



BUSINESS PAPER

Policy and General
Committee Meeting

Council Chambers
19 June 2024

5.30pm

BROKEN HILL

CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

MEMBERS OF THE POLICY & GENERAL COMMITTEE:

Mayor Kennedy, Deputy Mayor Hickey, Councillor Algate (Chairperson), Councillor Boland, Councillor Browne and Councillor Jewitt

Notice is hereby given, in accordance with the provisions of the *Local Government Act 1993*, that the Policy and General Standing Committee of the Broken Hill City Council will be held in the Council Chambers on **Wednesday, 19 June 2024** commencing at **5:30pm** to consider the following business:

AGENDA	
1	Opening the Meeting
2	Apologies
3	Leave of Absence Applications
4	Prayer
5	Acknowledgement of Country
6	Acknowledgement of Broken Hill's Mining History
7	Minutes for Confirmation
8	Disclosure of Interest
9	Reports
10	Confidential Matters
11	Conclusion of the Meeting

STATEMENT OF ETHICAL OBLIGATIONS

All Councillors undertook an Oath or Affirmation at the beginning of their term of office and declared to undertake the duties of the office of Councillor in the best interests of the people of the Broken Hill Local Government Area and the City of Broken Hill; and that they will faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgment.

LIVE STREAMING OF COUNCIL MEETINGS

This Committee Meeting is being livestreamed via YouTube and recorded and published online via Council's website. To those present in the meeting today, by attending in this public meeting you are consenting to your image, voice and comments being recorded and published.

The Chairperson and/or General Manager have the authority to pause the livestream if comments or debate are considered defamatory or otherwise inappropriate for publishing. Participants are advised that they may be subject to legal action if they engage in unlawful behaviour or commentary.

JAY NANKIVELL
GENERAL MANAGER

MINUTES FOR CONFIRMATION

Minutes of the Policy And General Committee of the City of Broken Hill held Wednesday, May 22, 2024.

**MINUTES OF THE POLICY AND GENERAL COMMITTEE MEETING HELD
WEDNESDAY, MAY 22, 2024 (5:30 PM)**

PRESENT:

Councillor T. Kennedy (Mayor, Chairperson) Councillor J. Hickey (Deputy Mayor), Councillors M. Boland and H. Jewitt.

Councillor A. Chandler.

General Manager, Director Corporate and Community, Director Finance and Commercial, Executive Officer and Executive Assistant.

Media (nil), Members of the Public (nil)

APOLOGIES:

Nil.

LEAVE OF ABSENCE

APPLICATIONS:

- 1) Councillor Algate submitted a Leave of Absence Application for this meeting and provided the reason "holiday leave".
- 2) Councillor Browne submitted a Leave of Absence Application for this meeting and provided the reason "out of town".

Procedural Motion

Moved Deputy Mayor Jim Hickey, Seconded Councillor Hayley Jewitt

That the applications submitted by Councillors Algate and Browne be accepted and a leave of absence granted.

CARRIED UNANIMOUSLY

PRAYER

Councillor Boland delivered the Prayer.

ACKNOWLEDGEMENT OF COUNTRY

Councillor Jewitt delivered the Acknowledgement of Country.

ACKNOWLEDGEMENT OF BROKEN HILL'S MINING HISTORY

Councillor Hickey delivered the Acknowledgement of Broken Hill's Mining History.

MINUTES FOR CONFIRMATION

Recommendation

Moved Deputy Mayor Jim Hickey, Seconded Councillor Hayley Jewitt
That the Minutes of the Policy And General Committee meeting held Wednesday April 17, 2024 be confirmed.

CARRIED UNANIMOUSLY

DISCLOSURE OF INTEREST

Nil

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 69/24 - DATED MAY 14, 2024 - CORRESPONDENCE REPORT - BROKEN HILL TRADES HALL HERITAGE LISTING NOMINATION D24/23712

Recommendation

Moved Deputy Mayor Jim Hickey, Seconded Councillor Hayley Jewitt

1. That Broken Hill City Council Report No. 69/24 dated May 14, 2024, be received.
2. That correspondence from the Department of Climate Change, Energy, the Environment and Water regarding the commencement of the Broken Hill Trades Hall World Heritage proposal nomination project be received and noted.

CARRIED UNANIMOUSLY

2. BROKEN HILL CITY COUNCIL REPORT NO. 70/24 - DATED MAY 13, 2024 - ANNUAL FEES - MAYOR AND COUNCILLORS D24/23442

Recommendation

Moved Deputy Mayor Jim Hickey, Seconded Councillor Michael Boland

1. That Broken Hill City Council Report No. 70/24 dated May 13, 2024, be received.
2. That Council notes that the Local Government Remuneration Tribunal determined that there be a 3.75 percent per annum increase to the minimum and maximum fees applicable to all NSW Mayors and Councillors in each existing category for the financial year commencing 1 July 2024.

3. That Council also notes that the current annual fees paid to Broken Hill City Council's Mayor and Councillors is below the maximum fees determined for the category of "Regional Rural".
4. That Council determines whether an increase be applied to the current fees for the Mayor and Councillors for the 2024/2025 financial year.
5. That allocation of a fee for the Deputy Mayor when acting in the role as Mayor, being the daily fee based on the annual additional Mayoral fee; with the fee so payable deducted from the Mayor's fee, be reaffirmed.

CARRIED UNANIMOUSLY

3. BROKEN HILL CITY COUNCIL REPORT NO. 74/24 - DATED APRIL 23, 2024 - QUARTERLY BUDGET REVIEW STATEMENT FOR THE PERIOD ENDED 31 MARCH 2024 D24/19932

Recommendation

Moved Councillor Michael Boland, Seconded Deputy Mayor Jim Hickey

1. That Broken Hill City Council Report No. 74/24 dated April 23, 2024, be received.
2. That the 3rd Quarterly Budget Review Statement and recommendations be adopted.
3. That Council note the projected 2023/24 operating surplus (before capital) of \$593,000.
4. That Council note the 2023/24 projected net capital budget expenditure of \$32,380,000.

CARRIED UNANIMOUSLY

4. BROKEN HILL CITY COUNCIL REPORT NO. 71/24 - DATED MAY 10, 2024 - INVESTMENT REPORT FOR APRIL 2024 D24/23242

Recommendation

Moved Councillor Michael Boland, Seconded Councillor Hayley Jewitt

1. That Broken Hill City Council Report No. 71/24 dated May 10, 2024, be received.

CARRIED UNANIMOUSLY

5. BROKEN HILL CITY COUNCIL REPORT NO. 72/24 - DATED MAY 15, 2024 - MINUTES OF THE BROKEN HILL HERITAGE COMMITTEE MEETINGS HELD 28 MARCH 2024 AND 23 APRIL 2024 D24/23921

Recommendation

Moved Deputy Mayor Jim Hickey, Seconded Councillor Hayley Jewitt

1. That Broken Hill City Council Report No. 72/24 dated May 15, 2024, be received.
2. That the minutes of the Broken Hill Heritage Committee Meetings held 28 March 2024 and 23 April 2024 received.
3. That the Broken Hill Heritage Committee March and April meeting minutes recommend:
 - a. That Council notes the updates from the General Manager on specific matters raised by the committee as an Action Item.
 - b. That Council sends correspondence to Committee members of the Broken Hill Heritage Committee to remind them of their attendance responsibilities should they wish to remain on the committee, or alternatively, that said members resign from the Committee as their absence contributes to a lack of quorum.
 - c. That Council sends correspondence to the Broken Hill Heritage Committee to advise that the Museum Adviser is on a set contract with Council and that this contract does not include attendance at Broken Hill Heritage Committee Meetings; nor does Council's budget allow for an increase to the Museum Adviser's contract; and that the correspondence also advises that for any additional requests of Council/staff resourcing is raised as a request to the Elected Body not as an instruction to staff.
 - d. That Council invites the General Manager to contact the Directors of the Barrier Truth to ascertain what their intentions are for the future of the Barrier Truth's Archives and if there is any assistance required from Council, given its historical value to the City.
 - e. That the Broken Hill Heritage Committee be advised that their minutes in the current format are not acceptable in that the Committee is a S355 Advisory Committee of Council that advises and makes recommendations to Council. The Advisory Committee cannot direct staff to undertake tasks.

CARRIED UNANIMOUSLY

6. BROKEN HILL CITY COUNCIL REPORT NO. 73/24 - DATED MAY 07, 2024 - MINUTES OF THE S355 AGEING WELL ADVISORY COMMITTEE MEETING HELD 1 MAY 2024 D24/22624

Recommendation

Moved Councillor Michael Boland, Seconded Deputy Mayor Jim Hickey

1. That Broken Hill City Council Report No. 73/24 dated May 7, 2024, be received.
2. That the minutes of the S355 Ageing Well Advisory Committee meeting held 1 May 2024 be received.

3. That Council defer the establishment of a taskforce pending the outcome of the Working Better for Medicare review.
4. That Council sends correspondence to the appropriate Ministers and Local Members outlining information provided by the Committee which demonstrates just how critical the aged care crisis continues to become in the City.

CARRIED UNANIMOUSLY

CONFIDENTIAL MATTERS

Nil

There being no further business to consider, the meeting was declared closed at 5:45pm.

The foregoing minutes were read and confirmed at the Policy and General Committee meeting held on 19 June 2024.

Chairperson

REPORTS

1. BROKEN HILL CITY COUNCIL REPORT NO. 87/24 - DATED JUNE 07, 2024 - SEPTEMBER AND OCTOBER 2024 ORDINARY COUNCIL MEETINGS (D24/28189).....10
2. BROKEN HILL CITY COUNCIL REPORT NO. 88/24 - DATED MAY 28, 2024 - MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING HELD 16 MAY 2024 (D24/25908)13
3. BROKEN HILL CITY COUNCIL REPORT NO. 89/24 - DATED MAY 06, 2024 - DRAFT CUSTOMER SERVICE FRAMEWORK (D24/22331)25
4. BROKEN HILL CITY COUNCIL REPORT NO. 90/24 - DATED JUNE 07, 2024 - INVESTMENT REPORT FOR MAY 2024 (D24/28152).....90
5. BROKEN HILL CITY COUNCIL REPORT NO. 91/24 - DATED JUNE 11, 2024 - REQUEST FOR FUNDING TOWARDS THE CONSTRUCTION OF THE DR. JULIE ZRNA ACCOMMODATION CENTRE FOR PATIENTS OF THE MILDURA HEALTH ICON CANCER CENTRE (D24/28450)108

As Broken Hill's Mayor is a popularly elected Mayor and not a Mayor elected by the Councillors, there is no requirement for the first Ordinary Council Meeting to be held within the first three weeks from the declaration of the election (as is required for councils where the Mayor is elected by their Councillors).

Therefore, it is recommended that the October Council Meeting be held on the scheduled date of 30 October 2024 and the October Standing Committee Meetings be cancelled in order that the Councillor Induction Program can be delivered to the newly elected Council prior to the October Council Meeting.

The Councillor Induction Program will include:

- A welcome function.
- Travel to Wentworth Shire for a 2-day Councillor Induction Workshop "Elected Life", covering the following topics:
 - Code of Conduct
 - Code of Meeting Practice
 - Role of the Council and Councillors
 - Role of the Mayor and functions of the General Manager
 - Council Structure
 - Understanding Local Government Financials
 - Development and Planning
 - Social Media
 - Managing Media
 - Integrated Planning and Reporting
 - Communicating Council Priorities
 - Audit Risk and Improvement Committees
 - Developing a Councillor Professional Development Plan
- Numerous Councillor Briefings covering topics such as:
 - Councillor Induction Manual
 - Set-up and use of Councillor IT equipment
 - An introduction to each Directorate of Council
 - Council's Strategic Plans
 - Current Council Projects
 - Upcoming major Projects
 - Council's advocacy of current issues facing the City
- Tours of Council's facilities and major project sites

Completion of the Councillor Induction Program prior to the first Council Meeting will allow the newly elected Councillors to be familiar with their role on Council; all governance requirements of Council; along with the current projects and the current major issues facing the City.

Community Engagement:

Not applicable.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.5	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993

Council's adopted Code of Meeting Practice Policy

Financial Implications:

Nil

Attachments

There are no attachments for this report.

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

POLICY AND GENERAL COMMITTEE

May 28, 2024

ITEM 2**BROKEN HILL CITY COUNCIL REPORT NO. 88/24**

SUBJECT: **MINUTES OF THE AUDIT, RISK AND IMPROVEMENT**
 COMMITTEE MEETING HELD 16 MAY 2024 **D24/25908**

Recommendation

1. That Broken Hill City Council Report No. 88/24 dated May 28, 2024, be received.
2. That minutes of the Audit, Risk and Improvement Committee meeting held 16 May 2024 be endorsed.

Executive Summary:

The adopted Charter of the Broken Hill Audit, Risk and Improvement Committee, requires the Committee to refer the minutes and recommendations of its Committee Meetings to the next scheduled Ordinary Council Meeting.

Minutes of the Audit, Risk and Improvement Committee meeting held Thursday 16 May 2024 are provided as an attachment to this report for Council's endorsement.

These minutes will be adopted at the Audit, Risk and Improvement Committee Meeting to be held 15 August 2024.

Report:

The Audit, Risk and Improvement Committee meeting held on Friday 16 May 2024 considered the following items of business:

1. Minutes for Confirmation
2. NSW Audit Office Annual Engagement Plan for Audit of Broken Hill City Council's 2023/2024 Financial Statements
3. General Manager's Briefing
4. Internal Audit Update
5. Service Review Update
6. Draft Delivery Program 2022-2026 Incorporating Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025
7. Draft Long Term Financial Plan 2025-2034
8. Enterprise Risk Management Policy and Framework Review Project
9. Broken Hill Library Project – Submission of Capital Expenditure Report to the NSW Office of Local Government
10. Project Plan – CBD Revitalisation including Library and Archives
11. Action List
12. General Business – Councillor Attendance at Future Meetings

Minutes of the Audit, Risk and Improvement Committee Meeting held 16 May 2024 are attached for Council's endorsement.

Community Engagement:

Nil.

Strategic Direction:

Key Direction:	4	Our Leadership
Objective:	4.1	Openness and transparency in decision making
Strategy:	4.1.5	Support the organisation to operate its legal framework

Relevant Legislation:

Local Government Act 1993, Chapter 13, Part 3, Division 2

Financial Implications:

Nil.

Attachments

1. [↓](#) Minutes of the Audit, Risk and Improvement Committee Meeting held 16 May 2024

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

AUDIT, RISK AND IMPROVEMENT COMMITTEE

16 MAY 2024

**MINUTES OF THE AUDIT, RISK AND IMPROVEMENT COMMITTEE MEETING
HELD THURSDAY, MAY 16, 2024 (10:00 AM ACST)**

PRESENT:

Mr J Mitchell (Chairperson), Mr J Mathers, Deputy Mayor J Hickey.

Councillor A Chandler.

Ms J Malpas (OCM), Mr D Xavier (OCM), Mr B Hanger (Nexia) and
Mr H Wee Soh (NSW Audit Office)

General Manager, Director Corporate and Community, Director Finance and
Commercial, Manager Communications and Marketing, Leader Innovation
and Business Improvement, Manager Finance, Manager Corporate Risk,
and Executive Officer.

APOLOGIES:

Mayor T Kennedy, Councillor B Algate and Mr P DeLisio

ABSENT:

Councillor M Boland

Procedural Motion

Moved Mr Jim Mitchell, Seconded Mr James Mathers

That the apologies submitted by Mayor Kennedy, Councillor Algate and Mr DeLisio be accepted.

CARRIED

ACKNOWLEDGEMENT OF COUNTRY

The Chairperson delivered the Acknowledgement of Country.

DISCLOSURE OF INTEREST

Nil.

MINUTES FOR CONFIRMATION

Recommendation

Moved Mr Jim Mitchell, Seconded Deputy Mayor Jim Hickey

That the Minutes of the Audit, Risk and Improvement Committee meeting held Friday, February 16,
2024 be confirmed.

CARRIED

CHANGE TO ORDER OF BUSINESS

*The Chairperson advised of a change to the order of business to consider the late item that was
circulated to members - the NSW Audit Office Annual Engagement Plan for Broken Hill City Council.*

The Chairperson referred to the appointment of a new Auditor General at the NSW Audit Office and in

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16 MAY 2024

the year that the Audit Office is celebrating their 200th year. The Chairperson welcomed Mr Brett Hanger (Nexia) and Mr Hong Wee Soh (NSW Audit Office) to present the Annual Audit Engagement Plan and to provide the Committee with an update on the progress of the audit of Council's 2023/2024 Financial Statements.

ITEM 1 – NSW AUDIT OFFICE ANNUAL ENGAGEMENT PLAN FOR AUDIT OF BROKEN HILL CITY COUNCIL'S 2023/2024 FINANCIAL STATEMENTS

Mr Soh advised that a new Auditor General commenced at the NSW Audit Office in April 2024 and that there may be some changes to the three year Work Plan presented previously. If there are any changes it will be presented to the Committee.

Note: The three year Work Plan will not affect our Annual Engagement Plan for FY2024.

Mr Soh referred to key audit issues and risks being Cyber Security and Regulatory Insights and that the Audit Office had selected three Councils to review. A copy of these 2 reports can be found on the NSW Audit Office website. A Coastal Management Reform audit is also planned.

The Chairperson asked that the Auditor-General's Report on Local Government 2023 be placed on the agenda for the next Committee Meeting for discussion.

Mr Mathers advised that he was satisfied that the right processes had been undertaken and was happy with the level of compliance.

Mr Hanger referred to Section 2 of the Annual Engagement Plan which highlighted the key audit issues, which are similar to previous years, being:

- Assessing the fair value of Council Infrastructure, property, plant and equipment – This year there was no comparison for re-valuation scheduled, therefore a process is to be undertaken to determine if the fair value is not significantly different to the previous year and for Council to determine if any material changes to the valuations have occurred. Mr Hanger advised that only a small percentage variance across all of Council's assets would make a difference overall.
- Quality and Timeliness of Reporting – there were no call-outs to Council in this regard and no concerns. There is a list in the Plan which are standard points that all Councils are made aware of to help improve processes.
- Cyber security – Cyber security and Council processes to be best placed to combat a cyber attack is a focus area for all Councils. The Audit Office acknowledge that Council has an understanding of the process as Council has implemented systems to combat cyber security attacks.

The previous Annual Engagement Plan did not include cyber security controls and there and three or four other main issues to consider when undertaking the audit:

- Engagement Timetable – details the timetable for the audit as in previous years and this timetable has been agreed by Council's management. Key dates are:
 - Interim Audit to be completed by 26 May 2024
 - If any significant issues arise these will be advised to Council in the Interim Audit Management Letter by 31 July 2024
 - Audit Office team start auditing the financial statements – 16 September 2024
 - Final Audit completed by 31 October 2024

Mr Hanger advised that this timetable should be achieved and doesn't envisage any impediments.

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Mr Hanger thanked the Chairperson for allowing this item to be considered at Item 1 of the agenda.

Mr Mathers advised that he is satisfied with the processes being following and the level of compliance with the audit at this stage.

In response to a question from the Chairperson as to whether there is any uptake in the Local Government sector with the use of procedures for the early close of financials and undertaking asset valuations early, Mr Hanger advised that there doesn't appear to be an appetite for this and that there isn't many Councils preparing financial accounts in March/April.

Mr Soh advised that the Audit Office encourages Councils to do early close procedures, to do revaluations early, draft proforma Financial Statements and significant changes to disclosure of accounting policy information are expected this year due to the revision to AASB 101.

The Chairperson asked if Council's Director Finance and Commercial could review the Audit Office report and provide a report to the Committee on any issues regarding Council adopting the new auditing standards.

The Director Financial and Commercial said that the Finance Team are currently working through the new auditing standards for the presentation of financial statements and will be reviewing the use of the new proforma.

The Chairperson thanked Mr Hong Wee Soh and Mr Brett Hanger for their presentation.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

- 1. That the Audit Risk and Improvement Committee endorses the NSW Audit Office Annual Engagement Plan for Council's Financial Statements for Year Ending 30 June 2024.**

CARRIED

GENERAL MANAGER'S BRIEFING

Council's General Manager advised that all major items for discussion this meeting are included in the Agenda.

The Capital Works program for the City is well underway and in the next couple of months should see some major projects come to fruition. Increases to contract costs for the escalation in the costs of materials and labour is hard to manage, but it still looks like Council will be operating a surplus to year end. The next financial year budget is predicted to be a break-even budget at year end.

The Mayor Capital Works Project – the CBD Revitalisation and Library Project is progressing with the fixed price contract to be signed by both parties within the next two weeks. The Library staff have smoothly transitioned to the new temporary Library in the ground floor of Council's Administration Building.

A review of the Strategic Risk Register is currently being finalised and will go to Councillors for review.

Processes are underway to prepare for the Local Government Election in September.

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 7/24 - DATED APRIL 03, 2024 - INTERNAL
AUDIT UPDATE D24/16562

Ms Malpas referred to the 2023/2024 Internal Plan for Broken Hill City Council and advised that out of the four internal audits, the Work, Health and Safety audit is complete, the Procurement Audit is complete, the Records Management audit is complete and tabled for discussion at this meeting and the Fraud and Corruption audit's Terms of Reference have been approved by Council management and the audit is about to commence. It is expected that this audit will be completed by the end of the financial year.

Ms Malpas referred to the new OLG Risk Management and Internal Audit Guidelines which comes into effect on 1 July 2024 and includes the development of a four year indicative internal audit plan, this audit plan will be development in conjunction with Council management and presented to the Audit, Risk and Improvement Committee for endorsement.

Records Management Internal Audit

Ms Malpas advised that the Records Management Internal Audit delivered some favourable outcomes to Council regarding the storage, retrieval and archiving of records in accordance with the Records Management Act. It was overall a good outcome with one medium rated issue and two low rated issues.

One staff member is very experienced having worked in the Records Management field for 12 years and understands the requirements of the Records Management Act. OCM are satisfied that Council has in place a Records Management Framework with enhancements, a disposal of records process and a process for the appropriate storage of physical records.

Council's website and social media is being well managed and has one low rated issue around the requirement for a procedures to manage the retention of information on the Council's social media platforms. The procedure will include what records are considered crucial and how frequently they are captured, the retention period for content as well as retention for disposal actions.

Ms Malpas recognised that council has been operating a Records Management system (Content Manager) since 2011 but that some Council-wide software such as Civica does not integrate fully, and there are other cloud based apps that also do not interface with Content Manager. There is also the issue that people work on documents outside of Content Manager (on their own hard drives) and that it needs to be clear to staff, that when a project is finished all files need to be transferred to Content Manager.

There also appears to be records induction training but no follow-up training with new staff to remind them of their obligation when storing documents on hard drives. There is also a need to manage information on Council's social media platforms and how Council stores this information.

Ms Malpas suggested that this message needs to be clearly passed onto staff and included in the new staff induction program in order that staff are aware of their obligation when storing documents on Hard drives.

Mr Mathers asked if OCM were satisfied that confidentiality controls are in place? Ms Malpas advised in the affirmative stating that access controls around who has access to certain records are in place and that OCM are happy with this arrangement.

Mr Mitchell advised that there are five agreed management actions, some for more than 12 months and asked if OCM was happy with this? Ms Malpas advised that Council's management and OCM need to be realistic with the timeframes for actions and that there is a timeframe for staff training to be completed by May 2025, which is realistic. OCM were also happy with the agreed management

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16 MAY 2024

action for recommendation 4 - to deliver a system for retention of information by June 2025, but stressed that it was more important that all staff are aware of their records obligations.

Council's Director Finance and Commercial, Mr Simon Brown, advised that staff refresher training is in progress with the aim to have all staff re-trained within the timeframe of May 2025. The implementation of Recommendation 4 to deliver a system for the retention of Council's social media articles is also expected to be implemented within the timeframe of June 2025.

It is noted that Mr Brett Hanger (Nexia) and Mr Hong Wee Soh (NSW Audit Office) left at this point in the meeting (10:30am).

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 7/24 dated April 3, 2024, be received.
2. That the Audit, Risk & Improvement Committee note the final internal audit report on Records Management
3. That the Audit, Risk & Improvement Committee note the Internal Audit Status Report from O'Connor Marsden & Associates.
4. That the Audit, Risk & Improvement Committee note the progress made on previous internal audit action items.

CARRIED

ITEM 2 - BROKEN HILL CITY COUNCIL REPORT NO. 8/24 - DATED APRIL 03, 2024 - SERVICE REVIEW UPDATE D24/16558

The Leader Innovation and Business Improvement, Ms Anne Johansson, spoke to the report advising that the S355 Service Review Report was first presented to the Audit, Risk and Improvement Committee in November 2023 where it was resolved that the report be presented back to the Committee following a Councillor Briefing being held. The Councillor Briefing was held in March 2024 and no changes were made to the final report. Councillors adopted key actions regarding the Section 355 Committees that were more aligned with volunteer groups as they are not making financial decisions or managing the use of the assets. A report will be presented to an upcoming Council Meeting to change these Committees to Working Groups.

The Chairperson referred to the Living Desert Ranger Service Review and asked whether this was complete.

Ms Johansson advised that it is complete and the final report is tabled for this meeting showing a number of high priority recommendations around staffing and operational matters, and that these actions are underway. The completion of this service review will inform the development of a Living Desert Master Plan with the draft of the Master Plan due to Council by early July 2024.

Mr Mathers advised that he is happy with the process being following and that management have the issues in hand.

In response to a question from the Chairperson, the General Manager advised that the Service Review of Section 355 Committees covered all Committees. The General Manager advised that the recommendations from the Section 355 Committee Service Review would be presented to the new Council after the Local Government Election in September 2024, and will remain under review given the constant struggle to attract volunteers with Council's volunteer base diminishing considerably.

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The General Manager advised that the Visitor Information Centre Service Review (Tourism Service Review) will be the final review for this financial year and that two Service Reviews will be scheduled for the next financial year as per the Audit, Risk and Improvement Committee framework.

The Chairperson enquired as to whether the Audit, Risk and Improvement Committee would be kept informed on the outcomes of Services Reviews? The General Manager advised that the final Service Review reports would continue to be presented to the Committee for endorsement.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 8/24 dated April 3, 2024, be received.
2. That the Audit, Risk & Improvement Committee note the final outcome of the Section 355 Asset Management Committee Service Review.
3. That the Audit, Risk & Improvement Committee note the outcome of the Living Desert Ranger Service Review.
4. That the Audit, Risk & Improvement Committee note the progress made on previous Service Reviews.

CARRIED

Prior to the next item being considered Mr Mathers referred to the significant litigation matter that Council is currently involved in and asked the General Manager to outline what learnings Council has gained from the experience of this case? And that when the time is right, it would be good for the Committee to receive a report on Council's learnings from the experience.

The General Manager agreed to provide the Committee with a report in due course.

ITEM 3 - BROKEN HILL CITY COUNCIL REPORT NO. 9/24 - DATED MAY 07, 2024 - DRAFT DELIVERY PROGRAM 2022-2026 INCORPORATING DRAFT OPERATIONAL PLAN 2024/2025, INCLUSIVE OF THE STATEMENT OF REVENUE POLICY AND DRAFT SCHEDULE OF FEES AND CHARGES 2024/2025 D24/22512

The Chairperson noted that the draft Delivery Program, Draft Operational Plan and Draft Schedule of Fees and Charges have been presented to Council and are currently on public exhibition.

The Chairperson advised that he was impressed with the draft Plans and that he hopes the public exhibition doesn't raise any issues.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 9/24 dated May 7, 2024, be received.
2. That the Committee notes that the Draft Delivery Program 2022-2026 incorporating the Draft Operational Plan 2024/2025, inclusive of the Statement of Revenue Policy and Draft Schedule of Fees and Charges 2024/2025 was endorsed by Council at the Council Meeting held 24 April 2024 (Minute No. 47517) and are currently on public exhibition until 30 May 2024; following the public exhibition period the Draft Plans will be presented to the June 2024 Ordinary Council Meeting for adoption.

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16 MAY 2024

CARRIED

**ITEM 4 - BROKEN HILL CITY COUNCIL REPORT NO. 10/24 - DATED MAY 07, 2024 - DRAFT
LONG TERM FINANCIAL PLAN 2025-2034** D24/22521

Council's Director Finance and Commercial, Mr Simon Brown, advised the Committee that the Long Term Financial Plan has been developed off of the basis of next year's Operational Plan with budget considerations and advised that the Committee should note:

- *the increases in the CPI for user fees and charges has been impacted by the increases in the cost of materials and labour costs.*
- *Also that the reduced rate cap, although it will not keep up with inflation, will see Council with a break-even budget at the end of the financial year.*
- *Capital works to renew assets will remain at a rate greater than 110% to maintain assets and reduce the infrastructure back-log over the period of the Plan.*
- *Careful financial planning and monitoring of the Plan will be undertaken while inflation continues to be higher than Council's revenue.*

The Chairperson thanked Mr Brown and Council's Finance Team for their work in preparing the draft Long Term Financial Plan.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. **That Broken Hill City Council Report No. 10/24 dated May 7, 2024, be received.**
2. **That the Committee notes that the Draft Long Term Financial Plan 2025-2034 was endorsed by Council at the Council Meeting held 24 April 2024 (Minute No. 47518) and is currently on public exhibition until 30 May 2024; following the public exhibition period the Draft Long Term Financial Plan will be presented to the June 2024 Ordinary Council Meeting for adoption.**

CARRIED

**ITEM 5 - BROKEN HILL CITY COUNCIL REPORT NO. 11/24 - DATED MAY 03, 2024 -
ENTERPRISE RISK MANAGEMENT POLICY AND FRAMEWORK REVIEW PROJECT REPORT** D24/22024

Council's Manager Corporate Risk, Mr Scott Howe, spoke to the report advising that the Executive Leadership Team had carried out a review of the Risk Register over the past few months being a key recommendation from the Risk Management Maturity Audit. Completing this review quickly will allow for improvement to the Risk Management Systems and for Council to mature in the Risk Management area.

The Chairperson referred to the serious assault on a Council employee on 26 April 2024 which is referred to in the report and asked if Mr Howe could expand on this.

Mr Howe advised that the incident is currently an active Police matter which is still under investigation and that there is not a lot of detail apart from what has been in the media. The employee is now back in Broken Hill and is at home recovering. Council is currently conducting formal internal investigations to understand if anything work related that contributed to the incident and a report will be drafted. At this stage it appears that it was a random act and that nothing could have prevented it from happening.

Mr Howe referred to the Strategic Corporate Risk Register final draft which has resulted from two dedicated workshops with ELT and facilitators. As part of the review process, old items and

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

16 MAY 2024

duplication of items were removed from the Register. Once final feedback is received on the Register, management will add dates for when recommendations are expected to be implemented included in the Register before being presented to a Council Meeting.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That the report be received.

CARRIED

ITEM 6 - BROKEN HILL CITY COUNCIL REPORT NO. 12/24 - DATED MAY 08, 2024 - BROKEN HILL LIBRARY PROJECT - SUBMISSION OF CAPITAL EXPENDITURE REPORT TO THE NSW OFFICE OF LOCAL GOVERNMENT D24/22872

The General Manager advised that as per the requirements of the Office of Local Government for capital projects over \$10M, a capital expenditure report regarding the management of the Library Development Project and is one safeguard for the project. The Library will be situated behind the Town Hall Façade in the carpark area and the old Library will be refurbished for the Library archives.

Mr Mathers commented that he was satisfied with the Capital Expenditure Report, that is was complete and thorough.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 12/24 dated May 8, 2024, be received.
2. That the Audit, Risk and Improvement Committee notes that Council at its Ordinary Meeting held 28 February 2024 (Minute No. 47468) resolved to receive the report titled 'Capital Expenditure Review - Broken Hill Library - NSW Office of Local Government' prepared under the reporting guidelines under the NSW Office of Local Government for capital projects over \$10 million in forecasted project costs; and to submit the report to the NSW Office of Local Government.

CARRIED

ITEM 7 - BROKEN HILL CITY COUNCIL REPORT NO. 13/24 - DATED MAY 09, 2024 - PROJECT PLAN - CBD REVITALISATION INCLUDING LIBRARY AND ARCHIVES. D24/22946

The General Manager advised that this report was requested at a previous Committee Meeting, to review the Project Plan for the CBD Revitalisation Project including Library and Archives (and includes paving of the CBD area) which is funded mostly by Library funding and grants. The Project Plan includes the project summary, governance, project meetings and communications with key personnel, project operations and budget and timelines for the delivery of the project.

The Chairperson advised that he was impressed with the detail of the Project Plan.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 13/24 dated May 9, 2024, be received.

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

16 MAY 2024

2. That the Audit, Risk and Improvement Committee note the Project Plan for the CBD Revitalisation Project including Library and Archives.

CARRIED

ITEM 8 - BROKEN HILL CITY COUNCIL REPORT NO. 14/24 - DATED APRIL 24, 2024 - ACTION LIST - AUDIT, RISK AND IMPROVEMENT COMMITTEE D24/20295

The General Manager advised that the action regarding the Committee being advised of the audit of legal expenses associated with the Civic Centre litigation is tied up with the current legal action. Once the legal action has been finalised a report will be presented to the Committee.

The Committee noted that the Service Review actions shown as completed will be removed from the Action List Report.

Recommendation

Moved Mr Jim Mitchell, Seconded Mr James Mathers

1. That Broken Hill City Council Report No. 14/24 dated April 24, 2024, be received.

CARRIED

CONFIDENTIAL MATTERS

Nil.

GENERAL BUSINESS

COUNCILLOR ATTENDANCE AT FUTURE MEETINGS

The Deputy Mayor referred to the new OLG Guidelines for Audit, Risk and Improvement Committee which from 1 July 2024 requires the Chairperson to invite Councillors to attend meetings as observers (the Mayor will automatically be an observer on the Committee).

The Chairperson advised that he has no objection to Councillors attending Committee Meetings as observers and is mindful of the need for Councillors to be kept informed on matters relating to Council's audited financial statements, risk management issues, service reviews and internal audits. The Chairperson welcomed all Councillors as observers at future Committee Meetings.

Mr Mathers echoed the Chairperson's comment and thanked Councillors for volunteering to attend Committee Meetings.

The Chairperson thanked Ms Malpas and Mr Xavier for assisting with today's meeting.

Meeting closed at 11:07am.

Next Meeting

The next Audit, Risk and Improvement Committee Meeting will be held on Thursday, 10 August 2024 commencing at 10:00am ACST.

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AUDIT, RISK AND IMPROVEMENT COMMITTEE

16 MAY 2024

The foregoing minutes were read and confirmed at the Audit, Risk and Improvement Committee meeting held on 15 August 2024.

Chairperson

POLICY AND GENERAL COMMITTEE

May 6, 2024

ITEM 3BROKEN HILL CITY COUNCIL REPORT NO. 89/24SUBJECT: DRAFT CUSTOMER SERVICE FRAMEWORK D24/22331**Recommendation**

1. That Broken Hill City Council Report No. 89/24 dated May 6, 2024, be received.
2. That Council endorse the public exhibition of the draft Customer Experience Charter for a period of 28 days inviting public comment.
3. That a report be presented to Council at the conclusion of the public exhibition period, detailing submissions received and any recommended amendments arising, with a view to adopting the Charter for implementation.
4. That Council endorse the public exhibition of the draft revised Complaints Management Policy for a period of 28 days inviting public comment.
5. That a report be presented to Council at the conclusion of the public exhibition period, detailing submissions received and any recommended amendments arising, with a view to adopting the draft Complaints Management Policy.
6. That Council endorse the draft Customer Experience Framework for approval and implementation by the General Manager.
7. That the Complaints Handling Procedure be endorsed for approval and implementation by the General Manager.

Executive Summary:

The Customer Service Framework was last endorsed 16 March 2021 and has recently been reviewed to ensure effective guidance is provided in delivering a quality customer experience that is equitable for all Council's internal and external customers by striving to:

- Deliver standards of customer service at the highest level and in accordance with the Community Strategic Plan and Council's organisational Strategy Map and values;
- Understand customer expectations; and
- Ensure customers receive the best possible service that can be practically achieved.

The main objectives of the Framework are:

- Ensure Council delivers a service as outlined in its Charter;
- Provide customers with a choice as to how they can provide feedback;
- Provide a structure and key service standards around responding to, recording, reporting and using feedback and or complaints to improve service to customers;
- Outline customer rights and responsibilities; and
- Outline Council staff responsibilities under the Framework.

Report:

In accordance with Council's 2024 Operational Plan,

Action 1.3.8.1 Review Council's Customer Service Framework, the draft Framework was extensively reviewed.

In taking a whole of organisation approach the consultation process undertaken by Council's Corporate Services team facilitated six 'Think Like the Customer' Workshops.

With a duration of three hours each session, this comprehensive consultation had the active participation of 92 Council employees. Consultation feedback identified multiple key opportunities for improvement.

Following the staff consultation, the Framework was presented to the Executive Leadership Team for endorsement.

The updated Framework outlines the purpose of the following documents:

Customer Experience Strategy, Customer Experience Charter, Complaints Management Policy, Complaints Handling Procedure and Customer Feedback Form.

The key opportunities for improvement identified by staff were as follows:

Customer Service Excellence Guide

The original Guide was designed as a customer service standard and excellence guide for Council's frontline staff.

The Guide's content has now been incorporated into the Customer Service Strategy for the purpose of simplifying and condensing the framework.

Customer Service Strategy

This strategy is designed as the Customer Service standard and excellence guide for all Broken Hill City Council staff.

The Customer Service Strategy sets out service and excellence guidelines that all staff are required to meet when dealing with customers.

Key updates include:

- Minor updates to reflect Council's current position in relation to staff titles and technology
- Renaming of the document to Customer Experience Strategy in line with rebranding all the Customer Service Framework to be the Customer Experience Framework.
- Cover page updated;
- Quality Control table updated to reflect current actions;
- Council Officer position titles updated throughout document;
- Minor update of the Executive Summary inclusive of Message from the General Manager to depict the current status of the framework from future to present tense;
- Update Strategy Map to a current version;
- Cosmetic updates of the Key Services Standards table;
- Update of section 4.1 to include the standard use of MiCollab (Council's phone system)

Customer Service Charter

Council's Customer Service Charter sets out what customers can expect from Council and what Council expects from them.

The Charter was developed to build and enhance partnerships and relationships with customers.

Key Updates:

- Renaming of document to Customer Experience Strategy in line with rebranding all the Customer Service Framework to Customer Experience Framework.
- Cover page updated

Complaints Management Policy

The review of Council's Complaints Management Policy follows the guidelines of the NSW Ombudsman's Complaint Handling Model Policy, released in June 2015, whilst also taking into consideration Broken Hill City Council's Customer Experience Framework.

The NSW Ombudsman intends to use the Complaint Handling Model Policy as a benchmark when auditing complaint handling policies and procedures of organisations within its jurisdiction which includes NSW councils.

Council's complaint management system is intended to:

- handle all feedback and complaints in a consistent, fair and professional manner;
- ensure there is an appropriate level of accountability in the exercise of all Council functions;
- enhance public confidence in Council's administrative processes; and
- collect and utilise valuable data for the purpose of continuous improvement.

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

Key updates include:

- Quality control table updated;
- Council Officer position titles updated throughout the document;
- Minor updates of the wording used throughout the Policy that does not vary the context of the Policy;
- Updated section 5.3 Associated Documents to include Council's Complaint Handling Procedure, Customer Experience Strategy, Customer Experience Charter and NSW Ombudsman's Model Complaint Management Framework and Model Policy 2015.
- Removed the listed legislation references as they are reported in section 7. Legislative and Legal Framework; and
- Updated section 7. Legislative and Legal Framework to include the *Public Interest Disclosures Act 2022*

Complaints Handling Procedure

This procedure will represent Council's system for responding to, recording, reporting and using complaints to improve a service to the community.

It includes procedures for people to resolve complaints and provides information to managers and staff, that will enable a system of continuous improvement in customer service delivery.

Key updates:

- Quality control table updated;
- Council Officer position titles updated throughout the document;
- Section 4.2 updated to include statement “All complaints are to be recorded in Council’s Authority CRM Register”;
- Section 4.7 Analysis and Evaluation of Complaints created to identify Council’s procedure around the effective reporting and analysis of complaints for continuous improvement.

Customer Feedback Form

Quality customer experiences consists of providing an efficient, fair, and responsive service. It is also about delivering the most appropriate and complete service at the first point of contact. However, things can and do go wrong but can generally only be put right and a quality service delivered when Council becomes aware of the issue.

Customer feedback processes provide an opportunity for service recovery and encompasses complaints, compliments and suggestions.

The documents to be endorsed for approval and implementation by the General Manager and the documents to be endorsed for exhibition to the general public, prior to their adoption, are attached to this report.

Strategic Direction:

Key Direction:	1 Our Community
Objective:	1.3 Our community works together
Strategy:	1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre

Relevant Legislation:

This Framework relates to:

- *Local Government Act 1993*
- *State Records Act 1998*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*
- *Public Interest Disclosures Act 2022*
- NSW Ombudsman Better Service and Communication – Guidelines for Local Government

Council Policy does not take precedence over statutory responsibilities assumed by Council in its role as a local government authority.

Council’s Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

Financial Implications:

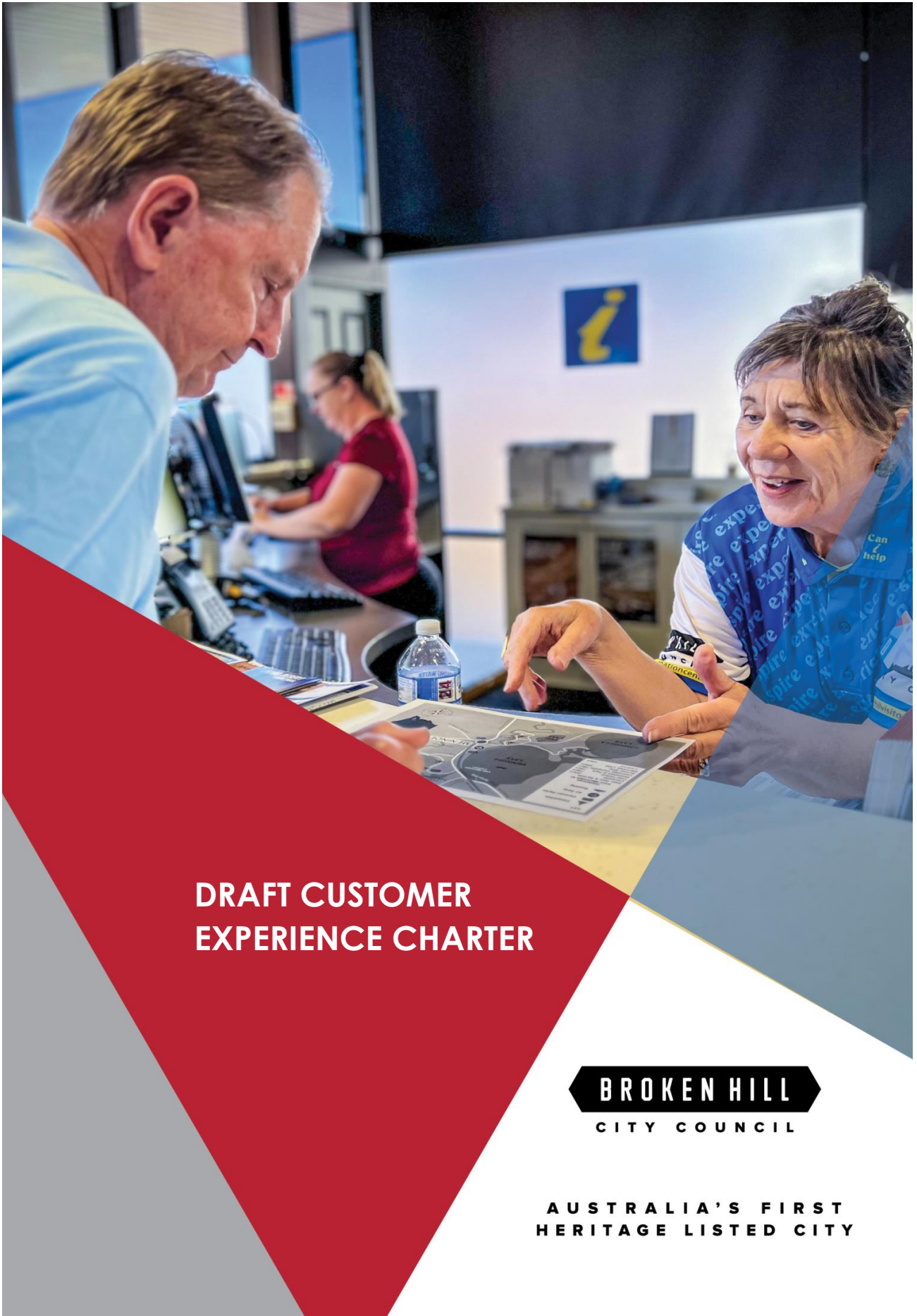
There are no further additional financial implications or resources required to implement the draft Customer Experience Framework, Council Policy and associated Procedure.

Attachments

1. [↓](#) DRAFT Customer Experience Charter
2. [↓](#) DRAFT Complaints Management Policy
3. [↓](#) DRAFT Complaints Handling Procedure
4. [↓](#) DRAFT Customer Experience Framework
5. [↓](#) DRAFT Customer Experience Strategy

RAZIJA NU'MAN
DIRECTOR CORPORATE AND COMMUNITY

JAY NANKIVELL
GENERAL MANAGER



**DRAFT CUSTOMER
EXPERIENCE CHARTER**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

BROKEN HILL

CITY COUNCIL

WHY A CUSTOMER EXPERIENCE CHARTER?

Council's Customer Experience Charter sets out what you, as our customer, can expect from us.

The Charter has been developed to build and enhance partnerships and relationships with our customers.

The Charter will enable a system of continuous improvement in customer experience.

WHO ARE OUR CUSTOMERS?

Our customers are any person or organisation that has dealings with Council. This includes residents, ratepayers, business owners and operators, visitors, contractors, staff and elected members.

HOW WE MEASURE OUR SERVICE?

- We will set service level benchmarks.
- We will invite feedback.
- We will survey our community.

You can help us achieve our commitment to our customers through your feedback and participation in Council's consultation initiatives.



WHAT YOU CAN EXPECT FROM US?

Our responsibility to you, Council will:

- Be accessible and inclusive;
- Be available for contact by telephone, online, in writing and in person;
- Treat customers courteously and with respect;
- Deal with customers in a polite and helpful manner;
- Provide customers with necessary and relevant information;
- Act on our commitment(s) in a timely manner;
- Value customer's privacy by treating all personal information confidentially;
- Be punctual for meetings and appointments;
- Provide a dedicated Customer Relations telephone line 08 8080 3300 Monday to Friday 8.30am to 5pm, excluding public holidays;
- Attend to the counter or answer the telephone promptly, courteously and deal with any enquiry directly without unnecessary transfers. If we cannot deal with the enquiry at first point of contact, we will request the relevant person to contact you;
- When a customer contacts us in writing and a response is required, we will endeavour to respond within 10 business days. If a full reply is not possible then you will receive an acknowledgement, which will include when a reply can be expected; and
- When a customer contacts us by email via council@brokenhill.nsw.gov.au and a response is required, we will endeavour to respond within five business days. If a full reply is not possible then you will receive an acknowledgement, which will include when a reply can be expected.

WHAT WE ASK OF YOU?

- Treat us with mutual respect;
- Respect the rights and privacy of other customers;
- Provide accurate and complete information to us;
- Respect the community in which we live; and
- Work with us to resolve problems.

COMPLAINTS

What is a complaint?

A complaint is an expression of dissatisfaction made to or about Council, our services or our staff.

What is not a complaint?

The following are not classified as complaints:

- A request for service;
- A request for information or an explanation of a policy or procedure;
- A disagreement with a policy of the Council; and
- The lodgement of an appeal in accordance with legislation.

Please contact us so that we can resolve an issue and improve our service in the future. Our Complaints Management Policy guides how we deal with your complaint.

A complaint can be made by phone, in person, by email, in writing or on our website. We will try to resolve the complaint as quickly as possible and get back to you by your preferred method. If it will take time, we will keep you informed of the progress.

PERSONAL INFORMATION PROTECTION

Council has a commitment to the protection of Personal Information provided by a customer to Council in accordance with the requirements of the *Personal Information Protection Act 1998*, *Freedom of Information Act 1989* and *Government Information (Public Access) Act 2009*.

CONTACT DETAILS

Website: www.brokenhill.nsw.gov.au

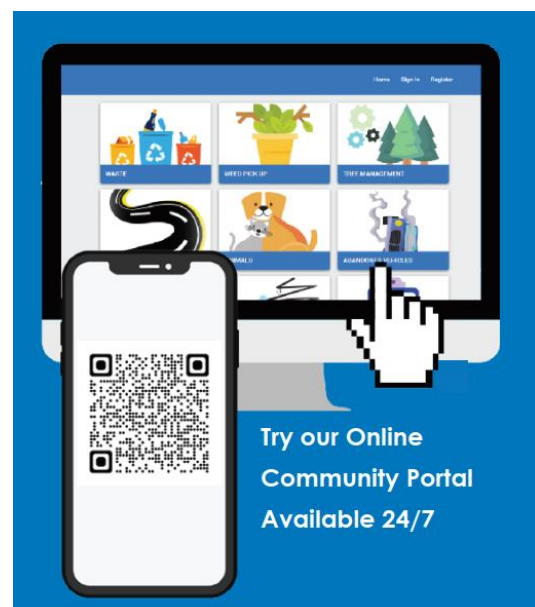
Email: council@brokenhill.nsw.gov.au

Telephone: 08 8080 3300

In Person: 240 Blende Street, Broken Hill

In Writing: The General Manager
PO Box 448
Broken Hill NSW 2880

Community Portal:



External Authorities

NSW Ombudsman

Telephone: 02 9286 1000

Toll Free: 1800 451 524

Website: www.ombo.nsw.gov.au

ICAC - Independent Commission Against Corruption

Telephone: 02 8281 5999

Toll Free: 1800 463 909

Website: www.icac.nsw.gov



www.brokenhill.nsw.gov.au

DRAFT COMPLAINTS MANAGEMENT POLICY

QUALITY CONTROL			
TRIM REFERENCES	D12/11853 – 12/14		
RESPONSIBLE POSITION	Director Corporate and Community		
APPROVED BY	Council		
REVIEW DATE	2024	REVISION NUMBER	5
EFFECTIVE DATE	ACTION	MINUTE NUMBER	
27 November 2002	Adopted	39720	
28 June 2017	Public Exhibition	45565	
30 August 2017	Adopted	45610	
26 June 2024	Public Exhibition		

1. INTRODUCTION

This policy is intended to ensure Broken Hill City Council handles complaints fairly, efficiently and effectively.

A complaint is an expression of dissatisfaction. A complaint covered by this policy can be distinguished from Service Requests and Requests for Information.

2. POLICY OBJECTIVE

Council's complaint management system is intended to:

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

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

3. POLICY SCOPE

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

Staff Grievances, Code of Conduct complaints and Public Interest Disclosures are dealt with through separate mechanisms.

4. POLICY STATEMENT

4.1 GUIDING PRINCIPLES



4.1.1 Facilitate Complaints

People Focus

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

Any concerns raised in feedback or complaints will be dealt with within a reasonable time frame, in accordance with Council's Complaint Handling Procedure.

People making complaints will be:

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

No Detriment to People Making Complaints

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

Anonymous Complaints

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

Accessibility

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

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

No Charge

There are no fees or charges associated with lodging a complaint to Council.

4.1.2 Responding to Complaints

Early Resolution

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

Responsiveness

Council will promptly acknowledge receipt of complaints.

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

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

- the complaints procedure;
- the expected time frames for action;
- the progress of the complaint and reasons for any delay;
- their likely involvement in the procedure; and
- the possible or likely outcome of their complaint.

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

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

Objectivity and Fairness

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

Council will ensure that the person handling a complaint is different from any staff member whose conduct or service is being complained about. Conflicts of interests, whether actual or perceived, will be managed responsibly. In particular, internal reviews of how a complaint was managed will be conducted by a person other than the original decision maker.

Responding Flexibly

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

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

Confidentiality

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

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

4.1.3 Manage the Parties to a Complaint

Complaints Involving Multiple Agencies

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

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

Where a complaint involves multiple areas within Council, responsibility for communicating with the person making the complaint and/or their representative will also be coordinated.

Where Council services are contracted out, it is expected that the contracted service providers have an accessible and comprehensive complaint management system. Council take complaints not only about the actions of its staff but also the actions of its service providers.

Complaints Involving Multiple Parties

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

Empowerment of Staff

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

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

Managing Unreasonable Conduct By People Making Complaints

Council are committed to being accessible and responsive to all people who report feedback or complaints. At the same time Council success depends on:

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

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

4.2 COMPLAINT MANAGEMENT SYSTEM**4.2.1 Introduction**

When responding to complaints, Council staff should act in accordance with the Complaint Handling Procedure as well as any other internal documents providing guidance on the management of complaints.

Council staff should also consider any relevant legislation and/or regulations when responding to complaints and feedback.

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

4.2.1.1 Receipt of Complaints

Council will record the complaint and its supporting information. Council will also assign a unique identifier to the complaint file.

The record of the complaint will document:

- the contact information of the person making a complaint;
- issues raised by the person making a complaint and the outcome(s) they want;
- any other relevant information; and
- any additional support the person making a complaint requires.

4.2.1.2 Acknowledgement of Complaints

Council will acknowledge receipt of each complaint promptly, and preferably within two business days.

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

4.2.1.3 Initial Assessment and Addressing of Complaints**Initial Assessment**

After acknowledging receipt of the complaint, Council will confirm whether the issue(s) raised in the complaint is/are within Council control. Council will also consider the outcome(s) sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

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

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

Addressing Complaints

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

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

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

4.2.1.4 Providing Reasons for Decisions

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

- the outcome of the complaint and any action taken;
- the reason(s) for the decision;
- the remedy or resolution(s) proposed or put in place; and
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

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

4.2.1.5 Closing the Complaint, Record Keeping, Redress and Review

Council will keep comprehensive records about:

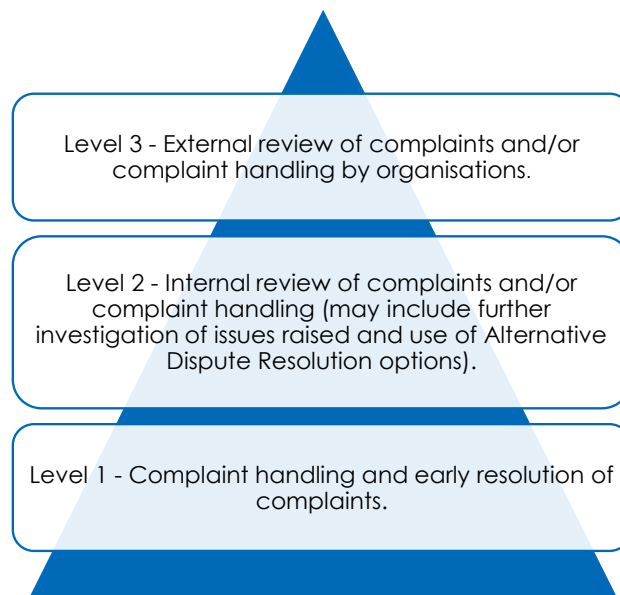
- how the complaint was managed;
- the outcome(s) of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations; and
- any outstanding actions that need to be followed up.

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

4.2.2 Alternative Avenues for Dealing with Complaints

Persons who make a complaint to or about Council will be informed of any internal or external review options available to them such as the Office of Local Government.

4.2.3 The Three Levels of Complaint Handling



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

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

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

Where a person making a complaint is dissatisfied with the outcome of Council's review of their complaint, they may seek an external review of the decision.

4.3 ACCOUNTABILITY AND LEARNING

4.3.1 Analysis and Evaluation of Complaints

All complaints are recorded in Council's EDRMS to ensure efficient retrieval of information for reporting and analysis.

Quarterly or as requested, reports will be run on the following:

- the number of complaints received;
- the outcome of complaints;
- issues arising from complaints;
- systemic issues identified; and
- the number of requests received for escalation to internal and/or external review.

Analysis of these reports will be undertaken to monitor trends, measure the quality of Council's customer service delivery and used for continuous improvement.

Reports and analysis will be provided to the General Manager and the Executive Leadership Team for review.

4.3.2 Monitoring of the Complaints Management System

Council will continually monitor its complaint management system to:

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

Monitoring may include the use of audits, complaint satisfaction surveys and online listening tools and alerts.

4.3.3 Continuous Improvement

Council are committed to improving the effectiveness and efficiency of the complaint management system. To this end, Council will:

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

5. IMPLEMENTATION

5.1 Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this policy:

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

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

5.2 Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy, Procedure and Process Framework and Council's Business Paper process. Following adoption by Council the Policy will be made available on Council's website.

6. ASSOCIATED DOCUMENTS

The following documentation is to be read in conjunction with this policy.

- Complaint Handling Procedure
- Customer Experience Strategy
- NSW Ombudsman's Complaint Management Framework and Model Policy

7. REVIEW

Review of this policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Director Corporate and Community is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

This policy is to be read in conjunction with the following:

- *Local Government Act 1993*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*
- *Public Interest Disclosures Act 2022*

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Complaints Management Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

9. DEFINITIONS

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

A complaint covered by this policy can be distinguished from:

- Staff Grievances (see Council's Grievance Policy);
- Public Interest Disclosures made by Council staff (see Council's Public Interest Disclosures Policy);
- Code of Conduct complaints (see Council's Model Code of Conduct Policy);
- Responses to requests for feedback about the standard of Council's service provision (see the definition of 'Feedback' below);
- Reports of problems or wrongdoing intended to bring a problem to Council's notice with no expectation of a response (see the definition of 'Feedback' below);
- Service Requests (see the definition of 'Service Request' below); and
- Requests for Information (see Council's Access to Information Policy).

'Complaint Management System' - All policies, procedures, practices, staff, hardware and software used by Council in the management of complaints.

'Dispute' - An unresolved complaint escalated either within or outside of Council.

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

'Service Request' - A Service Request is a:

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

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

'Policy' - A statement of instruction that sets out how Council will comply with legislated requirements and/or sets strategic directives, to ensure sound governance practices.

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

'Public Interest Disclosure' - A report about wrong doing made by a public official in New South Wales that meets the requirements of the *Public Interest Disclosures Act 2022*.

DRAFT COMPLAINTS HANDLING PROCEDURE

QUALITY CONTROL			
TRIM REFERENCES	D17/25094 – 17/2		
RESPONSIBLE POSITION	Director Corporate and Community		
SUPPORT POSITION/S	Manager Corporate & Customer Experience		
APPROVED BY	Executive Leadership Team (ELT)		
REVIEW DATE	June 2028	REVISION NUMBER	2
EFFECTIVE DATE	ACTION	ENDORSED BY	
13 March 2021	Endorsed	Executive Leadership Team (ELT)	
4 June 2024	Endorsed	Executive Leadership Team (ELT)	

1. INTRODUCTION

This procedure is to be used by all Council staff who are responsible for responding to, recording, reporting and using complaints to improve service to the community.

2. PROCEDURE OBJECTIVE

To provide information to managers and staff regarding complaints that will enable a system of continuous improvement in customer service.

3. PROCEDURE SCOPE

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

Staff Grievances, Code of Conduct complaints and Public Interest Disclosures are dealt with through separate mechanisms.

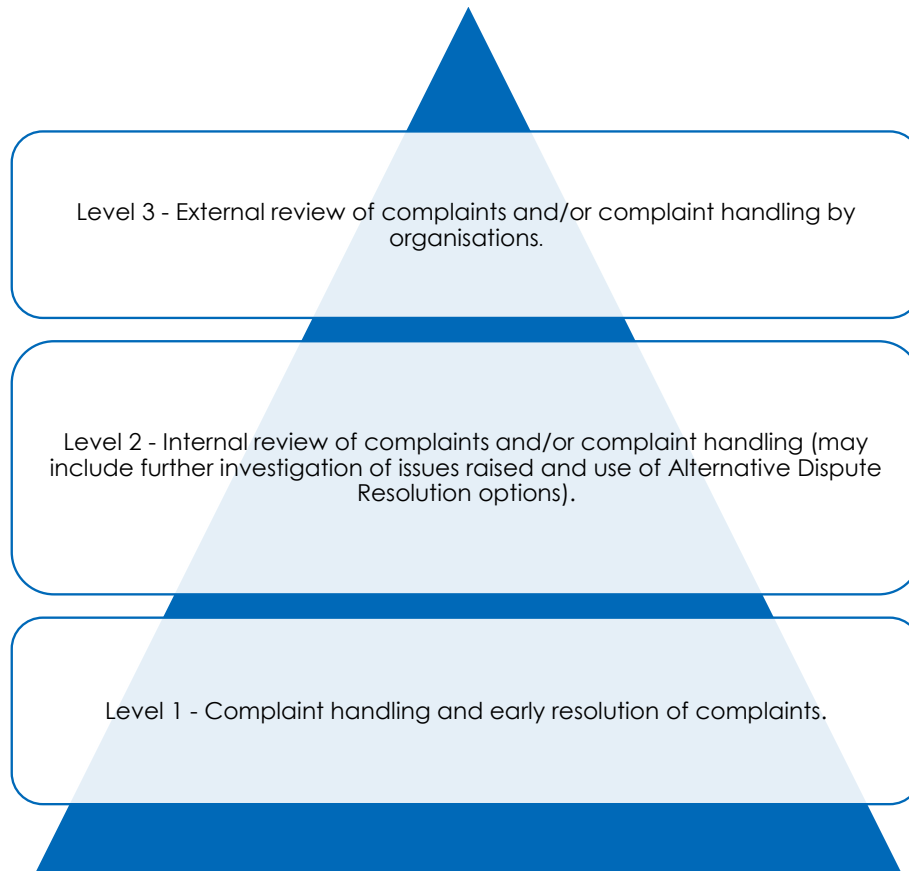
Council aims to resolve complaints at the first level of contact.. Wherever possible staff will be adequately equipped to respond to complaints, including being given appropriate authority, training and supervision.

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

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

Where a person making a complaint is dissatisfied with the outcome of Council's review of their complaint, they may seek an external review of Council's decision.

The Three Levels of Complaint Handling



Level 1 – Complaint handling

Complaint handlers have a responsibility to:

- register and document each complaint
- provide information about Council's complaint handling policy and procedures
- resolve complaints, where possible
- refer a complainant and complaint to another organisation or relevant person, for example where the complaint is not about Council or within its jurisdiction
- inform each complainant of the decision made about their complaint, the reasons for that decision, and their right to request a review of the decision
- refer the complaint for a Level 2 review if it is serious or complex

Level 2 – Internal review, alternative dispute resolution and investigation

Although many complaints can be resolved by complaint handlers at level 1, the serious or complex nature of some complaints or a dissatisfied complainant may mean that the complaint requires to be referred to the second level.

This may include:

Internal review – A more senior officer or specialist officer reviews the decision of the initial complaint handler to confirm the original decision or take corrective action. Generally, more senior officers have a broad delegation to overturn previous decisions and apply remedies.

Alternative dispute resolution – A senior officer can assist facilitate a discussion between the initial complaint handler and the complainant, or the matter may be referred to an external mediator or facilitator. A mediator, through a formal face-to-face process of discussion, assists the parties to clarify issues and reach a solution.

Investigation – An investigation is required to determine the action that should be taken when more serious allegations are raised. It is essential that external agencies are notified promptly where relevant – for example local police force, Ombudsman's office or corruption agency.

'Investigation' is a generic term to describe a fact-finding process aimed at establishing the truth. Investigations should follow a logical sequence in the pursuit of clearly identified objectives and should be approached systematically and comprehensively. Investigators should act objectively and must not 'take sides'.

An investigation usually seeks to:

- answer an identified question
- gathering sufficient reliable information to enable a decision to be made
- impartial fact finding
- reporting the outcome
- make recommendations

The nature and scope of an investigation undertaken in response to a complaint will depend on the circumstances of the case and any relevant statutory and policy requirements that may apply.

Those responsible for conducting investigations must remember to:

- act reasonably and impartially;
- ensure confidentiality;
- avoid and manage conflicts of interests; and
- provide appropriate procedural fairness.

Level 3 – External review

If any decision made by Council about a complaint– including a decision to decline a complaint at the assessment stage – the complainant should be advised what steps they may take if they disagree with the Council's decision and/or related outcomes.

Internal review, conciliation and investigation of complaints do not always result in a resolution that the complainant or Council considers satisfactory. When the complaint is serious or the complainant's demands will continue to have an impact on the time and resources of staff, external sources of review may be appropriate.

This can take a number of forms:

Alternative dispute resolution – a neutral third party can assist to settle an escalating dispute. Private and public sector organisations use the services of professional mediators in such situations. The mediator, through a formal face-to-face process of discussion, helps the parties to clarify issues and reach a mutually agreeable solution.

Referral to external investigation agency – in any jurisdiction, there will usually be a number of accountability/complaint handling bodies that receive and investigate complaints from the public about the conduct of community services and government agencies. Dissatisfied complainants can be referred to these agencies to ask for an external review of their complaint.

Other appeals mechanisms – if rights of appeal to outside tribunals or other legal remedies exist, dissatisfied complainants should be advised of these avenues of redress after all others have been exhausted.

4. PROCEDURE STATEMENT**4.1 Complaint Management System**

There are five key stages to handling a complaint:

1. receiving the initial complaint;
2. acknowledging the complaint;
3. assessing and investigating the complaint;
4. providing reason for the decision;
5. closing the complaint and providing options for redress.

4.2 Receipt of Complaints

Council is committed to providing the below timeframe service standards. Advice will be provided as soon as possible when a complaint is not able to be resolved within this timeframe for responding to customer complaints and the reason for delay.

Feedback Type	Acknowledgement of Receipt	Resolution
Feedback		
Positive Feedback/Compliments	Immediately (where lodged verbally) or within 2 business days (where lodged in writing, via email, website, community portal, or mail) – Acknowledgement can only be made when customer contact details are provided.	10 business days
Comments/Suggestions	Immediately (where lodged verbally) or within 2 business days (where lodged in writing, via email, website, community portal, or mail) – Acknowledgement can only be made when customer contact details are provided.	10 business days
Complaints		
Early Resolution	Immediately (where lodged verbally) or within 2 business days (where lodged in writing, via email, website, community portal, or mail)	Immediately or maximum 5 business days
Further Investigation	2 business days in writing (via letter or email)	10 business days
Internal Review	2 business days in writing (via letter or email)	20 business days
External Review	Subject to reviewing body	Subject to reviewing body

Complaints may be received in various ways, such as by phone, online complaint platforms, community portal, email, social media, or in person. Council will record the complaint, any supporting information and assign a unique identifier to the complaint file.

All complaints are to be recorded in Council's Authority CRM Register and will document:

- the contact information of the person making a complaint;
- issues raised by the person making a complaint and the outcome(s) they desire;
- any other relevant information;
- any additional support the person making a complaint requires.

4.3 Acknowledgement of Complaints

Council will acknowledge receipt of each complaint promptly, and preferable within two business days.

Consideration will be given to the most appropriate medium for acknowledging the complaint that is whether an acknowledgement is given by phone or email.

4.4 Initial Assessment and Addressing of Complaints

4.4.1 Initial Assessment

After acknowledging receipt of the complaint, Council will confirm whether the issue(s) raised in the complaint is/are within Council's control. Council will also consider the outcome(s) sought by the person making a complaint and, where there is more than one issue raised, determine whether each issue needs to be separately addressed.

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

- are the outcome(s) sought by the complainant viable;
- how serious, complicated or urgent the complaint is;
- whether the complaint raises concerns about people's health and safety;
- how the person making the complaint is being affected;
- the risks involved if resolution of the complaint is delayed;
- whether a resolution requires the involvement of other organisations.

4.4.2 Addressing Complaints

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

To manage a complaint Council may:

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

4.4.3 Updating the Complainant

- Council will keep the person making the complaint up to date on progress, particularly if there are any delays.
- Council will let the complainant know what is happening with their complaint, when they can expect to hear from Council next and who the responsible Council Officer is, should they want to contact Council to provide further information
- Council will also communicate the outcome of the complaint using the most appropriate medium. Which actions Council decide to take will be tailored to each case and will take into account any statutory requirements.

4.4.4 If the Complaint does not warrant an investigation

Council will provide an outcome and options of redress - if relevant or applicable, Council will inform the complainant about the investigation and advise them of the outcome. Reasons for the decision, remedies available, and options for review will be also be made available.

4.4.5 If the Complaint warrants an investigation

Council will investigate the complaint by:

- assessing the complaint and determining what action is required;
- selecting the appropriate investigative approach by looking at any statutory requirements, the nature of the issue, and the likely outcome of the investigation;
- develop an investigation plan;
- ensure proper powers and authority;
- obtain evidence;
- report the findings.

4.5 Providing Reasons for Decisions

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

- how the complaint was managed;
- the outcome of the complaint and any actions undertaken by Council;
- the reason(s) for the decision;
- the remedy or resolution(s) that Council may propose or put in place;
- any outstanding actions that need to be followed up;
- any options for review that may be available to the complainant, such as an internal review, external review or appeal.

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

4.5.2 Closing the Complaint, Record Keeping, Redress and Review

Council will keep comprehensive records about:

- how Council managed the complaint;
- the outcome(s) of the complaint (including whether it or any aspect of it was substantiated, any recommendations made to address problems identified and any decisions made on those recommendations;

- any outstanding actions that need to be followed up.

Council will ensure that outcomes are properly implemented, monitored and reported.

4.6 Options for redress, Alternative Avenues for Dealing with Complaints

Council will inform people who make complaints to or about Council, the internal or external review options available to them including the Office of Local Government and the NSW Ombudsman.

Office of Local Government

Telephone: 02 4428 4100

Tel. typewriter (TTY): 02 4428 4209

Email: dlg@dlg.nsw.gov.au

NSW Ombudsman

Telephone: 02 9286 1000

Toll Free: 1800 451 524

Website: www.ombo.nsw.gov.au

ICAC - Independent Commission Against Corruption

Telephone: 02 8281 5999

Toll Free: 1800 463 909

Website: www.icac.nsw.gov

4.7 Analysis and Evaluation of Complaints

All complaints are recorded in Council's EDRMS to ensure efficient retrieval of information for reporting and analysis.

Quarterly or as requested, reports will be run on the following:

- the number of complaints received;
- the outcome of complaints;
- issues arising from complaints;
- systemic issues identified; and
- the number of requests received for escalation to internal and/or external review.

Analysis of these reports will be undertaken to monitor trends, measure the quality of Council's customer service delivery and used for continuous improvement.

Reports and analysis will be provided to the General Manager and the Executive Leadership Team for review.

4.8 Monitoring of the Complaints Management System

Council will continually monitor its complaint management system to:

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

Monitoring may include the use of audits, complaint satisfaction surveys and online listening tools and alerts.

4.9 Continuous Improvement

Council are committed to improving the effectiveness and efficiency of the complaint management system. To this end, Council will:

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

5. IMPLEMENTATION

5.1 Roles and Responsibilities

The following Council Officers are responsible for the implementation of and the adherence to this procedure:

Who	Commitment	How
General Manager	Provide a culture that values complaints and their effective resolution.	<ul style="list-style-type: none"> • Report publicly on Council's complaint handling; • Provide adequate support and direction to key staff responsible for handling complaints; • Regularly review reports about complaint trends and issues arising from complaints; • Encourage all staff to be alert to complaints and assist those responsible for handling complaints resolve them promptly; • Encourage staff to make recommendations for system improvements; • Recognise and acknowledge good complaint handling by staff; and • Support recommendations for service, staff and complaint handling improvements arising from the analysis of complaint data.
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		<p>complaints resolve them promptly; and</p> <ul style="list-style-type: none"> Recognise and acknowledge good complaint handling by staff
Complaint Handlers	Demonstrate exemplary complaint handling practices	<ul style="list-style-type: none"> Treat all people with respect, including people who make complaints Assist people make a complaint, if needed Comply with this procedure and its associated policies Keep informed about best practice in complaint handling Provide feedback to management on issues arising from complaints Provide suggestions to management on ways to improve Council's complaints management system; and Implement changes arising from individual complaints and from the analysis of complaint data as directed by management
All Staff	Understand and comply with Council's complaint handling practices	<ul style="list-style-type: none"> Treat all people with respect, including people who make complaints Be aware of Council's complaint handling policies and procedures Assist people who wish to make complaints of Council's complaints procedure Be alert to complaints and assist staff handling complaints to resolve matters promptly Provide feedback to management on issues arising from complaints; and Implement changes arising from individual complaints and from the analysis and evaluation of complaint data as directed by management

5.2 Support and Advice

The following Council Officers can provide support and advice on this procedure:

- General Manager
- Director Corporate and Community
- Manager Corporate and Customer Experience

5.3 Communication

This procedure will be communicated to employees in accordance with Council's Policy, Procedure and Process Framework. The procedure will be available via Council's electronic documents records management system (EDRMS) and Council's Intranet.

6. ASSOCIATED DOCUMENTS

The following documentation is to be read in conjunction with this procedure.

- Complaints Management Policy
- Customer Experience Strategy
- NSW Ombudsman's Complaint Management Framework and Model Policy

7. REVIEW

Review of this procedure will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Director Corporate and Community is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

This procedure is to be read in conjunction with the following:

- *Local Government Act 1993*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Complaints Management Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Complaints Handling Procedure, Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

9. DEFINITIONS

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

A complaint covered by this policy can be distinguished from:

- Staff Grievances (see Council's Grievance Policy);
- Public Interest Disclosures made by Council staff (see Council's Reporting of Public Interest Disclosures Policy);
- Code of Conduct complaints (see Council's Model Code of Conduct Policy);
- Responses to requests for feedback about the standard of Council's service provision (see the definition of 'Feedback' below);
- Reports of problems or wrongdoing intended to bring a problem to Council's notice with no expectation of a response (see the definition of 'Feedback' below);
- Service Requests (see the definition of 'Service Request' below); and
- Requests for Information (see Council's Access to Information Policy).

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

'Service Request' - A Service Request is a:

- request for approval;
- request for action;
- routine enquiries about Council's business;
- request for the provision of services and assistance;
- report of failure to comply with laws regulated by Council; or
- request for explanation of Council's policies, procedures and decisions.

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

'Policy' - A statement of instruction that sets out how Council should fulfil our vision, mission and goals.

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

'Public Interest Disclosure' - A report about wrongdoing made by a public official in New South Wales that meets the requirements of the *Public Interest Disclosures Act 2022*.



**DRAFT CUSTOMER
EXPERIENCE FRAMEWORK**



**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**



QUALITY CONTROL			
KEY DIRECTION	1 Our Community		
OBJECTIVE	1.3 Our Community Works together		
STRATEGY/ACTION	1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre 1.3.8.1 Review Council's Customer Service Framework		
FILE REFERENCE No	D17/24292	TRIM No	17/2
RESPONSIBLE OFFICER	Director Corporate and Community		
REVIEW DATE	June 2028		
DATE	ACTION	ENDORSED BY	
8 June 2017	Presentation to Executive Leadership Team	General Manager	
17-21 July 2017	Employee Consultation General Manager Focus Groups	General Manager	
27 September 2017	Endorsed by Council	Council	
12 December 2017	Endorsed by General Manager	General Manager	
3 December 2020	Review endorsed	Executive Leadership Team	
December 2019 – November 2020	Employee consultation through the Customer Service Strategy Working Group and monitor of processes through COVID (update changes, new processes)	General Manager	
16 March 2021	Endorsed	Executive Leadership Team	
19 – 28 March 2024	Employee consultation review through 'Think Like the Customer Workshops'	Executive Leadership Team	
4 June 2024	Endorsed	Executive Leadership Team	



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1. INTRODUCTION

Broken Hill City Council strives to deliver standards of customer service at the highest level and in accordance with the Community Strategic Plan and the Broken Hill City Council Strategy Map. Council is committed to better understanding the needs and expectations of its customers. Council will enhance its understanding of the needs and expectations of customers by:

- Carrying out surveys to better understand the needs and expectations of customers and the local community – learn what the local community thinks about the areas where Council is performing well and the areas where Council needs to improve service delivery.
- Maintaining feedback by encouraging the public to complete feedback forms that Council will record and analyse.
- Maintaining a complaint handling system to respond to service failures, unsatisfied expectations and to enable Council to identify and rectify service failures.
- Establishing key service standards in a number of areas and evaluating the performance of Council against these standards.
- Continuing to deliver information on the activities of Council through a variety of means including:
 - Publishing regular community updates and community information through a range of means including Council's website, community portal and social media.
 - Placing plans, policies and other documents on exhibition at Council's Administrative Centre and Library;
 - Conducting public meetings and other open forms of consultation where appropriate.
- Continuing to encourage input from the community on Council's activities through a variety of means including:
 - Encouraging the local community to attend and speak at Council meetings;
 - Encouraging the local community to contact Councillors to discuss concerns;
 - Publishing results of Council's complaint handling and feedback systems;
 - Encourage submissions on plans and other documents relating to Council activities.
 - Encourage the local community to participate in community engagement activities.

2. FRAMEWORK OBJECTIVE

The main objectives of the Framework are to:

- Ensure Council delivers a service as outlined in its Customer Experience Charter;
- Provide customers with a choice as to how they can provide feedback;
- Provide a structure and key service standards around responding to, recording, reporting and using feedback to improve the customer experience;
- Outline customer rights and responsibilities; and
- Outline Council staff responsibilities under the Framework.

Council's Customer Experience Framework also provides an effective guide to complaint handling, which aims to benefit both, customers and Council.

3. FRAMEWORK SCOPE

Council is committed to delivering a quality customer experience that is equitable for all customers. We want to understand customer's expectations and ensure that they receive the best possible service that can be practically achieved.

Commitment to Customer Experience

Council strive to deliver service in a friendly, knowledgeable and professional manner by:

- Being respectful, courteous and impartial in all dealings;
- Ensuring Council Officers identify themselves when talking to customers;
- Listening carefully to customers;
- Ensuring that personal information is kept confidential at all times; and
- Having trained and professional staff who will apply Council's values and Code of Conduct.

Regulatory Framework

Council is committed to providing a fair and equitable service in accordance with legislation, regulations, policies and standards.

Statement of Procedures

In order to meet Council's commitment to providing quality customer experiences, Council will ensure that staff have access to a range of resources, systems, processes and training to support their service delivery.

Standards

The importance of evaluating how well Council deliver customer service is recognised. Council shall continue to establish feedback handling processes to ensure that customers are able to provide feedback. This feedback is required to analyse improvements in service delivery.

Council will also measure how well it delivers quality customer experiences through measurement of a number of standards, described in this Framework as "Key Service Standards".

Customer Requests and Complaints

Council has an obligation to properly record and consider all customer requests and complaints.

The Customer Request Management (CRM) module in Authority is utilised to enable the logging, allocating, tracking and reporting of all customer requests and complaints.

Customer Feedback

Customer feedback provides an opportunity to encompass complaints, compliments and suggestions. In many cases it can provide opportunity for not only service delivery improvement but service recovery.

Customer Responsibilities

Council requires that customers assist Council staff in its service delivery by interacting in a fair and reasonable manner. What customers can expect from Council and what is expected from the customer is outlined in Council's Customer Experience Charter.

Staff Responsibilities

Council requires staff to deliver excellent customer service that is responsive, professional, accessible and inclusive. The Framework defines the strategies and key service standards which all staff are required to meet when dealing with customers.

4. FRAMEWORK STATEMENT

Council is committed to delivering quality customer experiences that are inclusive and accessible for all customers. Council wishes to understand customer's expectations and has adopted the principle "Think like the customer". Council is committed to ensuring it is reflective of its guiding principles and values.

4.1 Customer Experience Strategy

Council's Customer Experience Strategy is designed as a customer service standard and excellence guide for all Council staff.

Council's goal is to deliver excellent customer service that is responsive, accessible and inclusive. This Customer Experience Strategy sets out service and excellence guidelines that all staff are required to meet when dealing with customers.

Council's customers are individuals or organisations that have dealings with council. These customers can include residents of the City of Broken Hill, potential residents, business owners, other government and authority bodies, visitors, internal staff members and contractors etc.

As Council employees, staff reflect Council's image and in doing so are expected to conduct themselves in accordance with Council values. These organisational values demonstrate how Council operates and represent the guiding principles on which expected behaviours and practices are based.

4.2 Customer Experience Charter

Council's Customer Experience Charter sets out what customers can expect from Council.

The Charter has been developed to build and enhance partnerships and relationships with customers and will enable a system of continuous improvement in customer experience excellence.

4.3 Complaints Management Policy

Council's Complaints Management Policy has been implemented to ensure Broken Hill City Council handles complaints fairly, efficiently and effectively.

A complaint is an expression of dissatisfaction. A complaint covered by this policy can be distinguished from Service Requests and Requests for Information.

Council's complaint management system is intended to:

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

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

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

Staff Grievances, Code of Conduct complaints and Public Interest Disclosures are dealt with through separate mechanisms.

4.4 Complaints Handling Procedure

Council's Complaints Handling Procedure represents the system for responding to, recording, reporting and using complaints to improve services to the community. It includes procedures for individuals to resolve complaints and provides information to managers and staff that will enable a system of continuous improvement in the delivery of quality customer experiences.

4.5 Customer Relations Telephone Evaluation Template

The Customer Relations Telephone Evaluation Template is a tool to assess call quality and ensure standard telephone protocols are followed.

This tool will be used to measure, evaluate and benchmark the quality of Council calls and help assess if agents understand customer concerns and offer the most appropriate solution.

The Customer Relation Telephone Evaluation Template enables a system of continuous improvement in customer service and offers the ability to provide observations and feedback on how agents can improve the quality of calls.

4.6 Customer Feedback Form

Providing quality customer experiences requires the provision of an efficient, fair, impartial and responsive service. It is also about delivering the most appropriate and complete service at the first point of contact. However, things can and do go wrong but can only be put right and a quality service delivered where Council becomes aware of the issue.

Customer feedback processes provide an opportunity for service recovery and encompasses complaints, compliments and suggestions.

Customer feedback can be provided via:

- Council's website;
- Council's online Community Portal;
- On the Customer Feedback Form "Tell us what you think" - available at Council's frontline facilities;
- By telephone;
- In person, at Council's Customer Relations Counter, Administrative Centre;
- By email; and/ or
- By letter.

5. IMPLEMENTATION

5.1 Roles and Responsibilities

The following Council Officers are responsible for the implementation of and the adherence to this Framework:

- General Manager;
- Director Corporate and community
- Manager Corporate & Customer Experience
- All Council staff

5.2 Communication

This Framework will be communicated to all staff and made available electronically.

All Council employees will have access to all elements of the Customer Experience Framework via Council's intranet and electronic document records management system (EDRMS).

The community will have access to Council policies via Council's website. Access to the Customer Experience Charter will be available via Council's website and available in hard copy, where required.

6. ASSOCIATED DOCUMENTS

- D17/867 Customer Experience Strategy
- D17/978 Customer Experience Charter
- D12/11853 Complaints Management Policy
- D17/25094 Complaints Handling Procedure
- Customer Feedback Form
- D20/34704 Customer Relations Telephone Evaluation Template

7. REVIEW

Review of this Framework will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets legislation requirements and the needs of the community and Council. The responsible Council officer will be notified of the review requirements three months prior to the expiry of this policy.

The Director Corporate and Community is responsible for the review of this policy.

8. LEGISLATIVE AND LEGAL FRAMEWORK

This Framework relates to:

- *Local Government Act 1993*
- *State Records Act 1998*
- *Privacy and Personal Information Protection Act 1998*
- *Government Information (Public Access) Act 2009*

Council Policy does not take precedence over statutory responsibilities assumed by Council in its role as a local government authority.

Ethics and Conflicts of Interest

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Customer Experience Framework. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

9. DEFINITIONS

In this Framework the following definitions will apply:

“**Council**” shall mean Broken Hill City Council.

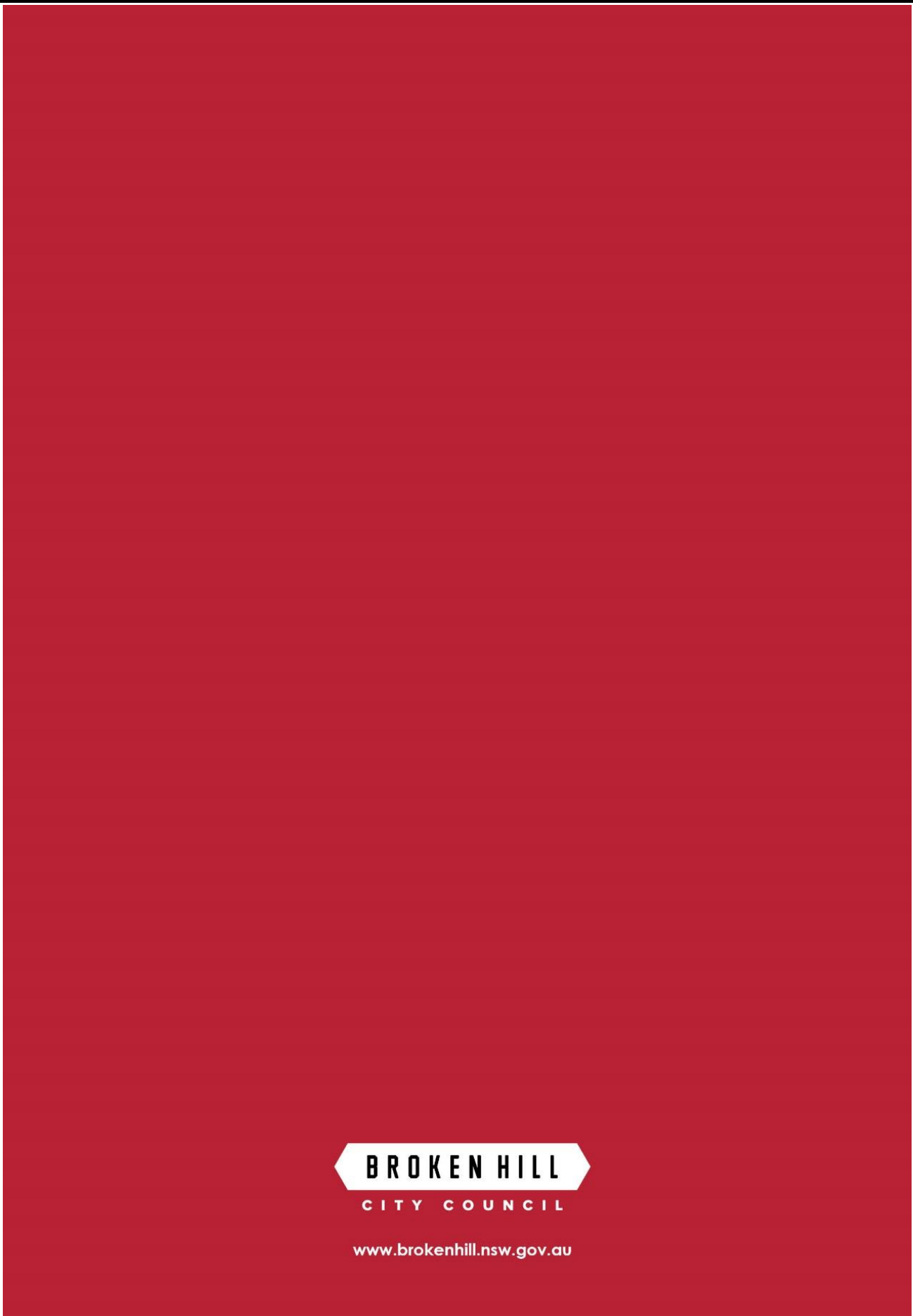
“**ELT**” shall mean Council’s Executive Leadership Team.

“**Framework**” shall mean this Customer Experience Framework.

“**Policy**” shall mean a high level statement that establishes the basis and framework for conduct and practice by and at Broken Hill City Council. It is the ‘what’ and ‘why’ of Council decision-making. Policies will typically be brief and rely on other means (i.e. procedures) to give effect to their direction.

“**Procedure**” shall mean a document written to support a policy for organisation strategy and designed to describe who, what, when and why in order to establish accountability

“**Process**” shall mean the documentation of the “how” to steps for the completion of a task or function.





**DRAFT CUSTOMER
EXPERIENCE STRATEGY**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY CONTROL		
KEY THEME	1 Our community	
OBJECTIVE	1.3 Our community works together	
STRATEGY/ACTION	1.3.8 Maintain and strive to continuously improve the Customer Contact and Call Centre 1.3.8.1 Review Council's Customer Service Framework	
EDRMS REFERENCE	17/2	FILE REFERENCE D17/867
RESPONSIBLE OFFICER	Director Corporate and Community	
REVIEW DATE	June 2028	
DOCUMENT HISTORY	ACTION	DATE
Draft Customer Service Strategy	Employee Consultation, 13 sessions	February - March 2017
Draft Customer Service Strategy	General Manager Briefing	3 March 2017
Draft Customer Service Strategy	Human Resources Cultural alignment with vision and mission	17 May 2017
Draft Customer Service Strategy	Document revised	May - June 2017
Draft Customer Service Strategy	Presentation to Executive Leadership Team	8 June 2017
Draft Customer Service Strategy	Employee Consultation General Manager Focus Groups	17-21 July 2017
Draft Customer Service Strategy	Endorsed by Council	27 September 2017
Draft Customer Service Strategy	Endorsed by General Manager	12 December 2017
Customer Service Strategy	Review endorsed by ELT	3 December 2020
Review of Customer Service Strategy	Employee consultation through the Customer Service Strategy Working Group	16 December 2019 – 24 January 2020
Customer Service Strategy	Endorsed	16 March 2021
Review of Customer Service Strategy	Employee consultation through 'Think Like the Customer Workshops'	19 – 28 March 2024
DRAFT Customer Experience Strategy	Review endorsed by ELT	4 June 2024

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EXECUTIVE SUMMARY

MESSAGE FROM THE GENERAL MANAGER

Here at Council we are on a constant journey to improve how we deliver services to the residents of Broken Hill.

In order to achieve better frontline services to the community, it's important to think more broadly than just customer service.

When 'frontline staff' is mentioned, people's thoughts often turn to our staff behind the reception desk in Council's foyer.

However frontline services are much more than reception and extend across almost every service that Council offers.

Whether we're filling a pothole, taking a call about a stray animal, or maintaining our parks and gardens – we are on the frontline delivering a service to residents.

We understand that frontline services can only be improved when the needs of the customer are the primary focus, and to realise this improvement, numerous employee consultation internal sessions have been held across all Council departments in recent years.

This process has been reinforced by an organisation-wide review of Council's core values. When an organisation can agree on core values and use them to work together for a common goal, the only outcome can be a better service for the customer.

Throughout both processes staff have spent countless hours considering how we can work together the best serve the people of Broken Hill

We remain committed to continual improvement and ensuring that everyone who interacts with Council receives a level of service that is responsive, professional, accessible and inclusive.

I assure you that we have been thorough in our pursuit of these goals and commend this guide to you in the knowledge that the customer has remained the focus throughout its development.

JAY NANKIVELL
GENERAL MANAGER



1. INTRODUCTION

This strategy is designed as a customer service standard for all Council staff.

What are our goals?

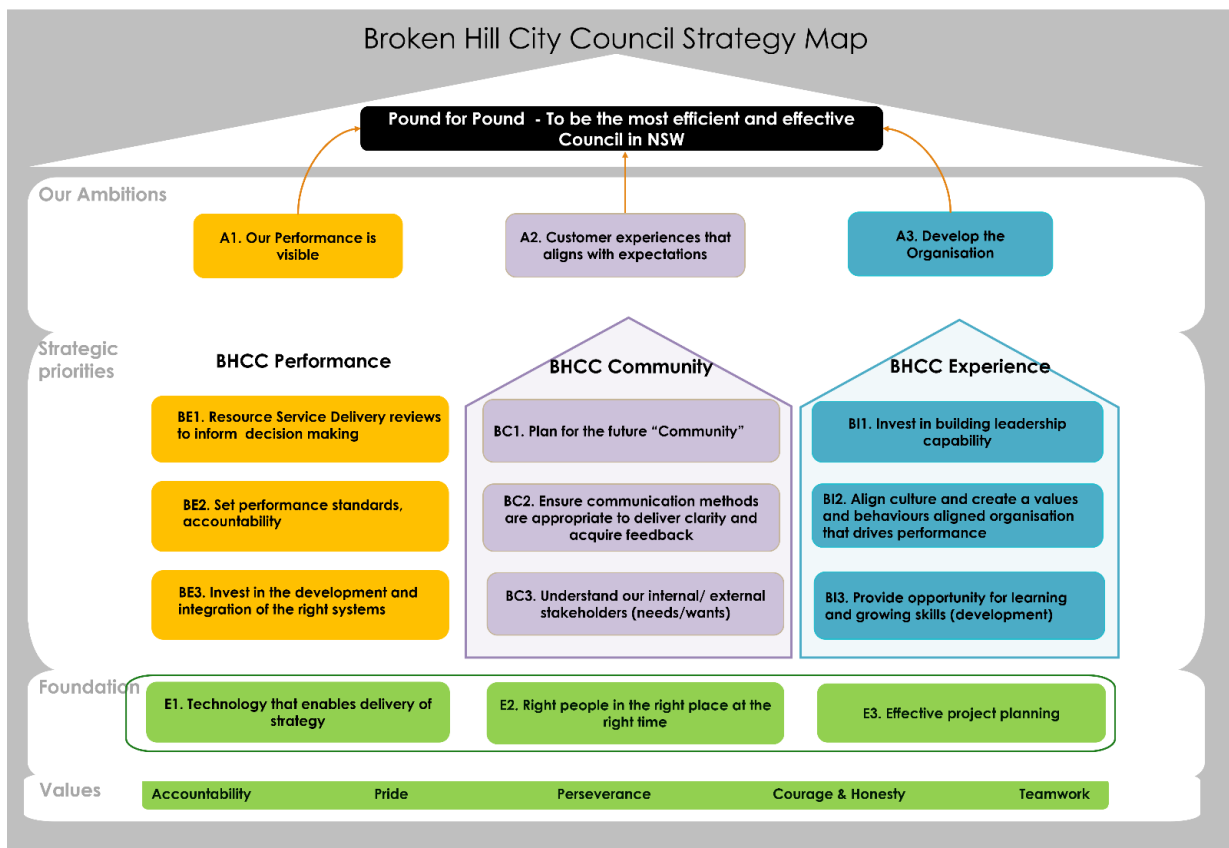
Council's goal is to deliver a quality customer experience that is responsive, professional, accessible and inclusive. This Customer Experience Strategy sets out service and excellence guidelines that all staff are required to meet when dealing with customers.

Who are our customers?

Our customers are individuals or organisations that have dealings with us. These customers can include residents of the City of Broken Hill, potential residents, business owners, other government and authority bodies, visitors, internal staff members, volunteers and contractors etc.

What are our responsibilities?

As Council employees, we reflect Council's image and in doing so are expected to conduct ourselves in accordance with the Broken Hill City Council Strategy Map. The organisational values demonstrate how we work and represent the guiding principles on which our behaviours and practices are based.



2. KEY SERVICE STANDARDS



KEY SERVICE STANDARDS

Council is committed to providing an excellent customer experience and strives to achieve all of the following Key Service Standards



TELEPHONE

Respond to telephone calls with **four rings/12 seconds**.
Respond to Voicemail messages within **one business day**.



CORRESPONDENCE

Acknowledge receipt of written correspondence within **two business days**.
Respond to written correspondence within **10 business days**.
Strive to achieve
– Acknowledge receipt of correspondence within **one business day**.
– Respond to correspondence within **five business days**.



EMAIL

Acknowledge receipt of emails within **two business days**.
Respond to e-mail enquiries within **five business days**.
Strive to achieve
– Acknowledge receipt of emails within **one business day**.
– Respond to e-mail enquiries within **two business days**.



VISITORS

Acknowledge visiting customers on arrival and assist within **10 minutes**,
90% of the time.
Strive to achieve
– Acknowledge visiting customers on arrival and assist within **10 minutes**.



SOCIAL MEDIA

Acknowledge genuine social media enquiries within **two business days**.
Respond to genuine social media enquiries within **five business days**.
Strive to achieve
– Acknowledge genuine social media enquiries within **one business day**.
– Respond to genuine social media enquiries within **two business days**.

We will:

- Value and serve our community in an inclusive and accessible manner;
- Treat customers with respect and courtesy;
- Ensure customers receive a quality customer experience each and every time;
- Value customer privacy and treat personal information confidentially;
- Be attentive to customer needs and expectations;
- Work together with shared responsibility to achieve quality customer experience outcomes;
- Welcome customer input and suggestions to assist us to continuously improve our performance; and
- Address customer concerns through a fair and open process.

In conducting our business, we will:

- Make reasonable efforts to supply all of our services in a timely manner with priority given to customers affected by a public safety issue;
- Provide and explain the method of follow-up for customer requests;
- Provide a dedicated customer service line Monday to Friday 8.30am – 5pm (Telephone 08 8080 3300), exclusive of public holidays;
- Provide an online Community Portal where customers can make service requests outside of business hours without the need of visiting or calling Council;
- Provide information that is accurate, current and timely;
- Offer a variety of payment methods;
- Be available for contact by telephone, online, email, mail and in person; and
- Be punctual for meetings and appointments.

2.1 EXPECTATIONS OF OUR CUSTOMERS

We expect our customers:

- To treat us in a courteous and respectful manner;
- To respect the privacy, safety and needs of other members of the community and Council staff;
- To work with us to resolve problems; and
- To provide us with the information we need to serve them well.

3. INCLUSION AND ACCESSIBILITY



Council is committed to improving opportunities for people of all ages, cultures and of differing abilities to access the full range of services provided by Council.

Inclusion happens when every person who wishes to, can fully participate in all aspects of an activity or service in a similar way to any other community member. Some barriers hinder effective communication for the aged, persons with a disability or cultural background.

Different customers will require different communication strategies. It is the responsibility of Council as the service provider to adjust our communication to the needs of the individual customer. Although every person is different, assumptions must not be made or based on how someone looks or behaves. Not everyone can read or write well, and some people are embarrassed and do not wish for this to be disclosed.

Council staff should be aware of:

- Using loud machinery can hinder a vision impaired person and their assistance animal;
- Cultural beliefs eg some cultures do not make eye contact;
- Some persons cannot stand or queue for long periods; and
- Some persons cannot read or write.

Things to consider when communicating:

- When approaching a customer, be polite, introduce yourself, and ask how you can help;
- Wait until your offer is accepted before trying to assist someone;
- Be mindful of the extra time it may take some customers to do or say some things;
- Don't patronise or talk down to a person with disability, or assume that they won't understand you;
- Look at the person you are talking to, speak directly to the customer, even when they are accompanied by an interpreter or assistant;
- It is important to make eye contact except where not culturally acceptable;
- If you don't understand someone, ask the person to repeat what they have said;
- Be mindful not to shout, use big hand gestures, or speak extra slowly to someone who has a hearing impairment or has difficulty understanding - just speak clearly;
- Be mindful not to touch a person with a disability unless there is a good reason, such as shaking hands in the greeting or if the person has asked for assistance. However, it may be acceptable to gently touch a person who has a hearing impairment to get their attention;
- Be mindful not to cover your mouth as this will stop the person being able to lip read if they would like to. Try to make sure that light is on your face to assist lip reading.
- If you are having difficulty communicating with a person with a hearing impairment, write things down;

- If a person has a hearing impairment, ensure background noise is kept to a minimum;
- When meeting people with a visual impairment, identify yourself clearly and introduce anyone else who is present, consider describing the layout of the area to them, especially any obstacles like stairs or furniture. Say when you wish to end a conversation or to move away;
- Be mindful not to complete sentences for the person unless they look to you for assistance. Don't pretend you understand what a person with a speech disability says just to be polite, ask the person to repeat if you don't understand or to write down a word if you're not sure what they are saying;
- Try and make sure sign-in counters are low enough to be reached by a wheelchair user. If that's not possible, come around to the front of the counter to talk to the customer, and offer a stable surface for them to write on if needed;
- If a person is in a wheelchair, try and put yourself at eye level and speak directly to them;
- Be mindful of a person's mobility aid, if a person is in a wheelchair do not push them if they haven't asked you to, never lean on or hang things from a person's wheelchair, do not touch someone's cane, or other device unless asked.
- Be mindful not to make assumptions about the existence or absence of disabilities. Some people may have a hidden disability.

4. PROTOCOLS



All departments are responsible for ensuring staff coverage of phones and customer enquiries at all times during business hours.

All staff must utilise voicemail, diversion to a Council issued mobile and/or diversion to an available team member to ensure all telephone calls are responded to within key service standard requirements.

4.1 PHONE SYSTEM/VOICEMAIL

It is not considered acceptable for a phone extension to ring out and for the call to be unanswered. We should strive for all calls to be answered within **four rings/12 seconds**. All efforts must be made by all Council staff to answer a call in a timely manner and to take measures to manage an unattended extension within your team.

Should staff be unable to answer an incoming call, then they **must ensure** that they have systems in place to have calls answered in their absence.

These systems can be:

1. Setting up calls to go to voicemail;
2. Diverting to a Council issued mobile with a professional voicemail; or
3. Diverting phone to an available team member within the same department;

Voicemail messages must be checked and return calls within **one business day**.

Your voicemail greeting is important as it can be the first contact customers have with you and the organisation. Standard voicemail scripts ensure the caller knows who they have reached and when the caller can expect to receive a call back:

- **Standard Script 1:** You have reached the voicemail of [your full name]. Please leave your name, phone number and a brief message and you will be contacted as soon as possible.
- **Standard Script 2:** You have reached the voicemail of [your full name]. I am out of the office, returning [Day, Month, Date]. Please leave your name, phone number and a brief message and I will contact you on my return.

If you are a casual employee or are unsure of your return to the office date it is acceptable to remove the date from the above scripts.

For further information please see process D20/2892 - How to Set up and Change your phone voicemail, available on Council's EDRMS

Micollab Standards

For the purpose of providing a positive customer experience for all of Council's internal customers the adequate and consistent use of MiCollab is required by all staff.

Setting availability

All Council staff are required to set their MiCollab availability cohesively with their movements across the day. Acceptable availability statuses include:

In the office – Calls to be directed to desk phone with voicemail activated after four rings/ 12 seconds

Out of office - calls to be directed straight to voicemail or alternate team member

Lunch - calls to be directed straight to voicemail or alternate contact

RDO – calls to be directed straight to voicemail or alternate contact

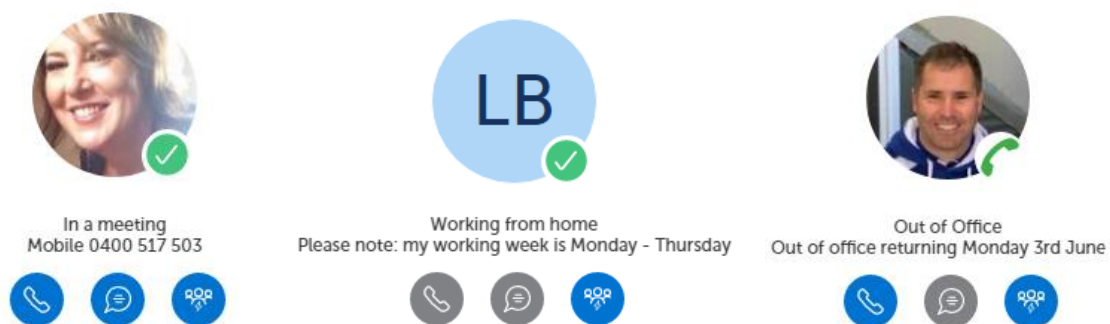
Do not disturb – calls are to be directed straight to voicemail

Working from home or working offsite – calls to be diverted to appropriate contact number with professional voicemail activated after four rings/ 12 seconds

Use of the Status bar

The status bar is to be utilised in setting internal customer expectations by providing information such as

- Users regular hours of work – Please note my regular working hours are (insert days and times)
- Expected return to work details – Returning (day, month, year)
- Alternative contact details – Mobile number 04XX XXX XXX or team member name and phone number



4.2 TELEPHONE PROTOCOLS

Greeting and Identification – Strive to respond to all telephone calls within **four rings/12 seconds**. Use a positive tone of voice and identify the organisation or department and yourself providing a welcoming salutation.

For example:

- **External customer incoming call** – 'Welcome to Broken Hill City Council, this is (first name) how may I help you?'
- **External customer transferred call** – 'Hi (customers name) this is (first name) from (department or title), I understand that you are calling in regard to?'
- **Internal customer calling** – 'Hello, this is (first name)'

Determine Customer Needs

- Actively listen, giving the customer your full attention;
- Do not interrupt or assume you know the response before listening to the entire customer enquiry;
- Take notes if necessary.

Understand the Issue

- Clarify what you have heard and understood from the customer by asking probing questions;
- Paraphrase to confirm your understanding of the enquiry;
- Speak in a clear and concise manner and avoid jargon.

Answer Query or Recommend Solution

- Assume personal responsibility for the customer's enquiry and aim to achieve resolution at the time of interaction;
- Provide clear, accurate, appropriate, current, relevant and consistent advice;
- Use bridging statements (for example: 'what you have told me...') and refer back to customer needs/motives;
- If transferring a call, explain the benefits to the caller and transfer using warm transfer techniques (for example: 'announce the call and caller').

Check for Satisfaction

- Agree on a course of action and advise of the normal timeframes with the customer;
- Where appropriate, always endeavour to provide the customer with a system reference number or provide the contact details of the relevant Council Officer;
- If the customer is not satisfied with the solution, ask further clarifying questions to seek a solution, escalate to a team leader if necessary.

Close on a Positive Note

- Summarise any actions or timeframes discussed and end on a positive note;
- Close with an offer of further assistance, and express appreciation for the call e.g. 'Is there anything else I can help you with today?'

Follow-Up

- Complete any notes or records of the call using appropriate systems;
- Follow-up is not available to customers who wish to remain anonymous. Should you receive a request for service from a caller who wishes to remain anonymous, explain to the customer the limitations in actioning requests from anonymous callers;
- All customer call backs are to be completed within one business day;
- When taking messages on behalf of Council staff, strive to record all relevant details such as the date, time, name, address, telephone number, email address and subject matter. These messages **are** required to be forwarded promptly.

4.3 TRANSFERRING CALLS

Accepting Transferred Calls

All Council staff regardless of which department they work in, are expected to handle calls from the public. While Customer Relations Officers will make all attempts to resolve calls at first point of contact and avoid unnecessary transfers, there will be instances where some calls will require handling by relevant departments and subject matter experts. Furthermore, some callers may also insist on dealing with certain departments or officers directly.

Dealing with Calls to Other Departments

From time to time, you may receive a call that does not relate to you. The caller could have called your extension directly or the call was transferred in error. Regardless, it is your responsibility to deal with the call professionally and according to the standards and expectations outlined in this strategy. It is important to remember; external customers form a view about Council's customer service quality regardless of with whom they speak.

In these instances, it is important to seek the permission of the customer as to how they would like their call handled. For example, do they wish to be transferred to the relevant department and/or Council Officer or do they wish to receive a call back from the aforementioned.

When you Receive a Call not Intended for You

- Try to identify the nature of the call and where it belongs;
- Explain to the caller that you are not the relevant Officer to address the issue, however you will attempt to identify who the best person is to speak to.

When it is Necessary to Transfer/Receive a Call

- Once you know where to transfer the call, do so by introducing yourself to your colleague and provide the customer's details and explanation for transfer and information gathered;
- When receiving a transferred call, acknowledge the customer and the information received to avoid the customer having to repeat the details provided;
- If in transferring the call you find that it is going to voicemail, notify the customer and ask if he/she is happy to leave a message before putting the call through;
- If the caller asks to be transferred to a particular Council Officer, department/function area and after using the appropriate probing question techniques, still refuses to give his/her name, proceed by transferring the call and explaining the situation to your colleague.

Anonymous Callers

There are instances where Council Officers receive calls from persons who wish to remain anonymous. The caller may ask to speak to a specific Council Officer and refuses to give his/her name. In such situations, the Council Officer will transfer the call and explain the situation to the relevant Officer.

Anonymous callers also contact Council to report incidents. In such circumstances, depending on the nature of the reported incident the Council Officer will explain the limitations faced by Council in actioning anonymous requests.

Anonymous customer requests are required to be recorded for reported incidents, complaints and service requests; and assessed by the delegated Council Officer.

4.4 TRANSFERRING CALLS TO THE GENERAL MANAGER

- All calls for the General Manager must be transferred to the Executive Support Officer; provide the customer's details, explanation for transfer and information gathered;
- In the absence of the Executive Support Officer then the responsible Officer shall be the Executive Officer;
- Should the Executive Officer be unavailable, let the caller know and offer the option to the caller to leave a message. In this situation, should the caller advise that the General Manager is expecting their call, it would be appropriate to transfer direct following the transfer process;
- Should the caller become agitated insisting on getting immediate action, then refer the call to Council's Manager Communications and Marketing.

4.5 PROVIDING CONTACT DETAILS OF COUNCIL OFFICERS

All Council Officers will strive to resolve the call. If this proves to be insufficient then:

- The Council Officer will attempt to put the call through to another Officer within the team who may be able to resolve the issue. If this is not possible;
- The Council Officer will offer to take a message and pass on to the relevant Officer;

But upon request from the customer:

- The Council Officer will provide the contact details (email, direct phone extension and/or Council issued mobile number) of the Council Officer.

4.6 ABUSIVE CALLERS

Council Officers may receive calls from abusive customers. The Council Officer is to remain calm and respectful and assertively caution the caller that the call will be terminated if the verbal abuse continues.

Should the customer continue with aggression and/or abuse, the Council Officer should stop trying to assist the customer and start taking charge of the call. The Council Officer must advise the customer they are not comfortable with the behaviour and that if it continues the call will be terminated. If the abuse continues after the Council Officer has provided this warning, then the Council Officer will simply hang up.

In the event of any terminated calls with a customer the Council Officer must report the action to their supervisor immediately.

Do not confuse abusive callers with angry callers, because you can in fact assist angry people to a satisfactory resolution and turn them into happy customers.

4.7 FACE TO FACE INTERACTIONS

- Greet the customer, introduce yourself and your role in Council;
- Wear identification (e.g. name badge) particularly when interacting with external customers;
- Use a positive tone of voice and body language;
- Pay attention to the customer's body language. If the customer is distressed consider dealing with the matter in a separate meeting room, ensuring the room has an easy exit for employees in case of emergency.

4.8 FACE TO FACE ABUSIVE INTERACTIONS

From time to time Council Officers may experience abusive customer interactions face to face.

The principles for dealing with abusive customers face to face are primarily the same as that for dealing with these customers by telephone. Therefore, staff must ensure to remain calm and respectful and assert caution to the customer that the interaction will require to be terminated should the abuse continue.

In some circumstances the Council Officer may require the assistance of a team member/leader to assist in communicating with the abusive customer. In extreme cases where these actions have not improved the communication and the interaction continues to escalate then the Council Officer must advise the customer that they are required to leave the premises and should they refuse then the appropriate authorities will be notified.

In the event of any terminated face to face interactions with a customer the Council Officer must report the action to their supervisor immediately.

Again, and as above, do not confuse abusive customers with angry customers.

4.9 VISITORS TO COUNCIL



- All visitors are to be acknowledged and welcomed in a professional and courteous manner within 10 minutes;
- Where available, visitors are to be signed in and provided with 'visitor identification'. Note: Councillors are not required to be signed in or be provided with 'visitor identification';
- All visitors are to be announced to the responsible Officer and it is that Officer's responsibility to arrange for the visitor to be escorted in and out of Council offices/property;

- If the responsible Officer cannot be located, announcement may be made to another staff member of the department/function area for action;
- Keep the visitor informed of progress until they are attended to by the responsible Officer.

4.10 EMAIL PROTOCOLS



- Acknowledge receipt of emails within **two business days**;
- Respond to emails within **five business days** to advise the customer of outcome, follow-up and/or timeframes;
- Use the corporate email signature on all outgoing emails;
- All correspondence to be professionally written and an accurate account of Council's intent;
- Relevant correspondence is to be saved in Council's electronic document records management system (EDRMS).

Activate an automatic '**Out of Office**' reply in Outlook for business days/hours where you are away and unable to respond to emails.

Standard '**Out of Office**' replies ensures the sender is aware you are out of the office; when the sender can expect to receive a reply, and instructions on what to do if the email is urgent.

- **Standard Script 1 (External):** Thank you for your email. I am currently out of the office, returning [Day, Date, Month]. If this matter is urgent please email [email address] or telephone [telephone number]. This email has not been forwarded. Thank you.
- **Standard Script 2 (Internal):** I am currently out of the office, returning [Day, Date, Month]. If this matter is urgent please email [email address]. This email has not been forwarded. Thank you.

If you are a casual employee or are unsure of your return to the office date it is acceptable to remove the date

4.11 WRITTEN CORRESPONDENCE



- Acknowledge receipt of written correspondence within **two business days**
- Respond to written correspondence within **10 business days** to advise the customer of outcome, follow-up and/or timeframes;
- All correspondence to be professionally written and produced and be an accurate account of Council's intent;
- Relevant correspondence is to be saved in Council's EDRMS.

Outgoing correspondence must include relevant contact details of the responsible Officer at Council. For example should the Customer Relations team not have the knowledge, skill or delegation to resolve a query relating to the correspondence at first point of contact, then the correspondence must include the responsible Officer's direct contact details.

The Customer Relations team must be notified of any outgoing correspondence for which they may receive queries. Such material must be notified to Customer Relations/Corporate Administration team corporateservices@brokenhill.nsw.gov.au for prompt reference.

4.12 SOCIAL MEDIA

Authorised administrators are required to comply with the Social Media Strategy when creating, monitoring and posting on social media accounts.



- Authorised administrators to acknowledge receipt of genuine enquiries with **two business days**;
- Authorised administrators to respond to genuine enquiries within **five business days** to advise customer of outcome or follow-up timeframes;
- Potential media issues must be referred to the Manager Communications and Marketing.

5. SERVICE REQUESTS AND COMPLAINTS

Customers are encouraged to request services in a manner that is convenient and appropriate for the customer. This could be by telephone, online, email, mail or in person.

5.1 SERVICE REQUESTS

The Authority Customer Request Management (CRM) Module provides a single point for Council to manage service requests.

All Council staff are responsible for entering customer requests in the Authority CRM Module and ensuring data is factual and not assumptive. All requests for Council services are to be recorded in the Authority CRM Module and customers provided with a CRM reference number.



Council's **Community Portal** provides an online, self service, customer platform, allowing customers to submit service requests 24 hours per day, seven days per week from the convenience of their own home, or wherever an internet connection is accessible.

Council's Community Portal can be accessed via this QR code or alternatively at <https://eservice.brokenhill.nsw.gov.au/>

5.2 FEEDBACK AND COMPLAINTS

Council respects the rights of customers to raise a complaint and welcomes feedback as an opportunity to improve our services and performance.

Customers are encouraged to provide feedback, compliments, suggestions or complaints in a manner that is convenient and appropriate for the customer. This could be by telephone, online, email, mail or in person.

A complaint is normally an expression of dissatisfaction with Council's procedures, fees, staff, contractors or the quality of services provided.

The following are not classified as complaints:

-
- A request for service;
- A request for information;
- The lodgement of an appeal in accordance with legislation.

5.3 COMPLAINT PROCESS

When dealing with complaints, Council staff will:

- Take all complaints seriously;
- Treat customers with sensitivity, respect and courtesy;
- Value individual privacy and treat personal information confidentially;
- Record the complaint;
- Acknowledge receipt of the complaint within **two business days**;
- Assess all complaints on their merits and facts;
- Ensure that any action is compatible with Council's Complaint Management Policy;

- Ensure an appropriate remedy is provided if the complaint is substantiated (which may include an apology, explanation, refund of fees, referral to another agency, a change in policy, procedure or practice);
- Provide all parties with clear reasons as to why any actions have been taken; and
- Provide avenues of appeal and review.

Council Officers will endeavour to resolve complaints at the first point of contact. All complaints will be recorded in the Authority CRM Module and referred to the relevant department/function area for investigation. The customer should be informed of the process and the timelines for response, at the time of complaint. Once a complaint is resolved, record the actions and close the record.

In non-urgent circumstances, Council Officers will strive to respond to all complaints within **10 business days**. If the complaint cannot be satisfactorily resolved within this timeframe, then the customer is to be advised of the progress and any revised timelines.

Department/function area leaders/managers are responsible for the assessment, investigation and resolution of complaints including appropriate remedies with customers. Note: Refer to Section 7 - Our Service Standard Guide.

If customers are not satisfied with the response and outcome/remedy to their issue, the matter may be escalated to the manager for review. If still unsatisfied, an appeal may be made to the General Manager's office. Customers can request these escalations by telephone, online, email, mail or in person.

For customers that are not satisfied with the way complaints are resolved through Council's internal processes they may pursue matters with the NSW Ombudsman.

5.4 RECORDING AND TRACKING FEEDBACK/COMPLAINTS/REQUESTS

All feedback including compliments, complaints and service requests are to be recorded in Council's centralised Authority CRM Module.

Details to be captured include:

- Customer details;
- Nature and description of feedback/complaint/request;
- Requested action/remedy;
- Method of customer response feedback (telephone, email or written);
- Responsible Officer;
- Action taken, response time and outcome; and
- If no action is required then outcome must state 'no action required'.

Regular CRM reports will be provided to department/function area leaders/managers on compliance and outcomes of these records. This can assist with identifying and addressing any collective issues.

5.5 ANONYMOUS COMPLAINTS

Council will accept anonymous complaints; however will be unable to provide feedback or outcome responses. Customers are strongly encouraged to provide details and are assured confidentiality and privacy.

5.6 CORRUPT CONDUCT

For issues/complaints relating to corrupt conduct, please refer to Council's adopted Model Code of Conduct.

5.7 COUNCILLOR COMPLAINTS

Grievances or issues with Councillor conduct and behaviour are to be referred to the General Manager in accordance with Council's adopted Model Code of Conduct.

6. COUNCIL'S FRONTLINE

Council's frontline teams strive to resolve or handle enquiries, requests for service and business transactions at the first point of contact.

6.1 WHO ARE COUNCIL'S FRONTLINE?

Council's frontline teams consist of, but are not necessarily limited to, Customer Relations, Animal Shelter, Visitor Information Centre, Library, Art Gallery, Museum, Weigh Bridge, Civic Centre.

6.2 UNDERSTANDING THE ROLE OF YOUR CUSTOMER RELATIONS TEAM

Customer Service Excellence is the responsibility of all Council staff for external and internal interactions.

The Customer Relations team provides residents, ratepayers and visitors to Broken Hill with access to Council services and information. The Customer Relations team supports all areas of the organisation by acting as the main interface with external customers.

The Customer Relations team strives to provide a one-stop-shop for customers by providing information on behalf of other departments/function areas and/or requests for services and directing those to the appropriate actioning Officer. All attempts are made so that only requests for information or services that require specialist expertise are referred (transferred) to the relevant departments/function areas.

The Customer Relations team strives to resolve or handle enquiries, requests for service and business transactions at the first point of contact, where possible.

It is the responsibility of all Council staff to consider all relevant information that may be required to be provided to the Customer Relations and Corporate Administration teams to assist in resolving customer enquiries at the first point of contact. This information and internal communication is particularly necessary for large projects; matters that may arise and have a large impact in the community and/or any current activities for the best possible opportunity for a positive customer experience.

The team has a lead role in the implementation of systems, processes and standards to guide all Council services and staff in customer service excellence and customer experience and satisfaction.

6.3 UNIFORMS AND IDENTIFICATION

Council staff are required to be identified at all times by wearing either a Council uniform or appropriate identification such as, a name badge or a name embroidered shirt.

Where a Council uniform is worn the requirements may be waived in instances such as community events and in-house programs approved by the General Manager.

Where Personal Protective Equipment is required it is compulsory to be worn, in its entirety at all times.

6.4 PERSONAL PRESENTATION STANDARDS

Council staff are required to maintain an acceptable standard of personal and professional presentation at all times. Council staff reflect Council's image and as such will ensure that presentation standards are met at all times.

6.5 PERSONAL EFFECTS

All frontline areas must be maintained to a professional standard and personal effects must not be visible to external Customers.

6.6 FOOD AND DRINK

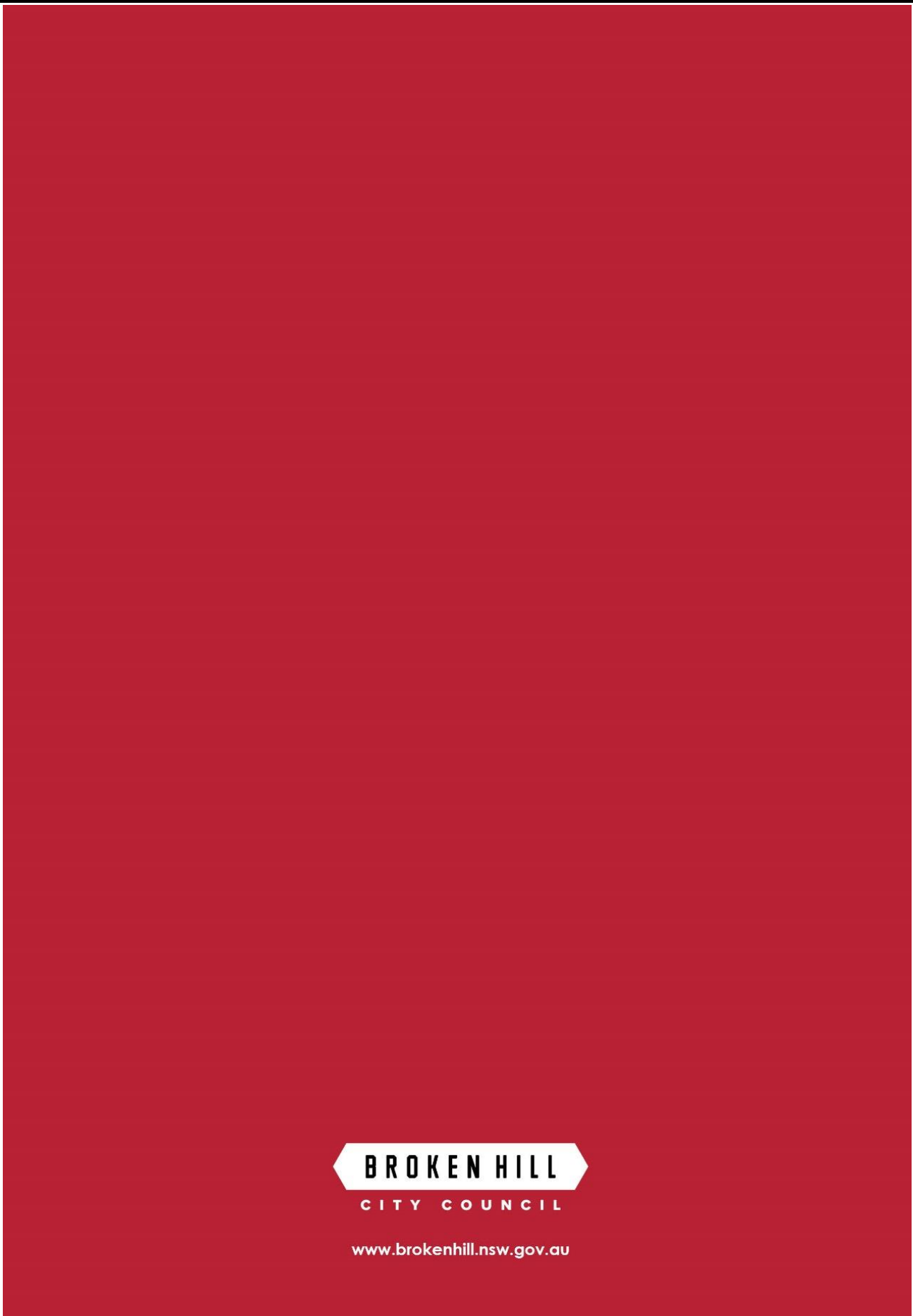
Food and drink, excluding water, tea and coffee are not to be consumed at frontline areas, such as counters and visible to external customers.

This clause may be exempt in instances such as community events and in-house programs approved by the General Manager.

7. OUR SERVICE STANDARD GUIDE

City Development and Planning	Standard
Number of Pre lodgement meetings held	Strive to achieve – That all requests for a pre-lodgement meeting are held within 10 days of request.
Process a Local Development Application	Within 40 days of receiving fee and completed application Strive to achieve – 80 percent within 30 days once received by the department.
Process an Integrated Development Application	Within 60 days of receiving fee and completed application Strive to achieve – 90 percent within 60 days
Process a Construction Certificate	Within 28 business days of receiving fee and completed application Strive to achieve – 80 percent assessment of all construction certificates without a request for additional information.
Process an Occupation Certificate	Strive to achieve – 100 percent response to customer within 14 days to approve or request further information.
Process Planning Certificates	Within five business days of receiving fee and completed application Strive to achieve – 100 percent within five business days of Council receiving the application
Process a Complying Development Certificate	Within 10 business days of receiving fee and completed application Strive to achieve – 100 percent within 21 days
Attend to a Swimming Pool Inspection Request	Within 10 business days of receiving fee and completed application Strive to achieve – 100 percent within 10 days
Waste Services	Standard
Domestic waste collection	Weekly
Green waste collection	Fortnightly
Delivery of new waste service	Within 10 business days of receiving fee if applicable and completed request Strive to achieve – five business days
Community Engagement	Standard
Hold public forums to address community issues	In accordance with Quality Assurance Standard IAP2 Australasia
Frontline Customer Relations	Standard
First call resolution	70 percent of the time
Strive to answer telephone calls	Within four rings/12 seconds Strive to achieve – 80 percent of the time
Infrastructure	Standard
Inspect, assess and respond to requests about assets and infrastructure owned by Council	Within 10 business days Strive to achieve – five business days
Environmental Health	Standard
Respond to food complaints	Within two business days Strive to achieve - one business day
Inspect registered food premises	Minimum once per year

Process Septic Tank Application	Within 10 business days of receiving fee and completed application Strive to achieve – five business days
Finance	
Payment of accounts	Within 30 days of receiving invoice/statement
Respond to rates enquiries	Within two business days Strive to achieve – one business day
Respond to debtor/creditors enquiries	Within two business days Strive to achieve – one business day
General Services	
Provide after-hours service for emergencies	Availability 24 hours, seven days a week
Respond to correspondence	Within 10 business days Strive to achieve – five business days
Respond to emails	Within five business days Strive to achieve – two business days
Respond to customer requests	Within 10 business days
Respond to telephone messages	Within one business day
Respond to social media enquires	Within five business days Strive to achieve target – two business days
Note: An emergency is regarded as being an incident that threatens life or property, or an incident which may cause environmental harm.	
Governance	
Respond to formal GIPA requests	Within 20 days of receiving fee and completed application
Review Council Strategic plans	Annually
Report to Council on Delivery Program	Six monthly
Submit Annual Report to Minister	30 November, annually
Display documents for public submission	Exhibit for 28 days
Report on Public Interest Disclosures	Annual report
Conduct Council meetings to which residents and ratepayers are invited to attend with an opportunity to ask questions	Monthly
Make Council meeting agendas available to the public	Two days prior to meeting
People and Culture	
Acknowledge receipt of all position applications received	Within one business day
Issue a progress letter on the status of an application letter	Strive to achieve – Within seven business days of the position's advertised closing date
Community Safety	
Respond to urgent companion animal complaints	Availability 24 hours, seven days a week
Respond to non-urgent companion animal complaints	Within 10 business days
Respond to all parking complaints	Within 10 business days
Respond to all other non-urgent local law compliance complaints	Within 10 business days



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POLICY AND GENERAL COMMITTEE

June 7, 2024

ITEM 4BROKEN HILL CITY COUNCIL REPORT NO. 90/24SUBJECT: INVESTMENT REPORT FOR MAY 2024D24/28152**Recommendation**

1. That Broken Hill City Council Report No. 90/24 dated June 7, 2024, be received.

Executive Summary:

The *Local Government (General) Regulation 2021* (Part 9, Division 5, Clause 212), effective from 1 September 2021, requires the Responsible Accounting Officer of a Council to provide a written report setting out details of all monies that have been invested under Section 625 (2) of the *Local Government Act 1993*, as per the Minister's Amended Investment Order gazetted 11 March 2011. The Responsible Accounting Officer must also include in the report, a certificate as to whether the investment has been made in accordance with the Act, the Regulations and the Council's Investment Policy.

As at 31 May 2024, Council's Investment Portfolio had a current market valuation of \$31,250,098 or principal value (face value) of \$31,040,868 and was compliant with policy and legislative requirements as per the below table.

Report:

Council's investments as at 31 May 2024 are detailed in Attachment 1.

Portfolio Summary		
Portfolio Performance vs. RBA Cash Rate	✓	Compliant with policy
Investment Policy Compliance		
Legislative Requirements	✓	Compliant with policy
Portfolio Credit Rating Limit	✓	Compliant with policy
Institutional Exposure Limits	✓	Compliant with policy
Term to Maturity Limits	✓	Compliant with policy

Market Review**Global issues:**

- Despite substantial declines from their peaks, inflation in many advanced economies remain above central banks' targets and, in some cases, progress in lowering inflation appears to have stalled. Countering this trend is the Bank of Canada and the European Central Bank which are expected to be the first two central banks to cut rates, as early as the next month.
- In the US, economic data was mixed with consumer confidence improving in May and an increase in the net proportion of respondents reporting that jobs are plentiful. However,

March quarter GDP growth was revised down to 1.3%pa from 1.6%pa with a downward revision to wages growth.

- In China, economic growth has picked up and appears to be on track to reach the growth target for 2024 of 'around 5 per cent'. However, conditions in the property market remain very weak leaving economists to speculate that government policy support will be needed to offset the drag on GDP growth.
- Global share markets started May strongly spurred on by favourable inflation expectations. Despite sentiment turning later in the month, after higher than expected inflation data in the US and Australia pushing out the expected timing of future rate cuts, most major share markets recorded modest gains for the month: US shares were up 5%, European shares gained 3.5% and Japanese and Australian share markets were both up approximately 1% on the month.
- Global share markets are expected to remain volatile over the coming months as uncertainty remains high regarding the outlook and timing for interest rate cuts, geopolitical risks around the Israel/Gaza/Iran conflict, and the prospect of another very close US election between two political parties with widely differing views on globalisation.

Domestic issues

- Latest monthly inflation data revealed an unexpected increase. The uptick in the Monthly Inflation Indicator from 3.5%yoy to 3.6%yoy surprised economists and financial markets which were expecting a decline. The main drivers were weather related food prices, tobacco, health insurance premiums, fuel prices and continued rapid increases in rents and general insurance.
- The RBA updated its inflation forecasts in its May 2024 Statement on Monetary Policy. The central bank is now saying it expects inflation to be higher by around 0.5% through until the end of this year, with the annual headline rate of quarterly CPI inflation expected to run at 3.8% in both the June and December quarters.
- Latest retail sales numbers were weaker than expected and, on a trend basis, show that total retail turnover has largely stagnated since the start of this year. Furthermore, when considered on per capita basis, turnover has gone backwards. This indicates that household spending remains very weak, in line with ongoing depressed consumer sentiment readings.

Interest rates

- The RBA kept the official cash rate unchanged at 4.35% following its meeting in May with the next meeting in mid-June.
- The uptick in monthly inflation kept the risk of another RBA rate hike on the boil and reinforces that rates will be higher for longer. This was reflected in money market pricing pushing back expectations for a rate cut until late next year.
- The market is currently not expecting a full 25bp rate cut until October 2025:
- In May, term deposit rates across the 1 month to 5 year range ended largely flat on average, with a small rise in 3 to 5 year rates offsetting an average decline of 0.05%pa across 7, 8 and 9 month terms.

Investment Portfolio Commentary

Council's investment portfolio returned 4.81%pa (0.40% actual) for the month on a marked-to-market basis versus the bank bill index benchmark's 4.50%pa (0.37% actual) return. Over the past 12 months, the investment portfolio has returned 4.69% versus the bank bill index benchmark's 4.32%.

The NSW TCorpIM Medium Term Fund (0.60% actual) recorded a solid gain for the month, holding onto much of the share market rebound from the start of May before the inflationary retreat at the end of the month.

During May, Council had maturities of \$1m between two deposits with terms of 7 and 9 months paying an average of 5.19%pa. Council invested \$500k in an 11 month deposit paying 5.24% during the month.

Council has a well-diversified portfolio invested predominantly among a range of term deposits from highly rated Australian banks. Council also has exposure to a wide range of asset classes, including senior ranked fixed and floating rate notes, listed property and international and domestic shares via the NSW TCorp Medium Term Growth Fund. It is expected that Council's portfolio will achieve above benchmark returns over the medium/long term with prudent investment selection.

Council's Portfolio by Source of Funds – May 2024

As at 31 May 2024, Council's Investment Portfolio had a current market valuation of \$31,250,098 or principal value (face value) of \$31,040,868 and was compliant with policy and legislative requirements as per the table above.

	Source of Funds	Principal Amount
GENERAL Fund	Operating Capital & Internal Restrictions	\$15,161,332
	Royalties Reserve	\$605,705
	Domestic Waste Management Reserve	\$5,169,881
	Grants	\$10,103,950
TOTAL PORTFOLIO		\$31,040,868

Certificate by Responsible Accounting Officer

All investments have been placed in accordance with Council's Investment Policy, Section 625 of the *Local Government Act 1993* (as amended), the Revised Ministerial Investment Order gazetted 11 February 2011, Clause 212 of the *Local Government (General) Regulations 2005* and Third-Party Investment requirements of the then Department Local Government Circular 06-70. Council continues to obtain independent financial advice on its investment portfolio in accordance with the then Department of Local Government Circular of 16 September 2008.

Community Engagement:

Nil

Strategic Direction:

- Key Direction 4: Our Leadership
- Objective 4.1: Openness and Transparency in Decision Making
- Action 4.1.1: Maintain good governance and best practice methods and ensure compliance with various guidelines and legislation.

Relevant Legislation:

This report is provided for Council's consideration in compliance with the requirements of *Part 9, Division 5, Clause 212 of the Local Government (General) Regulations 2021*.

Financial Implications:

The recommendation has no financial impact.

Attachments

1. [↓](#) Investment Report May 2024

SIMON BROWN
DIRECTOR FINANCE AND COMMERCIAL

JAY NANKIVELL
GENERAL MANAGER



Investment Summary Report
May 2024



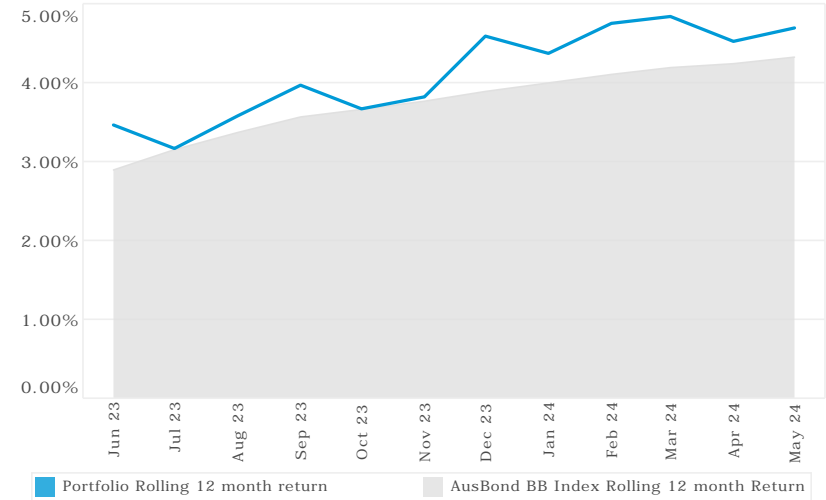
BROKEN HILL CITY COUNCIL
Executive Summary - May 2024



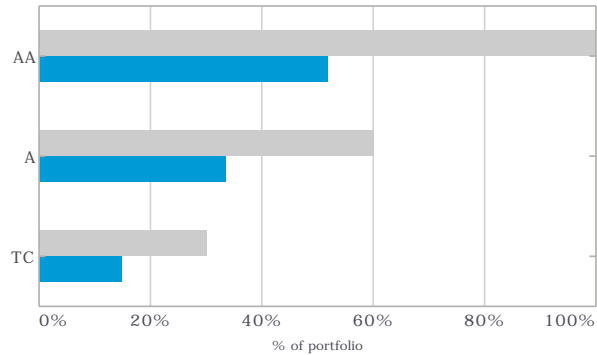
Investment Holdings

	Face Value (\$)	Current Value (\$)
Cash	13,463,007	13,463,007
Managed Funds	4,577,861	4,577,861
Term Deposit	13,000,000	13,209,230
	31,040,868	31,250,098

Investment Performance

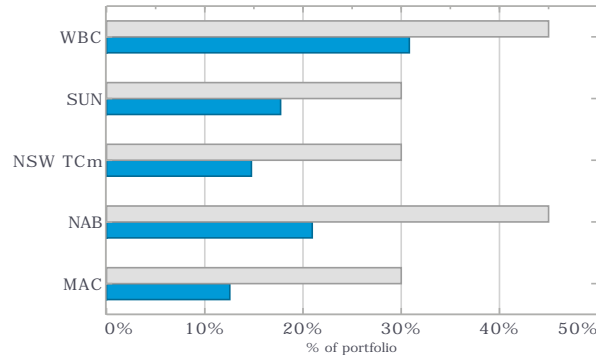


Total Credit Exposure



Investment Policy Compliance

Individual Institutional Exposures



Term to Maturities

	Face Value (\$)	Policy Max
Between 0 and 1 years	31,040,868	100% a
	31,040,868	

Specific Sub Limits

Between 5 and 10 year:	0	0%	30% a
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Portfolio Exposure Investment Policy Limit



BROKEN HILL CITY COUNCIL
Investment Holdings Report - May 2024



Cash Accounts

Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Current Value (\$)	Deal No.	Reference
3,615,412.69	0.0000%	Westpac Group	AA-	3,615,412.69	473409	Cheque
3,894,883.47	4.4851%	Macquarie Bank	A+	3,894,883.47	540354	Accelerator
5,952,710.56	5.3000%	Westpac Group	AA-	5,952,710.56	535442	90d Notice
13,463,006.72	3.6410%			13,463,006.72		

Managed Funds

Face Value (\$)	Monthly Return (%)	Institution	Credit Rating	Funds Name	Current Value (\$)	Deal No.	Reference
4,577,861.19	0.6016%	NSW T-Corp (MT)	TCm	Medium Term Growth Fund	4,577,861.19	536441	
4,577,861.19	0.6016%				4,577,861.19		

Term Deposits

Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
12-Jun-24	500,000.00	5.1700%	National Australia Bank	AA-	500,000.00	12-Dec-23	512,181.37	544714	12,181.37	At Maturity	
17-Jun-24	500,000.00	5.1700%	National Australia Bank	AA-	500,000.00	19-Dec-23	511,685.62	544752	11,685.62	At Maturity	
18-Jun-24	500,000.00	5.1300%	Suncorp Bank	A+	500,000.00	14-Dec-23	511,946.58	544723	11,946.58	At Maturity	
25-Jun-24	500,000.00	5.2500%	Bank of Queensland	A-	500,000.00	28-Sep-23	517,763.70	544543	17,763.70	At Maturity	
9-Jul-24	500,000.00	5.2800%	Suncorp Bank	A+	500,000.00	5-Dec-23	512,946.85	544699	12,946.85	At Maturity	
28-Aug-24	2,000,000.00	5.0700%	Suncorp Bank	A+	2,000,000.00	23-Feb-24	2,027,503.01	544860	27,503.01	At Maturity	
24-Sep-24	1,000,000.00	5.3500%	National Australia Bank	AA-	1,000,000.00	25-Sep-23	1,036,643.84	544523	36,643.84	At Maturity	
8-Oct-24	500,000.00	5.1000%	Bank of Queensland	A-	500,000.00	9-Apr-24	503,702.74	544996	3,702.74	At Maturity	
8-Oct-24	500,000.00	5.3000%	National Australia Bank	AA-	500,000.00	4-Oct-23	517,497.26	544558	17,497.26	At Maturity	
6-Nov-24	1,500,000.00	5.2000%	Suncorp Bank	A+	1,500,000.00	6-Mar-24	1,518,591.78	544909	18,591.78	At Maturity	
18-Dec-24	1,000,000.00	5.0800%	National Australia Bank	AA-	1,000,000.00	16-Apr-24	1,006,402.19	545013	6,402.19	At Maturity	
14-Jan-25	1,500,000.00	5.0500%	National Australia Bank	AA-	1,500,000.00	9-Apr-24	1,510,999.32	544998	10,999.32	At Maturity	
25-Feb-25	500,000.00	5.1000%	National Australia Bank	AA-	500,000.00	23-Apr-24	502,724.66	545034	2,724.66	At Maturity	
5-Mar-25	1,000,000.00	5.1600%	Suncorp Bank	A+	1,000,000.00	6-Mar-24	1,012,299.18	544918	12,299.18	At Maturity	



BROKEN HILL CITY COUNCIL
Investment Holdings Report - May 2024



Maturity Date	Face Value (\$)	Current Rate (%)	Institution	Credit Rating	Purchase Price (\$)	Purchase Date	Current Value (\$)	Deal No.	Accrued Interest (\$)	Next Interest Date	Reference
18-Mar-25	500,000.00	5.0500%	National Australia Bank	AA-	500,000.00	20-Mar-24	505,050.00	544952	5,050.00	At Maturity	
8-Apr-25	500,000.00	5.2400%	National Australia Bank	AA-	500,000.00	14-May-24	501,292.05	545086	1,292.05	At Maturity	
	13,000,000.00	5.1538%			13,000,000.00		13,209,230.15		209,230.15		



BROKEN HILL CITY COUNCIL
Accrued Interest Report - May 2024

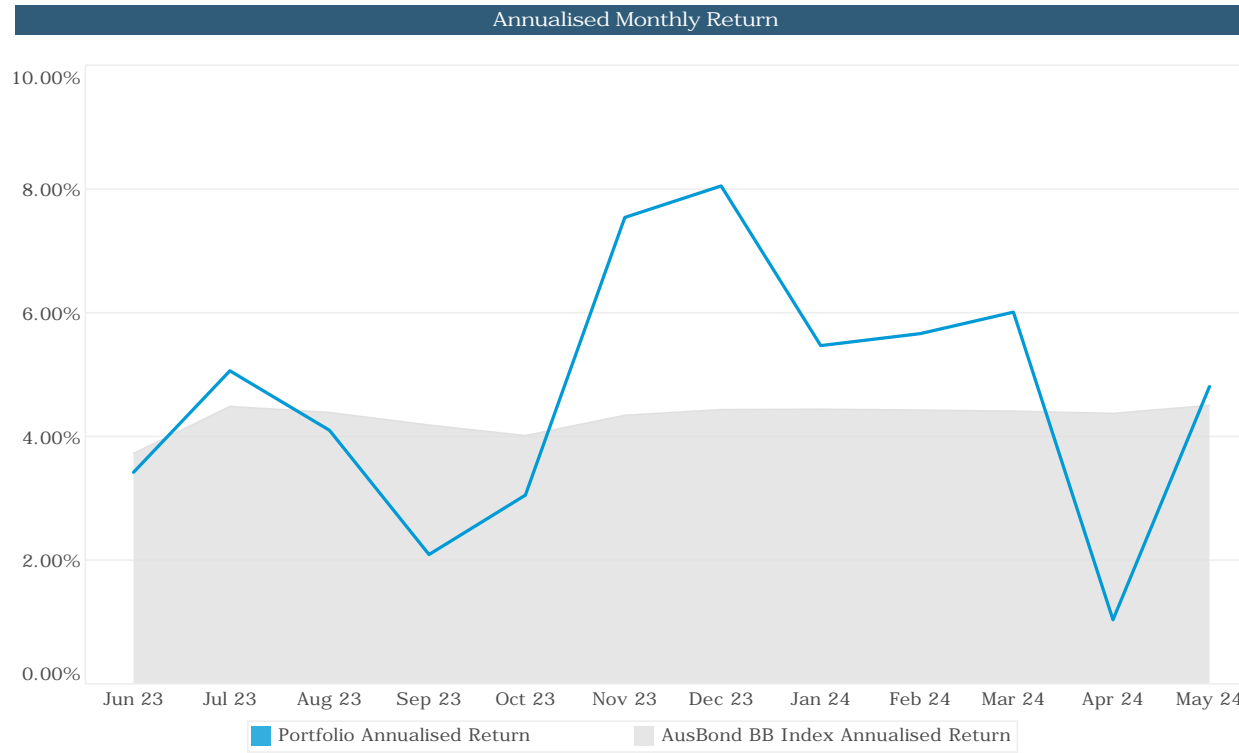


Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
Cash									
Macquarie Bank	540354					14,486.61	0	14,486.61	4.49%
Westpac Group	473409					0.00	0	0.00	0.00%
Westpac Group	535442					26,675.27	0	26,675.27	5.30%
						41,161.88		41,161.88	3.63%
Managed Funds									
NSW T-Corp Medium Term Growth Fund	536441				1-Jul-24	0.00	0	27,376.07	7.32%
						0.00		27,376.07	7.32%
Term Deposits									
Bank of Queensland	544572		500,000.00	10-Oct-23	14-May-24	15,308.90	13	917.12	5.15%
National Australia Bank	544380		500,000.00	11-Aug-23	14-May-24	19,807.40	13	929.59	5.22%
National Australia Bank	544714		500,000.00	12-Dec-23	12-Jun-24	0.00	31	2,195.48	5.17%
National Australia Bank	544752		500,000.00	19-Dec-23	17-Jun-24	0.00	31	2,195.48	5.17%
Suncorp Bank	544723		500,000.00	14-Dec-23	18-Jun-24	0.00	31	2,178.50	5.13%
Bank of Queensland	544543		500,000.00	28-Sep-23	25-Jun-24	0.00	31	2,229.45	5.25%
Suncorp Bank	544699		500,000.00	5-Dec-23	9-Jul-24	0.00	31	2,242.19	5.28%
Suncorp Bank	544860		2,000,000.00	23-Feb-24	28-Aug-24	0.00	31	8,612.05	5.07%
National Australia Bank	544523		1,000,000.00	25-Sep-23	24-Sep-24	0.00	31	4,543.84	5.35%
Bank of Queensland	544996		500,000.00	9-Apr-24	8-Oct-24	0.00	31	2,165.75	5.10%
National Australia Bank	544558		500,000.00	4-Oct-23	8-Oct-24	0.00	31	2,250.68	5.30%
Suncorp Bank	544909		1,500,000.00	6-Mar-24	6-Nov-24	0.00	31	6,624.66	5.20%
National Australia Bank	545013		1,000,000.00	16-Apr-24	18-Dec-24	0.00	31	4,314.52	5.08%
National Australia Bank	544998		1,500,000.00	9-Apr-24	14-Jan-25	0.00	31	6,433.57	5.05%
National Australia Bank	545034		500,000.00	23-Apr-24	25-Feb-25	0.00	31	2,165.76	5.10%
Suncorp Bank	544918		1,000,000.00	6-Mar-24	5-Mar-25	0.00	31	4,382.47	5.16%
National Australia Bank	544952		500,000.00	20-Mar-24	18-Mar-25	0.00	31	2,144.52	5.05%
National Australia Bank	545086		500,000.00	14-May-24	8-Apr-25	0.00	18	1,292.05	5.24%
						35,116.30		57,817.68	5.15%

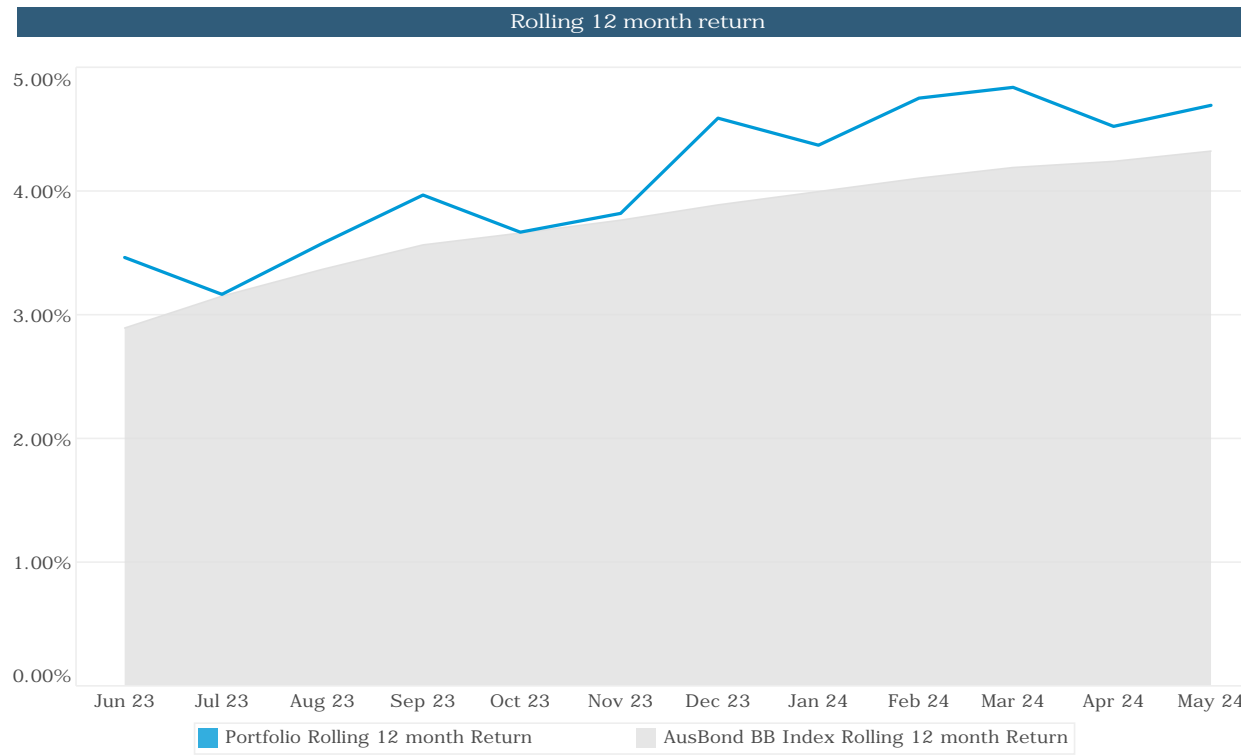
BROKEN HILL CITY COUNCIL
Accrued Interest Report - May 2024



Investment	Deal No.	Comments	Face Value (\$)	Settlement Date	Maturity Date	Interest Received (\$)	Days	Interest Accrued (\$)	Yield (% pa)
<u>Grand Totals</u>						76,278.18		126,355.63	4.81%

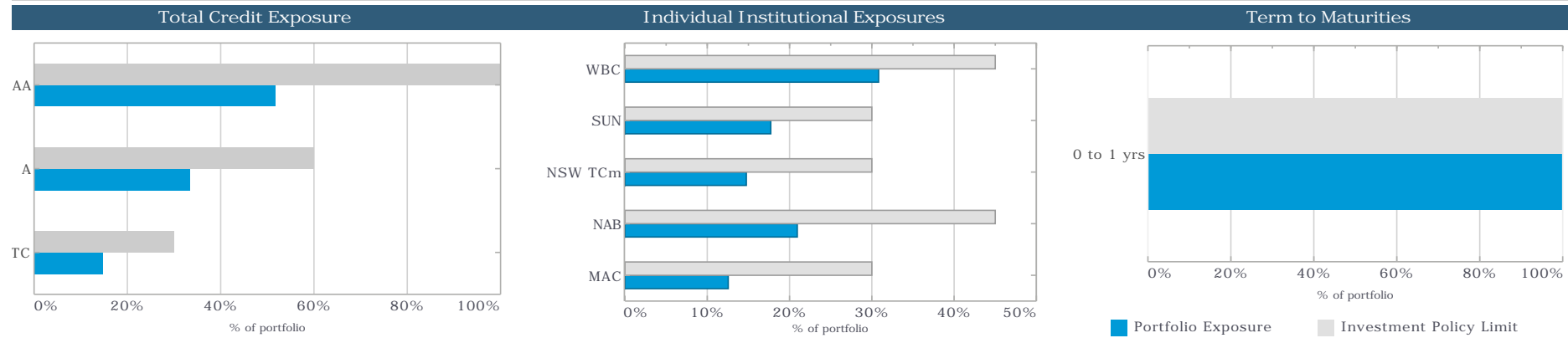


Historical Performance Summary (% pa)			
	Portfolio	Annualised BB Index	Outperformance
May 2024	4.81%	4.50%	0.31%
Last 3 months	3.96%	4.43%	-0.47%
Last 6 months	5.17%	4.43%	0.74%
Financial Year to Date	4.79%	4.36%	0.43%
Last 12 months	4.69%	4.32%	0.37%



Historical Performance Summary (% actual)			
	Portfolio	Annualised BB Index	Outperformance
May 2024	0.40%	0.37%	0.03%
Last 3 months	0.98%	1.10%	-0.12%
Last 6 months	2.56%	2.20%	0.36%
Financial Year to Date	4.40%	4.01%	0.39%
Last 12 months	4.69%	4.32%	0.37%

BROKEN HILL CITY COUNCIL
Investment Policy Compliance Report - May 2024



Credit Rating Group	Face Value (\$)	Policy Max
AA	16,068,123	52% 100% a
A	10,394,883	33% 60% a
TC	4,577,861	15% 30% a
Total	31,040,868	

Institution	% of portfolio	Investment Policy Limit
Westpac Group (AA-)	31%	45% a
Suncorp Bank (A+)	18%	30% a
NSW T-Corp (TCm)	15%	30% a
National Australia Bank (AA-)	21%	45% a
Macquarie Bank (A+)	13%	30% a
Bank of Queensland (A-)	3%	20% a

Term	Face Value (\$)	Policy Max
Between 0 and 1 years	31,040,868	100% 100% a
Total	31,040,868	

Specific Sub Limits	Face Value (\$)	Policy Max
A-	1,000,000	3% 40% a

Specific Sub Limits	Face Value (\$)	Policy Max
Between 5 and 10 years	0	0% 30% a

Credit Rating	Current Longest Maturity (years)	Policy Max
AA+, AA, AA-	0.85	5.00 a
A+, A, A-	0.76	3.00 a

a = compliant
r = non-compliant



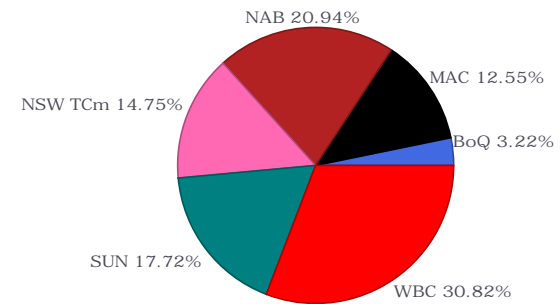
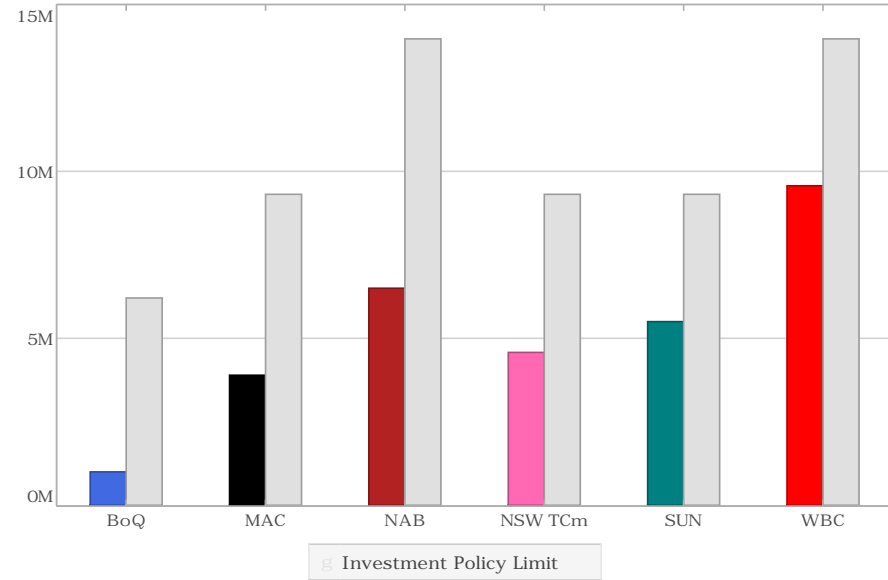
BROKEN HILL CITY COUNCIL
Individual Institutional Exposures Report - May 2024



Individual Institutional Exposures

Individual Institutional Exposure Charts

	Current Exposures		Policy Limit		Capacity
Bank of Queensland (A-)	1,000,000	3%	6,208,174	20%	5,208,174
Macquarie Bank (A+)	3,894,883	13%	9,312,260	30%	5,417,377
National Australia Bank (AA-)	6,500,000	21%	13,968,391	45%	7,468,391
NSW T-Corp (TCm)	4,577,861	15%	9,312,260	30%	4,734,399
Suncorp Bank (A+)	5,500,000	18%	9,312,260	30%	3,812,260
Westpac Group (AA-)	9,568,123	31%	13,968,391	45%	4,400,268
	31,040,868				



BROKEN HILL CITY COUNCIL
Cashflows Report - May 2024

Actual Cashflows for May 2024

Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
14-May-24	544380	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	19,807.40
<u>Deal Total</u>					<u>519,807.40</u>
14-May-24	544572	Bank of Queensland	Term Deposit	Maturity: Face Value	500,000.00
		Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	15,308.90
<u>Deal Total</u>					<u>515,308.90</u>
14-May-24	545086	National Australia Bank	Term Deposit	Settlement: Face Value	-500,000.00
<u>Deal Total</u>					<u>-500,000.00</u>
Day Total					535,116.30
<u>Total for Month</u>					<u>535,116.30</u>

Forecast Cashflows for June 2024

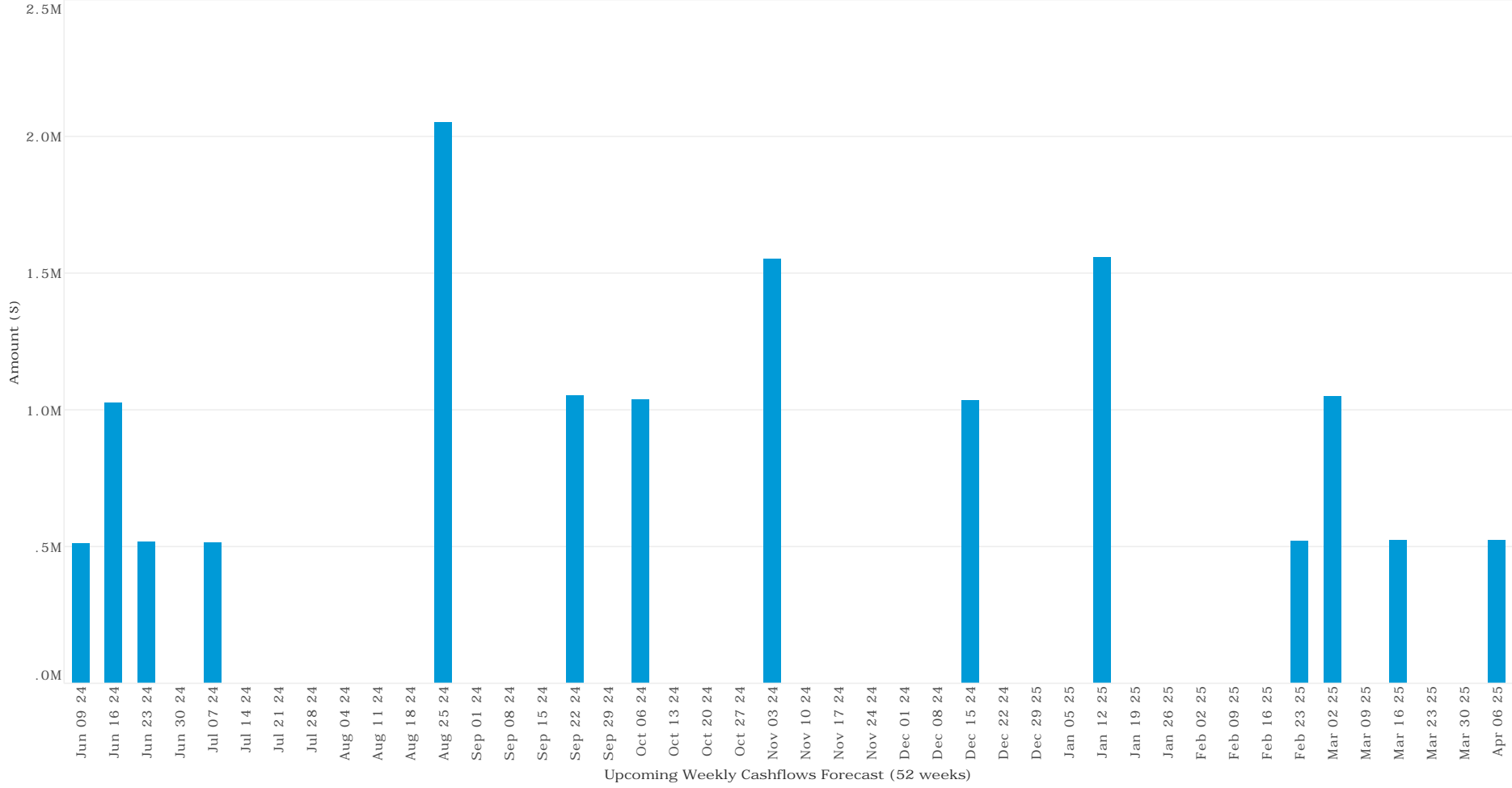
Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
12-Jun-24	544714	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	12,960.41
<u>Deal Total</u>					<u>512,960.41</u>
Day Total					512,960.41
17-Jun-24	544752	National Australia Bank	Term Deposit	Maturity: Face Value	500,000.00
		National Australia Bank	Term Deposit	Maturity: Interest Received/Paid	12,818.77
<u>Deal Total</u>					<u>512,818.77</u>
Day Total					512,818.77
18-Jun-24	544723	Suncorp Bank	Term Deposit	Maturity: Face Value	500,000.00
		Suncorp Bank	Term Deposit	Maturity: Interest Received/Paid	13,141.23
<u>Deal Total</u>					<u>513,141.23</u>
Day Total					513,141.23
25-Jun-24	544543	Bank of Queensland	Term Deposit	Maturity: Face Value	500,000.00

BROKEN HILL CITY COUNCIL
Cashflows Report - May 2024

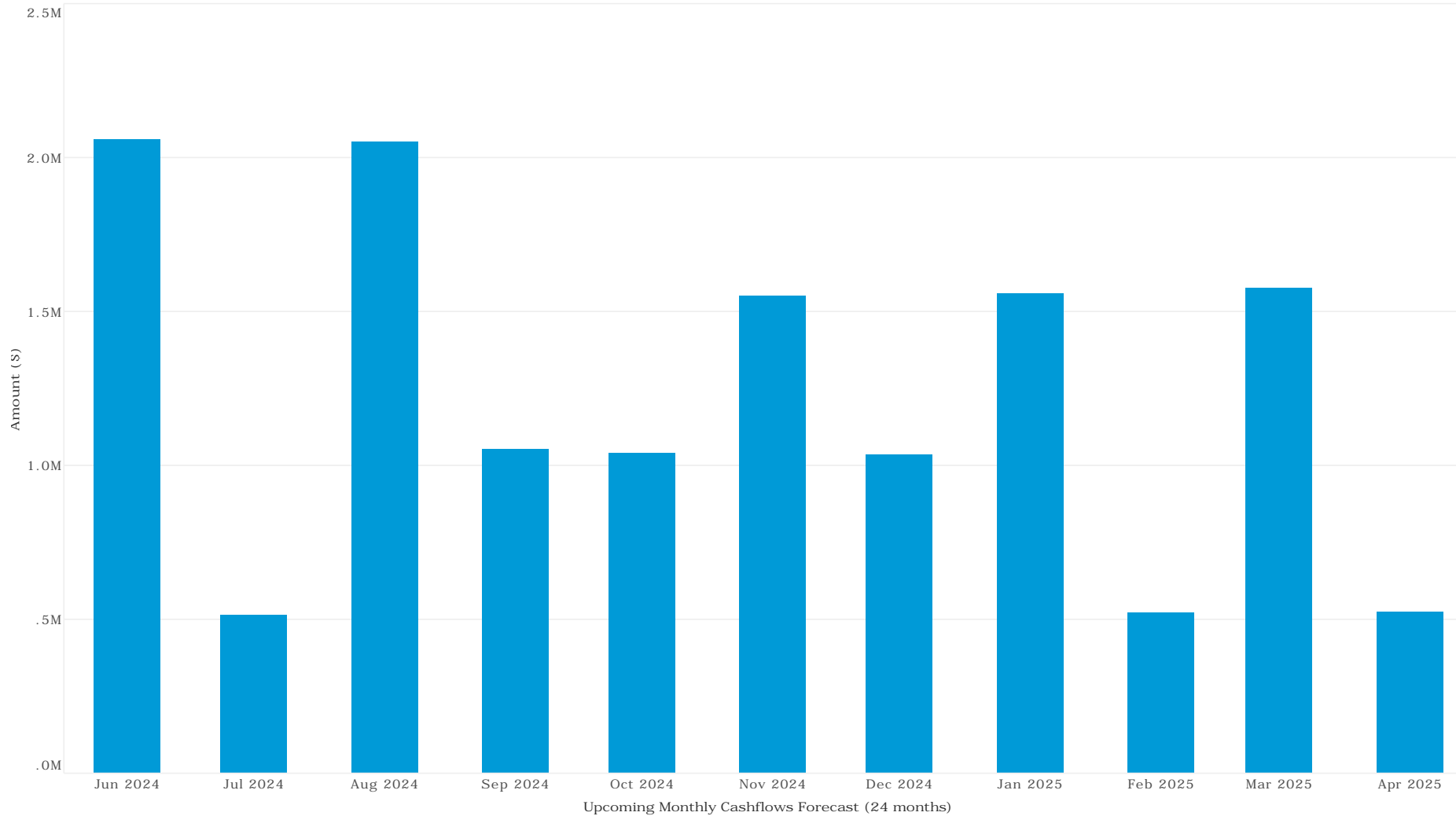


Date	Deal No.	Cashflow Counterparty	Asset Type	Cashflow Description	Amount
25-Jun-24	544543	Bank of Queensland	Term Deposit	Maturity: Interest Received/Paid	19,489.73
<u>Deal Total</u>					<u>519,489.73</u>
Day Total					519,489.73
<u>Total for Month</u>					<u>2,058,410.14</u>

BROKEN HILL CITY COUNCIL
Cashflows Report - May 2024



BROKEN HILL CITY COUNCIL
Cashflows Report - May 2024



POLICY AND GENERAL COMMITTEE

June 11, 2024

ITEM 5**BROKEN HILL CITY COUNCIL REPORT NO. 91/24**

SUBJECT: **REQUEST FOR FUNDING TOWARDS THE CONSTRUCTION OF THE DR. JULIE ZRNA ACCOMMODATION CENTRE FOR PATIENTS OF THE MILDURA HEALTH ICON CANCER CENTRE**
D24/28450

Recommendation

1. That Broken Hill City Council Report No. 91/24 dated June 11, 2024, be received.
2. That Council considers providing funding (whether that be a one-off donation or a donation over a number of years) towards the Dr. Julie Zrna Accommodation Centre in Mildura for patients requiring accommodation in Mildura while undertaking cancer treatment at the Mildura Health Icon Cancer Centre.
3. That Council notes that the correspondence from the Mildura Health Foundation has been forwarded to Regional Development Australia Far West NSW, Foundation Broken Hill and the Broken Hill ClubGrants Committee for their consideration for the provision of financial support also.

Executive Summary:

Council has received correspondence from the Mildura Health Foundation advising of their work to raise funds for regional health facilities with their first project being the construction of the Dr Julie Zrna Centre which will provide 10 apartments for patients and carers required to travel to Mildura to receive cancer treatment at the Mildura Health Icon Cancer Centre.

Report:

The Mildura Health Icon Cancer Centre was officially opened on 3 April 2023 and was established to provide Mildura, regional Victoria, Broken Hill and the Far West Region of NSW as well as the Riverina region of South Australia with a Cancer treatment centre for radiation therapy thus reducing the need for patients to travel long distances to Bendigo, Melbourne or Adelaide.

More than 270 patients have received radiation treatment at the Mildura Health Icon Cancer Centre since its opening, which includes patients travelling from Broken Hill, Menindee and the Far West NSW region. Oncologists at the Cancer Centre have advised the Mildura Health Foundation that a lack of subsidised accommodation for patients requiring to travel for cancer treatment is proving to be a barrier these patients when seeking treatment, and as such, accommodation is urgently required.

The Mildura Health Foundation have secured land at 202-206 Thirteenth Street, Mildura which is in walking distance to the Thirteenth Street medical precinct. They have also received a planning permit for the patient accommodation project as well as awarding the building tender to a local company.

The Foundation have received strong support from the Far West NSW region, including:

- \$50,000 from Wentworth Shire Council
- \$500,000 from the Coomealla Memorial Sporting Club
- \$20,000 from the MCV Farms Group
- And a donation from the Y's Men's Club of Broken Hill

This report is presented to Council for Council to consider providing financial support, whether that be a one-off donation, or an on-going donation for a number of years.

Council has forwarded the Mildura Health Foundation's correspondence to the following local agencies should they also wish to consider providing financial support to the patient accommodation project:

- Regional Development Australia, Far West NSW
- Foundation Broken Hill
- Broken Hill ClubGrants

Community Engagement:

Nil.

Strategic Direction:

Key Direction:	1	Our Community
Objective:	1.6	Our health and wellbeing ensure that we live life to the full
Strategy:	1.6.3	Provide quality health, medical and allied services to meet community need, particularly disability services and support, 24-hour medical services, paediatric and other specialist services, mental health support services, allied health, and rehabilitation services.

Relevant Legislation:

Nil.

Broken Hill's Community Strategic Plan 2040

Financial Implications:

Any donation will affect Council's expected operating surplus for 2023/24 by the corresponding amount.

Attachments

1. [↓](#) Brochure from Mildura Health Foundation
2. [↓](#) Letter from Mildura Health Foundation

LEISA BARTLETT
EXECUTIVE OFFICER

JAY NANKIVELL
GENERAL MANAGER

Creating better health outcomes together



Mildura
HEALTH
Foundation



Achieving health outcomes for the community, with the community

The Foundation's goal is to make a positive difference in the community and ensure those undergoing radiation treatment, have access to the very best facilities and are well-supported.

Following the establishment of Mildura Health Icon Cancer Centre, it is essential we provide patients from outlying areas with easily accessible patient accommodation, walking distance to the 13th Street Health Precinct.

Mildura Health Foundation has been established to raise funds through donations and grants, to build and operate 10 self-contained apartments. The aim is to raise \$5 million dollars.

The patient accommodation supports our vision for Mildura to become the healthcare hub for cancer treatment and for regional people to have access to cancer care closer to home.



Who are we?

Mildura Health Foundation Limited is a registered charity with the Australian Charities and Not For Profit Commission.

The principle purpose is to "acquire, construct maintain and/or operate facilities for the provision of affordable temporary accommodation on a non-profit basis, for patients being treated at the Mildura Health Icon Cancer Centre."





Vision

Mildura Health Foundation raises much needed funds for regional health facilities, equipment and education.

Mission

To enable patients, carers and their families to stay together in close proximity to Mildura's health precinct while patients are receiving radiation treatment at the Mildura Health Icon Cancer Centre.

Values

The Foundation **makes a positive difference** to the community.

The Foundation is **accountable**.

The Foundation through its actions is **fair and professional**.



Mildura Health Foundation Directors



Terry Hill
Chair
Volunteer position



Greg Hutchison
Deputy Chair
Volunteer position



Rod Markwell
Director
Volunteer position



Karen Woolfe
Director
Volunteer position



Amanda Phillips
Director
Volunteer position



Cheryl Rix
Corporate Secretary

“

I have always been a passionate advocate for the region and a supporter of people and initiatives that help the area to reach its potential. Patient accommodation in Mildura has been a vision of mine given the length of stay required by patients receiving radiation treatment.

- Terry Hill, Mildura Health Foundation Chair

Discuss your donation with our team

If you are generously considering a donation to the Mildura Health Foundation, contact Cheryl Rix today on (03) 5023 0269 or secretary@mhfoundation.com.au

Access to cancer care and accomodation locally

On April 3, 2023 cancer care in the Sunraysia region was forever changed, when for the first time, cancer patients needing radiation treatment, were finally able to be treated right here in Mildura.

The establishment of Mildura Health Icon Cancer Centre is a monumental outcome for cancer patients not only in Mildura, but the surrounding regions of the Mallee, Far Western NSW and SA, because it removes the need for the majority to travel hundreds of kilometres for treatment.

The world-class centre, which has permanent oncologists; delivers targeted radiation treatment via a linear accelerator, as well as chemotherapy in eight specially designed modern bays.

The centre also incorporates a procedure room, nurses' station, consulting rooms and a patient education room, allowing doctors from across the country to speak with patients via webcam.

To help ensure patients are further supported, we want to provide them with a place to stay during their radiation treatment, an often emotionally and physically draining experience, across many weeks.

Having the peace of mind knowing there are beautiful, functional apartment for patients to go stay in a home away from home, can make all the difference.





Appeal #1

Dr. Julie Zrna Centre

Proudly supported by Mildura Health Foundation

We want radiation patients to focus on their treatment and recovery, rather than matters such as where to stay for the night if they live outside Mildura.

The challenges associated with undergoing radiation treatment are difficult enough, without the added stress of a patient having to find accommodation following their radiation treatment, particularly for those who live in outlying areas such as Ouyen, Robinvale, Swan Hill, Euston, Pooncarie, Renindee, the Anabranche, Broken Hill and Renmark.

The apartments will be available to all private and public cancer patients who are receiving radiation treatment at Mildura Health Icon Cancer Centre.

That is why we need your help, to build and operate 10 modern, well-equipped and conveniently located apartments, on Thirteenth Street, in walking distance to Mildura Health Icon Cancer Centre.

The self-contained and fully furnished one and two bedroom apartments will include creature comforts such as a kitchenette for home cooked meals, a lounge area, TV and WiFi, work stations, with all linen and towels provided so that patients, their families and carers, can walk into a comfortable and safe setting and be at ease to focus on their recovery.



You can make an impact

**Your donations will help achieve great
health outcomes for our community.**

By donating to Mildura Health Foundation you are helping to support patients travelling to Mildura to access radiation treatment at Mildura Health Icon Cancer Centre.

Ways you can donate

To donate, you can visit our website: mhfoundation.com.au, call us on (03) 5023 0269, visit Mildura Health Fund, Mildura Health Icon Cancer Centre or Mildura Health Private Hospital.

One off gift

You can give a one off gift. All donations over \$2 are tax deductible.

Regular giving

You can set up a regular donation (Monthly, six monthly or yearly).

Tribute

When a loved one passes away, you may decide the Mildura Health Foundation is a meaningful way to pay tribute to their memory. Many choose to invite funeral guests to make donations instead of flowers.

Donate in a will

By leaving a bequest to Mildura Health Foundation in your Will, you help us plan the future in confidence, ensuring we can continue to provide the best healthcare for generations to come. For further information.

Business sponsorships

If your business is wanting to donate, thank you. We can develop a sponsorship package suitable for your business, where it is a once off sponsorship, an in-kind sponsorship or a regular donation.

Would you like to discuss a donation option?

Please contact us and discuss options best suited to your needs.



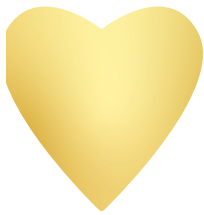
Partnership levels

Your contribution to the Mildura Health Foundation will make a long-lasting impact to our community and those who use the apartments.



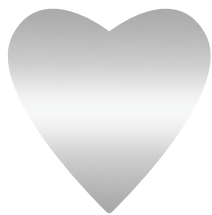
Platinum partner

Donation investment: \$400,000 and above
Large Acknowledgement on the Donor Plaque
Naming of the Gazebo



Gold partner

Donation investment: \$50,000 and above
Naming of room (10 years of recognition)
Plaque located outside of room
Acknowledgement on the Donor Plaque
Only 10 rooms available



Silver partner

Donation investment \$25,000 and above
Naming of carpark (10 years of recognition)
Plaque/signage located at the sponsored carpark space
Acknowledgement on the Donor Plaque
Only 10 spots available



Bronze partner

Donation investment \$10,000 and above
Acknowledgement on the Donor Plaque

The donation levels can include in kind donations that are equivalent in value to be approved by the Chief Executive Officer and Chair of the Board.

In addition, each level of donor is offered the following benefits:

1. Logo to be acknowledged on Foundation website
2. Listing in the annual gift giving magazine.
3. Invitation to annual donor event.
4. Project progress updates.
5. Inclusion in marketing materials and media supplements subject to agreement.



Your donation is appreciated.

Thank you for your support
Donations over \$2 are tax deductible



Mildura
HEALTH
Foundation

Name:

Address:

Email:

Tick here if you agree to receive marketing material and communications about the Foundation.

Phone:

Tick here if you would like to receive project updates only

Amount: \$

Credit Card Details

Account holder name:

Card number:

Expiry:

CCV:

Signature

Other ways to donate

Online: www.mhfoundation.com.au

By Invoice: Upon request

Mail: 79-81 Deakin Avenue, Mildura VIC 3500

Phone: (03) 5023 0269

Electronic Funds: BSB: 633-000 Account: 205 337 363

A receipt will be provided. Please select your preference for a receipt.

Email

Mail

No receipt required

Please provide your name and contact details for



Mildura Health Foundation Limited
www.mhfoundation.com.au
donate@mhfoundation.com.au
Phone: (03) 5023 0269
ABN: 4166 8102 930



**REQUEST FOR FUNDING TOWARDS THE CONSTRUCTION
OF THE DR. JULIE ZRNA ACCOMMODATION CENTRE FOR
PATIENTS OF THE MILDURA HEALTH ICON CANCER**

**Attachment 2
Letter from Mildura Health
Foundation**



29 May 2024

Jay Nankivell
General Manager
Broken Hill City Council
240 Blende Street
Broken Hill NSW 2880

Via email to executive.support@brokenhill.nsw.gov.au
Copy to: Mr Tom Kennedy – Mayor and Mr Jim Hickey – Deputy Mayor

Dear Jay,

Mildura Health Foundation is a registered charity with the Australian Charities and Not for Profits Commission (ACNC) established in May 2023 to raise much needed funds for regional health facilities. The first project underway is the construction of the Dr. Julie Zrna Centre which will provide 10 apartments for patients and carers required to travel to receive radiation treatment at the Mildura Health Icon Cancer Centre. The fundraising target is \$5 million with land secured at 202 -206 13th Street, a planning permit received and the building tender awarded to a local company.

More than 270 patients have received radiation treatment since the Mildura Health Icon Cancer Centre was opened including many from NSW with people travelling from Broken Hill and Menindee and outback areas. The lack of subsidised patient accommodation is proving to be a barrier for people seeking treatment closer to home and the oncologists are advising us the accommodation is urgently needed.

As this is a true cross border project, strong support has been received from the Far West NSW Region with \$50,000 from the Wentworth Shire Council, \$500,000 from the Coomealla Memorial Sporting Club, \$20,000 from the CMV Farms Group and a donation from the Y's Men Club of Broken Hill. Local Rotary Clubs have been proactively raising funds for the patient accommodation for a number of years. A list of other supporters can be found at the website www.mhfoundation.com.au

This letter is a formal request to the Broken Hill City Council to consider if any funding is available through its community support programs for the patient accommodation project recognising that ratepayers from your area will benefit from the facility and the additional medical specialists the Mildura Health Icon Cancer Centre is bringing into the region.

An information brochure is attached and please call me on 0418 135 475 if you have any further questions or contact the Corporate Secretary, Cheryl Rix at cherylr@mhfoundation.com.au
A presentation to the Broken Hill City Council can also be arranged if further information is required.

Sincerely,



Terry Hill - Chair

79-81 Deakin Avenue, Mildura Vic 3500
www.mhfoundation.com.au
donate@mhfoundation.com.au
ABN: 4166 810 2930



CITY COUNCIL

www.brokenhill.nsw.gov.au