NOTICE OF MEETING

TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

A Transport and Infrastructure Advisory Committee Meeting of Byron Shire Council will be held as follows:

Venue **Conference Room, Station Street, Mullumbimby**

Date **Thursday, 30 April 2020**

Time **11.30am**

Phillip Holloway
Director Infrastructure Services

CONFLICT OF INTERESTS

What is a "Conflict of Interests" - A conflict of interests can be of two types:

Pecuniary - an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person or another person with whom the person is associated.

Non-pecuniary – a private or personal interest that a Council official has that does not amount to a pecuniary interest as defined in the Code of Conduct for Councillors (eg. A friendship, membership of an association, society or trade union or involvement or interest in an activity and may include an interest of a financial nature).

Remoteness – a person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to a matter or if the interest is of a kind specified in the Code of Conduct for Councillors.

Who has a Pecuniary Interest? - a person has a pecuniary interest in a matter if the pecuniary interest is the interest of the person, or another person with whom the person is associated (see below).

Relatives, Partners - a person is taken to have a pecuniary interest in a matter if:

- The person's spouse or de facto partner or a relative of the person has a pecuniary interest in the matter, or
- The person, or a nominee, partners or employer of the person, is a member of a company or other body that has a pecuniary interest in the matter.

N.B. "Relative", in relation to a person means any of the following:

(a) the parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descends or adopted child of the person or of the person's spouse;

(b) the spouse or de facto partners of the person or of a person referred to in paragraph (a)

No Interest in the Matter - however, a person is not taken to have a pecuniary interest in a matter:

- If the person is unaware of the relevant pecuniary interest of the spouse, de facto partner, relative or company or other body, or
- Just because the person is a member of, or is employed by, the Council.
- Just because the person is a member of, or a delegate of the Council to, a company or other body that has a pecuniary interest in the matter provided that the person has no beneficial interest in any shares of the company or body.

Disclosure and participation in meetings

- A Councillor or a member of a Council Committee who has a pecuniary interest in any matter with which the Council is concerned and who is present at a meeting of the Council or Committee at which the matter is being considered must disclose the nature of the interest to the meeting as soon as practicable.
- The Councillor or member must not be present at, or in sight of, the meeting of the Council or Committee:
  (a) at any time during which the matter is being considered or discussed by the Council or Committee, or
  (b) at any time during which the Council or Committee is voting on any question in relation to the matter.

No Knowledge - a person does not breach this Clause if the person did not know and could not reasonably be expected to have known that the matter under consideration at the meeting was a matter in which he or she had a pecuniary interest.

Non-pecuniary Interests - Must be disclosed in meetings.

There are a broad range of options available for managing conflicts & the option chosen will depend on an assessment of the circumstances of the matter, the nature of the interest and the significance of the issue being dealt with. Non-pecuniary conflicts of interests must be dealt with in at least one of the following ways:

- It may be appropriate that no action be taken where the potential for conflict is minimal. However, Councillors should consider providing an explanation of why they consider a conflict does not exist.
- Limit involvement if practical (eg. Participate in discussion but not in decision making or vice-versa). Care needs to be taken when exercising this option.
- Remove the source of the conflict (eg. Relinquishing or divesting the personal interest that creates the conflict)
- Have no involvement by absenting yourself from and not taking part in any debate or voting on the issue as of the provisions in the Code of Conduct (particularly if you have a significant non-pecuniary interest)

RECORDING OF VOTING ON PLANNING MATTERS

Clause 375A of the Local Government Act 1993 – Recording of voting on planning matters

(1) In this section, **planning decision** means a decision made in the exercise of a function of a council under the Environmental Planning and Assessment Act 1979:
   (a) including a decision relating to a development application, an environmental planning instrument, a development control plan or a development contribution plan under that Act, but
   (b) not including the making of an order under that Act.

(2) The general manager is required to keep a register containing, for each planning decision made at a meeting of the council or a council committee, the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.

(3) For the purpose of maintaining the register, a division is required to be called whenever a motion for a planning decision is put at a meeting of the council or a council committee.

(4) Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document, and is to include the information required by the regulations.

(5) This section extends to a meeting that is closed to the public.

BYRON SHIRE COUNCIL
TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

BUSINESS OF MEETING

1. APOLOGIES

2. DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY

3. ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

4. STAFF REPORTS

Infrastructure Services

STAFF REPORTS - INFRASTRUCTURE SERVICES

Report No. 4.1   **Minutes of Transport and Infrastructure Advisory Committee - Meeting of 30 January 2020**

Directorate: Infrastructure Services
Report Author: Dominika Tomanek, Executive Assistant Infrastructure Services
File No: I2020/602

Summary:

The previous minutes of Transport and Infrastructure Advisory Committee Meeting of 30 January 2020 are attached to this report.

There was no quorum present on the extraordinary Transport and Infrastructure Advisory Committee Meeting of 3 March 2020 therefore the minutes were not presented to Council.

RECOMMENDATION:

That Committee note the report.

Attachments:

1   Minutes 30/01/2020 Transport and Infrastructure Advisory Committee, I2020/92 , page 7⇩
2   Notes of 03/03/2020 Transport and Infrastructure Advisory Committee Extraordinary, I2020/306 , page 10⇩

REPORT

The minutes of the Transport and Infrastructure Advisory Committee Meeting held on 30 January 2020 are attached. The minutes were reported to the 27 February 2020 Council Meeting which resulted in resolutions 20-047, 20-048, 20-049, and 20-050.

20-047   Resolved that Council adopt the following Committee Recommendation(s):

Report No. 4.1   Road Laser Condition Assessment - process and condition outcomes
File No: I2020/30

Committee Recommendation 4.1.1

1.   That Council note the Road Laser Condition Assessment process.

2.   That committee continue to receive information about the progress and improvement of the road network as data becomes available and findings be shared with the community.

20-048   Resolved: that Council adopt the following Committee Recommendation(s):

Report No. 4.2   Open Spaces Asset Management Plan Communication Strategy
File No: I2020/31

Committee Recommendation 4.2.1

That Council note the draft Communication Strategy for Open Spaces Asset Management Plan (OSAMP).

20-049   Resolved that Council adopt the following Committee Recommendation(s):

Report No. 4.3   Integrated Transport Management Strategy - Update
File No: I2020/58

Committee Recommendation 4.3.1

1.   That TIAC approve two extraordinary TIAC meetings to be held on Tuesday 3 March 2020 and Tuesday 19 May 2020.

2.   That Committee receive the draft strategy before 11 February 2020 if possible.

20-050   Resolved that Council adopt the following Committee Recommendation(s):

Report No. 4.4   Stormwater Assets Management
File No: I2020/83

Committee Recommendation 4.4.1

1.   That Council note the report.

2.   That a further report regarding prioritisation and funding of shire wide urban stormwater renewals (including relationships to funding of other assets such as sewer and flood mitigation) be presented to the next available meeting of TIAC for consideration.

The reports related to the resolutions 20-048, 20-049 and 20-050 were included in the Agenda of Transport and Infrastructure Advisory Committee Meeting hold on 30 April 2020.

The notes of the extraordinary TIAC meeting held on 3 March 2020 are included in this report.
5   There was no quorum present on 3 March 2020 therefore there is no resolution.

Legal/Statutory/Policy Considerations
N/A
10
Financial Considerations
N/A

Consultation and Engagement
15   N/A

MINUTES OF MEETING

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TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

15

Venue	**Conference Room, Station Street, Mullumbimby**
Date	**Thursday, 30 January 2020**
Time	**9.00am**

20

Minutes of the Transport and Infrastructure Advisory Committee Meeting held on Thursday, 30 January 2020
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PRESENT: Cr S Richardson (Mayor), Cr B Cameron, Cr J Martin

5

          Staff: Phil Holloway (Director Infrastructure Services)
                   Michael Matthews (Manager Open Spaces and Resource Recovery)
                   James Flockton (Drainage and Flood Engineer)
                   Blyth Short (Assets Management Coordinator)
10   Dominika Tomanek (Minute Taker)

          Community Representatives: Sapoty Brook, Graham Hamilton, Andi Maclean

          Non-Voting Representatives: Linda Wirf (Transport Development Officer, Social
15   Futures)

Cr Cameron (Chair) opened the meeting at 9:02 am and acknowledged that the meeting was
20 *being held on Bundjalung Country.*

    APOLOGIES:

    David Michie
25 Katrina Ross (Transport Development Officer, Social Futures)

    DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY

    There were no declarations of interest.
30
    ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

    Committee Recommendation:

    That the minutes of the Extraordinary Transport and Infrastructure Advisory Committee Meeting held on 3 December 2019 be confirmed.

                                                                    (Cameron/Maclean)
    The recommendation was put to the vote and declared carried.

35 *Note: The minutes of the meeting held on 3 December 2019 were noted, and the Committee*
    *   Recommendations to be presented to Council, at the Ordinary Meeting held on 27 February*
    *   2020.*

    BUSINESS ARISING FROM PREVIOUS MINUTES
40
    There was no business arising from previous minutes.

45

STAFF REPORTS - INFRASTRUCTURE SERVICES

Report No. 4.1   **Road Laser Condition Assessment - process and condition outcomes**
File No: I2020/30

Committee Recommendation:

1.   That Council note the Road Laser Condition Assessment process.

2.   That committee continue to receive information about the progress and improvement of the road network as data becomes available and findings be shared with the community.

(Richardson/Hamilton)

The recommendation was put to the vote and declared carried.

Report No. 4.2   **Open Spaces Asset Management Plan Communication Strategy**
File No: I2020/31

Committee Recommendation:

That Council note the draft Communication Strategy for Open Spaces Asset Management Plan (OSAMP).

(Hamilton/Brook)

The recommendation was put to the vote and declared carried.

5

Report No. 4.3   **Integrated Transport Management Strategy - Update**
File No: I2020/58

Committee Recommendation:

1.   That TIAC approve two extraordinary TIAC meetings to be held on Tuesday 3 March 2020 and Tuesday 19 May 2020.

2.   That Committee receive the draft strategy before 11 February 2020 if possible.

(Cameron/Maclean)

The recommendation was put to the vote and declared carried .

Report No. 4.4   **Stormwater Assets Management**
File No: I2020/83

Committee Recommendation:

1.   That Council note the report.

2.   That a further report regarding prioritisation and funding of shire wide urban stormwater renewals (including relationships to funding of other assets such as sewer and flood mitigation) be presented to the next available meeting of TIAC for consideration.

(Hamilton/Maclean)

The recommendation was put to the vote and declared carried.

There being no further business the meeting concluded at 10:59 am.

NOTES OF MEETING

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EXTRAORDINARY TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

15

Venue	**Meeting Room 1, station Street, Mullumbimby**
Date	**Tuesday, 3 March 2020**
Time	**2:00pm**

20

Notes of the Extraordinary Transport and Infrastructure Advisory Committee Meeting held on Tuesday, 3 March 2020
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PRESENT: Cr B Cameron

Staff: Phil Holloway (Director Infrastructure Services)
         Evan Elford (Manager Works)
         Andrew Pearce (Traffic Engineer)
         Dominika Tomanek (Minute Taker)

10

Community Representatives: Graham Hamilton, Sapoty Brook, David Michie

Non-Voting Representatives: Katrina Ross (Transport Development Officer, Social Futures)

15

Consultants: Will Fooks (GTA Consultants), Nick Buchanan (GTA Consultants)

20   **There was no quorum present therefore the recommendations to Council could not be made on the Transport and Infrastructure Advisory Committee Meeting hold on 3 March 2020. The items below were listed for discussion only.**

25   *Cr Cameron (Chair) opened the meeting at 2:02 pm and acknowledged that the meeting was being held on Bundjalung Country.*

APOLOGIES:

30   Cr J Martin
     Cr S Richardson (Mayor)
     Andi Maclean
     DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY

35   There were no declarations of interest.

ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

NOTE:

There was no quorum present therefore the recommendations to Council could not be made on the Transport and Infrastructure Advisory Committee Meeting hold on 3 March 2020. The items below were listed for discussion only.

40

BUSINESS ARISING FROM PREVIOUS MINUTES

45   There was no business arising from previous minutes.

STAFF REPORTS - INFRASTRUCTURE SERVICES

Report No. 4.1   DRAFT Integrated Transport Management Strategy
File No: I2020/211

Notes:

That TIAC note the Draft Integrated Transport Management Strategy report and provide the following feedback to the consultant:

1. That a further draft of the ITS be prepared with consideration of the following additions and amendments.

2. Alignment of guiding principles and proposed actions with all of Council's relevant transport related plans and strategies, in particular the MURC study.

3. Analysis and consideration of the transport needs of all groups In the community.

4. Analysis, consideration and inclusion of tourism transport demands and impacts.

5. Actions and proposals in the ITS be grounded and supported by situational analysis that provides a solid basis for future grant applications.

6. ITS to reflect community expectations with a critical analysis of policy positions put forward by State Government and other external stakeholders

7. Analysis of current local and regional public transport provision including the lack of public transport as well as consideration of public transport development principles (e.g. integration) and how these principles can be applied for better outcomes.

8. A new overarching principle as follows: A strategy that provides solutions to the range of transport needs in the community that promotes sustainability and a rapid decrease in carbon emissions.

9. Analysis supporting the ITS include the following:-

      A) Integrated network analysis.
      B) Regional connection data and analysis.
      C) Forecasts and analysis of growth in road traffic categories to identify implications for future costs, network demands and proposals in the ITS.
      D) Forecasts and analysis of demographic factors and tourism industry growth.
      E) Comparative data on current and future costs of network components regarding maintenance and development including alternatives and potential initiatives.
      F) All ongoing actions and new proposed actions be considered in relation to current and future potential to decrease carbon emissions.
      G) Analysis of proactive measures to review and improve planning framework documents to support an integrated low carbon ITS.
      H) Use of SWOT analyses.

10. That a project reference group consisting of TIAC Chair, staff and consultant representatives be established to work on the revised draft.

There being no further business the meeting concluded at 3:46 pm.

Report No. 4.2   **Open Spaces Customer Levels of Service Community Survey**
Directorate: Infrastructure Services
Report Author: Blyth Short, Asset Management Coordinator
File No: I2020/568

5

Summary:

10   Council is currently writing the Open Spaces Asset Management Plan (OSAMP).

As part of this process a survey was undertaken to measure community customer levels of service.

This feedback will inform the Customer Levels of Service section of the OSAMP.

15

An online interactive map directing users to complete the Open Spaces Survey was conducted from 29th January 2020 to 3rd March 2020 and the results are presented in the attached report (E2020/27445). There was comprehensive marketing of the survey on social media, print, website and direct email to selected groups.

20

RECOMMENDATION:

That the committee note the Open Spaces Customer Levels of Service Community Survey report.

Attachments:

25   1   Open Space Assets - Customer Levels of Service Report 2020 (V4), E2020/27445 , page 17⇩

REPORT

Council manages 2,100 open spaces assets. It maintains 71 parks (with infrastructure), 35 playgrounds, 10 sports fields, 7 skate parks, 20 hard courts (tennis/netball/basketball), and two
5   pools. To simplify the survey the open spaces assets were grouped into the following 5 categories:

- Parks/reserves
- Playgrounds
- Sports fields
10   - Recreation facilities
  - Tennis courts
  - Skate parks
  - Basketball courts
  - Netball courts
15   - Swimming pools

The survey sought perceptions of the performance of open spaces against key criteria and the importance attached to these six key criteria below:

20   1. Condition
2. Cleanliness
3. Functionality
4. Disability access
5. Capacity
25   6. Availability

High-level statistics and findings

- 180 surveys completed;
30   - 63 different open spaces commented on;
- 73% (131) of respondents using nominated spaces weekly or more frequently;
- 75% (135) of respondents would rather have the council invest money on upgrading existing infrastructure;
- On a scale where 1 is Excellent and 5 is Very Poor,
35   - Average rating across all criteria was 2.84;
  - Worst performer was disability access with an average of 3.05, closely followed by condition with an average of 3.04;
  - Best performer was availability with an average of 2.63;
- Condition was ranked the most important criteria.
40

Recommendations

- Focus on maintaining or upgrading existing open spaces rather than building new facilities.
- Create dialogue with sporting teams to understand issues with the condition of current open
45   spaces and help set expectations.
- Prioritise upgrades, particularly disability access upgrades, based on individual space performance (page 13).
- Review the relationship between public toilet locations and open spaces.

- Consider a public awareness campaign for online reporting of issues with the condition of open spaces.

- Consider a public awareness campaign to inform the community that the three parks at Brunswick Heads: Torakina, Banner and The Terrace Parks are not council managed open spaces.

The high level statistical findings and recommendations will be included into the OSAMP, Customer Levels of Service section. The detailed report attached will be provided to the Manager of Open Spaces as a resource tool.

STRATEGIC CONSIDERATIONS

Community Strategic Plan and Operational Plan

CSP Objective	L2	CSP Strategy	L3	DP Action	L4	OP Activity
CSP Objective	L2	CSP Strategy	L3	DP Action	L4	OP Activity
Community Objective 1: We have infrastructure, transport and services which meet our expectations	1.2	Provide essential services and reliable infrastructure which meet an acceptable community standard	1.2.2	Develop infrastructure asset renewal and upgrade program in line with Community Solutions Panel values (SP)	1.2.2.1	Prepare an Open Space Asset Management Plan

**Open Space Assets –
Customer Levels of
Service Report
2020**

Contents

Executive Summary

As part of a process of continual monitoring and evaluation of community assets, the Byron Shire Council sought feedback from the community in relation to customer levels of service for open spaces within Byron Shire. This feedback will inform the Customer Levels of Service section of the Open Spaces Asset Management Plan.

An online interactive map directing users to complete the Open Spaces Survey was conducted from 29th January 2020 to 3rd March 2020 and the results are presented in this report. There was comprehensive marketing of the survey on social media, print, website and direct email to selected groups.

The survey sought perceptions of the performance of open spaces against key criteria and the importance attached to these key criteria.

2

High-level statistics and findings

→ **180** surveys completed;

→ **63** different open spaces commented on;

→ **73% (131)** of respondents using nominated spaces weekly or more frequently;

→ **75% (135)** of respondents would rather have the council invest money on upgrading existing infrastructure;

→ On a scale where **1 is Excellent** and **5 is Very Poor,**

▸ Average rating across all criteria was **2.84;**

▸ Worst performer was disability access with an average of **3.05,** closely followed by condition with an average of **3.04;**

▸ Best performer was availability with an average of **2.63;**

→ **Condition** was ranked the most important criteria.

Recommendations

→ Focus on maintaining or upgrading existing open spaces rather than building new facilities.

→ Create dialogue with sporting teams to understand issues with the condition of current open spaces and help set expectations.

→ Prioritise upgrades, particularly disability access upgrades, based on individual space performance (page 26).

→ Review the relationship between public toilet locations and open spaces.

→ Consider a public awareness campaign for online reporting of issues with the condition of open spaces.

→ Consider a public awareness campaign to inform the community that the three parks at Brunswick Heads: Torakina, Banner and The Terrace Parks are not council managed open spaces.

Purpose

The Byron Shire Council is preparing an Open Spaces Asset Management Plan (OSAMP). This Plan provides information from the community on the customer level of service for open spaces for which Council has management responsibilities. This does not include three crown reserves at Brunswick Heads: Torakina Park, Banner Park and the Terrace Park.

Performance criteria include:

→ Condition e.g. softfall, broken infrastructure
→ Amenity e.g. litter, grass/weeds, graffiti, etc.
→ Functionality e.g. did the playground serve your purpose?
→ Disability access e.g. footpath access, rubber compound, multi-use swings, hand rails, etc.
→ Capacity e.g. cater to number of users
→ Availability e.g. enough infrastructure for area

Respondents were also asked to nominate the importance of each of the performance criteria listed above.

Background

'Assets' refers to infrastructure that is managed by the Byron Shire Council. The major asset categories are roads, footpaths, car parks, drainage, parks and reserves, buildings, water and sewer. This report relates to open spaces that are owned or managed by Byron Shire Council.

4

This includes the following types of spaces:

- Parks/reserves
- Playgrounds
- Sports fields
- Recreation facilities
    - Tennis courts
    - Skate parks
    - Basketball courts
    - Netball courts
- Swimming pools

Council assigns a Level of Service to open spaces. This is a combination of customer levels of service (LoS) and technical LoS (as detailed in the OSAMP). The customer LoS is based on what the community thinks is acceptable in terms of the quality, quantity and management of assets.

Council generally seeks public feedback on the current status of assets and community expectations for levels of service. Staff will review the community feedback and prepare a report to Council on the outcomes of the consultation. The results of all the feedback will also be used to guide the relevant asset management plans.
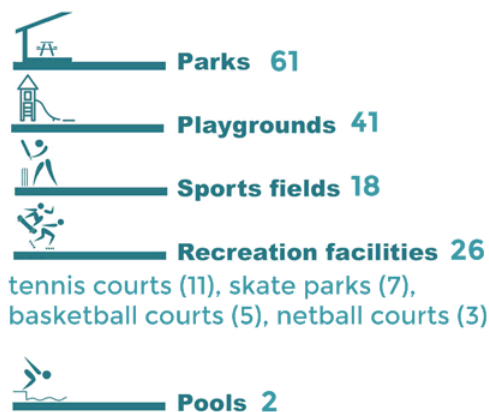
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Methodology

An internet based survey embedded into a mapping interface was developed and posted on the YourSay Byron Shire Website from 29th January 2020 to 3rd March 2020. Overall there were 1027 unique visitors to the map (as measured by distinct IP addresses) and 180 survey responses.

Image. Mapping interface on YourSay Byron Shire Website

The mapping interface displayed 148 open spaces within Byron Shire. The types of the open spaces appearing on the map are given below, with the number of each type given in brackets:

Parks 61

Playgrounds 41

Sports fields 18

Recreation facilities 26
tennis courts (11), skate parks (7), basketball courts (5), netball courts (3)

Pools 2

By navigating to the open spaces of interest, respondents could open up and complete the survey. Respondents could complete the survey for multiple open spaces. The name and type of the open space commented on was automatically recorded for each submission.

6

Survey Questions

1. How would you rate its overall condition?
[Options: Excellent, Good, Fair, Poor, Very Poor]

2. How would you rate its overall cleanliness?
[Options: Excellent, Good, Fair, Poor, Very Poor]

3. How would you rate its overall functionality?
[Options: Excellent, Good, Fair, Poor, Very Poor]

4. How would you rate its overall disability access?
[Options: Excellent, Good, Fair, Poor, Very Poor]

5. How would you rate its overall capacity?
[Options: Excellent, Good, Fair, Poor, Very Poor]

6. How would you rate its overall availability?
[Options: Excellent, Good, Fair, Poor, Very Poor]

7. How often do you use this space?
[Options: Daily, Every few days weekly, Weekly, Fortnightly, Monthly, Every few months, Once a year]

8. Please rank the following attributes in order of importance.
[Options: Condition, Cleanliness, Functionality, Disability access, Capacity, Availability]

9. Where would you like council to invest funds?
[Options: sports field lighting, playgrounds, shelters, seats, pools, skate parks, picnic tables, pedestrian lighting, exercise equipment, tennis courts, bbqs, grandstands, netball courts, basketball courts]

10. If you would like more (answer of question above), where should we place it?
[Options: Bangalow, Brunswick Heads, Byron Bay/Sunrise Estate, Cavanbah Sports Centre, Federal, Mullumbimby, Ocean Shores, Other, South Golden Beach/New Brighton, Suffolk Park]

11. Any other General Open Spaces comments or feedback?
[Free text comment]

7

Marketing of Survey

During the consultation period the survey marketing included:
→ Paid ¼ page advertisement in the Echo Newspaper
→ Facebook paid advertisements
→ Customised emails to more than 300 community members and all council staff
→ Council media release
→ Council community engagement web page - Yoursay
→ Section in Community E News

Survey Results and Analysis

A total of 180 surveys were completed. Given the comprehensive marketing of the survey, this relatively low level of response for a community of around 34,000 signifies that there is probably not a high level of dissatisfaction with facilities.

For each open space selected, survey respondents were asked to:

→ Rate the condition, cleanliness, functionality, disability access, capacity and availability of the space
→ Identify how frequently they visit the space
→ Rank the importance of condition, cleanliness, functionality, disability access, capacity and availability to the space
→ Identify if Council should spend money on upgrading existing infrastructure or building new infrastructure
→ Identify what type of infrastructure they would like to see more of
→ Identify where they would like to see the infrastructure identified above
→ Provide any general comments or feedback on open spaces

8

Distribution of responses

"Sports fields" recorded the most responses, closely followed by "parks". "Swimming pools" had the highest relative response rate, with 15 responses for the two swimming pools owned and managed by Council. No responses were provided for "basketball courts".

Number of responses by type of open space
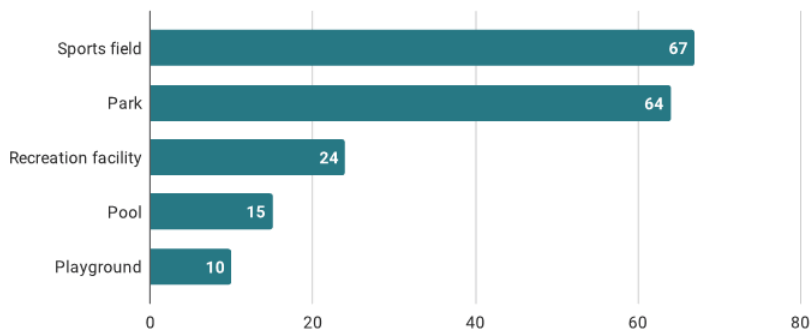
Chart. Number of responses by type of open space

Of the 148 open spaces displayed on the map, 63 spaces recorded at least one response. There was a wide spread of responses, with a maximum of 16 responses recorded for "Bangalow Sports Fields" and "Byron Bay Memorial Rec Grounds" and a minimum of one response recorded for 21 different spaces. The chart below displays the spaces with the most responses, with the full list of the number of responses by open space available in the appendix.

9

Number of responses by type of open space

Chart. Number of responses by type of open space

Performance Rating

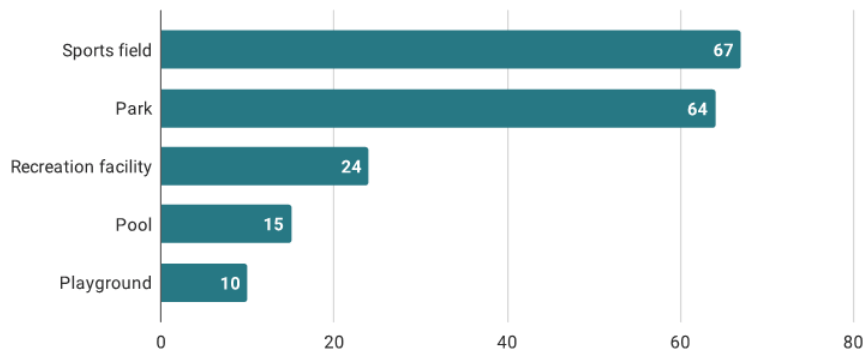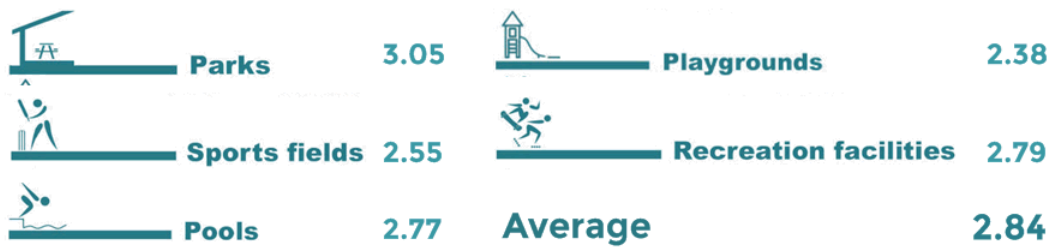The following chart identifies the performance of the given set of criteria - condition, cleanliness, functionality, disability access, capacity and availability - for open spaces as a whole. The five point scale for performance was converted to a numerical scale where 1 = Excellent and 5 = Very Poor in order to find the average rating.

Generally, performance averaged around "Fair" across all criteria. Condition and disability access performed the worst; while both had similar total numbers of negative (Very Poor or Poor) ratings and positive ratings (Good or Excellent), both criteria had noticeably more Very Poor ratings compared to Excellent ratings. Availability was the best performing criteria, with over 50% positive ratings.

Playgrounds were the best performing type of space with an average of 2.38, indicating it is approaching "Good". Parks were the worst performing with an average of 3.05, indicating that it is just below than "Fair".

10

Parks	3.05	**Playgrounds**	2.38
Sports fields	2.55	**Recreation facilities**	2.79
Pools	2.77	**Average**	2.84

Infographic. Average performance ratings by type of open space

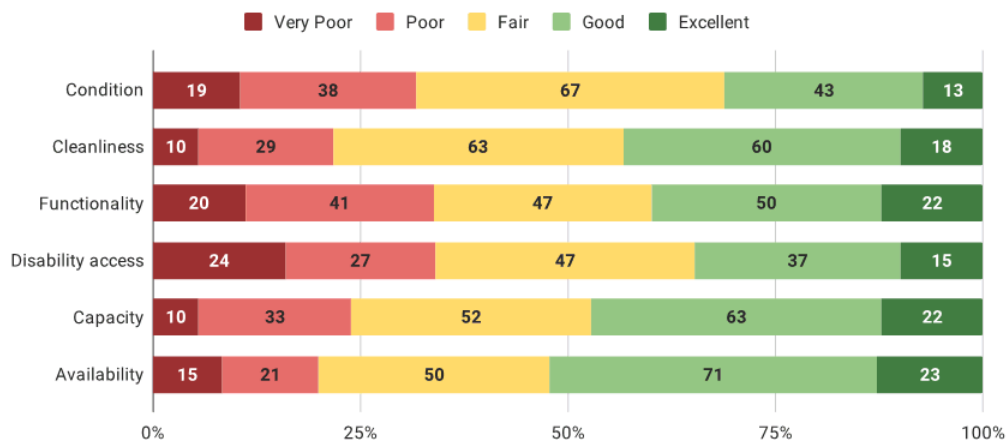Chart. Performance ratings for all spaces

Note: for the purposes of this chart, 'Don't Know' responses were discarded, thus 'disability access' has 30 less responses than the other criteria.

The following table gives Council an indication of public perceptions of the service levels of the types of open spaces. This is intended to serve as a guide for where to focus Council's maintenance efforts.

11

For visualisation purposes, the colour scale given below is used to create a heatmap of the average scores. The lighter the cell background, the higher the average score; conversely, the lighter the cell background, the higher the average score for the given criteria for the type of space.

1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor

Please note that this is an aggregate average for all responses collected for the given type of open space. The table displaying the average performance of all spaces is available in the appendix.

Swimming pools, parks and skate parks all performed below average. All three performed poorly on the disability access criteria, while swimming pools also scored poorly on availability and parks scored poorly on condition and functionality. Skate parks scored poorly across all criteria, with an average rating between Very Poor and Poor for condition and disability access.

	Count	Condition	Cleanliness	Functionality	Disability access	Capacity	Availability	Overall Average
PLAYGROUND	10	2.3	2.2	2.2	3.2	2.4	2	2.38
NETBALL COURTS	9	3	2.78	2.22	2.89	2.33	2	2.54
TENNIS COURT	7	2.43	2.14	2.14	3.29	3.14	2.57	2.62
SPORTSFIELD	67	2.87	2.63	2.76	3.28	2.46	2.34	2.72
Avg. Performance	180	3.04	2.74	2.93	3.05	2.7	2.63	2.85
SWIMMING POOL	15	2.93	2.67	2.87	4	2.93	3.2	3.1
PARK	64	3.3	2.87	3.28	3.81	2.81	2.94	3.17
SKATE PARK	8	4.12	3.87	4	4.12	3.75	3.12	3.83

Table. Performance by criteria - by open space type

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Importance

The following chart identifies the importance of the given set of criteria - condition, cleanliness, functionality, disability access, capacity and availability - for open spaces as a whole.
The ranking by most common response for each criterion is:

1. Condition (98 responses)
2. Cleanliness (63 responses)
3. Functionality (69 responses)
4. Disability access (71 responses)
5. Capacity (98 responses)
6. Availability (96 responses)

In contrast, by numerical average where 1 = least important and 6 = most important, the ranking from most important is:

1. Condition: 5.27
2. Functionality: 4.53
3. Cleanliness: 4.07
4. Disability Access: 2.52
5. Availability: 2.32
6. Capacity: 2.29

Condition is the clear first rank, with over 50% of respondents nominating it as their first ranked criteria and over 75% of respondents ranking it within their top 2. Functionality and cleanliness changed rankings depending on how the average was measured; while cleanliness had more respondents ranking it second, it also had less first place rankings and was more likely to be ranked 4th place or lower.

Capacity was least likely to rate highly, with only 7 people nominating it as either 1st or 2nd place; however, it was the third least likely to be ranked last behind availability (ranked last for over 50% of respondents) and disability access.

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As such, when considering average rankings, availability ranks higher than capacity given the balance of higher placings to lower placings.

Importance by criteria
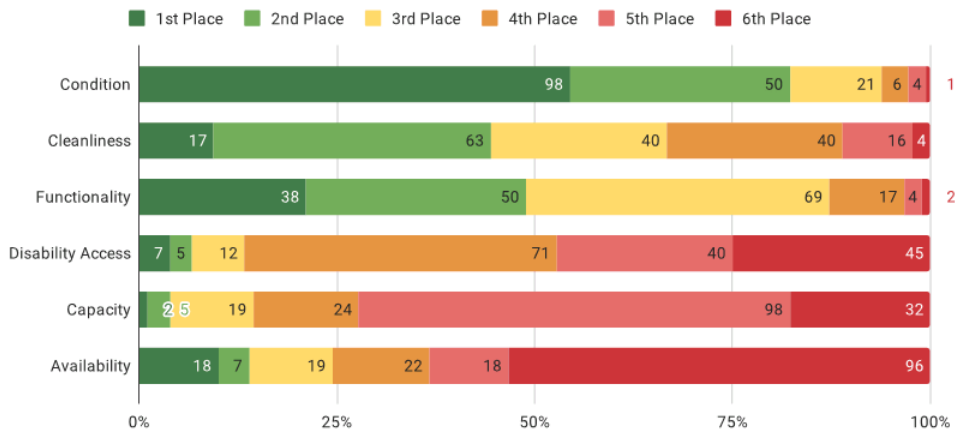
Chart. Ranking of criteria for all spaces

Cross comparison of performance and importance

A cross comparison was made of average performance of open spaces against the importance of key criteria for open spaces. The importance comes from the ranking provided, with 1 = least important and 6 = most important. The five point scale for performance was converted to a numerical scale where 1 = excellent and 5 = very poor.

It is interesting to note that the most important criterion (condition) rated fairly low in performance, with the least important criteria (capacity and availability) rating the highest. In general, performance decreases and importance increases. It is possible that this is an effect of the respondent's attention being drawn to issues in current service levels.

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Disability access is important to note as the sole deviation from this trend. This is likely because issues with disability access service levels are often immediately noticeably and difficult to miss.

Cross comparison - average performance vs. importance
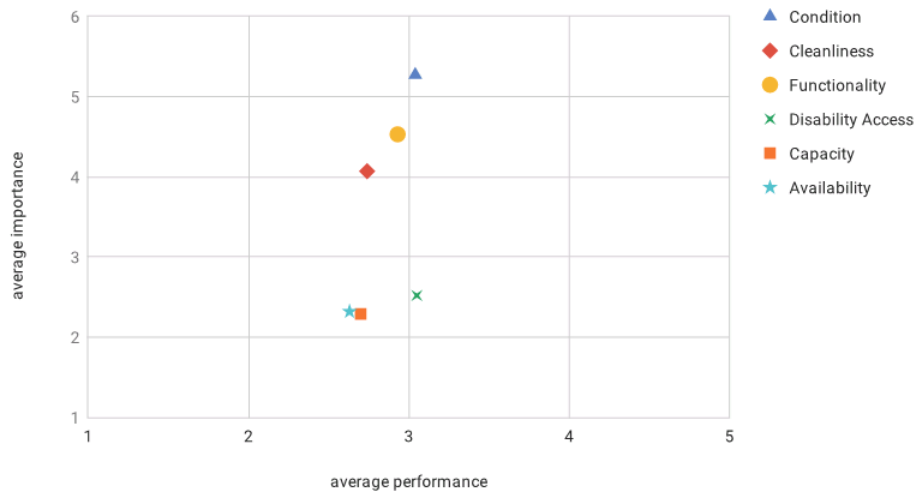
Chart. Average performance against average importance

Frequency of use

In general, open spaces saw frequent use. In total, 56 respondents nominated using spaces "every few days weekly", closely followed by "weekly" with 52 responses.

Over 80% of respondents who used social sport open spaces (netball courts, sports fields and tennis courts) visited at least once a week. This indicates that most respondents visited these open spaces regularly as part of a routine or as part of a sports club or team. This was particularly evident with netball courts and tennis courts, which both recorded no daily visitors but many weekly visitors. Open spaces used for more individual sports - skate parks and swimming pools - were more likely to record either frequent (daily / every few days) or infrequent use (every few months / once a year).

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Skate parks were most likely to record either very frequent use (daily) or very infrequent use (once a year). All the daily responses were recorded for "Beach Drive & Dengha Place Skate park", with the other responses spread out over the 7 other skate parks surveyed.

Social gathering spaces - parks and playgrounds - were most likely to record a wide range of responses. This likely reflects the wide range of parks and playgrounds within Byron Shire, from neighbourhood spaces to larger gathering spaces.

Frequency of use by type of space
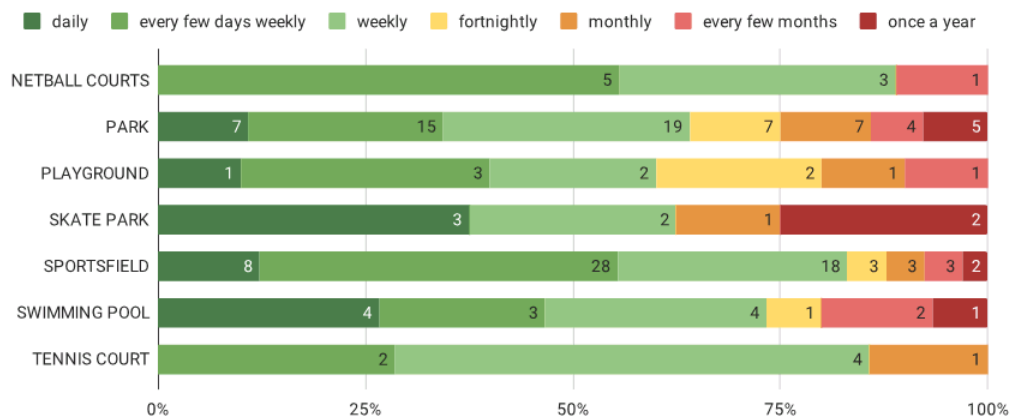
Chart. How often do you use this space?

Future investment in infrastructure

There was a clear preference for the Council to spend money on upgrading existing infrastructure rather than building new infrastructure. This reflects previous findings in this report regarding the importance and performance of the condition of assets. The community appears to value **quality over quantity** of infrastructure.

16

Where would you like council to invest funds?
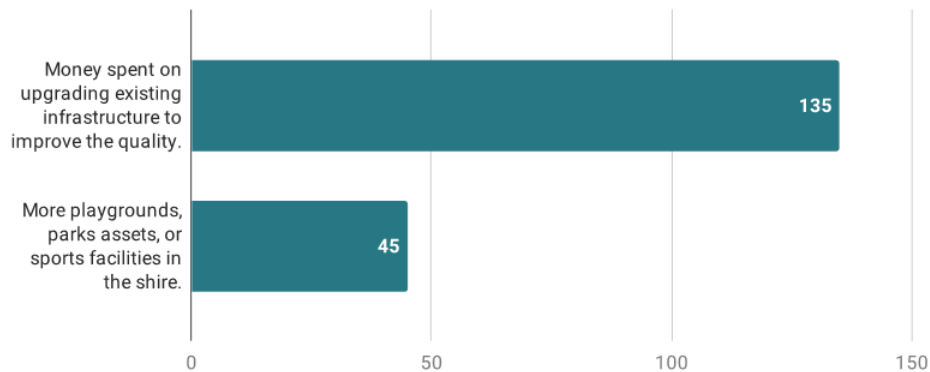
Chart. Where would you like council to invest funds?

Sports field lighting was the most nominated infrastructure; given that most responses came from sports fields, this is not surprising. There was also strong support for park infrastructure, such as shelters, playgrounds and seats.

What infrastructure would you like more of?
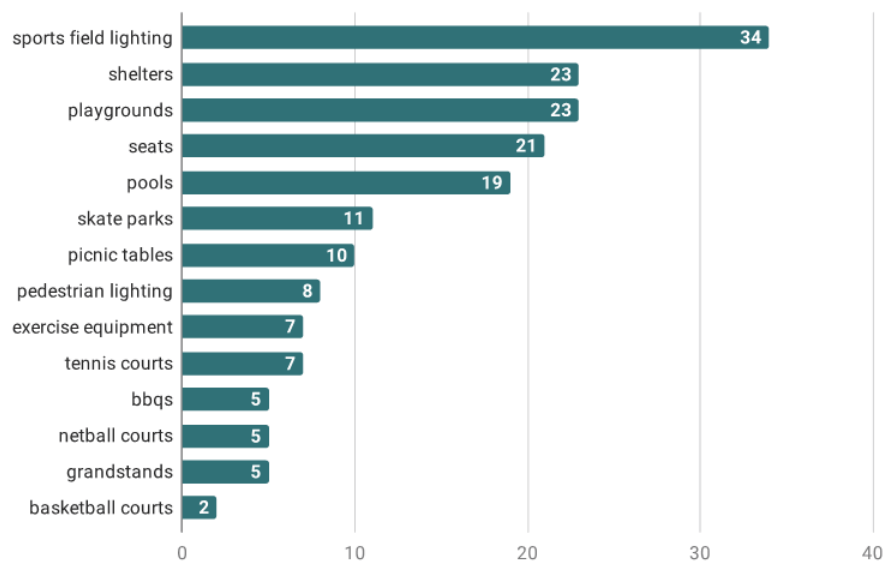
Chart. What infrastructure would you like more of?

17

The following heatmap indicates where the types of infrastructure were requested, with the darker cells representing more requests. The most requests for infrastructure was at Mullumbimby (30 responses), closely followed by Bangalow, Brunswick Heads and Byron Bay / Sunrise Estate (29 responses).

Sports field lighting at Bangalow was the most common request (22 responses) and comprised most of the responses for Bangalow. In most other cases, the responses for types of infrastructure and locations for request were relatively distributed rather concentrated.

In the location choice, respondents who chose the "Other" option were expected to detail this in the later comment section. While some of these respondents mentioned locations in their comments, the majority did not provide useful data and hence further information is not available.

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	sports field lighting	playgrounds	shelters	seats	pools	skate parks	picnic tables	pedestrian lighting	exercise equipment	tennis courts	bbqs	grandstands	netball courts	basketball courts	Grand Total
Grand Total	34	23	23	21	19	11	10	8	7	7	5	5	5	2	180
Suffolk Park	2	2	2	2	1	2		2	2						15
South Golden Beach / New Brighton		1	2	1				1							5
Other	2	2	3		1	1		1	1			1	1		13
Ocean Shores		4		1	2	2	1						3	1	14
Mullumbimby	1	3	5	7	5		2	1	1	4		1			30
Federal						1									1
Cavanbah Sports Centre	5		2		5	1						1	1		15
Byron Bay / Sunrise Estate	2	4	2	6	2	5	3		2	1	1	1			29
Brunswick Heads		7	7	3			4	2		4		1		1	29
Bangalow	22			1	2			1	1	2					29

Heatmap. What kind of infrastructure would you like / where would you like it

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Open Text Analysis

Respondents were asked to provide general open spaces comments or feedback. Out of 180 responses, 125 came with open text comments. Most comments were directed at the specific condition of current facilities. Common issues include (please note that the quotes used here may be sections of longer quotes):

→ Drainage at Byron Bay Memorial Rec Grounds

> ▸ *"The grounds drainage and maintenance of the turf is not supporting how many players, teams, clubs and spectators use it."*

→ Lights at Bangalow and Mullumbimby

> ▸ *"Great community venue, lighting needs to be upgraded to enable greater night time use of this facility"*

> ▸ *"Please consider installing lights in the car park too. Netball is a winter sport so training sessions finish in the dark."*

→ Capacity of tennis courts at both Mullumbimby and Bangalow

> ▸ *"The tennis courts are at capacity for the junior comp Saturday, and many times during the week e.g. Tuesday night, with all courts being used."*

→ Covered heated pool which can be used around the year

> ▸ *"In a shire surrounded by water, it is unacceptable not to be able to offer essential life skills in the form of swimming lessons all year round."*

→ Accessibility of Brunswick Heads

> ▸ *"A little bit of thought would make a great contribution to he water's edge and accessing the water by less able people in our community while protecting the waters edge from erosion."*

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→ Revamp of skate parks

 ▸ *"Byron Bay is seriously lacking a good skatepark in its township. The existing one is essentially unusable and coarse concrete makes it much more dangerous."*

→ Toilet facilities at Mullumbimby netball courts

 ▸ *"Embarrassing when we run carnivals over 500 female participants/ parents attending and we have toilets with no lighting and they always get block[ed]."*

Positive comments were nearly always tempered by the issues with current facilities. This indicates that while there is community goodwill for current open spaces, there is a need to continue to upgrade and maintain these facilities to ensure future utilisation. Examples include (please note that the quotes used here may be sections of longer quotes):

 - "The Byron Bay Pool is an iconic and community gem. It serves a vital role in swimming development in a coastal community and offers a nearby "safe option" to less confident swimmers, who still wish to experience Byron Bay's beautiful coastal views. However its ability to service the local community and it's groups is increasingly falling behind nearby regions... This is due to it's highly irregular specs not being suitable to community groups, limited capacity and disregard for the upkeep of functional aspects in the surrounding area."

 - "Bangalow sports fields are a fantastic resource for the community and well used throughout the year. Lighting for the fields is below average across the fields. The condition of the playing surface has been very poor in recent months with bindii, lack of grass and other weeds making it difficult for a even playing surface"

 - "This area along the creek is stunning and yet there is nothing there- no seats, no landscaping, no lighting, no pathways, gardens etc. Better urban design will reinforce the unique design of this beautiful river."

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> *- "Waterlily park playground looks wonderful with the upgrade and new play area. But I find it is not designed for little children. The rocks surrounding the area are definitely a hazard. I spend my whole time running after my grandchildren in case they fall and hit their head on one of these badly positioned rocks."*

There were very few comments regarding open spaces in general. A few comments articulated the importance and need for open spaces for the community, while other comments made generalised statements regarding the state of open space within Byron Shire. Examples include (please note that the quotes used here may be sections of longer quotes):

> *- "Open spaces should be inclusive ie. cater for all abilities and all ages. They all need park furniture so people can rest and relax. They all need sports facilities nearby for recreation for all ages, and not just one sport either. If young people had more sporting facilities close to their home, there would not be so much graffiti or vandalism. Team sports are important to build character and self-esteem, socialising and working with others, taking pride in your area and the things you love to do, and learn values from coaches and older role models."*

> *- "Investment in playground equipment in the residential areas would promote neighbourhood interaction and physical activity optimising emotional health for families."*

> *- "Please upgrade and maintain what we have before overcommitting to more facilities."*

> *- "The condition of the grassed areas are poor and lack tree cover. Plant more trees in all parks and gardens. View the management of parks in Melbourne for some inspiration on providing usable and attractive spaces for communities."*

> *- "Comments from visiting families are that Byron Bay town doesn't offer much in the way of playgrounds - they are small and often run down which is disappointing for an expensive destination (I explained that Byron Council doesn't see the tourist $). Most of the attraction for families is the beach and nature."*

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- "Better urban design along the river and connection to the town to foster use of the spaces- community gardens and lighting and pathways along all urban streets is required."

Public toilets do not form a part of the open spaces asset class and are not detailed in this survey and are instead managed inside the Buildings Asset Management Plan. However, there were also several comments regarding the lack of good, accessible and clean public toilets in and near open spaces. Examples include (please note that the quotes used here may be sections of longer quotes):

- "My eight year old even said the other day I just can't go to the toilets at Main Beach anymore I feel like vomiting."

- "There is ... not enough toilets when there are sporting days on the toilet clogs up and are not able to be used, it is not nice when you have visitors to the area, especially when you go to other towns and the public toilets are a lot brighter and cleaner."

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Key Findings

→ Open spaces are well used, with many respondents regularly visiting weekly or even more than once a week.

→ Condition and disability access are the main areas of public dissatisfaction with levels of service.

→ Skate parks performed very poorly across all the criteria.

→ The community appears to value quality over quantity of infrastructure.

→ The vast majority of respondents (75%) would prefer upgrading existing infrastructure to building new facilities.

→ Requests for upgrading infrastructure were spread out across the open spaces.

→ In the general comments section, the majority of comments related to the need to upgrade existing assets at specific locations.

→ While there is goodwill towards open spaces within Byron Shire, this is tempered by the condition of many facilities.

Recommendations

→ Focus on maintaining or upgrading existing open spaces rather than building new facilities.

→ Create dialogue with sporting teams to understand issues with the condition of current open spaces and help set expectations.

→ Prioritise upgrades, particularly disability access upgrades, based on individual space performance.

→ Consider a public awareness campaign for online reporting of issues with the condition of open spaces.

→ Consider a public awareness campaign to inform the community that the three parks at Brunswick Heads: Torakina, Banner and The Terrace Parks are not council managed open spaces.

→ Review the relationship between public toilet locations and open spaces.

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Appendix
Full list of responses by open space

Number of responses by open space

Open space	Responses
BANGALOW SPORTS FIELDS	16
	16
JEFF SCHNEIDER SPORTS FIELDS	8
	8
BYRON BAY MEMORIAL POOL	7
	6
MULLUMBIMBY REC GROUNDS NETBALL COURTS	6
	5
BRUNSWICK TERRACE PARK	5
	4
WATERLILY PARK	4
	4
CAVENBAH CENTRE	4
	4
BUTLER STREET RESERVE	3
	3
PIONEER PARK	3
	3
CAVENBAH CENTRE CORNELL FAMILY FIELD	3
	3
WATERLILY PARK PLAYSPACE	3
	3
TOM KENDALL SPORTS FIELD	2
	2
BANGALOW WEIR	2
	2
HERITAGE PARK	2
	2
APEX PARK MULLUMBIMBY	2
	2
BEECH DRIVE - LAKE PARK	2
	2
PINE AVENUE SPORTS FIELDS	2
	2
BYRON BAY MEMORIAL REC GROUNDS TENNIS COURTS	2
	2
MULLUMBIMBY REC GROUNDS TENNIS COURTS	2
	2
BANGALOW SPORTS FIELDS TENNS COURTS	2
	2
MASLEN ARBORETUM	2
	1
BAYSIDE PARK	1
	1
TUCKEROO PARK PLAYGROUND	1
	1
VENTURE PARK	1
	1
RIVERSIDE DRIVE PARK	1
	1
BANGALOW NATURE PLAYGROUND	1
	1
FEDERAL PARK SKATE PARK	1
	1
HELEN STREET PLAYGROUND	1
	1
MACKELLAR COURT PLAYGROUND	1
	1
APEX PARK MAIN BEACH PLAYGROUND	1
	1
JACARANDA DRIVE PARK	1
	1

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Full breakdown of Level of Service by open space

1 Excellent	2 Good	3 Fair	4 Poor	5 Very Poor	No Response

	Count	Condition	Cleanliness	Functionality	Disability access	Capacity	Availability	Average
RAILWAY PARK JONSON STREET	2	1	1.5	1	1	1	1	1.08
WATERLILY PARK PLAYSPACE	3	1	1	1.33	1.33	1.33	1	1.16
CAVENBAH CENTRE HERB ELLIOTT FIELD	1	2	1	1	1	1	2	1.33
MULLUMBIMBY REC GROUNDS TENNIS COURTS	2	2	1	2	1.5	2.5	2	1.83
HELEN STREET PLAYGROUND	1	1	2	1	3	2	2	1.83
WATERLILY PARK	4	1.75	1.5	2	2	1.75	2.25	1.87
ALBY LOFTS FIELD	1	2	1	3		2	2	2
BANGALOW WEIR	2	1.5	2	1	5	1	1.5	2
APEX PARK MAIN BEACH	4	2	1.75	2	2.33	2.5	2.25	2.14
BARRY LOMATH OVAL	1	2	2	2	3	2	2	2.17
BANGALOW NATURE PLAYGROUND	1	2	2	2	5	1	1	2.17
BAYSIDE PARK	1	3	1	3		2	2	2.2
CAVENBAH CENTRE	4	2.25	2	2.25	3.33	1.5	2	2.22
BYRON BAY MEMORIAL REC GROUNDS TENNIS COURTS	2	2	3	1.5	2	2	3	2.25
BEACH DRIVE & DENGHA PLACE PLAYGROUND	1	2	2	2	4	2	2	2.33
JACARANDA DRIVE PARK	1	3	2	3	2	2	2	2.33
MULLUMBIMBY REC GROUNDS NETBALL COURTS	6	2.83	2.67	1.67	2.5	2.5	2.17	2.39

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	Count	Condition	Cleanliness	Functionality	Disability access	Capacity	Availability	Average
TUCKEROO PARK PLAYGROUND	1	3	2	3	3	2	2	2.5
HELEN STREET SKATE PARK	1	3	3	2	2	3	2	2.5
LINDA VIDLER PLAYING FIELDS	5	2.8	2.8	2.6	2.6	2.4	2	2.53
CAVENBAH CENTRE CORNELL FAMILY FIELD	3	2.33	1.67	3.33	2	2.67	3.33	2.55
MULLUMBIMBY REC GROUNDS SPORTSFIELDS	4	2.5	2.75	2.5	2.33	2.75	2.5	2.55
JEFF SCHNEIDER SPORTS FIELDS	8	2.87	2.75	2.5	2.86	2.37	2	2.56
BEACH DRIVE & DENGHA PLACE TENNIS COURTS	1	3	2	2		4	2	2.6
PETRIA THOMAS SWIMMING POOL	8	2.25	2.25	2.75	3	2.5	3	2.62
BYRON BAY MEMORIAL REC GROUNDS	16	3.25	2.94	2.5	2.5	2.31	2.37	2.64
BANGALOW SPORTS FIELDS	16	2.69	2.31	3.06	2.92	2.62	2.37	2.66
LINDA VIDLER PARK	2	2.5	3	3	2.5	2.5	2.5	2.67
FEDERAL PARK SKATE PARK	1	4	3	3	2	2	2	2.67
STAN THOMPSON OVAL	3	3	3.33	2.67	3	2.67	2.33	2.83
TOM KENDALL SPORTS FIELD	2	4	3	4	2.5	2	2	2.92
DEVINES HILL LOOKOUT	2	3.5	2.5	2.5	3	3.5	2.5	2.92
PINE AVENUE SPORTS FIELDS	2	2.5	3	3.5	2.5	3.5	2.5	2.92
COMMUNITY CENTRE PARK	2	3.5	3	3.5	2.5	3	2.5	3
LIBRARY PARK	2	4	3	3.5	3	2.5	2.5	3.08
MASLEN ARBORETUM	2	3.5	3	2.5	4	2.5	3	3.08
BRUNSWICK HEADS MEMORIAL PARK	6	3.5	2.67	3.33	4	2.83	3.17	3.25
SOUTH BEACH PARK	2	3	2.5	3.5	4	3.5	3	3.25
APEX PARK MULLUMBIMBY	2	2.5	3.5	3	4.5	2.5	3.5	3.25
BYRON BAY MEMORIAL POOL	7	3.71	3.14	3	3	3.43	3.43	3.28

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	Count	Condition	Cleanliness	Functionality	Disability access	Capacity	Availability	Average
DENING PARK	4	3.25	3	3.25	4	3	3.25	3.29
BRUNSWICK HEADS SPORTS FIELDS	3	3.67	3.33	3.33	4	3	2.67	3.33
BANGALOW SPORTS FIELDS TENNS COURTS	2	3	2.5	3	4	4.5	3	3.33
BUTLER STREET RESERVE	3	4	3.67	3.33	3.67	3	3.33	3.5
TOM KENDALL PARK	2	3.5	3.5	4.5	3.5	3	3	3.5
BEACH DRIVE & DENGHA PLACE SKATE PARK	3	3.67	3.67	4.33	1	4.33	4.33	3.55
BRUNSWICK TERRACE PARK	5	3.8	3	4.2	3.75	3.2	3.4	3.56
CLARKES BEACH PARK	1	4	2	5	3	4	4	3.67
APEX PARK MAIN BEACH PLAYGROUND	1	4	5	2	3	4	4	3.67
PIONEER PARK	3	4.33	3.67	4.67	3.67	3	3.33	3.78
VENTURE PARK	1	4	3	4	4	3	5	3.83
BYRON BAY MEMORIAL POOL PARK	2	4.5	4.5	3	5	3.5	2.5	3.83
MACKELLAR COURT PLAYGROUND	1	4	2	4	5	5	3	3.83
HERITAGE PARK	2	3.5	4.5	4.5	4	3	4	3.92
BRUNSWICK HEADS SURF CLUB	3	4.33	3.67	4.33	4.33	3.33	3.67	3.94
BEECH DRIVE - LAKE PARK	2	4	4	4	4	4	4	4
HERITAGE PARK PLAYGROUND	1	4	4	4	5	4	3	4
RIVERSIDE DRIVE PARK	1	5	3	4	5	4	3	4
BYRON BAY MEMORIAL REC GROUNDS NETBALL COURTS	1	5	5	5	4	3	2	4
HELEN STREET FOOTBRIDGE PARK	1	5	3	5	4	4	3	4
BRUNSWICK HEADS SKATE PARK	1	5	5	4	5	3	2	4
YAC SKATE PARK	2	5	4.5	5	5	4.5	3	4.5

Table. Performance by criteria - by open space

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Report No. 4.3   **Stormwater Assets Management**
Directorate: Infrastructure Services
Report Author: Cameron Clark, Manager Utilities
File No: I2020/578

Summary:

This report is a response to the resolution 20-050 point 2.

20-050   *Resolved that Council adopt the following Committee Recommendation(s):*

    Report No. 4.4   Stormwater Assets Management
    File No: I2020/83

    <u>*Committee Recommendation 4.4.1*</u>

    1.   That Council note the report.

    2.   That a further report regarding prioritisation and funding of shire wide urban stormwater renewals (including relationships to funding of other assets such as sewer and flood mitigation) be presented to the next available meeting of TIAC for consideration.

RECOMMENDATION:

That the Committee notes the report.

REPORT

The submission of the previous stormwater asset management report (File No. I2020/83) to the Transport and Infrastructure Advisory Committee (TIAC) in January 2020 requested budget of $1M for FY20/21.

This budget figure was for the urgent rectification of stormwater mains found to be in poor condition within the Mullumbimby CBD area and the ongoing assessment in parallel with the gravity sewer assessments in which efficiencies and value for money have been identified.

Since the submission of this report, discussions have been held with key stakeholders from both the Utilities and Works departments with regards to the management of the stormwater network.

More detailed work is still required on the prioritisation and potential funding sources for shire wide stormwater renewals and was not available at the time of the agenda preparation.

As an interim measure, the Utilities section are prepared to assist by committing to incorporating the highest risk stormwater assets for assessment as part of the ongoing gravity sewer assessments that are scheduled for completion in the first half of FY20/21 across the following four sewer catchments:-

- Byron Bay (3005)
- Mullumbimby (4002, 4003)
- Ocean Shores (5009)

The highest risk stormwater assets within these four sewer catchments will be determined via desktop analysis in collaboration with the Works department at a cost that will be worn by the Utilities departments' FY20/21 gravity sewer asset management budget.

Council are currently in the process of recruiting a new Stormwater Engineering within the Works department. This role is critical to the strategic direction of the holistic approach to asset management in relation to stormwater infrastructure.

The stormwater network is a critical community asset that requires budget to ensure that its function is adequately maintained and the report required as part of Res 20-050 will consider option in terms of Level of Service and potential funding sources.

Report No. 4.4   **Integrated Transport Management Strategy - Update**
Directorate: Infrastructure Services
Report Author: Andrew Pearce, Traffic Engineer
File No: I2020/603

5

Summary:
This report provides an update on the Integrated Transport Management Strategy.

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RECOMMENDATION:

That TIAC endorse the feedback given to GTA, namely:-

1. **That GTA include a chapter / section at the beginning of the report addressing the regional transport context of Byron Shire taking into account the feedback given to GTA and generally summarised in Attachment 2 (E2020/28853) and Attachment 3 (E2020/28866).**

2. **That GTA update the report to include items, such as:-**
   a. **A table at the end of the report with recommended actions;**
   b. **Supporting evidence and data within the body of the report. Recommended ways to present this evidence and data is through factoids, stats, charts, case studies and other methods considered helpful by GTA.**
   c. **Relevant actions and items discussed in Attachment 3 (E2020/28866)**

3. **That the updated report be presented to TIAC for feedback before commencing work on a technical appendix.**

4. **That Council allocate an additional $4,099 to the project as part of the Quarterly Budget Review.**

Attachments:

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1   Minutes 03/03/2020 Transport and Infrastructure Advisory Committee Extraordinary, I2020/306 , page 52⇩
2   BITS & Rail Corridor meeting 31 March 2020, E2020/28853 , page 56⇩
3   19 & 30 March Meeting Minutes and Actions - BITS, E2020/28866 , page 58⇩

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REPORT

Background

The following key steps have been undertaken so far:

1. September 2019
   - GTA awarded the tender

2. 1st October 2019
   - GTA undertook scoping workshops with council staff, TIAC and community stakeholders;

3. 3rd December 2019
   - GTA provided TIAC with a project update and scope summary. TIAC members provided feedback;

4. 30th January 2020
   - Project update presented to TIAC and requested two extraordinary meetings for 3rd March and 19th May.

5. 3rd March 2020
   - 1st Draft of the Strategy presented to TIAC.
   - Note; a quorum was not present for this meeting.
   - Key feedback was:
     i. Regional transport network interconnections not adequately considered,

     ii. Rail corridor not discussed

     iii. Insufficient evidence and data to back up the Strategy draft.

   - Refer to Attachment 1 for a copy of the meeting minutes.

6. 19th March 2020 and 31st March 2020
   - Meetings held with Cr Cameron to clarify Regional interconnections and rail corridor details.
   - Refer to Appendix 2 for a copy of the feedback provided to GTA from Cr Cameron.
   - Refer to Attachment 3 for meeting minutes and actions from both 19th & 31st March meetings

Recommended Report Amendments and Future Steps

In response to the 3rd March TIAC meeting and the subsequent meetings with Cr Cameron GTA were advised to update the report to include the following three items.

1. An opening section addressing Byron Shires regional transport context and connections with Byron shire. Clear guidance and direction has been provided by Cr Cameron.

2. Update the report to include general feedback, such as:
   a. A table at the end of the report with recommended actions, and
   b. Actions included in Attachments 2 and 3

3. A technical appendix similar to that adopted for the Mooreland's Transport Strategy.

GTA were advised to focus initially on items 1 and 2 and not commence item 3 until TIAC has had an opportunity to review the updated report.

Pending TIAC feedback in regards to items 1 and 2, stage 2 would then be the technical appendix. Once stage 1 is complete these changes may improve the look of the report and the complexity of the technical appendix may reduce, or may not be required even.

5   *Cost Estimates*
GTA have advised Council of cost estimates to undertake the above amendments.

To include an opening chapter / section addressing the Regional Context GTA quote $15,750. As part of this quote they propose:

- To research available transport data for regional movements,

10   - Consolidate statistics across 3-4 council areas and from SEQ on population, employment etc,

- Include two more meetings, and

- Two revisions of the report chapter.

The above steps aim to answer the following questions:

15   - What the region needs both now and in 20 years,

- How BSC should connect to that,

- What is Council doing in that space, and

- What should it do in that space?

A premise behind these proposed works is the requirement raised at the 3rd March 2020 TIAC
20   meeting that the Integrated Transport Strategy must be robust and evidence based so it can be used to support State and Federal grant applications.

To prepare a Technical Appendix similar to the Mooreland's Transport Strategy GTA propose a cost estimate of $20,000.

25   To undertake both the Regional Context and the Technical Appendix will cost and estimated total of $35,750.

To update the body of the report to include facts, data, supporting chats and a case studies can be done as part of the existing scope of works at no extra cost.

While GTA require confirmation from TIAC to proceed with the above direction they have begun
30   work research data associated with Regional Context.

Project Budget
A total of $172,100 was allocated to this project with the final project cost expected to be $140,449.

The additional $31,651 was allocated to cover variations and unexpected costs. To undertake the
35   additional $35,750 worth of work would result in a budget over run of $4,099.

N O T E S   O F   M E E T I N G

5

10

EXTRAORDINARY TRANSPORT AND INFRASTRUCTURE ADVISORY COMMITTEE MEETING

15

Venue	**Meeting Room 1, station Street, Mullumbimby**
Date	**Tuesday, 3 March 2020**
Time	**2:00pm**

20

Notes of the Extraordinary Transport and Infrastructure Advisory Committee Meeting held on Tuesday, 3 March 2020
File No: Error! Unknown document property name.

5   PRESENT: Cr B Cameron

          Staff: Phil Holloway (Director Infrastructure Services)
                   Evan Elford (Manager Works)
                   Andrew Pearce (Traffic Engineer)
                   Dominika Tomanek (Minute Taker)

10
          Community Representatives: Graham Hamilton, Sapoty Brook, David Michie

          Non-Voting Representatives: Katrina Ross (Transport Development Officer, Social
          Futures)

15

          Consultants: Will Fooks (GTA Consultants), Nick Buchanan (GTA Consultants)

20   **There was no quorum present therefore the recommendations to Council could not be made on the Transport and Infrastructure Advisory Committee Meeting hold on 3 March 2020. The items below were listed for discussion only.**

25   *Cr Cameron (Chair) opened the meeting at 2:02 pm and acknowledged that the meeting was being held on Bundjalung Country.*

     APOLOGIES:

30   Cr J Martin
     Cr S Richardson (Mayor)
     Andi Maclean
     DECLARATIONS OF INTEREST – PECUNIARY AND NON-PECUNIARY

35   There were no declarations of interest.

     ADOPTION OF MINUTES FROM PREVIOUS MEETINGS

     NOTE:

     There was no quorum present therefore the recommendations to Council could not be made on the Transport and Infrastructure Advisory Committee Meeting hold on 3 March 2020. The items below were listed for discussion only.

40

     BUSINESS ARISING FROM PREVIOUS MINUTES

45   There was no business arising from previous minutes.

STAFF REPORTS - INFRASTRUCTURE SERVICES

Report No. 4.1   **DRAFT Integrated Transport Management Strategy**
File No: I2020/211

Notes:

That TIAC note the Draft Integrated Transport Management Strategy report and provide the following feedback to the consultant:

1. That a further draft of the ITS be prepared with consideration of the following additions and amendments.

2. Alignment of guiding principles and proposed actions with all of Council's relevant transport related plans and strategies, in particular the MURC study.

3. Analysis and consideration of the transport needs of all groups In the community.

4. Analysis, consideration and inclusion of tourism transport demands and impacts.

5. Actions and proposals in the ITS be grounded and supported by situational analysis that provides a solid basis for future grant applications.

6. ITS to reflect community expectations with a critical analysis of policy positions put forward by State Government and other external stakeholders

7. Analysis of current local and regional public transport provision including the lack of public transport as well as consideration of public transport development principles (e.g. integration) and how these principles can be applied for better outcomes.

8. A new overarching principle as follows: A strategy that provides solutions to the range of transport needs in the community that promotes sustainability and a rapid decrease in carbon emissions.

9. Analysis supporting the ITS include the following:-

    A) Integrated network analysis.
    B) Regional connection data and analysis.
    C) Forecasts and analysis of growth in road traffic categories to identify implications for future costs, network demands and proposals in the ITS.
    D) Forecasts and analysis of demographic factors and tourism industry growth.
    E) Comparative data on current and future costs of network components regarding maintenance and development including alternatives and potential initiatives.
    F) All ongoing actions and new proposed actions be considered in relation to current and future potential to decrease carbon emissions.
    G) Analysis of proactive measures to review and improve planning framework documents to support an integrated low carbon ITS.
    H) Use of SWOT analyses.

10. That a project reference group consisting of TIAC Chair, staff and consultant representatives be established to work on the revised draft.

There being no further business the meeting concluded at 3:46 pm.

Integrated Transport Strategy AND Rail Corridor meeting 31 March 2020.

ITS

Moreland better by far because of the way that it looks at key trends, plans, projects and policy that influence or impact sustainable transport in Moreland.
Important distinctions are…we not urban…are we suburban?…definitely not rural…coastal…emerging city…will need more resources dedicated to network development…
Have to acknowledge the way that existing policy framework is inadequate…does not adequately describe the on ground reality.

Discussion points

Strategic analysis

Key difference is that the wide view should NOT be done from a Council perspective to begin. This can limit a fuller, necessary view.

Eyes up, look at the network…see the LGA and region as it is…This will not be the same as only using Fed/State policy documents to build a picture?
Network, demographic, geographic, economic, social, environmental (especially climate change mitigation) and financial analysis? Financial should consider the costs of network development and maintenance.
What are the SWOTs? Identify for each layer of transport network…ie National, Regional, Local? SWOT analysis needs to consider financial and environmental sustainability.
Draw out the implications, directions and strategies required for Byron Shire (NOT Council)?

Key questions?

Policy

Have National and State policies seen the same on ground reality (OGR) that strategic analysis identifies?
Have they grasped the same (or different?) SWOTs?
What are the policy deficiencies at Nat/State? For example does the North Coast Regional Plan acknowledge the OGR. If not, what is missing?
What policy adjustments are required to better align with the OGR?

Future strategy for Byron Shire (NOT Council)

What are the major F/S/L challenges to a sustainable Byron Shire integrated transport network?
Identify national, state and local projects/improvements?
What is the strategy for sustainable transport development?

Council Action

What is Council's role in delivery of sustainable transport at local level?

How do Council's existing plans address the key challenges of the OGR analysis?
What is Council's financial capacity now and in future to continue to fund and expand existing transport networks? How could development of variety of modes assist council to achieve more sustainable outcomes?
What else should/could Council be aiming to do?
What are the regional and national policy development conversations that Council needs to initiate and be involved in?

Cr. Basil Cameron
Byron Shire
0427 664 754
basil.cameron@cr.byron.nsw.gov.au

INTEGRATED TRANSPORT STRATEGY

SKYPE MEETING 31ST March 2020

The primary action arising from this meeting is to focus on:

1. Placing BSC in its regional context, i.e. undertake a REGIONAL CONTEXT ASSESSMENT & ANALYSIS.
2. The Notice of Motion to incorporate the rail corridor active transport and rail lnk in the strategy as a key item.

Focus only on these 2 points for now and we will them work out what's next based on what the above research finds.

In regards to point 1, once the regional context surrounding and connecting BSC is understood this may shape what flows out in regards to the strategies to adopt. To do point 1 will involve, in part:

- Researching the items listed below in the Meeting 19th March 2020 minutes.
- Getting updated traffic volumes for the Sydney – Brisbane Corridor. Look at the 2006 Sydney t Brisbane Corridor Study and get these traffic volumes updated.
- See if data from the 2017 SEQ traffic modelling (which is being extended to include the Tweed and possibly Ewingsdale Rd) is available, relevant and useful.

Relying on existing state and local policy frameworks is not enough to understand who we are and what going on here at Byron Shire Council.

Other considerations to note in regards to the Byron context are that Byron is:

- Not urban but may be considered suburban
- Not rural but may be considered coastal
- Byron is an emerging city
- Look at regional and BSC population growths
- Traffic growths across the region
- And transport growth / changes

The Integrated Transport Strategy is to be viewed as an outsider looking in and not a Council report looking at itself. What does the region / BSC need as an outsider looking in.

It is to look at:

- what the region needs both now and in 20 years,
- how BSC should connect to that,
- what is Council doing in that space and
- what should it do in that space.

If we plan for it now we can be ready when we need it. The rail link to QLD may be a great example of that. If they plan to extend the rail link to GC airport and the connect to Tweed and if Tweed plan to set aside a new rail corridor to connect to this QLD rail extension then how can we plan to connect to that new rail corridor.

MEETING 19TH MARCH 2020

Cr Cameron felt his feedback given along the way wasn't included in the Draft report

Three main issues not adequately addressed in the draft report

1. Regional transport network interconnections not adequately considered or discussed
2. The rail corridor within BSC boundaries not discussed
3. Insufficient evidence and data to back up and justify their document.

1. Regional networks

Include a discussion locating BSC within the wider transport region – use data, stats and a narrative to put BSC in context.

Provide a section / discussion looking at significant north / south & East / West regional transport hubs and their links with BSC.

North South Links

- Ballina airport

   How many passengers pass through and how many transit to Byron and how they get to Byron. What actions can be done to improve our transport link?

- GC airport

   How many pass through, how many transit to BSC and how do they get to Byron. What the current passenger numbers are and the numbers after their upgrade (6M increasing to 16M I think I read). What actions can be done to improve our transport link – see GC rail link for ideas? Show you know this and have done the research and you'll hit the mark.

- GC rail link

   GC plan to extend their rail link through to the airport and plan to extend their light rail.

   Tweed has identified a new rail corridor to link up with the GC rail corridor. They plan convert their existing rail corridor to a rail trail and construct a new line (if it ever gets up and running). Where does this new corridor go? How could it link up with BSC? What actions can be done to progress this link?

- Transport for NSW

   FYI … Qld have a transport model that covers GC and integrates different transport modes. There are plans to integrate Tweed into this model given most of their traffic comes from GC. TfNSW have offered to extend that transport model down to include BSC and Ewingsdale Rd in particular.

For more info Michael Baldwin Regional Planning at TfNSW

Ballina

In all your maps and figures you don't show Ballina. This is my feedback, I think you should point to Ballina on your maps as well -see page 7 and 9 as a starting point

East West Link

- Rail Corridor

    Mention what Lismore and Richmond are doing to their trail. That may limit our rail trail options.

Transport Hub / Network

    Include mention of any other existing regionally and locally significant transport hubs (i.e. Ewingsdale Rd, Lismore Rd, Broken Head Rd, Bus Interchange, Solar Train,) we currently have and are planned. If you've already got this this highlight this in this section.

2. The Byron Rail Corridor

Make a greater mention of the MURC and rail corridor and associated research and infrastructure that may be required to get the MURC running. Maybe consider if building only a Mullum to Byron section would work as stage 1.

For example, include the Rail corridor in on the map on page 9 and a park n ride at Mullumbimby. Under short term actions in Section 2 – Cars out people in maybe include a business case to investigate the MURC Hi-Rail / Active Transport option (the Hi-Rail option included both a Hi-Rail with an active transport corridor). Maybe highlight how long it took for the Solar Train to get up and running as a reference point (about 5-6 years I think).

3. Supporting Data

What data and transport network analysis has been done? Include any supporting data in an appendix. This is also reflected in the regional comments requested.

Have GTA done the background research and do they have the data to justify their recommendations?

The evidence is to justify why they chose their recommendations / actions and why they didn't choose other recommendations and actions.

This data is to be seen as robust supporting evidence we can point to when submitting grant applications.

Present that data both in the body of the report (as factoids, narratives and stats) and in an appendix section. The order and structure of the appendix and data to be determined by GTA in a way that best supports and backs up their report.

Can GTA please come up with a concept way to present the supporting data and factoid layout and BSC will liaise with GTA to confirm we are happy with that direction.

Report No. 4.5   **Asset Management Policy Updated**
Directorate: Infrastructure Services
Report Author: Blyth Short, Asset Management Coordinator
File No: I2020/59

5

Summary:

10   The Asset Management Policy has been updated with minor edits in accordance with the outstanding audit recommendation from the Buildings and Property management Audit 2018, recommendation 6 in that audit report (E2018/10497).

15

RECOMMENDATION:

That Council adopt the revised Asset Management Policy and is updated on Council's web site.

Attachments:

1   Policy: Asset Management (Res 15-012 adopted after close of exhibition 23/4/2015, Edit Resolution 4-
20   203) (Current_Policies), E2018/10497 , page 64⇩
      2   Draft Policy: Asset Management 2020, E2020/4726 , page 95⇩

REPORT

The Asset Management Policy has been updated in accordance with the outstanding audit recommendation from the Buildings and Property management Audit 2018, recommendation 6 in that audit report (E2018/10497).

Minor edits have been made to bring the document up to date, these include:-

1. Referencing to the Strategic Asset Management Plan (SAMP 2016/108039).
2. Updating the asset management information systems currently used and deployment targets.
3. Updating the key components in councils asset management system.

Internal Audit of Building and Property Management

February 2018

Contents

1 Executive Summary

1.1 Introduction

OCM were engaged by the Byron Shire Council (the Council) to undertake an internal audit of the Council's Building and Property Management processes.

Further information in relation to the extent of the procedures performed and the scope of our engagement is detailed in **Appendix A** and the Inherent Limitations and Restrictions of Use Statement in **Appendix F**.

1.2 Background

Council's buildings and other properties (such as swimming pools, open space and recreation assets) are currently valued at $77.5m (net carrying value), which represents 10% of the Council's total Infrastructure, Property, Plant and Equipment.

Buildings and properties are managed by various units within the Council including Community Development, Open Spaces & Resource Recovery Unit and the Economic Development Unit.

Units receive services from the Utilities Unit in respect to property and facilities advice and support whilst Legal Unit provide lease and licence services.

At one point, management of buildings and properties were managed within one Unit, but after a restructure, responsibility was decentralised across Council to the Units detailed above.

Where buildings and properties are managed through a S355 Committee, the Committee is responsible for management of the asset and funding of minor maintenance. Where buildings are leased, the lessee is responsible for regular maintenance as per the lease agreements.

1.3 Better Practices Identified

During the internal audit, evidence of better practice of building and property management was noted, which included:

- Commitment to introduce a strategic approach to managing building and properties, including identifying risks and improvement goals and activities as part of the overall Strategic Asset Management Plan;

- Development of a funding proposal for the completion of 230 condition audits for buildings;

- A review of user access to asset information systems with the introduction of allocating privileges to roles rather than individuals;

- Building and property legal documents maintained in a secure cabinet with security over access;

- Clear and detailed guidelines and templates in place for S355 committee members to assist them to meet their responsibilities as required by their Terms of Reference and the Council Guidelines; and

- Corporate knowledge shared between units such as checklists for hire of venues.

1.4 Summary of Findings and Improvement Opportunities

The findings of the internal audit are outlined below on an exception basis. Based on the work conducted, no instances of fraud were detected.

All findings, risk ratings and agreed management actions have been discussed and agreed with key stakeholders. Each finding has been categorised as either an Internal Control issue (IC) or a performance

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Improvement Opportunity (IO). All findings have also been given a Finding Risk Rating (classification in **Appendix D**) to indicate to management the significance of the finding and the attention required to reduce its probability and/or impact.

No matters of significance (high or extreme risk) were identified. Four audit findings with a rating of Medium were identified and they are summarised in the table below together with an improvement opportunity finding rated as Minor.

Detailed Finding #	Finding Summary	Issue Type (IC/IO)	Rating as per Appendix D
2.1	**Asset Management Framework – Asset Management Working Group** The Asset Management Working Group, which is required as part of the Council's Asset Management Policy and whose overarching role is to facilitate and coordinate asset management across the Council, does not have a clear set of operating guidelines and is not meeting on a regular basis.	IC	Medium
2.2	**Asset Management Framework – Allocation of Asset Management Responsibilities** There is a lack of clearly defined roles and responsibilities for the management of building and property under the current decentralised model. There is a lack of maintenance scheduling and renewals coordination.	IC	Medium
2.3	**Corporate Knowledge** Some policies which apply to the management of buildings and properties may be redundant, have not been reviewed for many years and have potential for amalgamation. The policy framework to encourage and assist staff in developing policies and procedures, for building and property management processes, is not applied consistently.	IC	Medium
2.4	**Lease, Licence and Management Contracts** A review of all leases, licences and management contracts is required to ensure Council has received prescribed insurance certificates and that they are current. Guidelines on how to manage the risk that lessees, licensees and operators are not complying with maintenance, general repair and upkeep conditions as required should be developed. There is a need to clearly identify responsibilities and key activities for all parties involved in managing leases and licences such as Units who are considered the asset owner and Legal Unit. There is also a need to review the lease and licence register as	IC	Medium

Detailed Finding #	Finding Summary	Issue Type (IC/IO)	Rating as per Appendix D
	there are a large number of expired and cancelled leases and licences recorded.		
2.5	**Section 355 Managed Community Facilities** Some improvement opportunities were identified to assist Council to obtain assurance that Section 355 committees are complying with their responsibilities as required by the Terms of Reference and Guidelines for these committees.	IO	Minor

1.5 Acknowledgement & Consultation

We wish to take this opportunity to thank the Council personnel who participated in this review for their co-operation and assistance. A full listing is included in **Appendix B.**

The contents of this report were discussed and agreed with the following members of staff at the exit interview held on Monday 5 February.

	Name	Designation
1	Anna Vinfield	Manager Corporate Services
2	Jess Orr	Strategic Risk & Improvement Coordinator

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1.6 Audit Rating

Based on the scope of our engagement, Council's performance relevant to this internal audit is outlined below. This rating is based on observations made during the engagement, and in some areas these observations may have been limited by the scope of the work performed.

The rating is intended to assist Council's senior management and the Audit Risk and Improvement Advisory Committee to focus on areas of greatest concern, and does not form part of our opinion. The rating is from 1 to 5 and is explained more fully in the following table:

		Rating
1	Minimal opportunities for improvement identified.	
2	A small number of minor control weaknesses / performance improvement opportunities (efficiency, effectiveness or economy)	
3	Several control weaknesses of concern identified / several performance improvement opportunities (efficiency, effectiveness or economy)	√
4	Significant control weaknesses found in a number of areas/ significant opportunities for performance improvement (efficiency, effectiveness or economy)	
5	Pervasive, significant weaknesses in controls identified. / Processes are not efficient, effective or economic	

1.7 Conclusion

Based on the work performed, weaknesses in the design and application of controls and opportunities to increase effectiveness in building and property management were identified. This impacts on the achievement of the audit objective of Council having appropriate processes in place to identify, document and manage its legislative and corporate obligations (refer **Appendix A**).

Pamela Robertson-Gregg
Director

1.8 Management Acceptance

I agree that the findings within this report are factually accurate and confirm that management will implement the agreed actions.

Mark Arnold
Acting GM & Director Corporate and Community Services
Executive Sponsor

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2   Detailed Findings

2.1 Asset Management Framework – Asset Management Working Group

FINDING CATEGORY	Internal Control	FINDING RATING	Medium

Observations

As part of the *Integrated Planning and Reporting Framework,* which was developed in 2011, Council developed a *Strategic Asset Management Plan* (the Plan) in 2016 for all Council assets.

Section 7 of the Plan identifies a number of improvement goals and strategic tasks to facilitate asset management planning across the Council. Following a risk assessment, Council's first priority has been to develop an Asset Management Plan for transport assets. The requirement for Asset Management Plans is also stated in section 4.3 of the *Asset Management Policy 15/002* (the Policy).

Some of the improvement goals and strategic tasks detailed in the Plan relate to building and property assets, including development of asset management plans for both park assets and building assets by June 2018.

Whilst the original timelines for preparing both the parks and building plans have either passed or are unlikely to be achieved, Council is progressing with development of the asset management plans. This includes gathering data to inform the plans, such as condition assessments, identifying service levels for parks and capturing asset costs through work orders.

Condition assessments, which inform service levels and maintenance programs, have been conducted for approximately 1,600 park assets and are planned for 230 building assets.

Section 5.3 of the *Asset Management Policy 15/002* establishes an Asset Management Working Group (AMWG), whose function is to facilitate and coordinate asset management across the organisation. The AMWG is meant to implement, monitor and report on the delivery of actions articulated in the asset management strategy (the Plan) and associated plans.

Review of documentation and discussion with the Asset Management Coordinator identified that the Group is not operating effectively to meet the functions outlined in the Policy, is not meeting on a regular basis, and has no terms of reference or guidelines on how it operates. Terms of reference should provide guidance to the Group on their roles and responsibility for asset management, and should include:

- Basis for establishment, including the link to the Strategic Asset Management Plan and Asset Management Policy;

- Role and responsibilities for the Group including reviewing maintenance schedules, coordination of works, making recommendations to ET/Council on priorities;

- Memberships of the Group, including whether or not proxies are acceptable;

- Invitees or observers to Group meetings;

- Delegations, if any, held or exercised by the Group;

- Reporting and review arrangements for the Group, and

- Arrangements for meetings including frequency, agenda, minutes, quorum and secretariat.

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The last meeting was held in August 2017 and whilst there were no minutes of the meeting, there was an update on progress against Section 7 of the Plan. However, this was not at a detailed level, and there were no dates for completion of activities provided.

Implications

Lack of a strong governance framework for managing assets and associated maintenance schedules, including developing and monitoring of plans, may result in Council assets not meeting their predicted useful lives, or requiring additional investments to maintain them to their predicted life.

If not adequately managed, buildings and properties may not be available for use, which may impact on client service and revenue.

Asset Management Plan not developed and implemented for buildings and properties resulting in lack of planning for maintenance.

Recommendations

	Recommendation	Management Comment	Responsible Officer/ Title	Date to Complete
1.	Embed the Asset Management Working Group by developing a terms of reference to include, at a minimum: • Basis for establishment, including the link to the Strategic Asset Management Plan and Asset Management Policy; • Role and responsibilities for the Group; • Memberships of the Group, including whether or not proxies are acceptable; • Invitees or observers to Group meetings; • Delegations, if any, held or exercised by the Group; • Reporting and review arrangements for the Group, and • Arrangements for meetings including frequency, agenda, minutes, quorum and secretariat.	Agreed that this needs to occur. Suggested responsibilities for the group include: • Review maintenance schedules • Coordination of works • Make recommendations to ET/Council on priorities	Manager Assets and Major Projects	TBA

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	Recommendation	Management Comment	Responsible Officer/ Title	Date to Complete
2.	Through the Asset Management Working Group, provide commitment and support to officers within the Business Units who are responsible for developing the Asset Management Plans for Parks and Building, whilst also monitoring progress.	Executive team will need to endorse the identification of business units who are responsible for the Asset Managment. Plans and monitoring progress for Parks and Buildings.	Manager Assets and Major Projects Executive Team	TBA

Note, some example Asset Management Working Group Terms of References have been provided separately.

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2.2 Asset Management Framework - Allocation of Asset Management Responsibilities

FINDING CATEGORY	Internal Control	FINDING RATING	Medium

Observation

Since 2015, the responsibility to manage buildings and properties has been assigned to various Business Units within Council. A draft document (part of the devolution of building and property asset management to units) allocating buildings and properties to the various units were developed in 2015.

The list of buildings obtained from the Authority Fixed Asset Register has a field to identify the asset owner but most of them are assigned to "Property", "Finance" and "CI". This does not correspond with the Council's current business units, with the majority of the buildings and properties being managed by Community Development and Open Spaces & Resource Recovery Units. Refer to **Appendix E** for an extract from the Fixed Assets Register.

The Units managing buildings and properties receive services from the Utilities Unit in respect of property and facilities advice and support, and from the Legal Services Unit in respect of lease and license services. However, these services cannot be provided in an efficient and effective manner if the asset owners are not identified and recorded, and service levels agreed.

Whilst there are sound processes in place to identify renewal dates, tender, evaluate, negotiate and award leases and licenses, there is a lack of clarity as to who has responsibility to obtain copies of required insurances (except for public liability) from lessees and licensees, and to ensure that one off or ongoing conditions are being satisfied by the lessee or licensee, especially in regards to maintenance of the land and property. Further issues relating to lessee/licensing insurance arrangement are detailed in Section 2.4 below.

Implications

If asset owners are not clearly identified in the Council's asset records, some assets may not be appropriately managed, including organising maintenance, agreeing service levels and incorporating them into the relevant asset management class.

If not adequately managed, buildings and properties may not be available for use, which may impact on client service and revenue.

Asset Management Plan not developed and implemented for buildings and properties resulting in lack of planning for maintenance.

The Council's interests may not be adequately protected if lessees or licensees do not maintain required insurances or meet other specified conditions.

Recommendations

	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
3.	Identify all building and property assets and through consultation with the relevant Business Units, agree who is responsible for managing those assets and update the asset register accordingly (this could be undertaken as part of the	Executive team will need to endorse the identification of business units who are responsible for specific assets and update the asset register. Updated Asset register to be endorsed.	Asset Management Coordinator Property and Facilities Coordinator Executive Team	TBA

	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
	next asset stocktake).	Need for analysis of building use to understand priorities and maintenance schedules		
4.	Develop and document responsibilities for managing buildings and property, including identifying key activities for the: • Asset owner; • Property and Facilities Service, and • Lease and licence Service.	Agreed	Asset Management Working Group	TBA

2.3 Corporate Knowledge

FINDING CATEGORY	Internal Control	FINDING RATING	Medium

Observation

There is a framework in place to guide the development of policies, procedures and guidelines, but this is not applied consistently to the development and review of policies and procedures, including those relevant to buildings and properties.

As there is no central repository, such as an intranet, which stores policies, procedures and guidelines, such documents are stored within TRIM or held locally by the relevant Business Unit. Due to the nature of the TRIM system, it is difficult for Council staff to access the current policies, procedures and guidelines which may apply to the management of building and properties. Staff have developed workarounds, such as saving TRIM searches.

It is acknowledged that the Council is currently developing a new website, with the external portion due to go live in late February, and the internal intranet due to go live in July.

As discussed above, the building and property management functions were managed in a centralised business unit before being decentralised in 2015, with asset management being decentralised to the asset owners. It is not considered necessary to centralise buildings and properties management, at long as there is a consistent and agreed understanding of each party's responsibilities (see recommendation 4 above) and each Unit who is deemed to be an asset owner is fully aware of those buildings and properties that have been assigned to their unit (see finding 3 above).

Oversight of the relevant policies and procedures should form part of the Asset Management Working Group's responsibilities, along with oversight of the Strategic Asset Management Plan and other plans and documents.

On the Council's website, there are seven policies relevant to building and property assets. As part of the November 2017 Internal Audit of Corporate Compliance and Policy Management, all but one of these seven policies was considered current upon an initial assessment by officers within the various units. In addition to the policies, there are procedures relevant to certain building and property activities such as leasing and licensing and management of buildings by S355 committees.

Whilst it was recommended as part of Internal Audit of Corporate Compliance and Policy Management that a review is undertaken of the policies, there are some observations made through this review in regard to the existing policies and procedures.

Asset Management Policy 15/002

Section 4.2 indicates that the strategic asset management strategy will be updated as a priority action for the 2014/15 review of the CSP documentation. Section 4.4 provides target dates for integrating certain modules within the Authority Enterprise System.

In all cases, these dates have passed, and some activities are still in progress. In regards to section 4.2, the last sentence should be removed as the policy intent is for Council to have in place an Asset Management Strategy, which it does. Any future update to the asset management strategy would be captured within the responsible unit's work program.

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As the Strategic Asset Management Plan includes activities to integrate the Asset module with other business systems, section 4.4 should be updated to reflect that Council has implemented the Asset Management module of the Authority Enterprise System and what functionality exists, e.g. capturing data to enable spatial and geographical views, use of work orders to enable costs to be identified at an individual asset level and any other functionality which provides meaningful and useful asset data to Council. A statement could be made that integration with Council's other business systems is being undertaken in accordance with the Strategic Asset Management Plan.

Section 355 Management Committees/Boards: Receipt of Donations Policy 10/001

Section 3.1 requires any person or group/organisation wishing to donate moneys greater than $100 to the Committee/Board for a specific purpose must put in writing to both the committee/board and Council their intent to what the donation may be used for.

Donation threshold is low at $100. The administrative and reporting requirements for such an amount would likely exceed the value of the donation. Consideration should be given to increasing the threshold.

Maintenance and Improvement of Council Owned Community Buildings Policy 7.4

Section 2.1 indicates Council will provide financial assistance for specific maintenance and improvement items on Council owned community buildings, to a maximum of 50% of the cost, depending on priorities and the availability of funds.

This may conflict with the concept of maintaining assets in accordance with a lifecycle management plan as indicated in the Strategic Asset Management Plan. This section should be reviewed once to the Building Asset Management Plan is developed to ensure it is consistent with the management plan.

Licence and Lease Process Maps, Procedures and Workflows

There is no policy in place regarding licencing and leasing of Council owned or controlled land and facilities. However, procedures including process maps and workflow documents are in place. Whilst the maps accurately represent the processes for renewing or creating new leases and licences, some functions which were previously done by two officers are now solely the responsibility of the Licencing and Leasing Coordinator.

These procedures, process map and workflow documents are also denoted as being in draft, and need to be updated to capture the requirements of the updated *Crown Management Land Act 2016*.

Halls and Venue Guidelines for S355 Management Committees and Boards

The guidelines are very comprehensive covering a range of topics from appointment and membership, roles and responsibilities, meetings, finance, risk management, insurance, managing facilities and maintenance. However, the name of this guide does not fully represent its contents. In addition, there may be a conflict in section 8.1 in regards to the financial delegation provided to committees, i.e. $5,000 vs $1,000.

Key personnel

Through discussion and observation, it is evident that there is a high regard for the knowledge held by the Property Maintenance Coordinator within Utilities Unit in respect to buildings and properties.

Corporate knowledge should be documented into procedures, guidelines or other corporate records, to reduce the key personnel risk.

Implications

Out-dated or non-existent policies and procedures may result in the Council not managing its buildings and properties in compliance with legislative requirements or best practices, which may increase the cost of managing the assets.

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Not complying with relevant legislative requirement may impact Council's reputation, client service and revenue.

Council staff not aware of legislative and other compliance requirements in relation to managing buildings and property.

Council staff not managing buildings and properties in compliance with Council policies and procedures, or in line with management expectations and best practices.

Recommendations

#	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
5.	Encourage and assist staff in developing building and property policies and procedures in accordance with the Policy Framework.	Agreed – to be updated as part of the Corporate Compliance review	Corporate compliance review project team	June 2018
6.	When reviewing policies as recommended in the Internal Audit of Corporate Compliance and Policy Management, consider the above observations in respect of the *Asset Management Policy 15/002*; *Section 355 Management Committees/Boards: Receipt of Donations Policy 10/001*; and Maintenance and Improvement of Council Owned Community Buildings Policy 7.4.	Agreed	Corporate compliance review project team	June 2018
7.	Collectively review all three policies regarding Community buildings and facilities to determine if they can be combined but with clear delineation between S355 managed community buildings and other community buildings; identifying if there are different operating or regulatory requirements in regards to managing and maintaining these buildings and facilities. There are also terms of	Agreed	Property and Facilities Coordinator Manager Utilities Community Projects Officer Manager Community Development	June 2018

#	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
	reference in place for S355 Committees which reflect Council's ethos and expectations. These guiding principles could be considered for inclusion in a consolidated policy.			
8.	Develop and document a policy regarding licencing and leasing of Council owned or controlled land and facilities.	Leasing Coordinator can provide draft Policy for discussion.	Leasing Coordinator	December 2018
9.	Update the lease and licencing procedures, process maps and workflow documentation to: • Reflect impacts of the updated Crown Management Land Act 2016, and • Incorporate the responsibilities and tasks of officers involved in the lease and licence process.	i. Pending training on Crown Management Land Act ii. Requires identification by Asset Managers of Officers involved and tasks in the leasing & licensing process.	Leasing Coordinator	December 2018
10.	Review and amend if necessary section 8.1 of the *Halls and Venue Guidelines for S355 Management Committees and Boards*, in regards to the financial delegation provided to committees, $5,000 vs $1,000.	Agreed	Community Projects Officer	December 2018
11.	Corporate knowledge from relevant personnel documented into procedures, guidelines or other corporate records	Agreed	Manager Utilities Manager Community Development	June 2018

2.4 Lease, Licence and Management Contracts

FINDING CATEGORY	Internal Control	**FINDING RATING**	**Medium**

Observation

A review of the Leasing and Licensing Register revealed that there are 124 leases/licences denoted as expired and 9 denoted as cancelled. As there is a regular and effective process in place to alert asset managers and the Executive Team of leases and licences due to expire, it is unlikely that these do represent actual expired or cancelled leases/licences.

The method used to update the Register when a lease or licence is renewed may be the issue, e.g. changing the status to expired for a lease or licence which is renewed and then creating a new record for the same lease or licence.

Leases, licences and management contracts generally have specific requirements for the lease/licensee/operator to provide assurance to Council that they have in place insurance policies such as public indemnity, and building, fixtures and fittings.

Public indemnity insurance certificates, or actions taken to follow up expired certificates, were able to be sighted for the majority of a sample of leases and licences reviewed. However, there was no evidence that insurance certificates had been obtained for the following arrangements:

- Byron Bay Herb Nursery lease – Lessee Katia Project Incorporated
    - Clause 14.2 (b) and (c) require property insurance to be held and that they need to provide evidence of the insurance under Clause 14.3.

- Tourist Park (First Sun and Suffolk) Management Contract – Zoela Pty Ltd
    - A number of clauses regarding workers compensation; maintenance of public liability insurance for $20m; other insurances to cover glass, own fittings, cash in transit. These other insurances need to be held in joint names with the Council.

Leases, licences and management contracts also have a range of conditions in respect to maintenance, upkeep and repair of the property or facility. If there are imposed obligations through a regulatory framework, for example water quality for the swimming pools, these are actively monitored. However, in some cases there appears to be passive management in regards to general maintenance and repair of properties.

Section 2.3 of *Policy 3.45 Commercial Operations at Tyagarah Airfield* requires "All commercial air operators operating from Tyagarah Airfield will be required to have a formal relationship with Council by way of a lease at the airfield or, in the case of operations based away from the airfield, a licence to utilise the airstrip."

The Open Spaces and Resource Recovery Unit maintain a list of licences for Tyagarah Airfield. When this list was compared to the Lease and Licence Register, there were two licences recorded as approved on the register but not on the list held by the Unit:

Property Title	Applicant	Lease register account/doc #
LOT: 49 DP: 881232	Aussie Air Charter & Training Pty Limited	086.2016.00000007.001
LOT: 49 DP: 881232	Tyagarah Recreation & Flying Club	086.2011.00000030.001

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Implications

The Council's interests may not be adequately protected if lessees or licensees do not maintain required insurances or meet other specified conditions.

Leases not adequately managed which may result in loss of revenue or lack of adherence to lease conditions by either party.

Leases not negotiated in the Council's best interests resulting in revenue not being maximised and inappropriate conditions being placed on Council.

Recommendations

#	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
12.	Undertake a review of the data held in the Lease and Licence Register to ensure it is complete and accurate.	The Register is not a complete repository of all leases & licenses held or granted by Council. Asset Managers will need to provide a list of all leases & licenses administered for comparison with the current repository.	Leasing Coordinator	December 2019
13.	Promote the Lease and Licence Register as the definitive source of information and ensure Units who maintain their own lists regularly confirm that information to the Lease and Licence Register.	The Leasing Coordinator currently administers the Register. To open the Register up to multiple administrators, each leasing & licensing records would need to identify a responsible administrator. An audit report would need to be available to track data change to the Register by all administrators.	Leasing Coordinator	December 2018
14.	Undertake a review of all leases, licences and management contracts to identify if prescribed insurances are in place and obtain a copy of these insurances. Upon saving to TRIM, reference these to the Licence and Lease Register.	Leasing Coordinator will undertake an insurance review of all current leases & licenses in the Register	Leasing Coordinator	December 2018
15.	Identify whose responsibility it is for obtaining insurances and ensure this is captured as a key activity in the leasing and licensing procedures and workflows.	Leasing Coordinator will continue to update all insurances required by leases & licenses currently held in the Register. If point 13 is adopted, then each responsible administrator would need to be responsible for concurrency of insurances for responsible records.	Leasing Coordinator	Ongoing.

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#	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
16.	As part of developing responsibilities for managing buildings and property, including identifying key activities for asset owners, develop guidelines for Units to manage the risk that lessees/licensees and operators are not complying with maintenance, general repair and upkeep conditions of their arrangements. These guidelines might underpin a lease and licence policy as recommended above. As an interim measure, upon renewal or entering into new lease and licence arrangements, the Legal Unit could send a memo to the Unit who is considered the asset manager highlighting those clauses within the lease/licence which are the responsibility of the asset manager to monitor for compliance.	i. Responsibility for developing guidelines for proactive building & property management and risk of non-compliance must remain with asset owner's task. ii. Leasing Coordinator will obtain instructions from Asset managers on parties maintenance responsibilities. Legal Services will assist the Leasing Coordinator to term in parties building maintenance responsibility in agreements based on Asset Manager instructions.	Manager Assets and Major Projects Leasing Coordinator	TBA 31 December 2018 procedures in place to obtain Asset Managers instructions to inform leases & licenses.

2.5 Section 355 Committees

FINDING CATEGORY	Improvement Opportunity	FINDING RATING	Minor

Observation

Under Section 355 of the *Local Government Act 1993*, Councils can appoint committees to exercise some of its functions. The Council has appointed 13 committees to manage a range of community buildings and facilities such as halls, civic centres, showgrounds and a heritage house. Each committee has terms of reference which describes its role and responsibilities, and are subject to relevant Council policies and guidelines.

Committee Training

New members appointed by the Council to S355 committees are asked to complete an online induction and then confirm completion to the Community Development Unit. Council follow these self-administered online inductions up and plan to hold annual induction sessions for those that require some assistance through the induction process. It is noted that for the last group of committee members appointed, two of twenty new members have returned the confirmation. Therefore, there are some committee members that do not fully understand their role and responsibilities.

As compensating controls, the S355 Committee Guidelines, training materials and templates can be accessed on Council's website, and training is provided to committee members on an annual basis.

Assurance over Committee Activities

Whilst there is regular informal and formal communications with committees and monitoring of committee meeting minutes, there is no assurance process in place to ensure committees are complying with all of their requirements, e.g. use of hiring booking forms and checking for insurances and risk assessments (as appropriate). Several of the committees are supported by Venue Coordinators to manage the facilities and bookings.

The S355 Guidelines do not provide any information on retention requirements for documentation supporting revenue and other activities, e.g. booking forms, insurances. The committees should retain documentation on behalf of the Council as per NSW State Archives and Records requirements.

The committees are charged, through their terms of reference, with maximising the use of and revenue for the facilities that they manage. However, the Council has no assurance that all revenues associated with the use of the facilities are being received.

The Community Project Officer advised that the Council is considering requiring all bookings to be made through the Council's new booking system which is being used for other Council facilities. This will not only reduce the workload for the Committee Booking Officers (who are volunteers) and increase the time available for promoting the facilities, but will reduce the risk that not all revenues are collected.

It will also reduce the risk that relevant documentation such as hiring booking forms, insurance forms and risk assessments will not be appropriately retained as the relevant documentation is uploaded into the system as part of the booking process and retained by the Council in TRIM.

At present, 10 of the Committees require the hiring party to pay their hiring fees and bonds directly into the Council's bank account. For Committees that occasionally collect cash, a Council cash receipt book is used to record receipt of hiring fees, and takings are brought into the Customer Service Centre for receipting and banking by the Council.

All expenses associated with operating the facilities are paid for by the Council upon request by the Committee. These Committees provide periodic listings of hirings and revenue to the Council for reconciliation purposes.

Three of the committees maintain their own bank accounts and accounting records, so processes will need to be developed for the collection and remittance of revenues to the committees if they will be required to process bookings through the Council's booking system.

In order to ensure all the Committees are operating consistently, Council could require these three Committees to close their bank accounts, transfer cash balances to the Council, and pass all transactions through the Council. However, Council would need to consider the political implications of requiring these three Committees to transfer their cash reserves to the Council, as some of these Committees hold substantial cash reserves in their bank accounts, and may have a sense of "ownership" over the cash.

The three committees are supposed to provide copies of their quarterly Business Activity Statement to the Council to demonstrate their activities and solvency. However, the Finance Unit advised that the Committees have not been providing the Statements.

Implications

Council has limited or no assurance that section 355 Committees are operating Council facilities in accordance with Council requirements, which may impact Council revenues from these facilities and damage Council's reputation with hirers, the Committee volunteers and other community members.

Hire arrangements not managed adequately which may result in hirings not being identified, revenue being lost, and damages not being identified and attributed.

Records management is not performed in a manner which complies with relevant legislation, relevant records cannot be located in a timely manner when required, or records are disposed of without assessment of retention requirement and disposal authorisation.

Recommendations

#	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
17.	The Council should proceed with requiring the Committees who currently use the Council's financial systems to Match other committees with Council holding the funds and administering financial controls. The Council should also review the benefit of requiring the three committees with their own bank accounts to use the Council's online booking system, and consider the most appropriate option going forward for managing those committee's finances.	Agreed	Community Project Officer	TBA

#	Recommendations	Management Comment	Responsible Officer/ Title	Date to Complete
18.	Update S355 Committee Guidelines and the committee training program to include retention information for the documentation that needs to be retained by the committees.	Agree	Community Project Officer	TBA
19.	If the decision is made to not require the Committees to use the Council's online booking system, periodically confirm that Committees are meeting their obligations including but not limited to: • Ensuring bookings are supported by insurance and risk assessments as required; • Obtaining and retaining relevant documentation to support Council activities.	The task of undertaking periodic reviews with committee members is large and would be extremely time consuming and Council does not currently have the resources to undertake this task. It is suggested that the implications of this task might be that some volunteer booking officers would not continue in the role. It is currently not easy to find volunteers to take on the positions on Section 355 committees, particularly bookings officer.	Community Project Officer	TBA
20.	The Community Project Officer should periodically confirm with Finance that they are receiving quarterly Business Activity Statements from committees that operate their own bank accounts. Outstanding statements for 17/18 should be followed up from the Committees.	Agree, reports on finances should be received as required and followed up by finance when this does not occur.	Community Project Officer	TBA

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Appendix A: Terms of Reference

Objectives, Risks and Scope

Objective

The objective of the review was to provide assurance that the Council operates effectively, economically and efficiently and that the internal control framework governing building and property management is adequate.

The review will include consideration of the current responsibilities for managing buildings and properties across the Council.

Risks and Scope

To achieve this objective, the internal audit addressed the following specific objectives and related risks:

Objectives	Risks
1. Compliance with legislative requirements, Council policies and procedures and contractual arrangements	• Not complying with relevant legislative requirement may impact Council's reputation, client service and revenue.
2. Compliance with requirements to manage Crown owned buildings and properties	• Not appropriately managing Crown owned properties may result in the Council losing the right to manage their facilities impacting on Council reputation, client service and revenue.
3. Monitoring maintenance and management of Council owned buildings and properties by committees or other operators such as sports clubs, child care centre operators and other partners	• Not managing Council or Crown owned buildings and properties operated by other parties could result in increased maintenance costs, damages not identified and attributed and lost revenue. • If not adequately managed, buildings and properties may not be available for use, which may impact on client service and revenue. • Asset Management Plan not developed and implemented for buildings and properties resulting in lack of planning for maintenance.
4. Maintaining and developing the Council and Crown buildings and properties including management of maintenance backlogs	• Not adequately maintaining Council or Crown owned buildings and properties may result in additional costs to repair damages • Council may breach leasing conditions which may result in additional costs or loss of revenue

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Objectives	Risks
	• Council may lose the right to manage Crown owned buildings and properties which may impact Council reputation, client service and revenue.
5. Managing hiring arrangements for Council or Crown owned buildings and properties, including hire agreements and receipt of hire and other fees	• Hire arrangements not managed adequately which may result in hirings not being identified, revenue being lost, and damages not being identified and attributed.
6. Managing leases over Council or Crown owned buildings and properties including negotiation of leases, performance monitoring and receipt of lease fees	• Leases not adequately managed which may result in loss of revenue or lack of adherence to lease conditions by either party. • Leases not negotiated in the Council's best interests resulting in revenue not being maximised and inappropriate conditions being placed on Council.
7. Managing security over buildings and properties, including security over assets, cash and people; physical security and fire safety	• Inadequate physical security arrangements in place for buildings and property may result in damage to buildings or property, injury to people or other losses. • Inadequate insurance arrangements in place due to incomplete or inaccurate information about buildings and properties.
8. Providing training to Council staff and contractors in relation to managing buildings and properties, including security issues	• Council staff not aware of legislative and other compliance requirements in relation to managing buildings and property • Council staff not managing buildings and properties in compliance with Council policies and procedures. • Council staff not managing building and properties in line with management expectations and best practices.
9. Maintaining physical and logical security over building and property related information including contracts and agreements	• Physical and logical security measures over hard and soft copy records are ineffective resulting in loss of information or unauthorised access. • Disaster recovery and business continuity arrangements are not in place for building and property management. • Building and property management information/systems are not available to assist management during disaster/business continuity

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Objectives	Risks
	events.
10. Ensuring appropriate records management over the building and property management activities, including compliance with retention and disposal requirements	• Records management is not performed in a manner which complies with relevant legislation. • Relevant records cannot be located in a timely manner when required. • Records are disposed of without assessment of retention requirement and disposal authorisation. • Corporate knowledge about buildings and properties has not been formally documented.

Methodology

Our approach in performing this review included the following steps:

- Develop an understanding of the policies and procedures related to building and property management to determine the associated risks through discussion with key officers;

- Identify risks and controls related to building and property management, and assess the adequacy of these controls in managing risks to an acceptable level;

- Develop and execute a test plan, using sampling that is sufficient to determine the appropriateness of building and property management, especially in these high risk areas to test the effectiveness of controls in managing risks;

- Discuss emerging issues as they arise during the audit and at an exit meeting at the conclusion of fieldwork;

- Provide updates at milestones of the review process;

- Prepare a draft audit report for consideration and preparation of management responses. The draft audit report will:
  o Respond to the agreed detailed audit scope and audit methodology;
  o Address all general and specific weaknesses and risks for the audit area;
  o Provide recommendations addressing the risks for the audit area; and
  o Provide an action plan developed in consultation with relevant Managers and Directors;

- Prepare a final report incorporating details of the findings and agreed management actions.

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Previous internal audits/reviews

This area has not been reviewed within the last 3 years. However, an asset readiness review was conducted in 16/17 at the request of the NSW Government, which has resulted in the development of a Strategic Asset Management Plan. Consideration will be given to the outcomes of this review as appropriate.

Appendix B: Personnel Who Assisted the Review

We wish to take this opportunity to thank Council as well as the following personnel for their co-operation and assistance during the course of our review:

	Name	Designation
1.	Mark Arnold	Acting GM & Director Corporate Community Services
2.	Phil Warner	Acting Director Infrastructure Services and Manager Assets and Major Projects
3.	Shannon Burt	Director Sustainable Environment and Economy
4.	Anna Vinfield	Manager Corporate Services
5.	Sarah Ford	Manager Community Development
6.	Phil Pountney	Manager Business Systems & Technology
7.	Michael Matthew	Manager Open Spaces & Resource Recovery
8.	Jess Orr	Strategic Risk & Improvement Coordinator
9.	Paula Telford	Leasing and Licencing Coordinator
10.	Joanne McMurtry	Community Project Officer (Generalist)
11.	Deborah Stafford	Community Project Officer (Generalist)
12.	Amanda O'Donnell	Financial Operations Accountant
13.	Sean Baker	Management/Asset Accountant
14.	Tracey Dousling	Records Management Coordinator
15.	Blyth Short	Asset Management Coordinator
16.	Darren Taylor	Asset Management System Officer
17.	Len Reilly	Property Maintenance Coordinator
18.	Tania Crosby	Economy and Sustainability Coordinator
19.	Sarah Workman	Tourism Officer
20.	Pattie Ruck	Open Space Facilities Coordinator

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Appendix C: Key Documentation Reviewed

Document Details	Date
Asset Management Policy 15/002	15 January 2017
Community Halls and Sporting Facilities – Management by Community Groups Policy 3.25	15 January 2017
Maintenance and Improvement of Council Owned Community Buildings Policy 7.4	15 January 2017
Section 355 Management Committees/Boards Receipt of Donations Policy 10/001	15 January 2017
Commercial Operations at Tyagarah Airfield Policy 3.45	18 January 2017
Halls and Venue Guidelines for Section 355 Management Committees and Boards	15 January 2017
Financial Sustainability Plan 2017/18	15 January 2017
Strategic Asset Management Plan 2016	16 January 2017
Lease and Licence procedures, process maps and work flows	15 January 2017

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Appendix D: Council's Draft Risk Ratings

Impact on Objectives	Impact on Specific Business Area (to guide assessment)	Action required
Extreme Most objectives can no longer be achieved. Complete revision of long term business model required.	**Financial** ⇒ $2m recurrent reduction in operating budget, one off loss > $5m, inability to pay staff and creditors **Environmental** ⇒ Very serious irreversible damage to environment and /or multiple sites or ecosystems, prosecution of Council **Reputation** ⇒ Sustained negative local or national media coverage, widespread public outcry and loss of trust in Council damage to reputation that takes years to repair, investigations occurring **Service disruption** ⇒ Key activities and essential services disrupted for over 14 days **Human** ⇒ Major negative impact on staff morale, loss of life, major repeated breaches of WHS legislation, prosecution	**Active management:** Risk inherently assessed as being extreme risk will not be tolerated and must be escalated to the Council and/or Executive Management. If risk cannot be reduced from Active Management, management must demonstrate that due diligence systems are in place and corporate governance can be demonstrated.
High A number if significant business objectives can no longer be achieved.	**Financial** ⇒ $1m-2m recurrent reduction in operation budget, one off loss of $3m - $5m **Environmental** ⇒ Significant long-term impact on built & natural environment, investigation of Council activities **Reputation** ⇒ Significant adverse media at state level, significant and well publicised outcry **Service Disruption** ⇒ Key activities disrupted for between 7 and 14 days **Human** ⇒ Major locale impact on staff morale, breach of legislation, lost time injuries, multiple insurance claims	**Control Critical:** Risks inherently assessed as being high risk may be tolerated subject to Executive Management review. Ensure system and technical controls are such that the risk is as low as is reasonably practicable and due diligence systems are in place and corporate governance can be demonstrated.
Medium Some important business objectives can no longer be achieved.	**Financial** ⇒ $250 - $1m recurrent reduction in operating budget, one of loss of $1m - $3m **Environmental** ⇒ Serious medium-term effects on built and natural environment from single incident **Reputation** ⇒ Concerns from broad section of residents, major local media coverage **Service Disruption** ⇒ Key activities disrupted for between 3 – 7 days **Human** ⇒ Minor breach in safety legislation, short duration lost time injury requiring minor medical treatment and claims	**Periodic Monitoring:** Risks inherently assessed as being moderate risk may be tolerated subject to Management review. Ensure system and processes controls are such that the risk is a low as is reasonably practicable and that due diligence systems are established so that appropriate corporate governance processes can be demonstrated to be in operation.

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Impact on Objectives	Impact on Specific Business Area (to guide assessment)	Action required
Minor Some reprioritisation of resources to enable business objectives to be achieved.	**Financial** ⇒ $50 - $250K recurrent reduction in operation budget, one off loss of $250k **Environmental** ⇒ Short term effects on built & natural environment, damage to a single property **Reputation** ⇒ Heightened concerns from narrow group of residents, some media coverage **Service Disruption** ⇒ Some Council activities disrupted for up to 3 days **Human** ⇒ Some short-term impact on staff morale, minor injuries or illness	**No major concern:** Risks inherently assessed as being low risk will be tolerated subject to Management review. Management responsibility must be defined. Control evaluation where appropriate. Manage through routine procedures
Very little or no impact Little or no impact on business objectives.	**Financial** ⇒ < $50k recurrent reduction in operating budget, one off loss of <$250k **Environmental** ⇒ Minor effects on built & natural environment, breach of guidelines, perception of damage **Reputation** ⇒ One off insignificant adverse local media or public complaints	**No specific treatment required.**

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Appendix E: Extract from Authority Fixed Assets Register

Asset No	Asset Description	Full Description	External Reference	Asset Owner	Primary Function	Asset ID	Street Address
50003	Amenities Block	Building Assets/Caravan Parks/Byron Bay First Sun Caravan Park/Amenities Block	BLD052	FINANCE	CP	BLD052	Lawson Street
50011	Laundry and Camp Kitchen	Building Assets/Caravan Parks/Byron Bay First Sun Caravan Park/Laundry and Camp Kitchen	BLD053	FINANCE	CP	BLD053	Lawson Street
50019	Lodge 12-14	Building Assets/Caravan Parks/Byron Bay First Sun Caravan Park/Lodge 12-14	BLD058	FINANCE	CP	BLD058	Lawson Street
50027	Lodge 1-4	Building Assets/Caravan Parks/Byron Bay First Sun Caravan Park/Lodge 1-4	BLD055	FINANCE	CP	BLD055	Lawson Street
50035	Lodge 15-18	Building Assets/Caravan Parks/Byron Bay First Sun Caravan Park/Lodge 15-18	BLD059	FINANCE	CP	BLD059	Lawson Street

Codes

1	CI	AIR
2	CROWN	CB
3	FINANCE	CL
5	GUIDES	CLEASE
6	NORTHTRU	CO
7	PROPERT	CP
8	SHOW	CPS
9	WATER	ES
		PA
		PAC
		REC
		SG
		SP
		SPS

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Appendix F: Inherent Limitations & Restrictions on Use

This Internal Audit has been completed in full compliance with Treasury Policy Paper TPP 15-03 Internal Audit and Risk Management Policy for the NSW Public Sector and NSW LGA Sector which stipulates the application of the Institute of Internal Auditors (IIA) International Standards for the Professional Practice of Internal Auditing (the IIA Standards) in the NSW public sector.

The matters raised in our report came to our attention as a result of testing performed during the course of our internal audit. Testing is conducted on a sample basis, over a specific period of time, and our report therefore provides assurance regarding the operating effectiveness of the actual controls tested. The possibility therefore exists that our report may not include all weaknesses that exist to improvements that may be made where these relate to controls not tested as part of this internal audit.

Our internal audit is not a substitute for management's responsibility to maintain adequate controls over all levels of operations and their responsibility to prevent and detect irregularities. Management should therefore not rely solely on our report to identify all weaknesses that may exist.

Our comments should be read in the context of the scope of our work as detailed in the terms of reference. Where possible, management representations are independently verified, though some findings in this report may have been prepared on the basis of management representations which have not been independently tested.

Suggestions for improvement should be assessed by management for their full commercial impact before they are implemented. This report has been prepared solely for the use of management and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose.

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Draft Policy:

Asset Management Policy

2020

INFORMATION ABOUT THIS DOCUMENT

Date Adopted by Council	December 2007	Resolution No.	07-730
Document Owner	*Director Infrastructure Services*		
Document Development Officer	*Asset Management Coordinator*		
Review Timeframe	*2024*		
Last Review Date:	2020	Next Scheduled Review Date	January 2024

5   *Document History*

Doc No.	Date Amended	Details/Comments eg Resolution No.
#720612		**Adopted at Ordinary meeting 13/12/07**
#2014/33229	**4/6/2014**	**Reported to Community Infrastructure Advisory Committee 4/6/2014 deferred to 4/12/2014** **Reported to Council for exhibition 5/2/2015**
E2015/15623	**5/2/2015**	**Res 15-012 draft Policy to go on exhibition** **Exhibition dates 25/3/2015 to 22/4/2015**
E2015/27107	**23/4/2015**	**No submissions received adopted after close of exhibition in accordance with Res 12-012**
E2016/19038	**23/03/2016**	**Edit - added Resolution 14-203 with amendments**
E2020/4726	**22/01/2020**	**Updated – IP&R Figure 1, Objectives simplified, Strategic Asset Management Plan (SAMP) title, and Asset Management Information System section removed.**

Further Document Information and Relationships

List here the related strategies, procedures, references, policy or other documents that have a bearing on this Policy and that may be useful reference material for users of this Policy.

Related Legislation	*Local Government Act 1993 (NSW)* – IP& R requirements POEO Act (1997)
Related Policies	
Related Standards, Procedures/Protocols, Statements, documents	Asset Management Strategy (#1252114)

10   *Note: Any reference to Legislation will be updated in the Policy as required. See website http://www.legislation.nsw.gov.au/ for current Acts, Regulations and Environmental Planning Instruments.*

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1. OBJECTIVES

The objective of asset management is to maximise asset service delivery potential and manage related risks and costs over an asset's entire life. Asset management is about intervening at strategic points in an asset's life cycle, optimising the performance of the asset and minimising the cost to maintain it. It requires a proactive approach to asset maintenance and planning to identify works prior to costly and potentially dangerous asset failure occurring. Byron Shire Council's maintenance and capital works will be prioritised where possible using a risk based approach. This decision has been further confirmed via consultation with the Community Solutions Panel in 2018 (Community Solutions Panel Final Report, E2018/33402).

Asset management is a systematic process to guide the planning, operation, maintenance, acquisition, renewal, enhancement and disposal of assets. Asset management aims to maximise asset service delivery potential and manage related risks and costs over the entire life of assets.

Council recognises that asset management investment in accordance with an adopted policy will optimise the use of resources on infrastructure assets that are important to the local community and are fundamental to Council's overall service delivery. Council will develop and maintain assets in the most cost effective manner, driven by defined service levels and performance standards. This will form the objectives of the individual Asset Management Plans.

This policy guides Councils commitment to resource and maintain an asset management framework so that the following objectives are achieved as outlined in the Strategic Asset Management Plan:

        a)   What assets council has (Section 2.2)
        b)   Our assets and their management (Section 2.3)
        c)   Where does council want to be (Section 2.4)
        d)   How will council get there (Section 2.5)

2. SCOPE

This policy is to set a framework and guide for the strategic management of Council's infrastructure assets in a structured and coordinated way. Assets are managed in accordance with Council's Community Strategic Plan.

3. DEFINITIONS

Asset Life Cycle	This is the period of ownership of an asset from the planning and design phase through to decommissioning or disposal.
Level of Service	Defining and meeting community expectations in relation to the quality and quantity of services delivered by Council. In the context of asset management, this applies to assets such as roads.

4. STATEMENT

The Policy objectives will be achieved through the implementation of the actions associated with the following elements:

        1. Asset Management System
        2. Asset Management Strategic Plan
        3. Asset Management Plans for specific asset classes

4. Asset Management Planning Process

4.1. Asset Management System

5 Asset management outcomes are the result of the asset management system. Failure to develop the system and improve the system will result in deteriorating performance. The key components in council's asset management system include:

a) Asset management software
10 b) Asset registers and condition assessments
c) Asset valuations
d) Lifecycle costs
e) Predictive modelling (including condition and financial)
f) Risk analysis (Risk Management Procedures by asset class)
15 g) Community evaluation (Quantified customer levels of service with surveys)
h) Asset Management Strategy
i) Asset Management Plans by asset class
j) Asset operational / maintenance programs
k) Organisation and regulatory reporting
20 l) Strategic planning capability

4.2. Strategic Asset Management Plan

The IP &R legislation specifies that the Strategic Asset Management Plan (SAMP) must include a
25 council endorsed Asset Management Policy. The SAMP must identify assets that are critical to the council's operations and outline risk management strategies for these assets. It must include specific actions required to improve council's asset management capability and projected resource requirements and timeframes.
Council's SAMP will:

30 a) Link and integrate Council's plan and resources, indicating which services are to be delivered through which assets;
b) Forecast future service delivery needs and the capacity of assets to meet those, on short, medium and long-term bases;
c) Provide a full overview of expenditure on new assets and the existing asset base;
35 d) Specify asset management procedures, systems, resources and training; and
e) Establish systems for asset performance measurement and to ensure theoretical system implementation is realised in practice.
Council has prepared a Strategic Asset Management Plan (E2016/108039) included in the current CSP documentation.
40
4.3 Asset Management Plans

The IP &R legislation specifies that the Asset Management Plans must encompass all the assets under council's control. The plans must identify service standards and contain long term
45 projections of asset maintenance, rehabilitation and replacement costs.

Council's individual Asset Management Plans will:

a) Define levels of service within financial/resource/risk constraints;
b) Present forecasts for acquisition, operation, maintenance and capital expenditure, and for revenue, where relevant;
50 c) Specify the capital expenditure for renewing, upgrading or extending assets;
d) Justify the contribution of each asset in terms of value for money for the Council; and
e) Establish the targets and measures that will be used for monitoring progress with its implementation.

Asset management plans will be reviewed and revised following the formal revaluation process for an asset class due to enhanced condition assessment data and financial data. There is a rolling cycle of 5 years for revaluations as prescribed by the Division of Local Government.

5

4.4   Total Asset Management Process Planning Flowchart

Below is the asset management process at Byron Shire, this aligns with the International Infrastructure Management Manual and the IP&R framework.
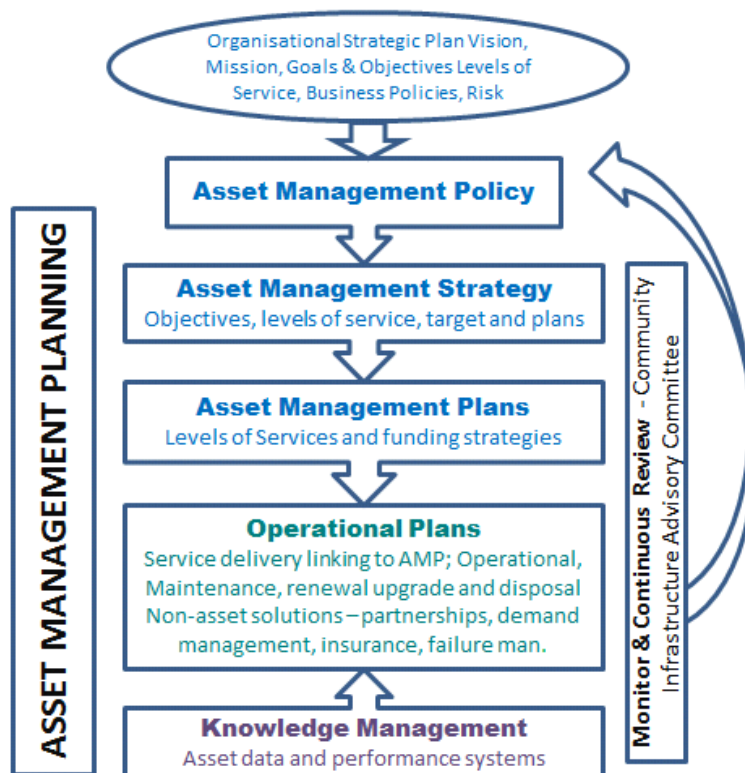
10

Figure 2 The Corporate Asset Management Framework (IPWEA, 2016).

15   **5.   LEGISLATIVE AND STRATEGIC CONTEXT**

In 2009, the NSW Government amended the *Local Government Act 1993 (NSW)* to introduce the Integrated Planning and Reporting (IP&R) framework in a bid to foster a strong and sustainable Local Government system. The IP&R framework is composed of a suite of integrated processes
20   and documents to streamline Local Government planning and reporting. This suite includes:

- A 10 year community strategic plan.
- A resourcing strategy (which includes an asset management strategy).
- A 4 year delivery program.
25   - A 1 year operational plan.
- An annual report.

Asset management is integral to the IP& R framework and council must account for and plan for all of the existing assets under its ownership, and any new asset solutions proposed in its
30   Community Strategic Plan and Delivery Program. The council must prepare a Resourcing Strategy which includes Asset Management Strategy and Asset Management Plan/s, a Long

Term Financial Plan and Work Force Management Plan to support the Community Strategic Plan and Delivery Program (Figure 1).
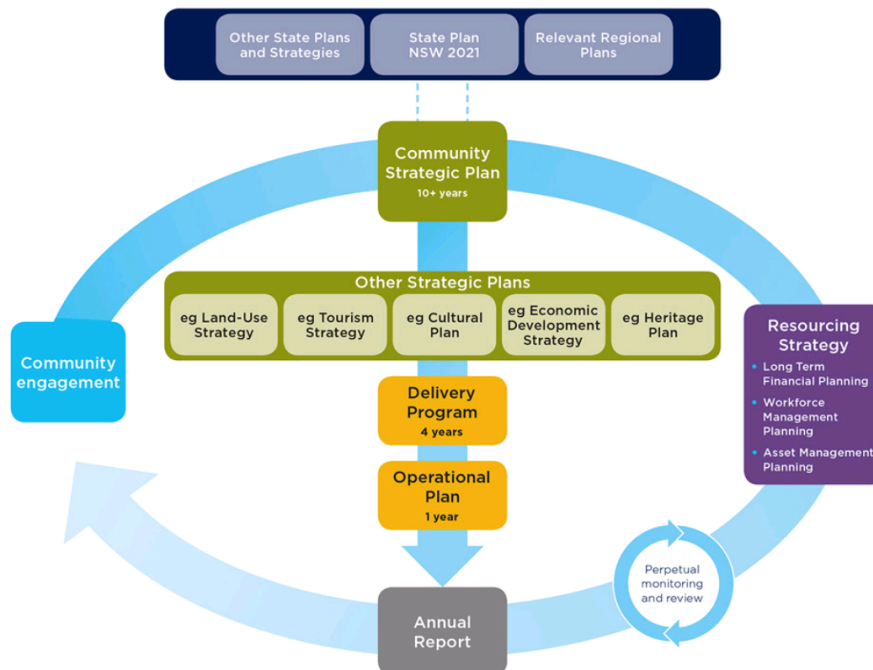
5   Figure 1 Department of Local Government - Integrated Planning and Reporting Framework (OLG NSW)

6.   SUSTAINABILITY

10   ### 6.1   Economic

Infrastructure economic sustainability is reported annually in the Financial Statements and Special Schedule 7.

15   ### 6.2   Governance

Council and Advisory Committees

This policy is enacted through Council, as the custodians of community assets, to demonstrate the
20   organisation's commitment to Council's vision and strategic objectives through an integrated and resourced asset management framework which includes appropriate advisory committees.

Asset Management Resources

25   Council will resource the capability and capacity to lead asset management and maintain the core functions of an asset management system as detailed in this policy.

The Asset Management Working Group (AMWG)

30   "*All council's, irrespective of size or location, need to ensure that the sustainable management of assets is a 'whole of council' responsibility, and that this is recognized at all levels within the council*" (DLG Planning & Reporting Manual 2013).

The purpose of the Asset Management Working Group (AMWG) is to facilitate and coordinate
35   asset management across the organisation.

The AMWG will implement, monitor and report on the delivery of actions articulated in the asset management strategy and asset management plans that are associated with this policy.

5   Audit and Review

The implementation of this policy and the associated asset management framework will be subject to audit and review by council's internal and external auditors. This policy shall be reviewed every four years to ensure that it meets the requirements of legislation and the needs of Council.

10

REFERENCE:

International Infrastructure Management Manual 2016, Institute of Public Works Engineering Australia (IPWEA).

Office of Local Government, NSW, viewed 22/1/2020,
15   https://www.olg.nsw.gov.au/councils/integrated-planning-and-reporting/framework