

Risk Management – Continuous Improvement Plan

Adopted: Council Resolution 113/14 – 23 April 2014

Improvement, Productivity and Accountability

Local Government is obligated to:

- Achieve continuous improvements;
- Meet defined performance outcomes;
- Explore potential partnerships with adjoining Councils;
- Provide accessible services for those who the services are intended for;
- Report regularly to the community on its achievements.

Tenterfield Shire Council

- ▶ Risk Management is a systematic process that involves establishing the context of risk management, identifying, analysing, addressing risks, periodic monitoring and communication.
- ▶ It is Tenterfield Shire Council's policy to address the matter of risk management in a systematic manner to maximise the use of its resources to the overall benefit of the community and minimise in a cost effective manner the potential for loss, damage and injury, whilst satisfying legal obligations.
- ▶ Staff will take on an approach of Continuous Improvement Process to manage risks.

Council is committed to the management of risk to protect:

- Customers and stakeholders;
- Employees and their skills;
- Environment;
- Quality of service;
- Assets and intellectual property;
- Contractual and statutory obligations;
- Image and reputation.

Our aim:

- ▶ To achieve best practice in controlling all the risks to which our Council is exposed.
- ▶ To achieve this aim, risk management standards will be created, maintained and continually improved. This will involve risk identification and risk evaluation linked to practical and cost-effective risk control measures corresponding with our various functions.

What is Risk Management?

- ▶ **Risk management** is the identification, assessment, and prioritisation of risks (defined in ISO 31000 as *the effect of uncertainty on objectives*, whether positive or negative) followed by coordinated and economical application of resources to minimize, monitor, and control the probability and/or impact of unfortunate events or to maximize the realisation of opportunities.
- ▶ Methods, definitions and goals vary widely according to whether the risk management method is in the context of project management, security, engineering, industrial processes, financial portfolios, or public health and safety. The following scales should be used for major projects.

RMP - Likelihood scale

Level	Likelihood	Description
4	Very likely	Happens more than once a year
3	Likely	Happens about once a year
2	Unlikely	Happens every 10 years or more
1	Very unlikely	Has only happened once

RMP - Consequences scale

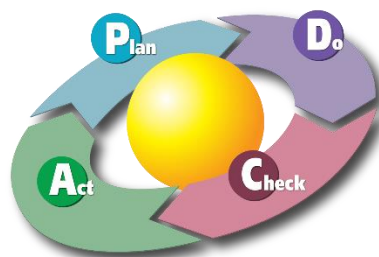
Level	Consequence	Description
4	Severe	Financial losses greater than \$50,000
3	High	Financial losses \$10,000 - \$50,000
2	Moderate	Financial losses \$1000 - \$10,000
1	Low	Financial losses less than \$1000

What is Continuous Improvement?

- ▶ A **Continual Improvement Process**, also often called a **continuous improvement process (CIP)** is an ongoing effort to improve services or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once.
- ▶ Delivery (customer valued) processes are constantly evaluated and improved in the light of their efficiency, effectiveness and flexibility.
- ▶ Part of the 'system' whereby feedback from the process and customer are evaluated against organisational goals.
- ▶ Method became famous from 1986 book *Kaizen: The Key to Japan's Competitive Success*:
 - ▶ The core principle of CIP is the (self) reflection of processes. (Feedback)
 - ▶ The purpose of CIP is the identification, reduction, and elimination of suboptimal processes. (Efficiency)
 - ▶ The emphasis of CIP is on incremental, continual steps rather than giant leaps. (Evolution)

Key features

- ▶ Improvements are mostly based on many small changes rather than the radical changes.
- ▶ Small improvements are less likely to require major capital investment than major process changes.
- ▶ The ideas come from the talents of the existing workforce, as opposed to using research, consultants or equipment – any of which could be very expensive.
- ▶ All employees should continually be seeking ways to improve their own performance.
- ▶ It helps encourage workers to take ownership for their work, and can help reinforce team working, thereby improving worker motivation.



Risk management is a core responsibility for all Managers.

- ▶ Education and training in risk management for staff;
- ▶ Developing risk management practices and standards;
- ▶ Conducting surveys for identifying and eliminating risks;
- ▶ Helping to prioritise and schedule risk control improvements in each of Council's departments and sections;
- ▶ Reporting to the MANEX on risk improvement and compliance.

Managing Risks

Avoid the risk

- ▶ If it's possible, you may decide not to proceed with an activity that is likely to generate risk.
- ▶ Alternatively, you may think of another way to reach the same outcome that doesn't involve the same risks. This could involve changing your processes, equipment or materials.

Reduce the risk

- ▶ Reducing the likelihood of the risk happening - for example, through quality control processes, auditing, compliance with legislation, staff training, regular maintenance or a change in procedures.
- ▶ Reducing the impact if the risk occurs - for example, through emergency procedures, off site data backup, minimising exposure to sources of risk, or using public relations.

Transfer the risk

- ▶ Cross-training staff so that more than one person knows how to do a certain task and you don't risk losing essential skills or knowledge if something happens to one of your staff members.
- ▶ Identifying alternatives to achieve the same outcome.
- ▶ Keeping old equipment (after it is replaced) and practising doing things manually in case your computer networks or other equipment can't be used.

Continuous Improvement – Standards and Action Plan - 2014/2015

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
1	<p>Citizen / Customer Services – Public Trust</p> <p><i>Systems and practices</i></p> <p><i>Non-compliance with:</i> <i>Implementation of IP&R</i> <i>Correspondence</i> <i>Council resolutions</i> <i>Policy</i> <i>Face to face customer service</i> <i>Service delivery in the field</i> <i>Record keeping</i></p>	All areas	<p>GM's Office & Corporate Services</p> <p>All areas</p>	<ul style="list-style-type: none"> Implementation of Council resolutions – priority Implementation of Council's Plans (IP&R) according to schedule Correspondence attended to on a daily basis and prompted by Records Monitoring of policy implementation Face to face customer services and service delivery timely, efficient and quality – customer satisfaction 	<p>Resolutions are actioned</p> <p>Actions are implemented</p> <p>Correspondence are attended to within time frames</p> <p>Directors and Managers monitor implementation of Policy within their own department.</p> <p>Customer service standards implemented</p>	<p>Monthly</p> <p>Quarterly Reviews</p> <p>14 Days turn-around</p> <p>Monitor quarterly through a checklist</p> <p>Monitor by Directors and Managers</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
2	<p>Work, health and safety</p> <p><i>Accidents, incjury</i></p> <p><i>Non-compliance with:</i></p> <p><i>Practice, systems and procedures</i></p>	All areas	GM's Office & Corporate Services	<ul style="list-style-type: none"> • Prevention (health and wellbeing, Work policies and procedures, inductions, PPE and SWMS), • Incidents and near misses - recording, • Accident/injury - recording, • Injury management • Return to work –Registers • Training and Induction. • Implementation of procedures; • Review of accident/incident processes 	<p>Complete appointment of WHS Officer</p> <p>Training for managers/senior staff, then passed onto remaining staff</p> <p>Completion of a clear, concise and logical system</p>	<p>Appointed March 2014</p> <p>By April 14 and June 2014</p> <p>By June 14</p>
3	<p>Human Resources Management</p> <p><i>Contracts of employment, performance, productivity, practice, systems and procedures</i></p>	All areas	GM's Office & Corporate Services	<ul style="list-style-type: none"> • Recruitment, • Probation, • Appointment, • Policy implementation, • Team work, • Performance, • Industrial relations, • Conflict management, • Pandemic: such as human influenza, swine flu or bird flu. 	<p>Review</p> <p>Review and Implement</p> <p>Audit for compliance</p> <p>Training</p> <p>Review system</p> <p>Develop policy</p>	<p>14/15</p> <p>April 2014</p> <p>June 14</p> <p>13/14</p> <p>14/15</p> <p>14/15</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
4	<p>Financial</p> <p><i>Revenue Forecasts and expenditure, cash flow, non-payment, capital projects</i></p>	All areas	GM's Office & Corporate Services	<ul style="list-style-type: none"> Budgeting and reporting Monitoring and review Internal processes and controls Strategy - KPIs 	<p>Quarterly reviews</p> <p>Mid-term audit - Internal controls audited</p> <p>Annual financial reports</p> <p>Long Term Financial Plan</p>	<p>Aug, Nov Feb, May April</p> <p>November Annually adopted in June</p>
5	<p>Technology</p> <p><i>Software and hardware : computer network failures and problems associated with using outdated equipment</i></p>	All areas	Corporate Services	<ul style="list-style-type: none"> Fit for purpose IT system - integrated. Offsite records back up. Scanning of all hardcopy records for offsite digital storage. 	<p>Tender for new Information Technology</p> <p>System Conversion Implementation Training</p> <p>Review and development of IT Strategic Plan</p>	<p>July 14</p> <p>July-Sept 14</p> <p>Op. Plan 2014/15</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
6	<p>Security</p> <p><i>Theft, fraud, loss of intellectual property, extortion and online security and fraud</i></p>	All areas	Corporate Services	<ul style="list-style-type: none"> Fraud and Corruption Policy implementation Policy implementation Internal controls Audit Committee Code of Conduct Staff Management/timesheets by Managers, supervisors and GM. 	<p>Audit Committee and MANEX</p> <p>General Manager to spot check (audit) Policy implementation and controls</p> <p>Monitor Internal Audit Plan</p> <p>All new staff provided a copy and induction.</p> <p>Code Of Conduct Refresher training</p> <p>Interim audit by Auditors</p>	<p>2014/15</p> <p>2014/15</p> <p>Quarterly meetings</p> <p>Every second year</p> <p>April</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
7	<p>Procurement and Supply</p> <p><i>Policy, Procedure and Practices</i></p>	All areas	<p>Corporate Services</p> <p>All areas</p>	<ul style="list-style-type: none"> • Implementation of Policy • Best value • Systems and procedures in place • Financial controls 	<p>Review and monitor policy implementation</p> <p>Shop around for best value</p> <p>Final control in place</p> <p>Orders and authorisation clarified</p> <p>Delegations and authorities set and monitored</p>	<p>MANEX quarterly</p> <p>Mid-term audit (April)</p> <p>Manager Finance updates and audits</p>
8	<p>Tendering, Quotations, Expressions of Interest and Contracting</p> <p><i>Non-compliance with Regulations, Policy and Procedures</i></p>	All areas	<p>Corporate Services</p> <p>All Areas</p>	<ul style="list-style-type: none"> • Tendering procedure and implementation • Contract procedure and implementation • Preferred Contractor list with Induction and required paperwork on file • Staff declaring interest where applicable. 	<p>Procedures are followed</p> <p>Develop and implement procedures</p> <p>Information session with potential contractors held</p>	<p>Mid-term audit April</p> <p>May/June 2014</p> <p>June/July 2014</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
9	<p>Legal</p> <p><i>Insurance issues, resolving disputes, contractual breaches, non-compliance with regulations, and liabilities</i></p>	All Areas	<p>GM's Office</p> <p>Corporate Services</p> <p>SP&ES</p> <p>All areas</p>	<ul style="list-style-type: none"> Public Liability Regulatory Services procedures and practices Customer service Services delivery - quality 	<p>Infrastructure is kept in good order, maintenance scheduled adhered to</p> <p>Regulatory registers and procedures are developed and implemented</p> <p>Customer services standards are followed</p>	<p>Asset Maintenance Plans</p> <p>Monitor claims quarterly to MANEX</p> <p>2014/15 Systems easy to use and audit</p> <p>Customer satisfaction monitored through MANEX</p>
10	<p>Regulatory and government policy changes</p> <p><i>Policies, practices and implementation</i></p>	All Areas	SP&ES	<ul style="list-style-type: none"> Regulatory procedures developed and implemented Consistency, follow up and delivery Read and familiarise self with State Government policy changes 	<p>As regulations change, policies are updated</p> <p>Customer service follow procedures in place</p>	<p>Policies and Procedures monitored by Director</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
11	<p>Road and road Infrastructure Assets, Services (water, sewer, waste) Parks and Gardens Plant and equipment</p> <p><i>Asset condition and service levels, Damage from natural disasters, burst water pipes, robbery, vandalism, power failure.</i></p>	Eng. Serv. SP&ES	Eng. Serv. SP&ES	<ul style="list-style-type: none"> Asset Management Plans review and implementation Maintenance schedules and implementation Unscheduled maintenance and response procedures Execution of CAPEX and Maintenance & Repairs identified in operational plan Procedure to ensure quality of work is at a high standard through management systems 	<p>Investment in Infrastructure and Maintenance & Repairs</p> <p>Monitoring of Public Liability</p> <p>Development of a well-structured and prioritised Works Program and Maintenance & Repair program</p> <p>Review of operational costs and asset condition for key items of fleet</p> <p>List of staff/contractors for emergency situation</p>	<p>CAPEX Annually</p> <p>Reports to MANEX quarterly</p> <p>Annually</p> <p>Annually</p> <p>By June 14</p>
12	<p>Natural disasters, Climate Change</p> <p><i>Floods, storms, bushfires and drought</i></p>	All areas	Eng. Serv.	<ul style="list-style-type: none"> EMPLAN implementation and reviewed Coordination and meeting attendance Business Continuity Plan 	<p>Identification of potential impacts</p> <p>Develop plans to reduce significance of impacts/manage implications</p>	<p>Review plans as needed and annual review of documents in August each year</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
13	<p>Environmental</p> <p><i>chemical spills and pollution</i></p>	All areas	<p>SP&ES</p> <p>Eng.Serv.</p>	<ul style="list-style-type: none"> Registers, regulating and monitoring 	<p>Data and relevant information on hand.</p> <p>Procedures to following the event of environmental pollution</p> <p>Develop a Pollution Incident Management Response Plan (PIRMP)</p>	2014/15
14	<p>Economic (Tourism) and Social,</p> <p><i>global financial events, interest rate increases, cash flow shortages, customers not paying, population decline and rising costs</i></p>	All areas	<p>GM's Office</p> <p>SP&ES</p>	<ul style="list-style-type: none"> Sale of Industrial Estate Land register, sales and leases Economic Development Strategy implemented and reviewed School of Arts Events Cultural Services implementation Community Development activities Services available – schools, support services, service clubs Sport and recreation Community halls 	<p>Details in the Operational Plan Delivery Program and Community Strategic Plan.</p> <p>Reported to Council monthly and in quarterly reviews.</p>	2014/15

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
15	Governance	All staff	GM	<ul style="list-style-type: none"> Education for councillors, senior staff and managers in regards to roles & responsibilities of code of conduct, meeting practices and general responsibilities Communication between executive, workforce and community Establish and execute IP&R plans Compliance with Policies 	<p>Arrange for training</p> <p>Staff satisfaction survey</p> <p>Policy signing register in each staff section: Staff to sign off on Policies at staff meetings.</p>	<p>2014/15</p> <p>March/April 2014 and every second year</p> <p>As Policies are revised or prompted to be covered by GM</p>
16	<p>Staff Knowledge</p> <p><i>Longer serving key staff members with significant knowledge that has not been documented</i></p>	All areas	HRM	<ul style="list-style-type: none"> Job rotations Processes and procedures documented Gps networks and assets so accurate information is available Induction and training 	<p>All department to multi-skill staff as relevant</p> <p>Procedures to be documented</p> <p>Adopt and Implement Succession Planning Policy</p>	<p>2014/15</p> <p>Policy adopted by June 2014.</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
17	Asbestos – changing requirements	Staff in high risk areas	WHS	<ul style="list-style-type: none"> • Policy required • Contingencies in place for changing requirements • Handling procedures needed • Funds to be set aside for ongoing management • Appropriate insurances 	<p>Develop Policy Review Policy against changes every 6 months</p> <p>Schedules for handling developed and implemented</p> <p>Funds set aside in Operations Plan for Asbestos Audit and Management Plan</p>	<p>April 2014</p> <p>June 2014</p> <p>May/June 2014</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
18	<p>Brand Reputation</p> <p><i>Public trust minimised or lost.</i></p> <p><i>Council's image to the general public and other stakeholders affected negatively.</i></p> <p><i>Loss of confidence in Council.</i></p>	All Areas	GM MANEX Councillors	<ul style="list-style-type: none"> Community engagement to set goals. Continually reinforce Council's presence through media through delegation by the GM, frontline staff etc. Follow IP&R process and delivery programs. Meet set targets. Communicate and report back to the community. Council's Departments working together as a cohesive unit. Education of the community regarding Council's functions and continual reporting of achievements for positive Public Relations. 	<p>Communications Plan and "Road show" twice a year.</p> <p>Media releases discussed weekly at MANEX.</p> <p>Council Resolutions are implemented timely.</p> <p>Actions in the IP&R framework are implemented and on target and reported to the Community.</p> <p>Provide relevant information to the Community in regards to issues at hand.</p>	<p>As per plan. May & Nov</p> <p>Weekly</p> <p>Monthly</p> <p>Monthly, quarterly, annually</p> <p>As per IP&R</p>

No	Nature of Issue/Risk Identified	Functional Area	Domain	Current Controls/recommended Mitigation Response	How? Action/Progress	Target
19	<p>Governance</p> <p><i>Loss of staff faith in organisation.</i></p> <p><i>Too much pressure placed on individuals to perform out of their specialty to achieve organisational goals.</i></p> <p><i>Organisational goals not met, including negative community perception (brand reputation) or even not meeting legal/statutory obligations.</i></p> <p><i>Communication lapse across Council and into the community.</i></p> <p><i>Fail to meet regulatory and operational requirements.</i></p>	All staff	GM MANEX	<ul style="list-style-type: none"> Adequate risk aversion accounted for in everything we do, from junior staff level to Senior Management. Adequate administrative resources. Give staff adequate resources and due responsibilities and empower them to undertake required tasks and make decisions. Top-down leadership and support. Training for all staff. SMART goals set for all staff. 	<p>Identification of Risk and implementation of Continuous Improvement approach imbedded in the Organisational Culture</p> <p>Each Director ensures adequate administration staff in their department.</p> <p>Resources are adequate and within budget</p> <p>Staff receive direction and leadership in their department to carry out their jobs according to set targets.</p> <p>SMART goals are set by staff in consultation with their supervisor.</p> <p>Training Plan developed annually as a result of the performance reviews.</p>	<p>Op. Plan 2014/15</p> <p>Op. Plan 2014/15</p> <p>Minimum monthly Staff meetings</p> <p>Annually</p> <p>Annually</p>

Referenced Policy: Risk Management Policy

Acknowledgement and Consultation

A work-shop was held on 3 March 2014 with 12 key senior staff in developing the standards and actions in this document. The document was subsequently circulated through staff meetings for further input from staff.

This action Plan will be reviewed annually by the MANEX in line with the Operational Plan with full review every three (3) years.

The Document was first adopted by Council in April 2014. **Resolution**

Attachment: Compliance and Reporting Register pages 18-20.

CALENDAR OF COMPLIANCE & REPORTING REQUIREMENTS												
Dept	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
CORPORATE SERVICES - FINANCE			* Engineering Construction Survey (Sewerage Undertakings) * Engineering Construction Survey (General Services) * Roads to Recovery Quarterly Expenditure Report		Mid May FBT Return	30 June * Engineering Construction Survey (Sewerage Undertakings) * Engineering Construction Survey (General Services) * Proposed Borrowings Return * Roads to Recovery Quarterly Expenditure Report	30 July * GST Certificate * Survey of Employment and Earnings (Water Supply Undertakings) * Survey of Employment and Earnings (Sewerage Supply Undertakings)		* Engineering Construction Survey (Sewerage Undertakings) * Engineering Construction Survey (General Services) * Economic Activity Statement * Roads to Recovery Quarterly Expenditure Report * Statement of Library Operations	31 Oct * Roads to Recovery Annual Statement	7 Nov * Audited Financial Statements * Financial Data Return 30 Nov Return of General Information	* Engineering Construction Survey (Sewerage Undertakings) * Engineering Construction Survey (General Services) * Roads to Recovery Quarterly Expenditure Report
CORPORATE SERVICES - RATES							31 July * General Managers Certificates * Annual Rate Levy			1 Oct Pension Rebate Subsidy Claim	Mid Nov Statement of Compliance	
CORPORATE SERVICES	*Final Certificates of Expenditure - upon completion of projects *Various Grant Acquittals - as required *Unclaimed Money Return - Periodic											
GENERAL MANAGER							30 July * Public interest disclosure report due to NSW Ombudsman				30 Nov * Annual Report	
PUBLIC OFFICER									30 Sept * Lodge completed Pecuniary interest returns for Councillors & designated persons	31 Oct * Government Information (Public Access) Act 2009 annual report of obligations under this Act		

CALENDAR OF COMPLIANCE & REPORTING REQUIREMENTS

Dept	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
STRATEGIC PLANNING & ENVIRONMENTAL	*ABS Planning Report *SEPP 1 Return *Planning Reform Fund Return	*ABS Planning Report * Library Services Report	*ABS Planning Report *Tenterfield Public Library Activities Report	*ABS Planning Report * Library Services Report *SEPP 1 Return *Planning Reform Fund Round 3 Grant (DCP Funding)	*ABS Planning Report	*ABS Planning Report * Library Services Report	*ABS Planning Report *Statistics for Saleyards *SEPP 1 Return *Local Development Performance Monitoring *Local Heritage Assistance Fund Report *Local Heritage Advisor Fund Report *New England North West Land Monitor 28 July *Annual Food Shop "Activities Report"	*ABS Planning Report * Annual Statistics Report * Library Services Report *Planning Reform Fund Round 3 Grant (DCP Funding) *Library Annual Statistics Report	*ABS Planning Report *Tenterfield Public Library Activities Report *Tenterfield Public Library Annual Activities Report (Reported to two entities)	*ABS Planning Report * Library Services Report *SEPP 1 Return *Local Priority Grand Funding Application & Narrative Statement	*ABS Planning Report	*ABS Planning Report * Library Services Report *Planning Reform Fund Round 3 Grant (DCP Funding)
STRATEGIC PLANNING & ENVIRONMENTAL	* NTCLS Activities Report is usually reported annually but may be on an 'as needed' basis.											

CALENDAR OF COMPLIANCE & REPORTING REQUIREMENTS

Dept	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
ENGINEERING	9 Jan * Construction activity quarterly return 31 Jan * Quarterly workplace injury reports for gravel pits * NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	* NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	* NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	9 April * Construction activity quarterly return 30 April * Quarterly workplace injury reports for gravel pits * NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	* NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	* NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	9 July * Construction activity quarterly return 31 July * Quarterly workplace injury reports for gravel pits * NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return * Annual state of the assets report	31 Aug * EPA Waste & Resource Recovery * NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	1 Sept * RMS Annual Schedule 3 & 4A 15 Sept * NSW Office of Performance Monitoring Database 30 Sept * NSW Dept of Health fluoride records & Tenterfield biological results * Annual Road & Bridge Return * RMS Annual Schedule 4B 2 nd Monday * Monthly block grant return	9 Oct * Construction activity quarterly return 31 Oct * National Road Data System annual return * Quarterly workplace injury reports for gravel pits * NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return	22 Nov * EPA Licence Returns * NSW Dept of Health fluoride records & Tenterfield biological results 30 Nov * Annual Royalty Return 2 nd Monday * Monthly block grant return	* NSW Dept of Health fluoride records & Tenterfield biological results 2 nd Monday * Monthly block grant return
ENGINEERING	* Traffic Management Program due 15 th of each month until completed * Milestone reports & final reports for flood studies as required * Roads to Recovery projects when new projects nominated * Survey of Motor Vehicle Use as required * Biological results for water quality due weekly for Urbenville * Monthly reporting on Council's web site regarding the emissions from landfill & waster transfer sites											

Compliance Document created April 2014.