comprehensive, practical and suitable for adoption in Tasmania?*

There are seven (7) proposed exemptions contained in pages 12 and 13 of the Framework Proposal.

Given the seriousness and wide-ranging implications of conflicts of interest, including the very real potential to undermine the communities trust and confidence in Local Government, NMC considers that exemptions ought to be kept to a minimum and be reasonable in the circumstances.

Upon review of the proposed exemptions, they are all reasonable in the circumstances. They further define situations in which a conflict of interest may arise which may assist councillors when determining if a conflict of interest exists.

Importantly, it is noted that exemptions do not discharge a councillor's obligation to disclose an interest required under the proposed Personal Interest Return. Therefore, while the exemptions may apply, Councillors will still be required to declare their interests.

Some of the proposed exemptions are very practical in their approach and application, for example if a conflict of interest is "so remote or insignificant that it's not be reasonably regarded as capable of influencing the actions or decision of a councillor" and "the interest is held in common with a substantial proportion (currently defined by the Act as *at least 1% or 1,000 electors, whichever is the lesser*) of the residents, ratepayers or electors and does not exceed an interest held by the other residents, ratepayers or electors". These exemptions should avoid any unnecessary, frivolous or vexatious complaints being lodged.

4. *When determining what information contained in the Personal Interest Return should be exempt from publication, are the examples provided appropriate for adoption in Tasmania?*

Given Tasmania is the only State without this requirement, the introduction of Personal Interest Returns ("PIR") is supported by NMC. The implementation of PIR's would also promote a consistent approach State-wide to declarations and management of interests, in addition to Australian wide consistency.

The implementation of PIR's, the ongoing requirements surrounding PIR's including annual reporting, updates and the development of Proactive Management Plans ("PMP"), are another mechanism which will enable and encourage elected members to proactively consider their interests, ensuring prompt and appropriate action by Councillors.

Publication of the PIRs and PMPs is endorsed by NMC, noting this is a current arrangement in most other Australian jurisdictions.





With respect to the proposed exempt information, the examples are appropriate and provide a level of confidence/surety to Councillors that their personal safety, private commercial information and financial information will be protected.

### **Complaints, penalties and deterrents**

NMC considers that the Framework Proposal mechanism for lodging of complaints is appropriate and akin to the current Code of Conduct process.

Investigation and enforcement by one entity, being the Director of Local Government, will ensure consistency as between pecuniary and non-pecuniary interests, and any breaches arising therefrom.

The proposals to strengthen the penalties is supported by NMC, and NMC agrees the penalty needs to be proportionate to other States, noting Tasmania's penalties are currently significantly lower. This will promote nation-wide confidence and trust at a local government level.

### **Anticipated Difficulties with the Framework Proposal**

It is anticipated situations may arise where a councillor may not be aware of a matter the Council is concerned with until after the publication of an agenda. In that circumstance, the Councillor would be unable to declare an interests prior to receipt of the agenda and documents, therefore having access to the initial information for debate.

NMC agrees that restricting, or not providing access at all, to information/deliberative material in which a councillor has an interest would be beneficial and supportive of the Framework Proposal goals. However, practically speaking, automatically classifying this information as confidential in respect of an actual conflict of interest and excluding access by any councillors who hold an interest to deliberative documents or information about a matter in which they hold an interest, this cannot be completely managed by Council. For example, while edited versions of meeting minutes can be provided so that the subject of the conflict is excluded, NMC's agenda and minutes are published on the NMC website and are publicly available. If a Councillor chose to access the material via that method, it cannot be prevented. Furthermore, NMC has recordings of Council meetings available on its website, which councillors can freely access and thereby listen/see any presentation made.

### **Implementation of Framework Proposal**

Should the Framework Proposal proceed and legislative reforms occur, NMC is strongly in support of the Office of Local Government providing the further support and guidance as contained on page 18 of the Framework Proposal. NMC considers this will provide a smoother implementation process of the new legislative requirements.

NMC suggests that in addition to the guides, templates and information offered, the Office of Local Government also implement (and facilitate/fund) mandatory training sessions to each Council on the new laws, if implemented, in due course so all Council's statewide receive consistent information and Councillors.

### **Definitions**

NMC does not propose any amendments to the draft definitions.



NMC thanks you for the opportunity to provide comments and feedback on the Framework Proposal and looks forward to receipt of your further advice regarding this matter.

Yours sincerely,

Des Jennings  
**GENERAL MANAGER**

DRAFT

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# **DRAFT - Best-practice guide for recruitment and performance management of general managers**



Tasmanian  
Government

Office of Local Government  
Department of Premier and Cabinet


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Draft Best Practice Recruitment and Performance Management Guide for General  
Managers

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## Introduction

This document has been developed to assist councillors in the recruitment, appointment and performance oversight of general managers, by providing guidance on:

- what to look for when selecting a consultant for recruitment and performance management;
- the process for recruitment and appointment of the general manager;
- day-to-day oversight of and liaison with the general manager;
- how to review and manage performance of the general manager;
- remuneration, separation and dispute resolution; and
- the renewal of the general manager's contract.

This Guide should be read in conjunction with the *Local Government Act 1993*<sup>1</sup> (The Act), the Local Government Code of Conduct, and the Local Government Association of Tasmania's *General Manager's Employment Contract* (employment contract).

This is a best practice guide. Throughout this document, references to actions which "should" or "must" occur should be interpreted as recognised best practice which may go beyond current statutory requirements.

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<sup>1</sup> Including sections 26, 28, 61, and 61A

## Recruitment and Selection

### Requirements of the *Local Government Act 1993*

Under section 28(2)(d) of the Act, it is the collective function of the councillors of a council to appoint and monitor the performance of a general manager.

The mayor is to lead and participate in the appointment, and the monitoring of the performance, of the general manager (s 27(1)(g)).

A council must not delegate any of its powers relating to the appointment of a general manager (s 22(3)(f)).

More information regarding the council and mayor's roles and responsibilities for the recruitment of the general manager can be found in the 'pre-interview' section below.

Section 61 of the Act outlines the requirements relating to the appointment of the general manager<sup>2</sup>:

- (1) A council is to appoint a person as general manager of the council for a term not exceeding 5 years on terms and conditions it considers appropriate.
- (1A) A decision to appoint a person as general manager of the council under subsection (1) must be made -
  - (a) In accordance with any relevant order made under section 61A, and;
  - (b) on the basis that a merit assessment of the person is the primary consideration in making the decision.
- (2) An appointment is not to be extended or renewed so as to exceed 5 years in total unless the council has reviewed its terms and conditions.
- (3) Subject to subsection 4(A), if there is a vacancy in the position of general manager the council is to invite applications for that vacancy by placing in a daily newspaper circulating in the municipal area, a public notice inviting such applications.
- (4) Not later than six months before the expiry of the general manager's appointment, a council may resolve to reappoint the general manager without inviting applications for the position in accordance with subsection (3).
- (4A) Subsection (3) does not apply if a council resolves to appoint as general manager of the council a person who is, and will continue to be, appointed as the general manager of another council in another municipal area.

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<sup>2</sup> Drafting note, to be updated in final version: At time of writing, a Bill to amend the Local Government Act is before Parliament. As drafted, this document describes the content of the Act as if the amendments have been passed and commenced and as if the Minister for Local Government has made an order under section 61A.

(5) A reappointment is to be treated as if it were an appointment under subsection (1).

The requirement to recruit using a merit assessment as the primary consideration for appointment has been added in 2023<sup>3</sup> (under new s 61(1A)(b)). The definition of what constitutes a merit assessment is located at s 60G, which states:

Merit assessment, in relation to the appointment of a person, is a written assessment of the knowledge, skills qualification and experience of the person that are relevant to the required duties of the appointment, taking into consideration -

- (a) the relevant suitability of candidates for the required duties of the appointment; and
- (b) the relationships between candidates' work-related qualities and the work-related qualities genuinely required for the duties of the appointment; and
- (c) the relative capacity of candidates to achieve outcomes related to the duties of the appointment.

The process for the recruitment of the general manager must be:

- open, competitive, and be based upon a merit assessment as its primary consideration;
- based on an assessment against a detailed role description, including selection criteria;
- fair, equitable, transparent, and without discrimination;
- informed by the recommendations of a selection panel, comprising a majority of councillors and supported by persons appropriately qualified in contemporary human resources practices and the recruitment of senior management personnel; and
- documented comprehensively, including the evaluation of candidates against the criteria in the role description.

Confidentiality of individual applicants during the recruitment process must be maintained. A failure to maintain appropriate confidentiality may constitute a breach of the Act, the Local Government Code of Conduct and/or the *Personal Information Protection Act 2004*.

### **Consultant selection**

Councils should engage an external recruitment consultant to assist them with the recruitment and selection process. The consultant should have a role in verifying that proper processes and procedures are followed during all stages in the appointment of a general manager.

A consultant should initially provide a scope of services to the council which includes:

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<sup>3</sup> As per previous footnote.



- facilitating a workshop with the council to determine a range for negotiating a total salary package, advertising budgets, review the statement of duties, authorise the delegated authority of the selection panel, and to consider any other matters of interest to the council at this initiation stage;
- designing the selection processes, job description and selection criteria tailored to the role of general manager in collaboration with the council;
- attracting candidates by writing an appealing advertisement and promoting the position via the right channels;
- supporting the panel and offering advice on salary range, recruitment criteria and skills testing;
- screening CVs and applications prior to interviewing;
- finding and contacting candidates who are not actively looking for work;
- informing candidates about the vacancy and assisting the panel in interviewing;
- negotiating contracts and working conditions;
- organising interviews, assessments and aptitude tests if required; and
- recording of all written materials and discussions.

Council will need to appoint the recruitment consultant at a closed meeting, providing appropriate opportunity to resolve a suitable budget and scope of services.

### **The pre-interview stage**

Following the appointment of a consultant, one of their initial tasks should be to facilitate the above-mentioned workshop with the council.

As noted, the council is responsible for determining the process for recruiting the general manager. The council should delegate the task of recruitment to a selection panel led by the mayor.

The selection panel should consist of at least the mayor, the deputy mayor, a councillor, and a suitably qualified person independent of the council. Where practicable, the members of the selection panel should remain the same throughout the entire recruitment process. Selection panels should, where possible, have a mix of genders.

Conflicts of interest of any participant in the selection process must be documented and appropriate mitigation strategies must be agreed to by the panel and documented. Where a councillor, member of a selection panel, or consultant cannot reasonably mitigate a conflict of interest with a candidate due to the nature of that conflict, their participation in the general manager recruitment process must be discontinued.

A councillor must meet the following criteria before being invited to sit on the panel:

- Councillors must undertake relevant training prior to participation in the recruitment process and performance management of general managers.
- Newly appointed councillors must serve in their role for six months prior to any involvement, except in circumstances when most councillors are recently elected.

Given the mayor's statutory responsibility to lead the appointment<sup>4</sup>, the mayor must oversee and sign off on the following activities, which will generally be undertaken by the consultant:

- The selection panel being established.
- A recruitment plan being developed, outlining the process that will be followed to recruit to the position.
- The general manager's position description being current and evaluated in terms of salary to reflect the responsibilities of the position as well as the operational requirements of the council.
- The proposed salary range reflecting the responsibilities and duties of the position.
- The position being advertised according to the requirements of the Act.
- A merit-based selection process being followed.
- Information packages being prepared.
- Applicants selected for interview being notified.
- Real or perceived conflicts of interest being declared and documented.

Total salary packages need to be agreed by the council prior to advertising the position, recruitment plans and the selection and appointment process needs to be well documented and transparent.

The mayor, or another person independent of council staff should be the contact person for the position and is to maintain confidentiality with respect to contact by potential applicants.

### **The interview phase**

Interviews should be held as soon as possible after candidates are shortlisted. Questions should be designed to reflect the selection criteria for the position to assist the selection panel to assess the suitability of the candidate. Interviews and any transcript or record of interviews should be kept confidential.

All references must be checked by the panel chair (the mayor) or consultant. Other panel members should not contact referees separately or independent of that process. If contact with someone other than a nominated referee is required, the applicant's permission must be sought.

At least two referees must be contacted and asked questions about the candidate relevant to the selection criteria. Responses must be documented. Where tertiary qualifications are relied upon, they should be produced for inspection and if necessary, for verification.

It is advised that appropriate background checks be undertaken, including bankruptcy and criminal records checks.

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<sup>4</sup>Local Government Act, s27(g)

## Selection panel report

The selection panel is responsible for preparing a report to the council that:

- outlines the selection process;
- recommends the most meritorious applicant with reasons;
- provides documented referee responses;
- recommends an eligibility list if appropriate; and
- recommends that no appointment be made if no suitable applicant has been interviewed.

The report must remain confidential and reported to a closed meeting of council.

Conflicts of interest from councillors, other external panel members, and all participants whether perceived, actual, professional or personal must be declared and documented.

Documentation that rated and compared applicants using the selection criteria at the shortlisting and interview stages must be provided to the council. The documentation should demonstrate how the selection panel determined that the preferred applicant was the highest performing applicant against the evaluation criteria. This approach ensures that the selection of the preferred applicant is based on merit, is transparent and supports the council in defending their decision if challenged.

While the selection panel's report will include a recommendation, only the council can make a decision regarding the appointment of the general manager<sup>5</sup>. The council must by resolution approve that the position be offered to the successful candidate before the offer is made.

## Finalising the appointment

The mayor can make an offer of employment after the council has resolved to appoint the successful candidate. The initial offer can be made via telephone. Any negotiation on the employment offer can be made between the successful candidate and the mayor (or the consultant), and reported back to the council. Council endorsement is required to negotiate beyond the parameters fixed at the commencement of the process.

The model employment contract for general managers is supplied by the Local Government Association of Tasmania (LGAT). The contract governs:

- the duties and functions of the general manager;
- performance agreements;
- the process for renewal of employment contracts;
- termination of employment and termination payments;
- salary increases and leave entitlements; and
- benefits and expenses.

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<sup>5</sup> [Local Government Act, s22\(3\)\(f\)](#)

General managers must be employed for not less than one, and no longer than five years.

Candidates who are placed on the eligibility list as well as unsuccessful applicants should be advised of the outcome of the recruitment process before the successful applicant's details are made public.

### **Record keeping**

Councils should retain all records created as part of the recruitment process including the advertisement, position description, selection criteria, questions and answers, referee responses, panel notes provided during the interview, selection panel reports and notes of any discussions with selected candidates. These records are required to be stored and disposed of in accordance with the *Archives Act 1983*.

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## Day-to-day oversight and liaison with the general manager

While one of the prescribed functions of the council is to monitor the general manager's performance, day-to-day oversight of and liaison with the general manager should be undertaken by the mayor.

The mayor's role in the day-to-day management of the general manager should include:

- approving leave;
- approving expenses; and
- receiving and managing complaints about the general manager.

The council is to ensure there are adequate and appropriate policies in place to guide the mayor in the day-to-day oversight of and liaison with the general manager and keep those policies under regular review. Some of the key policies council should ensure are in place are those relating to:

- leave;
- travel;
- credit cards;
- purchasing and procurement;
- expenses and facilities;
- petty cash; and
- financial and non-financial delegation of authority as permitted by the Act<sup>6</sup>.

The council is to satisfy itself that any policy governing the conferral of a benefit on the general manager, such as use of a motor vehicle, allows the actual dollar value of that benefit to be quantified so it can be accurately reflected in the general manager's salary package.

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<sup>6</sup> Local Government Act, s22

## Performance management

### Managing the performance of the general manager

The role of the council is to monitor the general manager's performance in accordance with their contract of employment.

The performance of the general manager must be reviewed at least annually against the agreed performance criteria for the position. Councils may also choose to undertake more frequent interim reviews if necessary.

The agreed performance criteria must be set out in a performance agreement that is signed within three months of the commencement of the contract.

### Establishing the performance agreement

The performance agreement is the most important component of successful performance management. It must include clearly defined and measurable performance indicators against which the general manager's performance can be measured. As one of the general manager's key responsibilities is to oversee the implementation of the council's strategic direction, it is important to align the general manager's performance criteria to the goals contained within the strategic plan, annual report, and financial and asset management plans.

The performance agreement must also include indicators relevant to the general manager's personal contribution to the council's key achievements and their core capabilities, including leadership qualities. The performance agreement is to also include indicators related to promoting and maintaining an ethical culture within the council. These could include the conduct and measurement of the outcomes from staff surveys and the promotion of whistleblowing procedures under the *Public Interest Disclosures Act 2002* and the reporting of suspected wrongdoing to appropriate oversight agencies including the Integrity Commission and the Office of Local Government.

The performance agreement must contain but not be limited to key indicators that measure how well the general manager has met the council's expectations with respect to:

- service delivery targets in the council's strategic and financial and asset management plans;
- budget compliance;
- organisational capability;
- timeliness and accuracy of information and advice to councillors;
- timely implementation of council resolutions;
- management of organisational risks;
- promotion of an ethical culture;
- ensuring a safe workplace and facilitating compliance with the *Work Health and Safety Act 2012*; and

- leadership and providing a consultative and supportive working environment for staff.

### **Establishing a performance review panel**

The council should establish a performance review panel led by the mayor, and delegate the task of undertaking the general manager's performance review to the panel. The extent of the delegation should be clear.

It is recommended that full responsibility for performance management be delegated to the performance review panel, including discussions about performance, any actions that should be taken and the determination of the new performance agreement.

Performance review panels should comprise of the mayor, the deputy mayor, another councillor nominated by the council and a councillor nominated by the general manager.

The council may also consider including an independent observer on the panel, such as a consultant as used in the recruitment process. Panel members should be trained in the performance management of general managers.

The role of the review panel includes:

- conducting performance reviews;
- reporting the findings and recommendations of reviews to the council; and
- development of a new performance agreement for the period following the performance review.

The council and the general manager may agree on the involvement of a suitably qualified external facilitator such as a human resource professional to assist with the performance review process and the development of a new performance agreement. That person should be selected by the council or the performance review panel.

Councillors who are not members of the performance review panel may be invited to contribute to the performance review process by providing feedback to the mayor on the general managers performance relevant to the agreed performance criteria.

All councillors should be notified of relevant dates in the performance review cycle and be kept advised of the panel 's findings and recommendations.

### **Performance review process**

The performance review should include:

- self-assessment by the general manager, and
- an assessment by the review panel of the general manager's performance against the performance agreement.

A performance review meeting should be scheduled with sufficient notice to all parties in accordance with the employment contract. This requires:

- the general manager to give the council 21 days' written notice that an annual performance review is due, and
- the council to give the general manager at least 10 days' written notice that the performance review is to be conducted.

The meeting must concentrate on constructive dialogue about the general manager's performance against all sections of the performance agreement. The outcome of the meeting should identify any areas of concern and agreed actions to address those concerns. In undertaking the performance review, care must be taken to ensure that the general manager is treated fairly, equitably, without discrimination, and otherwise in accordance with the Ministerial Order [to be]<sup>7</sup> made under section 61A of the Act. The appointment by the council, in agreement with the general manager, of a suitably qualified external facilitator to advise on the process should assist councils to comply with these requirements.

The panel should report back to the council in a closed session on the findings and recommendations of performance reviews as soon as practicable following any performance review. The mayor or chairperson should manage this session appropriately to ensure that it is not used as an opportunity to debate the results or revisit the general manager's performance review. The general manager should not be present when the matter is considered.

The performance agreement, action plan and any associated records that contain specific information about the work performance or conduct of the general manager are to remain confidential unless otherwise agreed to by the general manager or are to be disclosed by law. The unauthorised disclosure of this information may constitute a breach of section 338A of the Act, and the *Personal Information Protection Act 2004*.

The council must advise the general manager, in writing, in clear terms, the outcome of any performance review. The new performance agreement for the next period should be prepared as soon as possible after the completion of the previous period. The agreement should be presented to the council for discussion in a closed meeting together with the outcomes of the previous review period.

The Council should monitor the general manager's performance on an ongoing basis and may follow these performance management procedures if the general manager's performance is unsatisfactory at any time.

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<sup>7</sup> See footnote 2 above.



## Remuneration

Decisions of council regarding the remuneration of general managers are to have regard to its most recent performance assessment. Under the employment contract, the remuneration package will be reviewed following a performance review as set out in clause 8.

The council may determine to increase the salary package after considering any increases to the Consumer Price Index as issued by the Australian Bureau of Statistics, the condition of the market and economy generally, the latest percentage increase in remuneration for Tasmanian public sector senior executive office holders, and the council's financial circumstances.

As a result of the review, the council is under no obligation to increase the remuneration package. However, councils may approve discretionary increases to the general manager's remuneration with no expectation or entitlement to an automatic increase. Remuneration is considered a negotiable item within the contract and is up to the council to decide and negotiate with the general manager.

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## Separation

### Termination of the general manager's employment

Clause 18 in the employment contract sets out how the general manager's employment can be terminated before its expiry date by either the council or the general manager. The circumstances in which the general manager's employment contract may be terminated are set out below.

#### By agreement

The contract may be terminated at any time by agreement in writing between the council and the general manager.

#### Termination during probation

At any time before or on the probation end date either the council or the general manager may terminate the contract for any or no reason by giving a notice of termination in writing.

#### Resignation

The general manager may terminate the contract at any time for any or no reason by giving the council notice of termination in writing.

#### By council without cause

The contract may be terminated at any time and for any or no reason by council giving the general manager notice of termination.

#### Immediate dismissal

The council may dismiss and stand down the general manager on the grounds set out under clause 18.5 of the employment contract. The grounds include if the general manager:

- engages in serious or wilful misconduct or gross negligence;
- breaches a fundamental term of the contract;
- commits a serious or persistent breach of any term in the employment contract;
- breaches any of the warranties set out in clause 3 (Warranties);
- refuses or neglects to comply with any lawful and reasonable direction by the council;
- becomes unable to pay their debts as they become due;
- is unable to perform the inherent requirements of the position for a period of 3 consecutive months or for a total of 6 months during any period of 12 consecutive months;
- is guilty of any conduct or is charged with or convicted of a criminal offence which in the reasonable opinion of council might tend to injure council's reputation or business or activities; or
- engages in any conduct which causes or may cause imminent and serious risk to the health and safety of a person.

### **Suspension of the general manager**

Councils may suspend the general manager while allegations against them are being investigated. Suspension should be on full pay for a clearly defined period. Councils should not suspend a general manager's employment without first seeking legal advice. It would be inappropriate to seek advice from council human resources staff on the proposed suspension of the general manager.

Any decision to suspend a general manager should be made at a closed council meeting, having first carefully considered the expert legal advice received in relation to the specific matter.

The principles of procedural fairness apply to any decision to suspend a general manager, i.e. the general manager must be advised of the circumstances leading to their suspension, the reasons for the suspension and be given a right to respond to the decision to suspend.

### **Dispute resolution**

The employment contract contains a dispute resolution procedure at clause 22. These provisions are designed to encourage councils and general managers to attempt to resolve disputes when they arise. If an agreement is not reached within seven days, the dispute may be referred to a mediator as agreed between the parties. In the absence of agreement, the dispute may be referred to the Fair Work Commission.

## Reappointment of the general manager

Section 61(4) of the Act states that no later than six months before the expiry of the general manager's appointment, a council may resolve to reappoint the general manager without inviting applications for the position. A reappointment under this subsection is to be treated as if it were an initial appointment.

Clause 2.3 of the employment contract sets out the process for reappointing the general manager. The key steps in the process are as follows:

- nine months prior to the contract end date, the general manager must advise the mayor in writing if the general manager is seeking reappointment to the position and, if so, for what term;
- six months prior to the contract end date, the mayor must advise the general manager in writing of Council's intention to offer the general manager reappointment to the position and, if so, on what terms and conditions having reviewed them; and
- three months prior to the contract end date, the general manager must advise the mayor if any offer made is accepted and, if so, the parties agree to enter into a new contract for a further term with the existing contract either replaced or reviewed and any variations confirmed in writing by the parties.

The terms of the new contract of employment, and in particular the schedules to the new contract, should be set out in the letter of offer. Before offering a new contract, the council should carefully review the terms of the schedules to the new contract.

The council should ensure that the performance criteria of the new performance agreement adequately reflect its expectations of the general manager's performance. The council should also consider previous performance reviews conducted under previous contracts.

The process of deciding whether to offer the general manager a new contract should be as follows:

- A performance review is conducted.
- Findings and recommendations are reported to a closed council meeting in the absence of the general manager. This closed meeting must occur no later than six months prior to the expiry of the contract.
- At the closed meeting, council considers and decides through a resolution, whether to offer a new contract of employment to the general manager and on what terms as set out in the schedules to the contract.
- The mayor informs the general manager of the council's decision.

Details of the decision to offer a new contract and a salary package must be reported to an open council meeting.

## Appendix I – Recruitment checklist

Stages	Description	Completed Yes/ No
1. Consultant selection	<p>Selection of a consultant based on the scope of works as listed on page 4.</p> <p>Appropriate conflict of interest management in relation to any person involved in the selection of a consultant.</p>	
2. Workshop	The consultant will facilitate a workshop with council as outlined on page 4.	
3. Selection panel establishment	The panel should consist of the mayor, deputy mayor, a councillor and the consultant.	
4. Draft position description	The mayor will assist the consultant in drafting the position description based on the role requirements.	
5. Salary	The panel will need to agree to a suitable remuneration package based on going rate and within the parameters agreed by the Council.	
6. Advertisement	The consultant will draft the advertisement with the approval of the mayor and recommend placement of the advertisement.	
7. Information packages	The mayor is to ensure the consultant provides information packages for the candidates.	
8. Shortlisting and conflicts of interest	The consultant will shortlist desirable candidates and present them to the panel.	

	The consultant must complete a conflict of interest form identifying perceived and actual personal and professional conflicts with any applicant. If conflicts are identified, this is to be referred to the panel chair in the first instance. Conflicts identified as sufficiently serious to prompt the removal of the consultant from the process or which significantly restrict the scope of services which can be provided are to be referred to the full council.	
9. Panel conflict of interest	Appropriate conflict of interest management amongst all panel members in relation to shortlisted candidates.	
10. Interviews	The consultant will set up suitable times with candidates and the panel. The consultant will prepare a list of suitable questions with the mayor's approval. The panel and the consultant will keep details of candidate responses.	
11. Referee & background checks	All references must be checked by a single panel member as detailed on page 8 of this guide.	
12. Selection panel report	The panel is responsible for preparing a report to the council that includes the details outlined on p5 of this guide.	
13. Council approval	The council must by resolution approve the position offered to the successful candidate before the position is put forward.  Appropriate conflict of interest management amongst all councillors, in relation to the recommended candidate.	
14. Finalising appointment	The mayor can make an offer of employment after the council has resolved to appoint the successful candidate.	

15. Record keeping	Councils should retain all records created as part of the recruitment process.	
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## Appendix 2 – Performance management timelines

Timeline	Activity	Responsibility
At commencement of each new council	Provide induction training on performance management of the general manager to councillors.	Council
Within 3 months of the commencement date of the contract	A performance agreement setting out agreed performance criteria must be signed between the general manager and the council.	Council or council panel General manager
Within 2 months of the signing of the performance agreement	The general manager must prepare and submit to the council an action plan which sets out how the performance criteria are to be met.	General manager
28 days' notice (before annual review)	The general manager gives the council written notice that an annual performance review is due.	General manager
At least 10 days' notice	The council must give the general manager written notice that the performance review is to be conducted.	Council or council panel
After 6 months	The council may also decide with the agreement of the general manager to provide interim feedback to the general manager midway through the annual review period.	Council or council panel General manager
Prior to the annual performance review	Ensure all councillors on the review panel have been trained in performance management of general managers.	Council
Prior to the annual performance review	The general manager may submit to council a self-assessment of their performance.	General manager
Annually	The general manager's performance must be reviewed having regard to the performance criteria in the agreement.	Council or council panel General manager
Annually	The performance agreement must be reviewed and varied by agreement.	Council or council panel



		General manager
Within 6 weeks of the conclusion of the performance review	Council will prepare and send to the general manager a written statement with council's conclusions on the general manager's performance during the performance review period.	Council or council panel
After the conclusion of the performance review	The general manager will be provided with an opportunity to respond to the performance review.	General manager
As soon as possible after receipt of the statement	The general manager and the council will agree on any variation to the performance agreement for the next period of review.	Council or council panel General manager
Concluding performance review	Council will monitor the general manager's performance on an ongoing basis and may follow these performance management procedures if the general manager's performance is unsatisfactory at any time.	Council

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### Appendix 3 – Stages of performance management

STAGE	ACTION	PROCESS
1. Developing performance agreement	<ul style="list-style-type: none"> <li>examine the position description and employment contract</li> <li>list all position responsibilities from the position description</li> <li>identify stakeholder expectations</li> <li>list the key strategic objectives from the delivery program and operational plans</li> <li>develop performance measures (identify indicators -set standards)</li> </ul>	<ul style="list-style-type: none"> <li>good planning</li> <li>direct and effective communication</li> <li>open negotiation</li> <li>joint goal setting</li> </ul>
2. Action planning	<ul style="list-style-type: none"> <li>develop specific strategies to meet strategic objectives</li> <li>delegate tasks (e.g., put these delegated tasks into the performance agreements for other senior staff)</li> </ul>	<ul style="list-style-type: none"> <li>detailed analysis</li> <li>two-way communication</li> <li>detailed documentation</li> </ul>
3. Monitoring progress (feedback halfway through the review period)	<ul style="list-style-type: none"> <li>assess performance</li> <li>give constructive feedback</li> <li>adjust priorities and reset performance measures if appropriate</li> </ul>	<ul style="list-style-type: none"> <li>communication</li> <li>avoid bias</li> <li>counselling</li> <li>coaching</li> <li>joint problem solving</li> </ul>
4. Annual	<ul style="list-style-type: none"> <li>assess performance against measures</li> <li>give constructive feedback</li> <li>identify poor performance and necessary corrective action</li> <li>identify outstanding performance and show appreciation</li> </ul>	<ul style="list-style-type: none"> <li>evaluation of the reasons behind performance being as assessed</li> <li>open, straightforward communication (as bias free as possible)</li> <li>negotiation</li> <li>counselling, support training</li> <li>documenting</li> <li>decision making</li> </ul>
5. Developing revised agreement	See stage 1	See stage 1

## Appendix 4 – Applicant Shortlisting Template

This template is to be used by the consultant and panel to shortlist candidates. Use the rating scale provided to evaluate each applicant. Add additional Applicant Name rows as required.												
<b>IMPORTANT</b> All panel members must be involved and conduct the shortlisting process fairly and consistently. Consider the entirety of each applicant's application when making shortlisting decisions. An applicant's failure to provide a written response to a position's selection criteria must not form the sole basis for deeming an applicant ineligible or unsuccessful for further selection methods. Retain this document as evidence of the recruitment process.												
POSITION Details												
Position Title		Position No		Date								
Panel Members												
APPLICANTS												
Applicant Name (add more rows as required)	Eligibility	Selection Criterion Rating (includes resume, statement of claims addressed and any other information the applicant has provided)								Overall rating of application	Conflicts of interest? Y/N	Recommend to shortlist? Y/N
	1. Work in Australia 2. Essential requirements	SC 1	SC 2	SC 3	SC 4	SC 5	SC 6	SC 7	SC 8			
	Y/N											

RATING SCALE		
SCALE	DESCRIPTION	PERFORMANCE INDICATORS
Highly suitable 8-10	Applicant shows potential to possess exceptionally well-developed relevant skills, abilities and personal qualities to perform consistently to a high standard.	Applicant shows the potential to perform at a high level without direct supervision for one or more of the following reasons: <ul style="list-style-type: none"> <li>• excellent job knowledge</li> <li>• excellent communication skills</li> <li>• considerable demonstrated ability in problem solving and change management</li> </ul>
Suitable 5-7	Applicant shows the potential to possess well developed and relevant skills, abilities and personal qualities to achieve good results with limited supervision.	Applicant appears to require minimal direct supervision to achieve good results, for one or more of the following reasons: <ul style="list-style-type: none"> <li>• sound job knowledge</li> <li>• sound communication skills</li> <li>• suggests and initiates improvements</li> <li>• demonstrated ability to carry out all routine and most complex matters.</li> </ul>
Unsuitable 0-4	Applicant is unable to demonstrate nor the potential to gain the relevant skills, abilities and personal qualities required for the position.	Applicant would be unable to perform the duties to the standard required and would require close supervision for one or more of the following reasons: <ul style="list-style-type: none"> <li>• limited or poor job knowledge</li> <li>• limited or poor communication skills</li> <li>• lacks some or all essential requirements to perform the role</li> <li>• is not eligible to work in Australia and/or the Tasmanian State Service</li> </ul>

**Appendix 5 – Interview Questions and Notes (attached)**

**Appendix 6 – Selection Report Template (attached)**

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## Appendix 7 – Conflict of Interest Declaration and Management Form

### Recruitment and Selection

#### Conflict of Interest Declaration and Management Form

Recruitment for: [Title of position being recruited]

All persons involved in the selection process must complete this form. A copy of the completed and signed forms for all panel members must be included with the Selection Report.<sup>8</sup>

Actual conflict of interest	Perceived conflict of interest
Where there is a direct conflict between an individual's official duties in serving the public interest and their personal interests.	Where a reasonable person, familiar with the facts, would consider that a conflict might exist, whether or not this is the case.

Role in the selection process

Chair       Panel member      Other

#### Declaration

I, [your name], declare that:

- A. I have no actual or perceived conflict of interest with respect to my role on this selection panel as I have no personal or professional association with any of the applicants.
- B. I have, or another person may reasonably perceive me to have, an actual conflict of interest with respect to my role on this selection panel as one of the following applies:
- I have a familial or close personal relationship with one or more of the applicants.
  - I have, or have had, a personal relationship involving social activity outside of work with one or more of the applicants.
  - I have a current professional association with one or more of the applicants.

<sup>8</sup> This form may also be used to support appointment of a consultant. It may also be adopted (with appropriate amendments) for use by the consultant during the shortlisting process, and for use by councillors when considering the selection report.

- I have a previous professional association with one or more of the applicants.
- I have, or have had, a direct supervisory relationship with one or more of the applicants.
- I have, or been asked to provide a reference for one or more of the applicants.
- Other (details provided below)

**Additional details** (include name of applicant(s), how you know them and the history of the relationship/association (eg. regularity of contact and length of association):

**Management Actions**

I have declared this information to the other panel members, and in consultation with the panel and Chair, developed the following strategies to manage the conflict(s) of interest declared:

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**Approval**

I endorse the strategies to manage the declared conflict(s) of interest detailed above.

- Panel Chair       Other

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Position: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Recommended management actions to mitigate the risk

Association	Management Action
No association	<i>No action required</i>
Family or close relationship	<p><i>Declare to delegate and/or panel and document.</i></p> <p><b>Remove</b> – <i>cannot participate on the selection panel or in the decision-making process.</i></p>
Relationship involving social activity outside of work	<p><i>Declare to delegate and/or panel and document. Continued participation on panel is dependant on the extent and regularity of the social interaction.</i></p> <p><b>Record</b> – is the perceived conflict of interest minor? If so, documenting the details of the association may be enough to manage it.</p> <p><b>Restrict</b> – remain on panel but in an appropriately restricted capacity e.g blind assessments, limited participation in selection process events, offering opinion on applicants only after all other panel members.</p> <p><b>Recruit</b> – recruit an independent third party to oversee part or all of the decision-making process so they can vouch for the integrity of the process. This is often a particularly useful option in rural or remote communities where expertise is necessary and hard to replace.</p> <p><b>Remove</b> – if the first actions above cannot sufficiently manage the conflict, it may be necessary for the people to remove themselves from the process/ decision.</p>



<p>Professional relationship</p>	<p><i>Declare to panel and document. Continuation on panel is dependant on the extent on the professional relationship or association.</i></p> <p><b>Record</b> – is the perceived conflict of interest minor? If so, documenting the details of the association may be enough to manage it.</p> <p><b>Restrict</b> – remain on panel but in an appropriately restricted capacity e.g blind assessments, limited participation in selection process events, offering opinion on applicants only after all other panel members.</p> <p><b>Recruit</b> – recruit an independent third party to oversee part or all of the decision-making process so they can vouch for the integrity of the process. This is often a particularly useful option in rural or remote communities where expertise is necessary and hard to replace.</p> <p><b>Remove</b> – if the first actions above cannot sufficiently manage the conflict, it may be necessary for the people to remove themselves from the process/ decision.</p>
<p>Is (or has been) a direct supervisor of applicant</p>	<p><i>Declare to panel and document.</i></p> <p><b>Record</b> – is the perceived conflict of interest minor? If so, documenting the details of the association may be enough to manage it.</p> <p><b>Restrict</b> – remain on panel but in an appropriately restricted capacity e.g blind assessments, limited participation in selection process events, offering opinion on applicants only after all other panel members.</p> <p><b>Recruit</b> – recruit an independent third party to oversee part or all of the decision-making process so they can vouch for the integrity of the process. This is often a particularly useful option in rural or remote communities where expertise is necessary and hard to replace.</p>

Referee for applicant	<p><i>Declare to panel and document</i></p> <p><b>Record</b> – is the perceived conflict of interest minor? If so, documenting the details of the association may be enough to manage it.</p>
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Government

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### **Joint Statement: Council Implementation of Recommendation 6.12**

Recommendation 6.12 from the Royal Commission into Institutional Responses to Child Sexual Abuse directly involves councils. Notably, the recommendation states that councils should designate child safety officer positions to carry out the following functions:

- a) developing child safe messages in local government venues, grounds and facilities;
- b) assisting local institutions to access online child safe resources;
- c) providing child safety information and support to local institutions on a needs basis; and
- d) supporting local institutions to work collaboratively with key services to ensure child safe approaches are culturally safe, disability aware and appropriate for children from diverse backgrounds.

The Office of Local Government (OLG) within Department of Premier and Cabinet and Local Government Association of Tasmania (LGAT) have been working together to establish a clear interpretation of recommendation 6.12. The attached information sheet seeks to help councils understand their responsibilities under the recommendation.

It is important to emphasise that councils have the discretion to implement recommendation 6.12 in a way that best suits their individual circumstances. OLG will work with LGAT to facilitate communities of practice style learning across the sector, so that councils can share, collaborate and learn from each other as they implement recommendation 6.12.

Councils will also be required to comply with the Child and Youth Safe Organisations Framework, of which the Bill to establish was passed in Tasmanian Parliament on 25 May 2023. Educational resources are currently being developed by the Child Abuse Royal Commission Response Unit, and will be released shortly. In the meantime, council staff are encouraged to read about [the Framework](#), and [what organisations can do to prepare for it](#), on [the Child Abuse Royal Commission Response Unit website](#).

A handwritten signature in black ink, appearing to read "Mathew Healey".

Mathew Healey  
Director of Local Government  
Department of Premier and Cabinet

A handwritten signature in blue ink, appearing to read "Dion Lester".

Dion Lester  
Chief Executive Officer  
Local Government Association of Tasmania

## INFOSHEET

# Recommendation 6.12 of the Royal Commission into Institutional Responses to Child Sexual Abuse

## Information Sheet for Councils

July 2023

### Introduction

Recommendation 6.12 of the Royal Commission into Institutional Responses to Child Sexual Abuse (the Royal Commission) calls on local governments to designate child safety officer positions to carry out a range of functions, discussed in detail below. Recommendation 6.12 was accepted in principle in the Tasmanian Government response to the Royal Commission published in June 2018. The Department of Premier and Cabinet (DPAC) is responsible for monitoring the implementation of recommendation 6.12 across Tasmania.

DPAC has developed this information sheet to assist councils in progressing their implementation of recommendation 6.12 while they also prepare for the establishment of the Child and Youth Safe Organisations Framework<sup>1</sup>.

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<sup>1</sup> [www.justice.tas.gov.au/carcru/home](http://www.justice.tas.gov.au/carcru/home)



## Recommendation 6.12

The Royal Commission's findings include a recommendation relating to local government as it recognises that:

*Local governments play several important roles in communities that impact on the safety of children, such as:*

- *providing services to children, for example libraries, swimming pools and childcare;*
- *providing spaces for community activities, for example halls, theatres and sports grounds;*
- *funding or contracting services;*
- *facilitating community education or outreach programs; and*
- *regulating planning and development approvals, infrastructure and property services, and water and food inspection.*

Recommendation 6.12 states that:

*With support from governments at the national, state and territory levels, local governments should designate child safety officer positions from existing staff profiles to carry out the following functions:*

- a) developing child safe messages in local government venues, grounds and facilities;*
- b) assisting local institutions to access online child safe resources;*
- c) providing child safety information and support to local institutions on a needs basis; and*
- d) supporting local institutions to work collaboratively with key services to ensure child safe approaches are culturally safe, disability aware and appropriate for children from diverse backgrounds.*

## Interpretation

The Royal Commission describes child safety officers in its *Final Report: Volume 6, Making institutions child safe*<sup>2</sup>:

*Many smaller institutions told us they would need support to understand why and how they can comply with mandatory child safe standards and create a child safe environment.*

*Local governments resource and support communities across Australia – especially in rural and remote areas. In many places, they are the central hub for the community. Many local governments have taken a proactive role in community safety. For example, South Australia has child safety officers who provide advice and awareness training to sport and recreation institutions. They are the first point of contact for people involved in sport and recreation institutions who have concerns about a participating child or*

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<sup>2</sup> *Final Report: Volume 6, Making institutions child safe* Page 301, available online at [www.childabuseroyalcommission.gov.au/making-institutions-child-safe](http://www.childabuseroyalcommission.gov.au/making-institutions-child-safe)

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*young person. A rural city council in Victoria has appointed two child safety officers to help prevent and respond to concerns of abuse.*

*Local government, in collaboration with the independent state and territory oversight body, could be well placed to build on this role by playing a capacity building and support function to help institutions understand how they can be child safe. We believe this could be by creating child safety officers through new recruitment or employing existing community officers to foster stronger community understanding.*

The Report specifies that the role of a child safety officer would be “to support and provide guidance to smaller, community-based institutions such as sport and recreation clubs and businesses, and to other local businesses providing services to children in each local government area. It would be an information source, a conduit of information to paid and volunteer workers, and an outreach service<sup>3</sup> for the under-resourced.”

## Implementation and resources

Implementation of recommendation 6.12 would require that councils designate child safety officer positions with responsibility for the functions outlined in the recommendation. Notably, these officers would:

- I. act as a conduit of information on child safe practices from the Independent Regulator<sup>4</sup> and other authorities (eg. Child Safety Service) to community groups engaged with the council and other organisations that reach out to council seeking information on child safe obligations and practices.
  - At a minimum, advice should be available on council websites and in the community in an accessible format, with the officers available for the community to contact for information to support their compliance with the Child Safe Standards under the Child and Youth Safe Organisations Framework, and the creation of a child safe environment as outlined in recommendation 6.12. This does not include being a point of referral for child wellbeing and safety, however child safety officers should be aware of the Strong Families Safe Kids Advice and Referral Line and mandatory reporting requirements.

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<sup>3</sup> The Report's reference to “an outreach service” does not imply a responsibility for councils to provide new or additional services requiring a physical presence in rural and remote communities. Rather, the term outreach should be considered as providing an avenue through which the Independent Regulator can use a council's networks and existing communication channels to reach community groups and local organisations.

<sup>4</sup> The Child and Youth Safe Organisations Framework will be regulated by an independent body, known as the Independent Regulator.

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- It is expected that materials will be developed and provided to councils for this purpose (ie. councils will not be expected to develop their own material). Council officers will also be able to redirect people to resources available online.
2. ensure that those organisations formally engaging with the council (ie. those receiving grants from the council or using council facilities) understand their obligations and are implementing appropriate child safe practices. It is expected that materials to support this function will also be developed to promote state-wide consistency.

The Report recommends that a child safety officer should work closely with the independent state and territory oversight body responsible for monitoring and enforcing the Child Safe Standards and other child safe initiatives<sup>5</sup>. In Victoria, for example, the Office of the Children’s Guardian (also the Independent Regulator) provides a vast range of resources<sup>6</sup> relating to the safety and support of children and young people. Although it has not yet been confirmed who the Independent Regulator will be in Tasmania, the Child and Youth Safe Organisations Bill 2022 gives the Regulator responsibility for, among other things , “educating, and providing advice to, entities to ensure that, in the operation of the entity – (i) the safety of children is promoted; and (ii) child abuse is prevented; and (iii) allegations of child abuse are responded to properly.”<sup>7</sup> This can reasonably be expected to assist councils in fulfilling the requirements of recommendation 6.12.

## Accountability

Accountability for implementation of recommendation 6.12 has previously been through the annual report released publicly each year. In December 2022, the fifth and final annual report<sup>8</sup> provided this update:

*The Tasmanian Government is committed to implementing a child safety framework for all organisations engaged in child-related services to ensure cultural change in organisations, so that keeping children safe from abuse is embedded in the everyday thinking and practice of leaders, staff and volunteers.*

*The Local Government Association of Tasmania is currently working with councils to enhance child safe messaging and provide information and support to local institutions. Individual councils continue to work through this recommendation.*

<sup>5</sup> Final Report: Volume 6, Making institutions child safe Page, page 302, available online at [www.childabuseroyalcommission.gov.au/making-institutions-child-safe](http://www.childabuseroyalcommission.gov.au/making-institutions-child-safe)

<sup>6</sup> [www.cyp.vic.gov.au/resources/](http://www.cyp.vic.gov.au/resources/)

<sup>7</sup> Child and Youth Safe Organisations Bill 2022, s16(b), available online at [www.parliament.tas.gov.au/Bills/Bills2022/54\\_of\\_2022.html](http://www.parliament.tas.gov.au/Bills/Bills2022/54_of_2022.html)

<sup>8</sup> Annual Progress Reports, available online at [www.justice.tas.gov.au/carcru/tasmanian-response-to-the-royal-commission](http://www.justice.tas.gov.au/carcru/tasmanian-response-to-the-royal-commission)

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*This recommendation will be further progressed when the Child and Youth Safe Organisations Framework is finalised.*

The requirement to report publicly on the Royal Commission recommendations has now ceased. Therefore, commencing this year (2023), the Office of Local Government (OLG) in DPAC proposes to coordinate annual reporting across councils so that they can describe in their own words, their progress in implementing recommendation 6.12. The format of this annual reporting will be developed in consultation with councils but will provide an opportunity for councils to share their experience implementing 6.12, including case studies illustrating best practice and positive outcomes.

The OLG will work with the Local Government Association of Tasmania to facilitate communities of practice style learning across the sector, so that councils can share, collaborate and learn from each other as they implement recommendation 6.12.

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## INTERIM SAFEGUARDING CHILDREN AND YOUNG PEOPLE POLICY

**Originated Date:** Adopted [REDACTED], Min ref. [REDACTED]

**Amended Date/s:**

**Applicable Legislation:** *Child and Youth Safe Organisations Act 2023 (Tas)*

**Objective** The objective of this policy is to define Northern Midlands Council's ("the Council") commitment to creating and maintaining a Child Safe Organisation. This policy outlines the Council's position and responsibilities toward the safeguarding of children and young people in our physical and online environments.

**Administration:** Governance

**Review Cycle/Date:** Annual review – next review 2025.

### 1. SCOPE

In line with the *Child and Youth Safe Organisations Act 2023* ("the Act"), this policy applies to all employees and representatives of the Council, including:

- a. The Mayor and Councillors;
- b. Full-time, part-time and casual employees;
- c. Permanent and temporary employees performing work for the Council, including work experience students, apprentices, interns and trainees;
- d. Temporary and casual individuals engaged through an employment agency;
- e. Staff on secondment from another roll or another council;
- f. Volunteers of the Council; and
- g. Contractors, or consultants, directly engaged/renumerated by the Council.

This policy applies irrespective of their involvement in child related work. There are no exclusions to the application of this policy.

### 2. DEFINITIONS

The definitions of terms used in this policy are as set out below:

<b>Abuse</b>	means an act, or a failure to act, towards or on behalf of a child or young person that may result in harm. It can occur on one occasion, or multiple occasions. Sometimes the impact of multiple events leads to harm that becomes cumulative in nature. Types of abuse include physical, emotional, sexual and neglect.
<b>Child/Children/Young Person</b>	Any person under 18 years of age as defined by <i>Children, Young Persons and their Families Act 1997 (TAS)</i> .
<b>Child Safe</b>	For this policy, child safe means protecting the rights of children and young people to be safe by taking actions that can help prevent harm and abuse.
<b>Child Safe Organisation</b>	Defined in the Royal Commission Final Report as an organisation that: <ul style="list-style-type: none"> <li>• creates an environment where children's safety and wellbeing are at the centre of thought, values, and actions.</li> <li>• places emphasis on genuine engagement with and valuing of children and young people.</li> <li>• creates conditions that reduce the likelihood of harm to children and young people.</li> <li>• creates conditions that increase the likelihood of identifying any harm, and</li> <li>• responds to any concerns, disclosures, allegations, or suspicions of harm.</li> </ul>

	<p>Note: in the context of local governments, this would involve referring concerns to the Independent Regulator and in the case of suspected criminal behaviour then to Tasmania Police to respond as appropriate.</p> <p>Implementation of the Child and Youth Safe Standards (which mirror the National Principles for Child Safe Organisations) give effect to the above.</p>
<b>Child and Youth Safe Standards or The Standards</b>	Ten standards that specific organisations in Tasmania (including councils) must put into practice in an ongoing and simultaneous manner. These are defined under the legislation and mirror the National Principles for Child Safe Organisations.
<b>Contractor</b>	In the scope of this policy means a person or company used by Council to provide services directly to children and young people, or where the contract's activities will, or are likely to involve contact with children and young people that is a usual part of and more than incidental to, the services.
<b>Council facilities</b>	Properties, buildings, and facilities including parks and sporting facilities owned and managed by Council including those used by the public or available for hire.
<b>Council Staff</b>	Includes Northern Midlands Council employees, volunteers, students on placement, contractors, consultants, elected representatives, and visitors, and anyone else who undertakes work on behalf of the Northern Midlands Council. This is regardless of their work related to children or young people.
<b>Harm</b>	Any detrimental effect of a significant nature on the child's wellbeing, whether caused by a single act, omission or circumstance, or a series or combination of acts, omissions, or circumstances.
<b>Independent Regulator</b>	An independent oversight body that exists to help organisations understand how to comply with Tasmania's Child and Youth Safe Framework, provide guidance and advice, and monitor compliance.
<b>LGAT</b>	Means the Local Government Association of Tasmania.
<b>Reportable Conduct Scheme or the Scheme</b>	Requires leaders of specific organisations to notify the Independent Regulator when concerns are raised about conduct related to child abuse.
<b>Safeguarding</b>	Taking the actions necessary to ensure children and young people feel safe and are safe. This also means that if children or young people don't feel safe, steps are taken to restore their safety.
<b>Universal Principle for Aboriginal Cultural Safety or Universal Principle</b>	This applies across all ten Child and Youth Safe Standards and means the right of Aboriginal and Torres Strait Islander children and young people to cultural safety must be respected.
<b>Wellbeing</b>	Wellbeing of children and young people includes the care, development, education, health and safety of children and young people.

### 3. POLICY

#### 3.1 NORTHERN MIDLANDS COUNCIL CHILD SAFE STATEMENT OF COMMITMENT

Council makes the following public commitment:

- a. We are committed to the safety and wellbeing of children and young people while enabling their participation as valued members of our community.
- b. We have zero tolerance to child abuse and harm. Our people are obligated to prioritise the safety of the children they interact with in the performance of their role and to report conduct of concern.
- c. We recognise the importance of child safety in the provision of quality community services. All children who attend services, programs, events, and community spaces (including online environments) that are delivered, owned, contracted, or managed by Council, have the right to feel safe, be safe, and be heard.
- d. We recognise our legal and moral responsibilities in keeping children and young people safe and have robust policies and procedures in place to meet this commitment that are aligned with the National Principles for Child Safe Organisations.
- e. We want children to thrive, be safe, happy, and empowered, and are dedicated to ensuring their views are listened to and respected, and they are given opportunities to contribute to how we plan and deliver our services that affect them.
- f. We are committed to being a Child Safe Organisation.

Council’s public commitment will be advertised on Council’s website landing page and as within this policy.

**3.2 POLICY CONTEXT**

- a. Council is committed to the safety of children and young people. Council is legally required to comply with the Child and Youth Safe Framework, which aims to protect children and young people from abuse and harm.

**3.2.1 CHILD SAFE STANDARDS**

- a. The Standards outline how an organisation can develop a culture with child safety and wellbeing at its centre. The Standards contribute to preventing abuse and harm. They require organisations to meet a benchmark which ensures children and young people’s rights to safety and wellbeing are respected and upheld.
- b. All ten Standards must be put into practice in accordance with a Universal Principle for Aboriginal Cultural Safety. The Universal Principle says organisation must provide an environment that ensures the right to cultural safety of Aboriginal and Torres Strait Islander children is respected.
- c. Tasmania’s ten Child and Youth Safe Standards mirror the National Principles for Child Safe Organisations which emerged from the work of the Royal Commission into Institutional Responses to Child Sexual Abuse.
- d. The ten Child and Youth Safe Standards are:

Standard	Requirements
<p><b>Standard 1:</b> Child safety and wellbeing is embedded in organisational leadership, governance, and culture.</p>	<p>All people in the organisation care about children and young people’s safety and wellbeing above everything else, and make sure they act that way and lead others to act that way.</p>
<p><b>Standard 2:</b> Children and young people are informed about their rights, participate in decisions affecting them and are taken seriously.</p>	<p>Children and young people are told about their human rights, have a say in decisions and are taken seriously.</p>
<p><b>Standard 3:</b> Families and communities are informed and involved in promoting child safety and wellbeing.</p>	<p>Families, carers, and communities know about and are involved in the organisation’s child and safety and wellbeing activities.</p>
<p><b>Standard 4:</b> Equity is upheld and diverse needs respected in policy and practice.</p>	<p>The rights of every child and young person are being met, and children and young people are treated with dignity, respect, and fairness.</p>

Standard	Requirements
<b>Standard 5:</b> People working with children and young people are suitable and supported to reflect child safety and wellbeing values in practice.	People working with children and young people are safe to work with children and young people and are respectful of them. They are taught how to keep children safe and well.
<b>Standard 6:</b> Processes to respond to complaints and concerns are child focused.	Children, young people, families, carers, staff, and volunteers are listened to and can share problems and concerns.
<b>Standard 7:</b> Staff and volunteers are equipped with the knowledge, skills and awareness to keep children and young people safe through ongoing education and training.	Staff and volunteers keep learning all the time so they know how to keep children and young people safe and well.
<b>Standard 8:</b> Physical and online environments promote safety and wellbeing while minimising the opportunity for children and young people to be harmed.	Children and young people are safe in online and physical spaces.
<b>Standard 9:</b> Implementation of the Child and Youth Safe Standards is regularly reviewed and improved.	The organisation keeps reviewing and improving its child safety and wellbeing practices.
<b>Standard 10:</b> Policies and procedures document how the organisation is safe for children and young people.	The organisation writes down how it keeps children and young people safe and well, and makes sure that everyone can see these documents

**3.2.2 - REPORTABLE CONDUCT SCHEME**

- a. The Reportable Conduct Scheme aligns closely with the Standards. The Scheme aims to improve how organisations (in this instance, Council) respond to allegations of certain types of misconduct involving children and/or young people, committed by their workers and volunteers.
- b. The Scheme imposes legal obligations on the General Manager as head of the organisation to have systems in place to prevent child abuse, and if child abuse is alleged, to ensure allegations are brought to the attention of the Independent Regulator within three business days of receipt of the complaint, along with appropriate persons for investigation and response.
- c. Council will be employing an external third party for the purpose of conducting investigations and reporting on allegations of abuse.
- d. Under the Scheme, reportable conduct is broader than suspected criminal behaviour, and includes:
  - i. Sexual offences (against, with or in the presence of, a child)
  - ii. Sexual misconduct (against, with or in the presence of, a child)
  - iii. Physical violence (against, with or in the presence of, a child)
  - iv. Grooming of a child
  - v. Behaviour that causes significant emotional or psychological harm; and
  - vi. Significant neglect
  - vii. Relevant offences such as failing to report child abuse.

**3.3 POLICY FUNCTIONS**

- a. Northern Midlands Council will ensure the following functions of this policy are resourced and assigned to the relevant officers for implementation:
  - a. Establishment of an internal Child Safe Organisation Working Group (“Working Group”) to collectively implement the Child Safe Standards across the organisation and continue to monitor where improvements can be made.
  - b. Providing the necessary resources to prepare and implement policy and procedural changes required to comply with the Child Safe Standards. This work includes:
    - i. Developing a Child Safe Code of Conduct;
    - ii. Conducting risk assessments for Council services, programs, or facilities used by children and young people;

- iii. Developing allegation and complaints handling procedures;
  - iv. Updating relevant Human Resources policies and procedures;
  - v. Updates to contractor/supplier/procurement policy and procedures; and
  - vi. Documenting reporting and record keeping procedures related to this policy.
- c. Provide resources for staff awareness and training in relation to this policy.
  - d. Developing a process to deliver child safe messages at Council venues, grounds, facilities, and events.
  - e. Connecting and supporting local community groups, organisations, and stakeholders to child safe resources (including culturally safe and inclusive resources).

**3.4 - ROLES AND RESPONSIBILITIES**

- a. Safeguarding children and young people is a shared responsibility across Council.
- b. The implementation of this policy and the Northern Midlands Council Child and Youth Safe Standards Action Plan will be overseen by the Working Group once established.

**3.4.1 - CHILD SAFE ORGANISATION WORKING GROUP**

- a. The Working Group will meet as per the Working Group Terms of Reference to provide overall governance and leadership related to the development and implementation of the Northern Midlands Council Child and Youth Safe Standards Action Plan.
- b. The Working Group is led by the General Manager and Executive Officer. The Working Group consists of Council Manager’s and Officer’s from across the organisation.
- c. Key functions of the Working Group are to:
  - i. Review implementation of this Interim Safeguarding Children and Young People Policy;
  - ii. Develop and implement the Northern Midlands Council Child Safe Standards Action Plan and monitor the implementation of this policy across departments; and
  - iii. Advocate and educate management and colleagues on the Standards and encourage implementation of the Standards across all departments.

**3.4.2 - ROLES AND RESPONSIBILITIES ACROSS COUNCIL**

The following council staff have specific responsibilities in relation to this policy, as follows:

Elected Members	<ol style="list-style-type: none"> <li>1. Model a culture of child safety and wellbeing.</li> <li>2. Understand and comply with their obligations in relation to child safety and wellbeing.</li> <li>3. Participate in training/education to identify, prevent, and report child abuse and harm.</li> <li>4. Report any concerns about child safety and wellbeing to the General Manager.</li> <li>5. Helping to promote the Northern Midlands Council as a Child Safe Organisation and to direct community members to appropriate information and resources, or Child Safe Officer.</li> </ol>
General Manager	<ol style="list-style-type: none"> <li>1. The ‘head of an entity’ under the <i>Child and Youth Safe Organisations Act 2023</i></li> <li>2. Has legal obligations (including timeframes) around sharing of reportable conduct information. This includes reporting to the Independent Regulator any allegations of misconduct involving children and young people by Council staff.</li> <li>3. Ensure adequate resources and support to enable staff to effectively deliver this Interim Safeguarding Children and Young People Policy.</li> <li>4. Be the first point of contact in relation to the Reportable Conduct Scheme and investigations.</li> </ol>
Managers, Supervisors and Team Leaders	<ol style="list-style-type: none"> <li>1. Ensure a culture of safeguarding children and young people is embedded among their team.</li> <li>2. Ensure safeguarding children and young people policies and procedures, and other relevant policies are implemented within the work areas they are responsible for.</li> <li>3. Provide team members with induction, support, supervision, and access to ongoing professional development around safeguarding children and young people relevant for each team member’s role and duties.</li> </ol>

	<ol style="list-style-type: none"> <li>4. Conduct risk assessments, taking reasonable steps to identify any potential risks to the safety and wellbeing of children within the work remit of their team/s and remove or minimise the risks.</li> </ol>
Work Health and Safety Officer	<ol style="list-style-type: none"> <li>1. Ensure induction of new and existing volunteers includes the provision of the Safeguarding Children and Young People Policy and Procedures and training to support them to understand their roles and responsibilities relating to child safety.</li> <li>2. Ensure all new and existing volunteers are holders of a current Working with Vulnerable People Registration and a Tasmania Police check on a bi-annual basis to coincide with renewal of inductions.</li> </ol>
People and Culture Business Partner	<ol style="list-style-type: none"> <li>1. Ensure all recruitment, selection and on boarding processes meet the requirements of the Child and Youth Safe Standards.</li> <li>2. Ensure appropriate safety and screening checks are undertaken prior to engagement of staff and maintained according to Council Human Resources policies, including bi-annual Tasmania Police checks and current Working with Vulnerable People Registration is held, including assisting anyone to obtain these on an as needs basis.</li> <li>3. Ensure induction of new employees includes the provision of this Interim Safeguarding Children and Young People Policy and Procedures and training to support them to understand their roles and responsibilities relating to child safety.</li> <li>4. Oversee the implementation of child safety training for new employees and refresher training for all employees on an ongoing basis and keep records of training completed.</li> <li>5. Manage disciplinary procedures as they relate to child safety and wellbeing.</li> <li>6. Responsible for the provision of training, capacity building and awareness-raising initiatives to ensure employees are appropriately equipped to recognise, respond to and report child abuse.</li> </ol>
Council Staff	<ol style="list-style-type: none"> <li>1. Understand and comply with their roles and responsibilities in keeping children safe.</li> <li>2. Report any concerns about the safety and wellbeing of a child or young person to the designated Child Safe Officer or the General Manager.</li> <li>3. Obtain and maintain a Working with Vulnerable People Check where directed.</li> <li>4. Participate in training and education in relation to safeguarding children and young people as required.</li> <li>5. Provide environments for children and young people where they feel safe, empowered, and can participate.</li> <li>6. Behave safely and appropriately with children and young people.</li> </ol>
Contract Managers	<ol style="list-style-type: none"> <li>1. The management of contracts includes, but is not limited to, all agreements, leases, licences, grant recipients, funded partners, and labour hire. Anyone managing these contracts will ensure:             <ol style="list-style-type: none"> <li>a. All third-party operators are provided with a copy of Council's Child Safety Commitment Statement and this Interim Safeguarding Children and Young People Policy; and</li> <li>b. Contracts contain the relevant child safe clauses, including the requirement for Working with Vulnerable People Checks where relevant; and compliance with the Standards.</li> </ol> </li> </ol>

**3.4.3- COUNCIL'S OBLIGATIONS WITH EXTERNAL PARTIES**

- a. Although Northern Midlands Council is not legally responsible for providing oversight of compliance with child safe practices outside of this organisation, the Council will take any reasonable steps to engage with persons who utilise Northern Midlands Council facilities to operate in alignment with this policy.

**3.4.4- COUNCIL'S APPROACH TO ROYAL COMMISSION RECOMMENDATION 6.12**

- a. The Royal Commission into Institutional Responses to Child Sexual Abuse defined a role for Local Government under Recommendation 6.12 which states:

*“With support from governments at the national, state and territory levels, local governments should designate child safety officer positions from existing staff profiles to carry out the following functions:*

- a) developing child safe messages in local government venues, grounds and facilities;*
  - b) assisting local institutions to access online child safe resources;*
  - c) providing child safety information and support to local institutions on a needs basis; and*
  - d) supporting local institutions to work collaboratively with key services to ensure child safe approaches are culturally safe, disability aware and appropriate for children from diverse backgrounds.”*
- b. In developing this policy, Council has been working with LGAT to understand how to best implement Recommendation 6.12 in the context of the legislation and our limited resourcing.
  - c. LGAT continues to advocate to the national and state government for more support to local governments (which has yet to be forthcoming).
  - d. Northern Midlands Council acknowledges it has a leadership role in our community to support relevant organisations to be child safe and promote child safe practices, and will work towards the functions of Recommendation 6.12 where possible.
  - e. Our approach to working towards the desired outcomes from Recommendation 6.12 is to manage this workload through the Northern Midlands Council Child and Youth Safe Organisation Working Group and Child Safe Officer, once appointed.
  - f. It is anticipated that over time more resources to assist with implementation of Recommendation 6.12 may be made available to Council from the State Government. Council may also decide to put more resources to this on its own accord. This policy should be reviewed and updated accordingly.

**4. RELATED DOCUMENTS**

- a. It is anticipated this Policy and the implementation of the Framework will have wide ranging impacts on numerous Human Resources and Council policies. A review of the policies will be undertaken by the Working Group and this section updated in due course.



### Northern Midlands Council Account Management Report

Income & Expenditure Summary for the Period Ended 30 November 2023 (42% Year Completed)

Line Item Summary Totals

	Operating Statement												% of Budget
	Governance		Corporate Services		Regulatory & Community Services		Development Services		Works & Infrastructure Services		Total Operating Statement		
	2023/24 Budget	2023/24 Actual	2023/24 Budget	2023/24 Actual	2023/24 Budget	2023/24 Actual	2023/24 Budget	2023/24 Actual	2023/24 Budget	2023/24 Actual	2023/24 Budget	2023/24 Actual	
<b>1 Wages</b>	604,891	258,564	1,130,192	642,964	270,364	119,382	541,333	243,162	1,927,440	920,731	4,474,220.00	2,184,803.00	48.83%
<b>2 Material &amp; Services Expenditure</b>	621,929	337,435	964,102	549,932	169,960	63,875	443,640	247,107	4,600,295	1,668,232	6,799,925.00	2,866,581.00	42.16%
<b>3 Depreciation Expenditure</b>	78,769	0	118,005	0	33,075	0	21,230	0	6,912,453	0	7,163,532.00	0.00	0.00%
<b>4 Government Levies &amp; Charges</b>	6,422	6,492	976,796	244,167	3,360	905	0	0	164,700	39,757	1,151,278.00	291,321.00	25.30%
<b>5 Interest Expenditure</b>	0	0	63,900	0	0	0	0	0	0	0	63,900.00	0.00	0.00%
<b>7 Councilors Expenditure</b>	223,690	96,493	0	0	0	0	0	0	0	0	223,690.00	96,493.00	43.14%
<b>9 Other Expenditure</b>	755,525	(676,338)	548,751	581,780	299,150	138,936	10,670	11,587	131,485	80,564	1,745,581.00	136,529.00	7.82%
<b>11 Oncost</b>	302,445	123,379	548,185	310,035	129,631	56,443	268,167	114,797	874,742	412,495	2,123,170.00	1,017,149.00	47.91%
<b>12 Internal Plant Hire/Rental</b>	21,760	3,060	26,540	3,353	32,550	1,088	21,490	2,617	1,039,510	493,712	1,141,850.00	503,830.00	44.12%
<b>13 Internal Rental/Rates</b>	0	0	1,950	0	0	0	0	0	7,220	0	9,170.00	0.00	0.00%
<b>10 Other Internal Transfers Expenditure</b>	0	0	8,171,211	0	0	0	0	0	0	0	8,171,211.00	0.00	0.00%
<b>14 Oncosts Paid - Payroll</b>	98,109	67,147	247,327	90,784	57,444	12,307	121,532	33,145	419,214	186,038	943,626.00	389,421.00	41.27%
<b>15 Oncost Paid - Non Payroll</b>	136,949	69,486	297,960	161,582	68,569	23,512	154,767	70,491	601,028	268,142	1,259,273.00	593,213.00	47.11%
<b>16 Plant Expenditure Paid</b>	4,438	3,678	16,240	12,099	7,994	4,761	18,830	9,785	520,960	415,666	568,462.00	445,989.00	78.46%
	2,854,927	289,396	13,111,159	2,596,696	1,072,097	421,209	1,601,659	732,691	17,199,047	4,485,337	35,838,889.00	8,525,329.00	23.79%
<b>17 Rate Revenue</b>	0	0	(12,886,893)	(12,943,978)	0	0	0	0	(1,316,888)	(1,327,269)	(14,203,781.00)	(14,271,247.00)	100.47%
<b>18 Recurrent Grant Revenue</b>	0	0	(2,232,989)	(580,817)	0	0	0	0	(2,972,199)	(33,666)	(5,205,188.00)	(614,483.00)	11.81%
<b>19 Fees and Charges Revenue</b>	(128)	(668)	(1,093,999)	(535,496)	(177,138)	(177,267)	(590,855)	(346,967)	(742,366)	(318,952)	(2,604,486.00)	(1,379,350.00)	52.96%
<b>21 Interest Revenue</b>	(861,900)	(74,424)	(366,779)	(111,459)	0	0	0	0	0	0	(1,228,879.00)	(185,883.00)	15.13%
<b>22 Reimbursements Revenue</b>	(2,000)	(309)	(26,400)	(327)	(8,354)	(3,858)	0	(7,651)	(8,443)	48,738	(45,197.00)	36,593.00	-80.96%
<b>Interest Expenditure Reimbursed</b>	0	0	(63,900)	0	0	0	0	0	0	0	(63,900.00)	0.00	0.00%
<b>Oncost Recoveries - Internal Tfer</b>	(218,129)	(121,159)	(542,751)	(333,221)	(121,431)	(35,950)	(271,786)	(136,194)	(1,059,664)	(502,795)	(2,213,761.00)	(1,129,319.00)	51.01%
<b>Plant Hire Income - Internal Tfer</b>	(10,130)	0	(26,670)	0	0	0	(43,372)	0	(1,374,500)	(611,667)	(1,454,672.00)	(611,667.00)	42.05%
<b>10 Other Internal Transfers Income</b>	(153,747)	0	(595,794)	62,523	(651,779)	0	(582,878)	(26,600)	(6,716,283)	26,696	(8,700,481.00)	62,619.00	-0.72%
<b>23 Other Revenue</b>	(468,000)	(117,000)	(17,404)	(12,070)	(313)	(1,072)	0	0	(40,058)	(9,157)	(525,775.00)	(139,299.00)	26.49%
	(1,714,034)	(313,560)	(17,853,579)	(14,454,845)	(959,015)	(218,147)	(1,488,891)	(517,412)	(14,230,401)	(2,728,072)	(36,245,920.00)	(18,232,036.00)	50.30%
<b>Underlying (Surplus) / Deficit Before</b>	1,140,893	(24,164)	(4,742,420)	(11,858,149)	113,082	204,357	112,768	215,279	2,968,646	1,757,265	(407,031)	(9,706,707)	
<b>20 Gain on sale of Fixed Assets</b>	0	0	0	0	0	0	0	0	0	(109,635)	0	(109,635)	
<b>6 Loss on Sale of Fixed Assets</b>	0	11,942	0	0	0	1,295	0	0	401,388	3,296	401,388	16,535	
<b>Net Loss On Disposal of Fixed Assets</b>	0	11,942	0	0	0	1,295	0	0	401,388	(106,337)	401,388	(93,100)	
<b>Underlying (Surplus) / Deficit</b>	1,140,893	(12,222)	(4,742,420)	(11,858,149)	113,082	204,357	112,768	215,279	3,370,034	1,650,928	(5,643)	(9,799,807)	
<b>Capital Grant Revenue</b>	0	0	0	0	(50,000)	0	0	0	(7,177,321)	(2,784,776)	(7,227,321)	(2,784,776)	
<b>Subdivider &amp; Capital Contributions</b>	0	0	0	0	0	0	0	0	(362,067)	0	(362,067)	0	
	0	0	0	0	(50,000)	0	0	0	(7,539,388)	(2,784,776)	(7,589,388)	(2,784,776)	
<b>Operating (Surplus) / Deficit</b>	1,140,893	(12,222)	(4,742,420)	(11,858,149)	63,082	204,357	112,768	215,279	(4,169,354)	(1,133,848)	(7,595,031)	(12,584,583)	

Northern Midlands Council Account Management Report				Annual Budget	YTD Actual	Annual Budget	Scheduled and Actual Works by Month												
				\$	\$		<div style="display: flex; justify-content: space-between;"> <span>Actual Expenditure</span> <span>Scheduled Work</span> </div>												
2023/24 for year to 30 November 2023						Spent %	B/fwd	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
<b>Capital Expenditure - Governance</b>																			
<b>Fleet, Plant &amp; Equipment, Land and Buildings</b>																			
700009	Fleet - F9 Pool Vehicle	20,000	-																
700183	Fleet - F183 Pool Vehicle	30,000	56,340																
780006	Gov - Office Equipment Purchases	-	144																
788609.15		-	-																
		<u>50,000</u>	<u>56,484</u>	113%															
<b>Capital Expenditure - Corporate Services</b>																			
<b>Equipment &amp; Buildings -Corporate Services</b>																			
700020	Fleet - F20 Pool Car WHS	35,000	39,841	114%															
700013	Fleet - F13 KIA Sedan (Corp Services)	32,000	32,242	101%															
715300	Corp - Computer System Upgrade	325,863	10,676	3%															
715300.5	Corp - Council Chamber audio upgrade incl live	100,000	263	0%															
791105	Cry Child Care Centre Internal Painting	10,000	11,060	111%															
791110	Pth - Child Care Centre Fore Street Preliminaries	-	3,986	0%															
791111	Pth - Child Care Centre Fore Street Construction Contract	-	11,238	0%															
791112	Pth - Child Care Centre Fore Street Furniture & Fittings	-	9,271	0%															
	<b>Total Equipment &amp; Buildings - Corporate Services</b>	<u>502,863</u>	<u>118,577</u>	24%															
		<u>502,863</u>	<u>118,577</u>	24%															
<b>Capital Expenditure - Regulatory and Community and Development Services</b>																			
<b>Fleet, Plant &amp; Equipment</b>																			
700002	Fleet - F2 Pool Vehicle	32,000	-	0%															
700006	Fleet - F6 Pool Vehicle	20,000	40,479	202%															
700004	Fleet - F4 Development	20,000	-	0%															
	<b>Total Fleet, Plant &amp; Equipment</b>	<u>72,000</u>	<u>40,479</u>																
	<b>Total Capital Expenditure - Regulatory and Community Services</b>	<u>72,000</u>	<u>40,479</u>	0%															
<b>Capital Expenditure - Works Department</b>																			
<b>Fleet, Plant &amp; Depot</b>																			
700003	Fleet - F3 Works Supervisor	20,000	45,091	225%															
700005	Fleet - F5 Works Manager Vehicle	-	-	0%															
700023	Fleet - F23 Utility Litter & Garbage Collection	22,000	39,508	180%															
700028	Fleet - F28 Light Truck Water North	31,000	31,218	101%															
700033	Fleet - F33 Yard Truck	156,000	181,821	117%															
700042	Fleet - F42 Truck 6 Yard	156,000	181,821	117%															
700051	Fleet - F51 Backhoe	170,000	-	0%															
700064	Fleet - F64 Tractor	100,000	-	0%															
700069	Fleet - F69 Compactor Truck	250,000	-	0%															
700131	Fleet - F131 Mower Trailer	15,000	30,600	204%															
700146	Fleet - F146 Water Tanker	30,000	-	0%															
700179	Fleet - F179 Building Management and Maintenance	25,000	60,492	242%															
700180	Flet - F180 Depot Pool Utility Vehicle	30,000	-	0%															
700199	Fleet - F199 Vehicle Hoist Longford Depot	12,000	-	0%															
715320	Works - Purchase Small Plant	40,000	1,779	4%															

720200	Works - Longford Depot Improvements	50,000	1,398	3%														
720201	Works - Ctown Depot Improvements	50,000	-	0%														
<b>Total Fleet, Plant &amp; Depot</b>		<b>1,157,000</b>	<b>573,728</b>	<b>50%</b>														
<b>All Areas - Street Tree program</b>																		
707814	BUDGET ONLY NO ORDERS All Areas - Street Tree Program	-	-															
<b>Total All Areas - Street Tree program</b>		<b>-</b>	<b>-</b>	<b>0%</b>														
<b>All Areas - Town Entrance Landscape/Beautification</b>																		
707855	BUDGET ONLY NO ORDERS All Areas - Town Entrance Landscaping/Beautification	-	158	0%														
707899	BUDGET ONLY NO ORDERS All Areas - Signage Projects	20,000	-	0%														
<b>Total All Areas - Town Entrance Landscape/Beautification</b>		<b>20,000</b>	<b>158</b>	<b>1%</b>														
<b>All Areas - Street Furniture</b>																		
715255	BUDGET ONLY NO ORDERS All Areas - Street Furniture	90,000	1,665	2%														
715255.11	Avoca - Street Furniture Seat Purchase and Installation	-	13,500	0%														
715255.12	Lfd - Park Furniture Seat Purchase and Installation Cairns Park	-	-	0%														
715255.13	Ctown - Street Furniture Seat Purchase and Installation Queen St	-	-	0%														
715255.14	Ross - Street Furniture Seat Purchase and Installation Church St	-	-	0%														
715255.15	Lfd - Street Furniture Mill Dam Longford	-	4,500	0%														
715255.16	Evan - Street Furniture Saddlers Court Evandale	-	4,500	0%														
715255.17	Ctown - Street Furniture High Street	-	9,000	0%														
715256.3	Cry - Barthomolew Park Swing Set Installation	-	-	0%														
		<b>90,000</b>	<b>33,165</b>	<b>37%</b>														
<b>Recreation</b>																		
707740	Pth - Rec Ground Cricket Net Extension & Fence	80,000	25,000	31%														
707937	Lfd - Rec Ground Scoreboard and Entrance Improve	11,400	10,900	96%														
707978	Evan - Morven Park Oval Topdressing	20,000	44,778	224%														
		<b>111,400</b>	<b>80,678</b>	<b>72%</b>														
<b>Cressy Recreation Ground Redevelopment</b>																		
707923	Cry - Recreation Ground Building Redevelopment	-	243	0%														
707923.5	Cry - Recreation Ground Building Redevelopment Stage 2 BBQ Shelter	-	23,450	0%														
707923.6	Cry - Recreation Ground Cricket Net upgrade	-	7,668	0%														
707926.7	Cry - Recreation Ground Carpark area and dump point	115,000	22,313															
		<b>115,000</b>	<b>53,674</b>	<b>47%</b>														
<b>Other Recreation Projects</b>																		
707717	Lfd - Rec Ground Training Oval Place fill and Formation	35,000	403	1%														
707717.5	Lfd - Rec Ground Training Oval Fencing	20,000	-	0%														
707758	Lfd - Caravan Park Amenities Improvement	450,000	37,966	8%														
707801	All Areas - Private Power Pole Replacement	20,000	-	0%														
707835	Lfd - Recreation Ground and Little Athletics Topdressing	15,000	-	0%														
707876	Pth Recreation Ground Topdressing	25,000	29,061	116%														
707889	BUDGET ONLY NO ORDERS All Areas - Playground Shelters	20,000	-	0%														
707924	Cry - Pool Solar Blanket Replacement	50,000	-	0%														
708030	Ctown - Recreation Ground Main Entry Beautification	-	1,078	0%														
708042	Pth - Train Park Play Equipment Upgrades	150,000	66,114	44%														
708045	Lfd - Road Safety Park St Georges Square	20,000	6,532	33%														
708049	Lfd - Railway Bridge Pillar Restoration Project	50,000	-	0%														
708056	Ross - Mens Shed Building Upgrades	210,000	3,417	2%														
708058	Bishopsbourne - Community Centre Electric BBQ, History board & Church	-	301	0%														
708060	Cry - Macquarie Street River Reserve Fencing Carpark and Picnic Tables	17,000	6,815	40%														
708061	Ctown - King St Oval Security Cameras	5,000	-	0%														
708063	Evan - Pioneer Park Play Equipment and Masterplan Upgrades	250,000	-	0%														
708064	Lfd - Tannery Road Boom Gate Replacement	-	4,910	0%														

708065	Lfd - Recreation Ground Irrigation System	200,000	49,922	25%								
708067	Pth - Bicentennial Dog Park Separation Fence	7,550	-	0%								
708068	Pth - Bicentennial Dog Park Culvert	15,000	-	0%								
708069	Pth - Mural Project	5,500	1,105	20%								
708071	Ross - Village Green BBQ	-	85	0%								
708072	Ross - Pool Work Health and Safety Upgrades	10,000	7,236	72%								
708073	All Areas - Dog Parks Upgrades Noticeboards and Fencing Upgrades	15,000	-	0%								
708075.1	Lfd - Laycock/Wellington Street Playground - Preliminaries	500,768	15,113	3%								
708076	Devon Hills - Playequipment upgrade	-	262	0%								
708077	Avoca - Museum, weatherboard replacement and painting	45,000	6,818	15%								
708078	Ctown - Swimming Pool - refibre glassing and lawn irrigation	45,000	35,720	79%								
708079	Ctown - King Street Hall, heating and painting and kitchenette	35,000	-	0%								
708080	Lfd - Bishopsbourne - Church purchase	20,000	5,214	26%								
708080.5	Lfd - Bishopsbourne - LED light replacement in stadium	10,000	-	0%								
708081	Lfd - Council Offices - Improvements doors to C&D, bin enclosure, cracking repair	40,000	-	0%								
708082	Ross - Recreation Ground clubrooms, new kitchen, shutters and other minor impr	50,000	60,112	120%								
708083	All Areas - Registered Key Locking System 2	60,000	12,488	21%								
708085	Cry - Batholomew Park, play equipment and shelter upgrade	100,000	-	0%								
708086	Pth - William Street Reserve, memorial seat (Stagg)	5,000	747	15%								
708087	Lfd - Town Hall - improvements incl foyer dampness	50,000	-	0%								
708088	Lfd - Above Library, improvements and toilet	50,000	33,594	67%								
708089	Lfd - Bruce Place subdivision	-	3,675	0%								
715254	BUDGET ONLY NO ORDERS All Areas - Play Ground Equipment	50,000	-	0%								
715255.4	Pth - WilliamSt Reserve BBQ	-	942	0%								
715255.6	Pth - Train Park BBQ, Shelter & Toilet Maintenance	85,000	64,310	76%								
	<b>Total - Other Recreation Projects</b>	<b>2,735,818</b>	<b>453,940</b>	<b>17%</b>								
	<b>Total Recreation</b>	<b>3,072,218</b>	<b>621,615</b>	<b>20%</b>								
<b>Buildings</b>												
707942	Avoca - Public Buildings Program	-	552	0%								
707954	Evan- Renovations / Upgrades Murray St Units	-	44,975	0%								
		-	45,527	0%								
<b>Ctown - War Memorial Oval Amenities Upgrade</b>												
707805.87	Ctown - War Memorial Recreation Ground - Carpet cleaner extractor	9,000	8,856	98%								
707805.89	Ctown - War Memorial Oval Amenities Memorabilia, and joinery, kitchen access, i	41,500	18,996	46%								
	<b>Total Ctown - War Memorial Oval Amenities Upgrade</b>	<b>50,500</b>	<b>27,852</b>	<b>55%</b>								
<b>Lfd - Longford Community Sports Centre Redevelopment</b>												
707752.98	Lfd - Sports Centre Gym - Stadium floor upgrade and basketball backboards	40,000	-	0%								
707752.99	Lfd - Sports Centre Gym - Painting exterior walls	50,000	-	0%								
	<b>Total Lfd - Longford Community Sports Centre Redevelopment</b>	<b>90,000</b>	<b>-</b>	<b>0%</b>								
<b>Other Buildings</b>												
707766	Lake Leake - Amenities Upgrade	-	6,957	0%								
707766.5	Lake Leake - BBQ	15,000	5,127	34%								
707775	Avoca - Hall Toilet Upgrade	50,000	-	0%								
707808	Lfd - Library Entrance Ramp	60,000	74,667	124%								
707868	Cry - Town Hall Improvements Entrance Ramp	60,000	86,965	145%								
707869	Cry - Pool Improvements State and Federal Funding	-	-	0%								
707869.5	Cry - Pool Improvements Stage 2	-	-	0%								
707869.6	Cry - Pool Improvements Stage 2 - Furniture Pool Surrounds	-	-	0%								
707871	Evan - War Memorial Hall Improvements Roof Replacement	8,000	-	0%								
707872	Evan - Falls Park Pavilion Improvements Painting	31,000	-	0%								

707873	Ross - Town Hall/Library Improvements Painting /Carpet/ Access	-	3,574	0%															
707920	All Areas - Public Buildings Asbestos Removal	-	61	0%															
707948	Ctown - Renovations/Upgrades William St Units	50,000	237	0%															
707955	Evan - Community & Visitor Centre Roof Works	20,000	-	0%															
708039	Pth - Recreation Ground Amenities Painting and Crack Repairs	30,000	-	0%															
708051	Ross - Drill Hall Roof Replacement	60,000	-	0%															
715345	Public Building and Amemites Projects - Administration	100,000	66,556	67%															
715350	All Areas - Public Building Improvements not yet allocated	150,000	22,928	15%															
720134.5	Pth - Seccombe St Reserve Shade Shelter	20,000	1,075	5%															
720135	Evan - Pioneer Park Toilets Upgrade Male and Disabled	100,000	35,954	36%															
720145	Evan - Honeysuckle Banks Reserve Toilet, Dump Point, Improvements	-	17,693	0%															
	<b>Total Other Buildings</b>	<b>754,000</b>	<b>321,794</b>	<b>43%</b>															
	<b>Total Buildings</b>	<b>894,500</b>	<b>395,173</b>	<b>44%</b>															
	<b>Longford Main Street Project</b>																		
707987.1	Lfd - Main Street Project - Preliminaries	-	131,582	0%															
707987.2	Lfd - Main Street Project - Victoria Square Memorial Hall Upgrade Preliminaries	3,109,479	1,689,083	54%															
707987.3	Lfd - Main Street Project - Road Infrastructure Upgrade Preliminaries	-	54,876	0%															
707987.4	Lfd - Main Street Project - BBQ Upgrades Preliminaries	-	1,545	0%															
707987.5	Lfd - Main Street Project - Victoria Square Additional Toilet Preliminaries	-	5,678	0%															
707988.7	Lfd - Main Street Project - Jumbo Bins	-	25,367	0%															
	<b>Total Longford Main Street Project</b>	<b>3,109,479</b>	<b>1,908,131</b>	<b>61%</b>															
	<b>Waste Management</b>																		
712949	FOGO - Service Establishment Initial Bin Purchase	-	1,514	0%															
712950	Recycling - Bin Purchase (Replacements Only)	-	2,246	0%															
712951	Recycling - Bin Purchase (New Services)	17,500	-	0%															
712952	Waste - Bin Purchase (Replacements Only)	17,500	3,224	18%															
712953	Waste - Bin Purchase (New Services)	-	1,469	0%															
714846.8	Ross - Exercise Play Equipment old school ground	-	15,858	0%															
728770	All Areas - Recycling Initiatives	10,000	-	0%															
	<b>Total Waste Management</b>	<b>45,000</b>	<b>24,311</b>	<b>54%</b>															
	<b>Roads</b>																		
	<b>Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090</b>																		
751612.9	Pth - Seccombe St Main Rd to Minerva Drive - Speed reducing device	50,000	-	0%															
	<b>Total Ctown - Barton Rd Reconstruction Ch 6.120 to 8.090</b>	<b>50,000</b>	<b>-</b>	<b>0%</b>															
	<b>Ctown - Bond St Grant to High St Reconstruction</b>																		
750156	Ctown - Bond St Grant to High incl No.15 Reconstruction K&G	30,000	26,166	87%															
750156.1	Ctown - Bond St Grant to High Reconstruction Excavation	-	4,292	0%															
750156.2	Ctown - Bond St Grant to High Reconstruction Excavation	-	1,435	0%															
750156.3	Ctown - Bond St Grant to High Reconstruction Base	-	4,300	0%															
750156.8	Ctown - Bond St Grant to High Reconstruction Driveways	-	5,068	0%															
	<b>Ctown - Bond St Grant to High St Reconstruction</b>	<b>30,000</b>	<b>41,261</b>	<b>87%</b>															
	<b>Evan - Glen Esk Road Ch 7.530 to 9.870 Reconstruction</b>																		
750503	Evan - Glen Esk Road Ch 7.530 to 9.870 Reconstruction	-	221	0%															
		-	221	0%															
	<b>Lfd - Labour St Kerb &amp; Verge Reconstruction</b>																		
750677.6	Lfd - Latour St, Archer to Smith - Footpaths	30,000	249	1%															
750678.6	Lfd - Latour Street, Archer to Smith, footpath	42,000	1,497	4%															

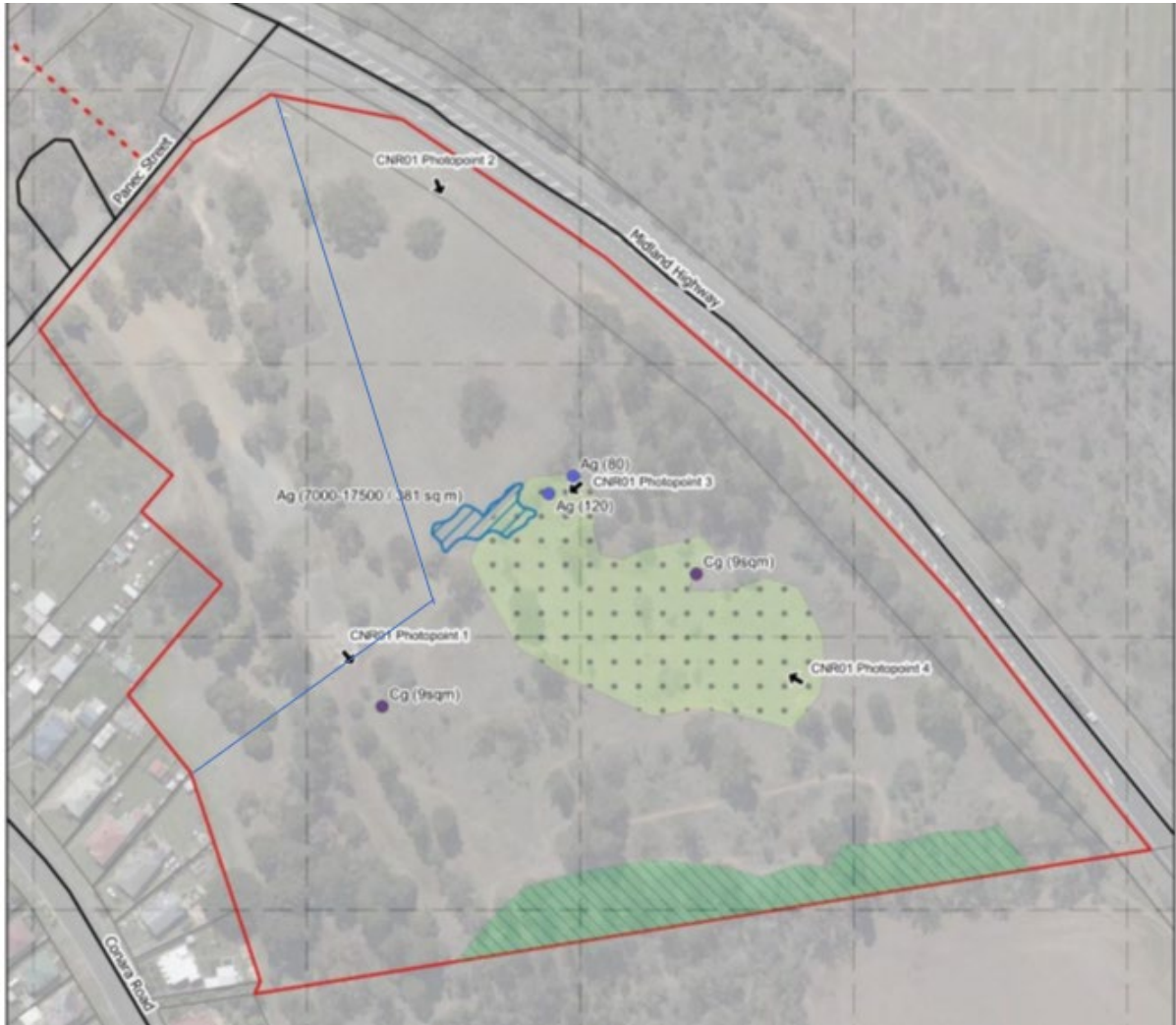
		72,000	1,746														
<b>Perth Bypass - Associated Works</b>																	
751425	Pth - Youl Road K&G Seal Verge and Bike Track from Phillip	350,000	-	0%													
751614	Lfd - Entrance Roundabout Landscaping	200,000	7,000	4%													
751614.6	W/Junct - Hobart Road Shared Path Way	250,000	131,413	53%													
752010	Perth Bypass - Planting Vegetation Corridors	-	808	0%													
752015	Perth - Bypass Associated Works	-	29,067	0%													
752017	Budget Only - Perth Bypass Roundabout and Town Entry Landscaping	-	1,975	0%													
752017.4	Perth Bypass - Haggerston Road Trees	-	1,516	0%													
752025	Pth - Main Street Program	1,641,000	536,249	33%													
752025.7	Pth - Main Street Program - Jumbo bins	-	25,810	0%													
752026	Pth - Fairtloagh Street - Construction pf a school crossing and associated works	52,300	53,729	103%													
752027	Ross - High Street, Bollards outside post office	6,000	375	6%													
752028.6	Ross - Railway Crossing High Street - footpath crossing	60,000	-	0%													
	<b>Perth Bypass - Associated Works</b>	<b>2,559,300</b>	<b>787,942</b>	<b>31%</b>													
<b>Perth - George St Clarence to End K&amp;G and Verge</b>																	
750474.1	Pth - Geogr St Clarence to End K&G and Verge	-	85	0%													
		-	85	0%													
<b>Resealing Program</b>																	
715005	Roads - Resealing All Areas	\$830,473.00	\$0.00	0%													
715005.008	Ross - Reseal Badajos St Ch 0.0 to Ch 0.075	\$0.00	\$1,383.00	0%													
715005.0082	Ross - Reseal Badajos St Ch 0.120 to Ch 0.307	\$0.00	\$4,150.00	0%													
715005.0158	Ross - Reseal Bond St Ch 0.0 to Ch 0.298	\$0.00	\$1,383.00	0%													
715005.0159	Ross - Reseal Bond St Ch 0.298 to Ch 0.352	\$0.00	\$1,383.00	0%													
715005.016	Ross - Reseal Bond St Ch 0.532 to Ch 0.767	\$0.00	\$1,383.00	0%													
715005.0161	Ross - Reseal Bond St Ch 0.767 to Ch 0.922	\$0.00	\$1,383.00	0%													
715005.0188	Ross - Reseal Bridge St Ch 0.303 to Ch 0.363	\$0.00	\$2,617.00	0%													
715005.019	Ross - Reseal Bridge St Ch 0.692 to 0.936	\$0.00	\$1,234.00	0%													
715005.0191	Ross - Reseal Bridge St Ch 0.936 to 1.165	\$0.00	\$1,234.00	0%													
715005.0224	Lfd - Reseals Asset 224 - Burghley St, William St0 to High St 155	\$0.00	\$1,375.00	0%													
715005.0239	Lfd - Reseal Catherine St Ch 0.206 to 0.226	\$0.00	\$1,375.00	0%													
715005.0242	Lfd - Reseal Catherine St Ch 0.657 to 0.675	\$0.00	\$1,375.00	0%													
715005.0246	Lfd - Reseal Catherine St Ch 1.139 to 1.531	\$0.00	\$1,375.00	0%													
715005.0376	Pth - Reseal Drummond St Ch 0 to 0.168	\$0.00	\$10,137.00	0%													
715005.0377	Pth - Reseal Drummond St Ch0.168-0.377	\$0.00	\$21,320.00	0%													
715005.0378	Pth - Reseal Drummond St Ch0.530-0.607	\$0.00	\$34,032.00	0%													
715005.0379	Pth - Reseal Drummond St Ch0.607-0.688	\$0.00	\$9,155.00	0%													
715005.0464	Lfd - Reseals Asset 464 - George St, Pakenham St 0 to William St 71	\$0.00	\$1,375.00	0%													
715005.0465	Lfd - Reseals Asset 465 - George St, William St 71 to Archer St 207	\$0.00	\$1,375.00	0%													
715005.0536	Lfd - Reseal Hay St Ch 0.370 to 0.500	\$0.00	\$1,375.00	0%													
715005.0554	Reseal - Lfd - High St, Wellington St 0 to Marlborough St 205	\$0.00	\$1,375.00	0%													
715005.0555	Lfd - Reseal Asset 555 - High St, Marlborough St205 to Pakenham St 378	\$0.00	\$1,375.00	0%													
715005.0559	Lfd - Reseal High St Ch0.741-0.784	\$0.00	\$1,375.00	0%													
715005.0562	Ross - Reseal High St, Church to Bond	\$0.00	\$1,383.00	0%													
715005.0566	Ross - Reseal High St, Waterloo to Ch 0.970	\$0.00	\$1,234.00	0%													
715005.0578	Lfd - Reseal Hobhouse St 0.729 to 0.909	\$0.00	\$1,375.00	0%													
715005.0609	Lfd - Reseal Howick St Ch 0.512 to 0.595	\$0.00	\$1,375.00	0%													
715005.0972	Lfd - Reseals Asset 972 - Pakenham St, William St 0 to High St 295	\$0.00	\$2,962.00	0%													
	<b>Total Resealing Program</b>	<b>830,473</b>	<b>112,873</b>	<b>14%</b>													



750442.3	Avoca - Falmouth St Arthur to Gray Kerb & Gutter and Verge Replacement - Base	-	4,879	0%						
750442.4	Avoca - Falmouth St Arthur to Gray Kerb & Gutter and Verge Replacement - Prep	-	2,197	0%						
750442.5	Avoca - Falmouth St Arthur to Gray Kerb & Gutter and Verge Replacement - Seal	-	-	0%						
750442.6	Avoca - Falmouth St Arthur to Gray Kerb & Gutter and Verge Replacement - Footp	-	3,416	0%						
750442.7	Avoca - Falmouth St Arthur to Gray Kerb & Gutter and Verge Replacement - Natur	-	1,643	0%						
750442.8	Avoca - Falmouth St Arthur to Gray Kerb & Gutter and Verge Replacement - Drive	-	2,766	0%						
750442.9	Avoca - Falmouth St Arthur to Gray Kerb & Gutter and Verge Replacement - Other	-	381	0%						
750544	Ctown - Main Street Project	2,450,000	200,045	8%						
750545.7	Ctown - Main Street Project - Jumbo Bins	-	65,300	0%						
750579	Lfd - Hobhouse St Reconstruction Catherine to Burghley	130,000	370	0%						
750910	Evan - Murray St & Scone St Verge Parking Spaces	50,000	-	0%						
751615	Lfd - Waste Transfer Station Sealing of Entrance & Ramps plus Eastern Security Fe	85,000	-	0%						
788651.1	Lfd - Anstey Street - Stormwater Kerb and road widening - Excavation	55,000	23,435	43%						
788651.3	Lfd - Anstey Street - Stormwater Kerb and road widening - Base	-	4,336	0%						
788651.5	Lfd - Anstey Street - Stormwater Kerb and road widening - Seal	-	25,765	0%						
788651.7	Lfd - Anstey Street - Stormwater Kerb and road widening - Naturestrips	-	1,340	0%						
	<b>Total Other Road Projects</b>	5,743,528	481,766	8%						
	<b>Total Roads</b>	10,413,955	1,773,618	17%						
	<b>Bridges</b>									
740050	All Areas - Bridge Guard Rail Replacement Allocation (Budget Only)	200,000	-	0%						
741172	Lfd - Bridge 1172 : Blackwood Crk Road, Brumbys	120,000	34,733	29%						
743473	Lfd - Bridge 3473 - Jones Road	187,500	227,622	121%						
744927	Lfd - Bridge 4927 - Liffy Road - Over Bates Creek replace culverts with bridge	600,000	227,213	38%						
749963	Pth - William Street Reserve Bridge No 9963	-	655	0%						
	<b>Total Bridges</b>	1,107,500	490,223	44%						
	<b>Urban Stormwater Drainage</b>									
788575	BUDGET ONLY NO ORDERS Storm Water Drainage - Unallocated Projects	40,000	-	0%						
788628	Pth - Stormwater Main Replacement Frederick St Perth Norfolk to No 65	-	44,319	0%						
788632	Evan - Stormwater Barclay St Subdivision Contribution	41,000	39,920	97%						
788633	All Areas - Stormwater Side Entry Pit Renewals Program	50,000	-	0%						
788646	Pth - Stormwater - Arthur Street detention	-	414,770	0%						
788648	Ctown - Stormwater High St Esplanade Humceptor Installation	90,000	510	1%						
788649	Ross - Stormwater Waterloo St Culvert	20,000	-	0%						
788653	Pth - Storm Water Detention Basin Works 1-13 Cromwell St	-	11,298	0%						
788655	Ctown - Stormwater Recreation Ground Humceptor Installation	45,000	-	0%						
788656	Ctown - Stormwater High St west of 1a Bond Street - culvert upgrade	30,000	-	0%						
788657	Ctown - Stormwater High St Esplanade Humceptor Installation	20,000	-	0%						
788658	Ctown - Stormwater Church/High Streets - Duplicate culvert upgrade pits and inst	100,000	-	0%						
788659	Ctown - Stormwater East Street William St south - rock drain against rail line	100,000	-	0%						
788660	Lfd - Stormwater Carins Street, Union to end, instal low flow pipes and v-pits, rest	30,000	1,450	5%						
788661	Pth - Stormwater CCTV West Perth	60,000	-	0%						
788662	Pth - Stormwater - Frederick Street, Cromwell to Napoleon, Realign open drain an	50,000	-	0%						
788663	Pth - Stormwater Perth Recreation Ground northern side drainage	30,000	240	1%						
788665	Pth - Stormwater DRF Sheepwash Creek Flood Mitigation Project	-	31,839	0%						
	<b>Total Urban Stormwater Drainage</b>	706,000	544,346	77%						
	<b>Total Capital - Works Department</b>	20,505,652	6,331,145	31%						
	<b>Total Capital Works All Departments</b>	21,130,515	6,546,685	31%						









## STORMWATER QUALITY MANAGEMENT POLICY

**Originated Date:**

**Amended Date/s:**

**Applicable Legislation:** Urban Drainage Act 2013  
 Environmental Management and Pollution Control Act 1994  
 Australian Rainfall and Runoff 2019  
 AS3500.3:2021 Plumbing and Drainage  
 Tasmanian Stormwater Policy Guidance and Standards for Development 2021  
 State Stormwater Strategy 2010  
 Tasmanian Planning Scheme: State Planning Provisions

**Objective** To ensure that stormwater runoff generated by new urban developments is managed in an appropriate manner, and meets the stormwater quality targets contained in the *State Stormwater Strategy* (2010) and the *Tasmanian Stormwater Policy Guidance and Standards for Development* (2021).

**Administration:** Community and Development

**Review Cycle/Date:** Next review by 1<sup>st</sup> November 2027

### PURPOSE

This policy details the controls enforced by Council to ensure the stormwater quality generated by new urban development is controlled onsite, does not enter the public stormwater system, and minimises the harm to waterways.

### BACKGROUND

Stormwater generated in urban areas usually contains litter and other gross pollutants, sediment, bacteria, hydrocarbons, nutrients, heavy metals and other pollutants. When contaminated stormwater drains to waterways it causes degradation to them, and degradation can occur at very low levels of urbanisation. Water Sensitive Urban Design (WSUD) is a way of designing urban areas and stormwater systems that helps to preserve natural systems and ecosystems, and improves water quality by reducing stormwater pollutant exports. WSUD can be applied at every scale from individual allotments to large subdivisions and commercial and industrial developments.

Effective stormwater quality management in urban areas benefits the whole community by improving water quality entering receiving environments and minimising the harm to waterways, estuaries, and ocean environments.

### LEGISLATIVE CONTEXT

Under the *Environmental Management and Pollutant Control Act 1994* have a duty to prevent or control pollution entering waterways from the public stormwater system. In Tasmania stormwater quality targets are outlined in the *State Stormwater Strategy 2010* and the *Tasmanian Stormwater Policy Guidance and Standards for Development 2021*.

The *Urban Drainage Act 2013* (UDA) is the Act which provides for the management of urban drainage and stormwater systems and infrastructure in Tasmania. The Objectives of the Act are to:

- a) protect people and property by ensuring that stormwater services, infrastructure and planning are provided so as to minimise the risk of urban flooding due to stormwater flows; and
- b) provide for the safe, environmentally responsible, efficient, and sustainable provision of stormwater services in accordance with the objectives of the resource management and planning system of Tasmania as set out in Schedule 1.

Section 14 of the Act states that without General Managers consent a person must not build on or near existing stormwater infrastructure:

14. Interference with public stormwater systems

(1) A person must not, *without a general manager's consent*, cause or permit

- a) any works to be connected to a public stormwater system; or
- b) the alteration or removal of, or interference with, a public stormwater system.

Interference or alteration with/of a public stormwater systems includes connections to a public stormwater system.

Section 18 of the Act states that property owners are not to discharge anything other than stormwater into the public stormwater system:

18. Discharge of matter into public stormwater system

(1) A person must not discharge, or cause or permit to be discharged, anything other than stormwater into a public stormwater system.

Therefore, Councils have the power to require developers and owners to acquire General Managers consent before connecting to any public stormwater system. Conditions, such as requirements for stormwater quality controls, may be placed upon the design and construction of the stormwater arrangements in order to ensure pollutants are not discharged into the public stormwater system. The General Manager can withhold consent to connect until the preconditions are met.

Conditions and restrictions regarding stormwater quality can also be applied under Tasmanian Planning Scheme 6.11.2(g).

#### APPLICATION

This policy applies to all:

- All urban developments

#### POLICY

Stormwater quality treatment requirements shall be incorporated into new urban developments in accordance with the *Tasmanian Stormwater Policy Guidance and Standards for Development* (Version 1, 2021) S2.4.1 Target Level 2.

Target Level	Water Quality Treatment Target
1. Site specific stormwater treatment requirements	Site specific requirements at discretion of the Stormwater Service Provider (for example sites with, or draining to, areas with environmental values, potentially contaminating activities etc).
2. Standard stormwater treatment requirements	<p>90% reduction in the average annual load of litter/gross pollutants based on typical urban stormwater concentrations; AND</p> <p>80% reduction in the average annual load of total suspended solids (TSS) based on typical urban stormwater TSS concentrations; AND</p> <p>45% reduction in the average annual load of total phosphorus (TP) based on typical urban stormwater TP concentrations;</p> <p>AND 45% reduction in the average annual load of total nitrogen (TN) based on typical urban stormwater TN concentrations</p>

**Extract from Tasmanian Stormwater Policy Guidance and Standards for Development 2021 Table 3**

Site specific Target Level 1 requirements may be requested at discretion of Council (for example sensitive sites with, or draining to, areas with environmental values, potentially contaminating activities etc).

In addition, runoff from all developments should be visually free of hydrocarbons.

## EXEMPTIONS

Exemptions will be applied as per Tasmanian Stormwater Policy Guidance and Standards for Development (Version 1, 2021) S2.4.2 Table 4:

- i. A single dwelling on a single lot that will be connected to the existing public stormwater system;
- ii. Development creating new impervious area less than 500m<sup>2</sup>;
- iii. A subdivision creating new lots greater than 5000m<sup>2</sup> in area, and with new roads and footpaths less than 500m<sup>2</sup> in area;
- iv. Subdivisions which are solely for the purpose of creating road reserve, public open space, public infrastructure, littoral or riparian reserve or minor boundary adjustments.

Note - if a staged development occurs within a 5-year period, treatment requirements will be assessed on the size of the total final development and will be required for the total final development

## CONTRIBUTIONS

There may be instances where the stormwater quality requirements in residentially zoned land can be more effectively met, or partially met, outside the proposed development land parcel. At the discretion of Council, a developer contribution option may be implemented to ensure that the impacts on the community and environment from the development can still be mitigated whilst allowing development to proceed. Refer to *Tasmanian Stormwater Policy Guidance and Standards for Development 2021* Figure 13 for the contribution suitability flow chart.

Subdivisions are required to pay the applicable fee as determined in Councils Fees and Charges schedule each year per lot.

Developments are required to pay the applicable fee as determined in Councils Fees and Charges schedule each year per additional dwelling.

## WATER QUALITY DESIGN REQUIREMENTS FOR DEVELOPMENT APPROVAL

The following requirements must be submitted with a design application for any development required to meet stormwater quality treatment objectives, as per Tasmanian Stormwater Policy Guidance and Standards for Development (Version 1, 2021) S2.4.2 Table 5:

- Indication of design approach taken to fulfill water quality targets
- Proposed location of infrastructure and easements
- Design details indicating available fall through proposed system and into outlet.
- STORM UPDATED report or MUSIC model or other work demonstrating that proposal will meet quality targets.
- Details of bypass system
- Details of maintenance requirements

Refer to Section 2.4.2 of Tasmanian Stormwater Policy Guidance and Standards for Development 2021 for the minimum design requirements for **small development** (less than 2500m<sup>2</sup> for residential, less than 5000m<sup>2</sup> for non-residential) and **large development** (greater than 2500m<sup>2</sup> for residential, greater than 5000m<sup>2</sup> for non-Residential).

Proposed treatment systems shall be designed and certified by a Suitably Qualified Person, be suitable for the site and, where they system is to be adopted as part of the public stormwater system, the ongoing maintenance burden (including site access) must be reasonable.

## MAINTENANCE REQUIREMENTS

As the Stormwater Service Provider, Council will use Plumbing Permits to condition for maintenance for any private WSUD systems via a Form 46.

Prior to commencement of use an Operation and Maintenance Plan for the WSUD will be provided to Council.

**REVIEW**

The next review of this document is scheduled for completion by 1<sup>st</sup> November 2027.

## PUMPED STORMWATER CONNECTION POLICY

**Originated Date:**

**Amended Date/s:**

**Applicable Legislation:** *Urban Drainage Act 2013*  
 Australian Rainfall and Runoff 2019  
 AS3500.3:2021 Plumbing and Drainage  
 Tasmanian Stormwater Policy Guidance and Standards for Development 2021

**Objective** To ensure that stormwater runoff generated by new urban developments is managed in an appropriate manner, and to ensure reliance on private pumped systems is minimised

**Administration:** Community and Development

**Review Cycle/Date:** Next review by 1<sup>st</sup> November 2027

### PURPOSE

This policy details the controls enforced by Council to ensure that private pumped stormwater systems for new urban residential developments are permitted only in appropriate locations, and where they are permitted appropriate design standards are applied.

### BACKGROUND

Pumped stormwater systems must be actively maintained to ensure they are working properly. This contrasts with gravity systems which generally have very low maintenance requirements and do not require ongoing management or expense to operate. In the event of failure pumped systems are much more likely to cause a nuisance than gravity systems, as they are often utilised when a site is falling away from public infrastructure towards other private properties, or when the ground is flat or within a localised hollow. Failure is more likely due to requirement for a power source, and noise issues can arise from poorly maintained systems.

### LEGISLATIVE CONTEXT

The *Urban Drainage Act 2013* (UDA) is the Act which provides for the management of urban drainage and stormwater systems and infrastructure in Tasmania. The Objectives of the Act are to:

- a) protect people and property by ensuring that stormwater services, infrastructure and planning are provided so as to minimise the risk of urban flooding due to stormwater flows; and
- b) provide for the safe, environmentally responsible, efficient, and sustainable provision of stormwater services in accordance with the objectives of the resource management and planning system of Tasmania as set out in Schedule 1.

The Act clearly defines the responsibility of Councils to manage stormwater quantity and development design, in order to minimise the risk of urban flooding and protect people and property.

Section 14 of the Act states that without General Managers consent a person must not build on or near existing stormwater infrastructure:

14. Interference with public stormwater systems

(1) A person must not, *without a general manager's consent*, cause or permit

- a) any works to be connected to a public stormwater system; or
- b) the alteration or removal of, or interference with, a public stormwater system.



Interference or alteration with/of a public stormwater systems includes connections to a public stormwater system.

Section 23 of the Act states that property owners are not to direct stormwater onto neighbouring properties:

23. Property owners not to direct stormwater onto neighbouring properties

- (1) A property owner must ensure that stormwater is not discharged from a private stormwater system so that it causes or is likely to cause a nuisance to a neighbouring property or its residents.

Therefore, Councils have the power to require developers and owners to acquire General Managers consent before connecting to any public stormwater system, and conditions may be placed upon the design and construction of the stormwater arrangements for the minor and major stormwater systems. The General Manager can also withhold consent to connect until the preconditions are met.

#### **APPLICATION**

This policy applies to all:

- All urban residential properties

#### **POLICY**

Roof and surface stormwater runoff is to be collected and controlled within the property prior to discharging to Council's stormwater system by gravity or via charged connection. Proposed developments will not be permitted to connect via a private pumped system.

#### **EXEMPTIONS**

Where an existing property is unable to be drained to Council's stormwater system via gravity Council may consider allowing pumped stormwater systems in the following situations:

- Where the proposed drainage is for an existing or proposed single residential dwelling or a development where intensification of use is not proposed; or
- Where basement level pump-out systems for disposal of seepage water and runoff from incidental areas is required, e.g., basement or subsoil drainage pumps; or
- In special circumstances, where consent is given at the discretion of the General Manager

#### **DESIGN REQUIREMENTS FOR PUMPED SYSTEMS WHERE AN EXEMPTION HAS BEEN GRANTED**

- Where an exemption for a pumped system is granted, designs for the system shall be designed and certified by a suitably qualified professional engineer with relevant experience.
- The maximum permissible pumped discharge Councils stormwater system shall be 10 L/s, unless an exemption is granted, and it has been demonstrated that the capacity of the receiving system can accommodate the selected discharge rate.
- It shall be demonstrated that the system provided will not cause damage or nuisance to the property and neighbouring properties in the event of pump failure
- Designs shall be strictly in accordance with the latest revision of *AS3500.3* and *Australian Rainfall and Runoff*
- Pump discharge to Council's stormwater system shall be by way of a dispersion chamber, to convert the pressure flow to gravity flow, before connection is made to the public system. The dispersion chamber shall have dimensions of 450 x 450mm or greater.

- A design report is to be provide for all systems, demonstrating the capability of the system and certification that there will be no adverse impacts on downstream properties. The report is to also include an Operation and Maintenance Plan.
- Upon completion certification shall be supplied to Council by the designer that the system has been installed and commissioned, and is functioning as per the designs.
- Council will use Plumbing Permits to condition for maintenance for any developments via a Form 46 Schedule of Maintenance – Prescribed Essential Building Services (Plumbing Installations)

#### **MAINTENANCE REQUIREMENTS**

The property owner is responsible for the operation, maintenance, and replacement of the pumped disposal system

The clearing of below ground storage facilities should be conducted in accordance with the requirements and risk control measures specified in *AS2865-2009 Confined Spaces*.

#### **REVIEW**

The next review of this document is scheduled for completion by 1<sup>st</sup> November 2027.