yass valley council
the country   the people

Ordinary Meeting of Council

Wednesday 21 September 2022
4.00pm
Council Chambers
209 Comur Street, Yass

ATTACHMENTS TO REPORTS
ITEMS UNDER SEPARATE COVER

Ordinary Meeting of Council

Attachments to Reports
Items Under Separate Cover

Yass Valley Council feedback on Draft South East and Tablelands Regional Plan 2041

(5 Year Review)

- It is noted that Yass- is notated as *'Under Strategic Investigation'* on the Snapshot Map (p.14). Given the proximity to each other, and the growth projections of both if an alternative water source is secured, it is requested that the icon be located between Yass and Murrumbateman – to reflect the 'cluster' shown on Figure 5.
- *'Under Strategic Investigation'* needs to be defined within the plan. This is important especially as Yass has not been included in the narrative under Figure 5, however Murrumbateman is listed as a Local Centre.
- Cannot distinguish between Highways, Roads and Victorian Border on Figure 4
- The notations on Figure 5 are inconsistent with those on Figures 4, 6, 7 & 8 particularly Strategic Centres and Investigations. Unclear why Strategic Centres are also under Investigation? Places shown on Figure 5 Under Investigation are then not shown as such on Figures 6, 7 and 8.

- Strategy 2.2 - If application of Chapter 3 of the Planning Systems SEPP (Aboriginal Land) is expanded to additional areas- need to clarify what support is proposed from DPE to LALC's to develop development delivery plans and general management skills for land which is transferred? (p.40)

- Objective 3: *'Support diverse, vibrant and socially active communities'* makes no mention of Yass Valley festivals or arts and cultural infrastructure, while other LGA's have 2-3 mentioned. Suggest including reference to Murrumbateman Moving Feast, Yass Wine Fest, Irish and Celtic Music Festival, Yass Valley Arts Trail, Sculpture@Shaw, or Dragon Dreaming Festival (p.41)

- Objective 4: *'Preserve the heritage and character of the region's towns and villages '* include Brindabella National Park within the Yass Valley or Murrumbidgee River Songlines (p.43)

- Objective 5: *'Protect important environmental assets'* statement that *'Biodiversity certification should be sought for developments that have the potential to impact biodiversity values, especially new land releases or greenfield developments'* is misleading as all developments have the potential to impact biodiversity values, and certification is not appropriate for all developments.

- Strategy 5.1 *Strategic planning and local plans should: minimise potential impacts arising from development on HEV lands , including GDEs and implement the 'avoid, minimise and offset' hierarchy.*
  We are obligated to do so under the Biodiversity Conservation Act, not sure why it needs to be restated as part of strategic planning.

- Collaborative Action 5.1 *Work with councils and local Aboriginal knowledge holders to undertake strategic landscape-scale assessment of biodiversity and areas of HEV, including biodiversity certification assessment and roadside vegetation management plans*

  What resources will the DPE provide for this process? We already have good HEV mapping (for vegetation at least, not necessarily for habitat) but what about roadside vegetation plans?

- Objective 6 : *'Enhance biodiversity, habitats and the connections between them '* Unclear who is responsible for supporting initiatives throughout the plan- for instance Preparing Biodiversity Strategies – clarification whether this project will be led or funded by DPE? (p.53)

- Strategy 6.1: *Strategic Planning and local plans should:*

  'address the needs of climate refugia for threatened and dominant species.' It's unlikely that plans are going to achieve this, as the needs will be complex and varied. Better wording might be 'give consideration to'.

  'focus offsets from approved developments to regional biodiversity corridors, where possible' Councils have zero control about where offsets from developments might be. Developers can purchase offsets anywhere permitted by the BC ACT, and location of offsets is strictly controlled by the legislation.

- Department-led Action 6.1: *'Establish a green and blue grid for the region'.* It's unclear what actual outcome would be achieved? A GIS layer showing key areas of riparian land and green space in urban areas, or biodiversity connectivity corridors? Is it planning protection across all these areas? On ground actions establishing these?

- Objective 7: *'Build resilient places and communities'* Council supports the proposed initiative to develop tools to prepare risk assessments and reduction targets, with templates, guidelines and calculators likely to be extremely useful.

- Strategy 7.2: the wording of these points contradict each other and should be reviewed *'locate new development, including new urban release areas and urban densification, away from hazard prone areas ….'*

  And *'ensure new development in hazard prone areas takes into account the impacts of climate change and sea level rise projections on the scale, frequency and severity of natural disasters, to mitigate risk and improve resilience.'*

- Objective 8: *'Plan for a net zero region by 2050'* Add a Supporting Initiative Encourage development of Active Transport Plans to increase walking and cycling opportunities (p.59)

- Collaborative Action 8.2- Clarification is required around what a sustainability framework is and how it will promote carbon neutral development.

- Objective 10: *'Secure water resources'* It is noted that barriers to water security in Yass and Murrumbateman is specifically mentioned in the draft and confirms that existing supply is not sufficient to meet demand from population growth (p-62-63)

  DPE (with consultancy Aurecon) has already completed the first stage of a sub-regional water strategy for the Yass Valley and Queanbeyan-Palerang local government areas to clarify the requirements, available volumes and quality of all water supplies and defines the optimal level of water use (Existing Action 26.3 in the Current SETRP).
  The draft Department Led Action 10.1 needs to be reworded from 'Explore the development and implementation of a sub-regional water strategy for the Capital subregion…' to

acknowledge the work already undertaken on the Sub Regional Water Strategy and give a commitment to completing this critical project to support development in our region.

It is also noted that in there is no mention of the work already undertaken on the Sub Regional Water Strategy for QPRC and Yass Valley in the Actions 'Undertaking the Review' section (p.7)

- Yass Valley will be unable to increase housing supply and density as outlined in Objective 17 'Plan for a supply of housing in appropriate locations' or Strategy 21.2 relating to cross border infrastructure provision without addressing this key constraint of water supply. It is also unable to prepare a new employment land strategy as per Action 15.2 without resolving this issue.

- Goulburn Mulwaree Council has been listed as a stakeholder in resolving water security for Yass (Valley) and Queanbeyan (Palerang) LGAs (p.109) when no alternative water source or reticulation is available from there.

- Collaborative Action 17.2 is supported however there is no mention of collaboration with the relevant state agencies for input /expectations around documents/studies to be submitted to address and overcome planning barriers to rezoning, or how to resolve conflicting issues (e.g Bushfire Prone land and Biodiversity values).

- Collaborative Action 17.3 is supported. Council has already undertaken Masterplans for Yass, Bookham and Wee Jasper main streets, with Binalong and Bowning proposed for next year. These have a focus on place making, urban design and active transport - increasing liveability and tourism opportunities.

- Objective 18 '*Plan for more affordable, low-cost and social housing*' Request Yass also be specifically mentioned with regard to social housing development. Like Queanbeyan, Yass also has a significant housing affordability issue, compounded with a lack of supply. It is also 'supported by Canberra' due to its proximity and access to services. NSW Land and Housing Corporation has a significant number of assets within Yass, some co-located and many approaching the end of their useful life. Council has already identified this within its Settlement Strategy and wants to work with the LAHC to support the redevelopment of these sites and increase the quality and supply of affordable and social housing within Yass. (p.86)

- An additional Department Led Action needs to be included under Strategy 18 to Require proposed State Significant Development Projects to assess accommodation availability for contractors during the life of projects, and if necessary, include conditions of consent requiring provision of any shortfall. The proposed Supporting Initiative to prepare planning guidance for Councils for this type of housing is insufficient- particularly when these projects are approved by DPE.

- Objective 19 '*Manage Rural Living*'. Yass Valley Council supports the retention of the reference to development proposals close to the ACT-NSW border undermining sustainable urban outcomes. The current version of the SETRP took effect in July 2017, and Council continues to receive development enquiries- not only for rural residential development, but also intensive residential and commercial development in this location. The wording should be updated to reflect this, and to be consistent with the Yass Valley Settlement Strategy and ACT Planning Strategy. It is also requested that the specific reference to Yass Valley be

retained due to the specific nature of development pressure we experience within the Capital subregion.

- Objective 20 *'Provide efficient access to infrastructure and services'* has made no reference to the role that Canberra plays in the provision of infrastructure and services to the surrounding LGA's, particularly employment, healthcare, education and arts and culture using the 30-60-90 minute model. As such, the Department led- Action 20.1, also needs to be a collaborative Action with the ACT Government to undertake an assessment of the capacity of services.

- Department led Action 20.1- Need greater clarity on how the capacity assessment will inform future NSW service delivery, particularly whether there is any commitment from other agencies to recognise any recommendations made.

- Objective 21 *'Strengthen cross border connectivity and infrastructure coordination'* refers to future growth in areas such as Yass, Murrumbateman and Bungendore requiring the support of the ACT water and wastewater network. Again, this should recognise and have an Action to finalise the Sub Regional Water Strategy for QPRC and Yass Valley.

- Council supports the inclusion of planning for the duplication of the Barton Highway within Objective 22 *'Enhance strategic transport links'*, however as the land for the duplication alignment has been acquired by TfNSW, the adjective 'potential' should be deleted.

- The intent of Objective 24 *'Adapt infrastructure to meet future needs'* is supported however it is unclear how the requirement for strategic planning and local plans to 'manage the supply and distribution of food, including the utilisation of local agricultural producers' would be achieved.

- General Comment- statistics throughout the plan should be updated with the recently released 2021 Census data.

Yass Valley Council
Bookham Mainstreet Masterplan
Community Consultation Summary Report

sala4D
Issued 26/05/2022

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2/25 Sale Street

Orange NSW 2800

Landscape Architecture and Urban Design
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Thanks to all the community members and others who generously gave their time to participate in the community consultation events; we look forward to receiving ongoing input into the design process.

Marguerite Julian

Bruce Hazell

Noeleen Hazell

Doug Pointing

Helen Pointing

Pam Hazell

David Hazell

Adrian Cameron

Richard Julian

Peter Southwel

Shaune Brunskill

Alan Frankhurst

Apologies for missed attendees
and incorrect name spellings.

SALA4D

Contents

SALA4D

1.0   Masterplan Purpose

The Bookham Mainstreet Masterplan (the Masterplan) will be the guiding plan for investment by Council over the next 10 years, to cater for the existing and future needs of the community. The Masterplan will be a synthesis of the existing mainstreet conditions and planning documents, community consultation, Council's planning direction for the good of Bookham, Yass Valley and best practice design.

The Masterplan development process will deliver a prioritised schedule of projects that Council will use for planning works. This document details the process undertaken in developing the schedule, providing clarity to the community and Council staff in their joint participation in the delivery of the Masterplan.

The first step in developing the Masterplan is to identify the Values of the community and from that, to determine what the Guiding Principles for Design will be. This allows future potential projects not yet identified, to be tested for appropriateness and potentially added to the schedule of projects.

2.0   Design Foundation

2.1   Community Consultation Process

Community consultation is the first step in the design process, used to elicit the needs and aspirations of the people that will use Bookham mainstreet for years to come; the values described by the community become the guiding principles for the design.

Yass Valley Council is particularly aware of the importance of community consultation in ensuring a project responds effectively to community needs so that it will have enduring acceptance and value for the region.

To prepare for the community consultation, sala4D was asked to provide their consultation methodology to Council. The strategy was approved for delivery in March 2022.

The sala4D team conducted a community consultation workshop on Thursday 7 April at 7pm in the Bookham Memorial Hall.

Both Council and sala4D also received follow-up emails and phonecalls to make comment about the mainstreet and environs.

Notes from all elements of the consultation are detailed in the following section. The information is gathered from a range of exercises, designed to understand the community at a deeper level, and is critical in the development of the design for Bookham mainstreet, as it gives the team a sound background on which to design a masterplan that works best for the community.

Community consultation process.
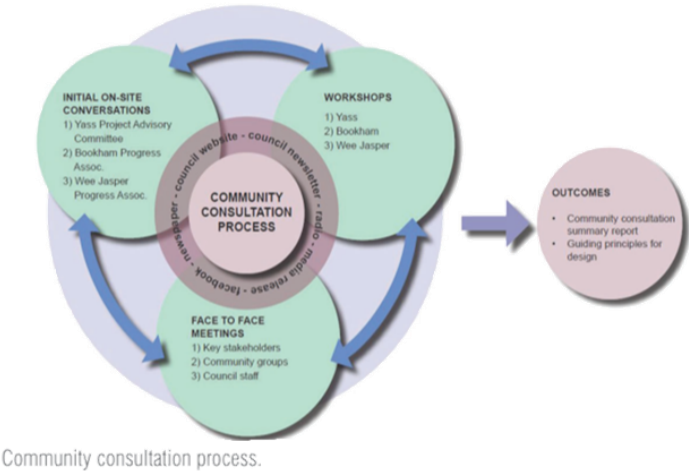
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2.2   Community Design Values

2.2.1   Conceptual Values

To start the workshops sala4D uses a warm-up exercise that help participants understand the value of planning for the whole community and how most people have very similar needs. The answers to the three questions asked at each workshop are listed in the table on the following page.

Community consultation workshop.

The three questions were:

*   Write down a fond memory of where you grew up?

*   When do you feel part of your community?

*   If you could do one thing for your community, what would it be?

In their response to the question about a fond childhood memory; workshop participants mentioned outdoor activities, with particular reference to quality of open space and local context. This result shows an important recognition of the **value of public open space and the amenity it provides**.

Participants also highly valued **community engagement and charity, both receiving and giving**; which is a wonderful guiding principle for the type of activities and spaces that should be provided in the Masterplan.

Finally, participants expressed a desire to see **ongoing community spirit and pride**; another wonderful value to guide the design process.

These results reinforce the importance of community in the mainstreet and that the public realm should support this value through better amenity.

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CONCEPTUAL VALUES

Fond memory of where you grew up?

OUTDOOR ACTIVITIES AND OPEN SPACES

- Open spaces & nature walks.
- Living in a small community and being part of it.
- Playing sport.
- Picnics with my family.
- Going to the beach.
- Grew up in Bookham; attended primary school in this hall.
- Friendly, close community.
- Locally born.
- Quiet open spaces.
- Walking through paddocks and soaking in the scenery.
- Horse riding.
- Bookham gymkhana.
- Village events when everyone got together; bonfire nights, fetes, sports days etc.

When do you feel part of your community?

ENGAGEMENT AND CHARITY

- Involved in community events
- All the time.
- Always.
- Helping members of the community.
- Helping others.
- Receiving assistance from my neighbours.
- Community support in hard times, especially during the fires etc.
- Being part of tennis club (secretary) and helping form the Agricultural Bureau and cricket club.
- Being involved in local committees and clubs.
- Community gatherings.
- Asked an opinion.
- The cafe; when locals come and have a coffee and chat.
- Engage with other people in the community, usually on a project
- Sheep shows.
- When we gather, especially if there is a purpose.

If you could do one thing for your community, what would it be?

ONGOING COMMUNITY SPIRIT AND PRIDE

- Creating a base for community gatherings & events.
- Clean up Bookham.
- Own a pub / accommodation in town.
- Improve the sporting oval.
- Bring them together socially.
- Encourage people to come together on a more regular basis.
- Maintain the spirit through the next generation.
- Make us proud of Bookham.
- Repair the damage.
- Small business opportunity.
- Improve the Community Hall.
- Make it a more inspiring place for the wider community.
- Riding/ walking trail; promote the natural and historic environment.
- Assist at community functions.
- Get to know people, especially newcomers and individuals and make them feel welcome and part of the community.

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2.2.2   Image Values

sala4D then moved to an image page exercise designed to uncover subconscious preferences, free from the burden of vocabulary. The image page exercise results are shown on the next few pages. This exercise revealed the following ideals from participants:

- Activity (what you can do): a desire to
  - Play sporting activities at the oval
  - Rest whilst traveling and use facilities
  - Participate in street events
- Design and Aesthetic (what it looks like): a desire for
  - Trees to provide seasonal colour and sense of place
  - Heritage style furniture such as seats
  - Entrance signage with colourful planting
- Amenity (what it provides): a desire for
  - Play equipment
  - Kerb and gutter to organise the street edge
  - Trees with seasonal colour

Community consultation workshop.

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Activity-
what you can do

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Amenity-
what it provides

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2.2.3   SWOT Analysis

The final exercise in each workshop was a site analysis SWOT exercise with the workshop participants identifying strengths, weaknesses, opportunities and threats for the mainstreet. These findings are included in the SWOT Analysis plan over the following pages.

The main results from the consultation SWOT analysis, combined with on-site analysis and comments from various stakeholders are:

- The sports oval is considered the heart of the community where facilities require upgrading;

- The cemetery has historical significance and should be promoted through interpretive signage, fencing, paths and botanical plant tags with remnant 'grassy box-gum woodland' habitat;

- Memorial Hall upgrades should ensure the hall can be used as an Evacuation Centre and possible conferencing centre (good internet and close to Canberra and Yass) which supports local businesses and attract people to Bookham;

- The rest-stop area and additional facilities, such as an enclosed leash-free dog area, outdoor exercise equipment and free camping, provides opportunity to attract more travelers and encourage people to stop for longer - a healthy highway hub

- The underpass needs maintaining and made to feel safer and more user friendly; it is an important town linkage

- Crown land for public recreation purpose and road reserve around the cafe provide opportunities to make this area attract visitors into Bookham and to stay longer

- Town entrances need a 'zhuzh' and the cattle grid installation details needs review (it's noisy)

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Notes:
- Bookham zoned a village
- Tim the Yowie Man described Bookham as the village with a pub at each end and nothing in between
- Main street named after Dr Kevin Fagan (WW2 war hero & surgeon)
- Area has strong connections with Banjo Patterson and his poetry

BOOKHAM CEMETERY
- Historical significance
- Needs directional and interpretive signage
- Fencing and paths required
- Botanical plant tags for native trees and shrubs

- Crown land for public recreation purpose
- Picnic facility opportunity
- Adjacent land privately owned

ENTRANCES
- Cattle grid noisy as not installed correctly
- Needs to be stock-proof
- Signage needs a 'jouge'

CAFE AND SURROUNDS:
- Need for a community noticeboard
- Land ownership opportunities for playground adjacent to cafe etc
- Formalise paths
- Water sensitive urban design to address drainage issues
- Signage needs a 'jouge'

SPORTS OVAL
- Considered the community heart
- Tennis court needs re-surfacing
- Toilets require upgrading
- Demolish, re-build and re-locate mowing storage shed
- Require a dual purpose storage shed
- Firepits
- Once famous for its races with Banjo Patterson in attendance
- Playground
- Outdoor cinema has been under utilised.

UNDERPASS
- Underpass needs to be maintained and made to feel more safe and attractive
- Must be stock-proof
- Opportunities for local art on walls
- Lighting improvements

REST-STOP AREA
- TfNSW land, negotiations to be undertaken as part of masterplan process
- Opportunities for free camping, dog exercise area, better amenity

MEMORIAL HALL
- Conference facilities (could cater for Yass and Canberra community)
- Requires air conditioning, landscaping (trees), upgraded toilets & accessible toilets
- If an evacuation centre it has to be upgraded to meet code

BUSHFIRE SHED
- Trees
- Need for picnic tables under trees as people lunch on private land

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3.0   Principles for Design

3.1   The Brief

Principle objectives identified by the brief for the Bookham Mainstreet Masterplan are:

- Concept designs and locations for street furniture;
- Water sensitive landscape and street tree plan;
- Power pillar locations to accommodate outdoor markets/ events;
- Recommendations for integration with adjacent Crown Land and other land opportunities;
- Concept designs and recommendations for location of village entry signage;
- Location of community notice board

3.2 Guiding Principles for Design

Based on the findings from the community consultation, the following guiding principles have been developed for use in the design of Bookham Mainstreet Masterplan. They form a useful rationale that grounds the project in the values of the community and provides a basis for future design stages.

Guiding principles:

- **PLAYING:** Enhance the oval for various sporting activities
- **TRAVEL RESTING:** Provide travellers with facilities
- **PARTICIPATING**: Provide a street for events
- **TREES:** Provide trees for seasonal colour and sense of place
- **HERITAGE** Provide heritage style furniture
- **SIGNAGE:** Provide entrance signage with colourful planting
- **PLAY**: Provide play equipment
- **GUTTERS:** Provide kerb & gutter to organise the street
- **TREES:** Provide trees with seasonal colour

GUIDING PRINCIPLES FOR DESIGN

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PLAYING
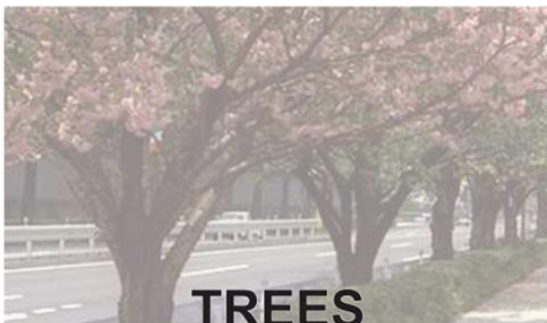Enhance the oval for various sporting activities

TRAVEL RESTING
Provide travellers with facilities

PARTICIPATING
Provide a street for events

TREES
Provide trees for seasonal colour & sense of place

HERITAGE
Provide heritage style furniture

SIGNAGE
Provide entrance signage with colourful planting

PLAY
Provide play equipment

GUTTERS
Provide kerb & gutter to organise the street

TREES
Provide trees with seasonal colour

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4.0   The Masterplan

The draft Masterplan will be developed by sala4D using the Guiding Principles for Design, other design requirements and best practice urban design methods. The Masterplan will then be presented to the community and Council for review by council staff and Councillors.

The draft Masterplan will then be placed on exhibition for the community to make comment over the course of a month; these comments will then be reviewed and the Masterplan updated to the final Bookham Mainstreet Masterplan.

5.0   Project List

A prioritised list of projects will be developed as part of the Mainstreet Masterplan. These will be included in the final design report and finalised Masterplan.

Ref 0.01 - Update Yass Valley Council's Management plans and strategic policy to include outcomes from Bookham masterplan

Ref 3.18 - Install a 1.5 metre wide concrete circuit path adjacent Fagan Drive and the highway to encourage people to stay longer and create healthy tourism opportunities

Ref 0.05 - Develop a Council policy which minimises mowing in parks and open green space to reduce maintenance & maximise habitat, for example, mulching around groups of trees

Ref 0.02 - Develop a Council policy for commercial use of public open space to support the delivery of events and flexible spaces in consultation with land managers

Ref 3.20 - Install picnic tables along circuit path between Fagan Drive and the highway to provide picnic opportunities

Ref 3.19 - Plant trees adjacent circuit path between Fagan Drive and the highway

Ref 0.14 - Continue to liaise with Essential Energy providers to reduce poor tree pruning works and improve streetscape outcomes

Ref 0.18 - Review Council's LEP settlement strategy with particular regard to ensuring there is sufficient residential land (community consultation comment)

Ref 0.15 - Review Council's tree planting details in streets, carparks and in natural ground to ensure optimal growing environment

Ref 0.08 - Remove dead & under performing trees per the masterplan

Ref 0.04 - Protect significant trees & remnant vegetation under the LEP Biodiversity provisions for significant vegetation

Ref 0.12 - Rationalise and remove redundant signage throughout the town

Ref 0.10 - Update Pedestrian Access and Mobility Plan (PAMP) to include masterplan proposals and promote active travel

Ref 0.07 - Remove weeds throughout the public open space with an ongoing eradication plan

Ref 3.12 - Install a 1.5 metre wide concrete path adjacent Fagan Drive to provide amenity, better linkages and walkability through the town centre

Ref 3.05 - Install mulch around groups of trees to reduce maintenance and improve town presentation

Ref 3.14 - Commission detail by consultants of the presentation garden to include: decomposed granite carpark, kerb and gutter; garden beds incorporating water sensitive urban design; community noticeboard; seats; bins; bike parking; and rationalisation of town signage to organise the space, improve town presentation and amenity

Ref 0.19 - Review directional signage to cemetery and walking trails from parking areas within town

Ref 3.15 - Install presentation garden per 3.11 (construction budget)

Ref 3.17 - Install playground per 3.13 (construction budget)

Ref 3.16 - Commission detail by consultants of the playground including: an accessible basket swing with rubber softfall; 1.5 metre concrete circuit bike path; nature play balance logs and steppers; seats; and bins to encourage people to stay longer and provide multi-age facilities

Ref 0.11 - Commission a town-wide Wayfinding and Interpretive Signage Plan to optimise active travel, tourism and trail opportunities

Ref 0.17 - Install seats every 200m along shared footpaths to improve accessibility options for the aged & others

Ref 2.16 - Replace artificial grass to tennis courts to provide a community facility

Ref 2.04 - Plant native trees along pathway between the club house and oval entrance to provide shade and improve town presentation

Ref 1.06 - Plant ornamental trees to the Conroy Drive entrance to improve town presentation

Ref 1.15 - Liaise with TfNSW to better maintain planted verges between the highway and Bookham (north and south side) to create tidy approaches

Ref 1.01 - Review installation of cattle grid at entrances to ensure correct installation and re-install to reduce noise and town entrance experience

Ref 2.03 - Plant highway batter with native shrubs and grasses (with ongoing watering and maintenance) to improve town presentation (provisional sum for design and construction budget)

Ref 2.01 - Install a pedestrian gate to underpass entry south side) to ensure the sports oval area is stock-proof

Ref 1.03 - Install new town entry signage at the entrance on Conroy Drive as per the masterplan proposals (includes removing existing signage)

Ref 3.04 - Install bins (including recycling and general) and remove existing

Ref 3.13 - Plant street trees per the Queen's Jubilee Grant Planting Plan

Ref 0.16 - Install fire retardant and drought tolerant street trees (including ongoing watering and maintenance), per the Bookham Mainstreet Masterplan

Ref 3.09 - Upgrade Bookham Memorial Hall to provide an evacuation centre and conferencing centre with: air conditioning; improved toilet facilities including an accessible toilet and showers; ICT upgrade to support communications as an evacuation centre; a generator (as an alternative power source); and additional water tank (provisional sum for design and construction budget)

Ref 3.10 - Plant trees between memorial hall and bushfire shed to define parking area and improve town presentation

Ref 3.11 - Install picnic tables under existing trees near the bushfire shed to provide additional opportunities to appreciate nature and the scenic views

cattle-grid and pedestrian gate to improve accessibility and town presentation

Ref 2.06 - Install asphalt parking area with boulder parking barriers to the club house which increases the sense of arrival and organises the space (provisional sum for design and construction budget)

Ref 2.09 - Install 1.5 metre wide concrete path from the carpark to oval facilities to improve accessibility

Ref 2.11 - Install bins to club house viewing area and carpark entrance to provide amenity

Ref 2.07 - Upgrade club house to include: recladding with weather board; general repairs and maintenance; and new barbeque facilities to preserve the building and promote community events

Ref 2.12 - Install hammock swing with rubber softfall to encourage accessible play opportunities

Ref 2.10 - Install seats and picnic tables to club house viewing area to enhance user experience and promote community events (includes removing redundant furniture)

Ref 2.08 - Plant ornamental trees around club house to increase sense of arrival and improve town presentation

Ref 2.15 - Remove existing storage shed (including concrete slab) and water tank and make good

Ref 2.21 - Install interpretive signage that celebrates the cultural history of Bookham and the oval, the former racecourse

Ref 2.22 - Plant trees to the oval surrounds to provide shade amenity, improve town presentation and succession planting

Ref 2.18 - Install shed/ shelter to existing concrete pad (partially complete)

Ref 2.19 - Install a new accessible amenity block (and remove existing) to improve amenity and community facilities

Ref 2.20 - Install storage shed for community purposes store the lawn mower, roller etc)

Ref 2.17 - Install cricket practice nets with artificial grass (partially complete)

Ref 0.21 - Develop a maintenance agreement between Council and Bookham Progress Association which addresses insurances, risk management and WHS requirements

Ref 2.13 - Aerate, topdress and overseed oval grass surface to improve playing surface

Ref 2.14 - Install white picket fence to perimeter of oval with access gaps to improve town presentation and create a village green

Ref 2.02 - Liaise with TfNSW to improve the underpass lighting to improve linkages, safety and wall art opportunities to improve town presentation

Ref 3.01 - Liaise with TfNSW to improve maintenance and upkeep of the underpass including the removal of vegetation to improve site lines and safety

Ref 1.05 - Plant ornamental trees to the eastern entrance to improve town presentation

Ref 3.02 - Commission detail design of the rest area to include: an accessible path from the underpass to Fagan Drive; re-locating the bus shelter; tree removal; and tree planting carpark to provide accessibility and town linkages

Ref 3.03 - Install rest area improvements per item 3.02 (construction budget)

Ref 3.06 - Plant native grasses to memorial garden bed in front of toilets (including importing compost to improve soil) to improve town presentation and special places

Ref 0.09 - Provide accessible paths at compliant grade

Ref 3.07 - Commission detail design by consultants of a healthy highway hub to include: decomposed granite; enclosed leash-free dog area; outdoor exercise equipment; 1.5m wide concrete circuit path; seating; and tree planting to encourage people to stay longer and create healthy tourism opportunities

Ref 3.08 - Install healthy highway hub per item 3.07 (construction budget)

HUME HWY

CONROY DR

FAGAN DR

sala4D

Bookham Masterplan - East

Rev -
08/07/2022

Draft - Sheet 1/2

Ref 0.20 - Encourage projects which improve the environmental sustainability of the town and its assets

Ref 1.07 - Plant native trees to Crown Land adjacent Fagan Drive to reinforce the existing vegetation and succession planting

Ref 1.04 - Plant ornamental trees to the western entrance to improve town presentation

Ref 1.02 - Install new town entry signage at the entrances of Fagan Drive as per the masterplan proposals (includes removing existing signage)

Ref 0.13 - Continue to support community group initiatives and events which support the town, broader community and tourism opportunities

Ref 0.03 - Ensure proposals protect the cultural landscape and heritage values of the Aboriginal and non-Aboriginal community

Ref 0.06 - Remove debris/ rubbish throughout the public open space with an ongoing plan

Ref 1.10 - Install a 1.5 metre wide decomposed gravel path from the carpark to the cemetery and within, to reduce habitat and grave damage and enhance the visitation experience (provisional sum for design, expert advise and construction budget)

Ref 1.11 - Install seats along cemetery path to improve accessibility and opportunities to appreciate the setting

Ref 1.09 - Install fence and gate which extends the area of remnant grassy box-gum woodland habitat (provisional sum for design, expert advise and construction budget)

Ref 1.12 - Install interpretive signage to promote the significance of the grassy box-gum woodland with support from DPIE and other government agencies such a Landcare, Natural Heritage Trust etc

Ref 1.14 - Install interpretive and directional signage to enhance visitation experience and promote tourism

Ref 1.13 - Install botanical name plaques to significant trees within the grassy box-gum woodland to promote education and enhance the visitation experience and promote tourism

Ref 1.08 - Install gravel road and boulder parking barriers to formalise cemetery parking area, remove Council's stock-piled materials and plant trees to improve presentation and reduce habitat damage

BOOKHAM CEMETERY INSET PLAN
SCALE - 1:1000

Bookham Masterplan - West

Rev -
08/07/2022

Draft - Sheet 2/2

Existing conditions

Ref 3.16 - Commission detail by consultants of the playground including: an accessible basket swing with rubber softfall; 1.5 metre concrete circuit bike path; nature play balance logs and steppers; seats; and bins to encourage people to stay longer and provide multi-age facilities

Ref 3.17 - Install playground per 3.13 (construction budget)

Ref 3.15 - Install presentation garden per 3.11 (construction budget)

Ref 3.14 - Commission detail by consultants of the presentation garden to include: decomposed granite carpark; kerb and gutter; garden beds incorporating water sensitive urban design; community noticeboard; seats; bin; bike parking; and rationalisation of town signage to organise the space, improve town presentation and amenity

Ref 3.12 - Install a 1.5 metre wide concrete path adjacent Fagan Drive to provide amenity, better linkages and walkability through the town centre

Ref 0.10 - Update Pedestrian Access and Mobility Plan (PAMP) to include masterplan proposals and promote active travel

Ref 0.11 - Commission a town-wide Wayfinding and Interpretive Signage Plan to optimise active travel, tourism and trail opportunities

Ref 3.13 - Plant street trees per the Queen's Jubilee Grant Planting Plan

Ref 0.15 - Review Council's tree planting details in streets, carpark and in natural ground to ensure optimal growing environment

Artist Impression

sala4D

Bookham Draft Masterplan

Rev -
14.07.22

Artist Impression -
Town Entrances

BOOKHAM MAINSTREET MASTERPLAN

REF.	ACTION
0.00	**POLICY AND COUNCIL WIDE PROJECTS**
0.01	Update Yass Valley Council's Management Plans and strategic policy to include outcomes from Bookham masterplan
0.02	Develop a Council policy for commercial use of public open space to support the delivery of events and flexible spaces in consultation with land managers
0.03	Ensure proposals protect the cultural landscape and heritage values of the Aboriginal and non-Aboriginal community
0.04	Protect significant trees & remnant vegetation under the LEP Biodiversity provisions for significant vegetation
0.05	Develop a Council policy which minimises mowing in parks and open green space to reduce maintenance & maximise habitat, for example, mulching around groups of trees
0.06	Remove debris/ rubbish throughout the public open space with an ongoing plan
0.07	Remove weeds throughout the public open space with an ongoing eradication plan
0.08	Remove dead & under performing trees, per the masterplan
0.09	Provide accessible paths at compliant grades
0.10	Update Pedestrian Access and Mobility Plan (PAMP) to include masterplan proposals and promote active travel
0.11	Commission a town-wide Wayfinding and Interpretive Signage Plan to optimise active travel, tourism and trail opportunities
0.12	Rationalise and remove redundant signage throughout the town
0.13	Continue to support community group initiatives and events which support the town, broader community and tourism opportunities
0.14	Continue to liaise with Essential Energy providers to reduce poor tree pruning works and improve streetscape outcomes
0.15	Review Council's tree planting details in streets, carparks and in natural ground to ensure optimal growing environment

BOOKHAM MAINSTREET MASTERPLAN

REF.	ACTION
.16	Install fire retardant and drought tolerant street trees (including ongoing watering and maintenance), per the Bookham Mainstreet Masterplan
.17	Install seats every 200m along shared footpaths to improve accessibility options for the aged & others
.18	Review Council's LEP settlement strategy with particular regard to ensuring there is sufficient residential land (community consultation comment)
.19	Review directional signage to cemetery and walking trails from parking areas within town
.20	Encourage projects which improve the environmental sustainability of the town and its assets
.21	Develop a maintenance agreement between Council and Bookham Progress Association which addresses insurances, risk management and WHS requirements

BOOKHAM MAINSTREET MASTERPLAN

REF.	ACTION
.00	**TOWN ENTRANCES AND SURROUNDS**
.01	Review installation of cattle grid at entrances to ensure correct installation and re-install to reduce noise and town entrance experience
.02	Install new town entry signage at the entrances of Fagan Drive as per the masterplan proposals (includes removing existing signage)
.03	Install new town entry signage at the entrance on Conroy Drive as per the masterplan proposals (includes removing existing signage)
.04	Plant ornamental trees to the western entrance to improve town presentation
.05	Plant ornamental trees to the eastern entrance to improve town presentation
.06	Plant ornamental trees to the Conroy Drive entrance to improve town presentation
.07	Plant native trees to Crown Land adjacent Fagan Drive to reinforce the existing vegetation and succession planting
.08	Install gravel road and boulder parking barriers to formalise cemetery parking area, remove Council's stock-piled materials and plant trees to improve presentation and reduce habitat damage
.09	Install fence and gate which extends the area of remnant grassy box-gum woodland habitat (provisional sum for design, expert advise and construction budget)
.10	Install a 1.5 metre wide decomposed gravel path from the carpark to the cemetery and within, to reduce habitat and grave damage and enhance the visitation experience (provisional sum for design, expert advise and construction budget)
.11	Install seats along cemetery path to improve accessibility and opportunities to appreciate the setting
.12	Install interpretive signage to promote the significance of the grassy box-gum woodland with support from DPIE and other government agencies such a Landcare, Natural Heritage Trust etc
.13	Install botanical name plaques to significant trees within the grassy box-gum woodland to promote education and enhance the visitation experience and promote tourism
.14	Install interpretive and directional signage to enhance visitation experience and promote tourism
.15	Liaise with TfNSW to better maintain planted verges between the highway and Bookham (north and south side) to create tidy approaches

BOOKHAM MAINSTREET MASTERPLAN

REF.	ACTION

2.00	**SPORTS OVAL**
2.01	Install a pedestrian gate to underpass entry (north side) to ensure the sports oval area is stock-proof
2.02	Liaise with TfNSW to improve the underpass lighting to improve linkages, safety and wall art opportunities to improve town presentation
2.03	Plant highway batter with native shrubs and grasses (with ongoing watering and maintenance) to improve town presentation (provisional sum for design and construction budget)
2.04	Plant native trees along pathway between the underpass and oval entrance to provide shade and improve town presentation
2.05	Install an integrated entrance incorporating a cattle-grid and pedestrian gate to improve accessibility and town presentation
2.06	Install asphalt parking area with boulder parking barriers to the club house which increases the sense of arrival and organises the space (provisional sum for design and construction budget)
2.07	Upgrade club house to include: recladding with weather board; general repairs and maintenance; and new barbeque facilities to preserve the building and promote community events
2.08	Plant ornamental trees around club house to increase sense of arrival and improve town presentation
2.09	Install 1.5 metre wide concrete path from the carpark to oval facilities to improve accessibility
2.10	Install seats and picnic tables to club house viewing area to enhance user experience and promote community events (includes removing redundant furniture)
2.11	Install bins to club house viewing area and carpark entrance to provide amenity
2.12	Install hammock swing with rubber softfall to encourage accessible play opportunities
2.13	Aerate, topdress and overseed oval grass surface to improve playing surface
2.14	Install white picket fence to perimeter of oval with access gaps to improve town presentation and create a village green
2.15	Remove existing storage shed (including concrete slab) and water tank and make good

BOOKHAM MAINSTREET MASTERPLAN

REF.	ACTION
2.16	Replace artificial grass to tennis courts to provide a community facility
2.17	Install cricket practice nets with artificial grass (partially complete)
2.18	Install shed/ shelter to existing concrete pad (partially complete)
2.19	Install a new accessible amenity block (and remove existing) to improve amenity and community facilities
2.20	Install storage shed for community purposes (to store the lawn mower, roller etc)
2.21	Install interpretive signage that celebrates the cultural history of Bookham and the oval, the former racecourse
2.22	Plant trees to the oval surrounds to provide shade amenity, improve town presentation and succession planting
3.00	**MAINSTREET PRECINCT**
3.01	Liaise with TfNSW to improve maintenance and upkeep of the underpass including the removal of vegetation to improve site lines and safety
3.02	Commission detail design of the rest area to include: an accessible path from the underpass to Fagan Drive; re-locating the bus shelter; tree removal; and tree planting carpark to provide accessibility and town linkages
3.03	Install rest area improvements per item 3.02 (construction budget)
3.04	Install bins (including recycling and general) and remove existing
3.05	Install mulch around groups of trees to reduce maintenance and improve town presentation
3.06	Plant native grasses to memorial garden bed in front of toilets (including importing compost to improve soil) to improve town presentation and special places
3.07	Commission detail design by consultants of a healthy highway hub to include: decomposed granite enclosed leash-free dog area; outdoor exercise equipment; 1.5m wide concrete circuit path; seating; and tree planting to encourage people to stay longer and create healthy tourism opportunities

BOOKHAM MAINSTREET MASTERPLAN

REF.	ACTION
3.08	Install healthy highway hub per item 3.07 (construction budget)
3.09	Upgrade Bookham Memorial Hall to provide an evacuation centre and conferencing centre with: air conditioning, improved toilet facilities including an accessible toilet and showers; ICT upgrade to support communications as an evacuation centre; a generator (as an alternative power source); and additional water tank (provisional sum for design and construction budget)
3.10	Plant trees between memorial hall and bushfire shed to define parking area and improve town presentation
3.11	Install picnic tables under existing trees near the bushfire shed to provide additional opportunities to appreciate nature and the scenic views
3.12	Install a 1.5 metre wide concrete path adjacent Fagan Drive to provide amenity, better linkages and walkability through the town centre
3.13	Plant street trees per the Queen's Jubilee Grant Planting Plan
3.14	Commission detail by consultants of the presentation garden to include: decomposed granite carpark; kerb and gutter; garden beds incorporating water sensitive urban design; community noticeboard; seats; bin; bike parking; and rationalisation of town signage to organise the space, improve town presentation and amenity
3.15	Install presentation garden per 3.11 (construction budget)
3.16	Commission detail by consultants of the playground including: an accessible basket swing with rubber softfall; 1.5 metre concrete circuit bike path; nature play balance logs and steppers; seats; and bins to encourage people to stay longer and provide multi--age facilities
3.17	Install playground per 3.13 (construction budget)
3.18	Install a 1.5 metre wide concrete circuit path adjacent Fagan Drive and the highway to encourage people to stay longer and create healthy tourism opportunities
3.19	Plant trees adjacent circuit path between Fagan Drive and the highway
3.20	Install picnic tables along circuit path between Fagan Drive and the highway to provide picnic opportunities

Yass Valley Council
5/09/22

Dear
Thank you for the exhibition of the Bookham Mainstreet Masterplan. There has been considerable interest in the plan and very positive feedback, specifically:

- The beautification of Fagan Drive, including planting trees, pathways and gutters is a priority. It is requested that the trees should be on both sides, creating a corridor effect and be extended to at least Dale Street.

- The trees along Fagan drive are the highest priority for the community and we are anxious that the Queen's Jubilee trees are used as to kick start this process (as per the planting plan provided by the consultant.) Can you let us know if this is possible?

- There should be interpretation signs/panels to tell the history of Bookham, including the story of the First Nations peoples.

- The children's playground should be made safe with a fence.

- A local resident has proposed providing a sculpture to honour the memory of Dr Kevin Fagan AO (Fagan Drive). He was an eminent surgeon and awarded the Gold Medal of the AMA for services to medicine and humanity. He was medical officer at Changi POW camp during WW2 and earned the highest regard from thousands of POW patients on whose behalf he laboured tirelessly. See attached obituary. St Johns College at Sydney University recently unveiled a sculpture to honour him, and it is proposed to make a replica for Bookham. I think we couple it with a panel honouring all those from Bookham who have served.

Let me know if you need any further information from us
Warm regards
President.

Liz Makin

From:	Yass Valley Council <no-reply@wufoo.com>
Sent:	Wednesday, 24 August 2022 7:06 PM
To:	YVC Customer Service Team
Subject:	Public Consultation online submission [#516]

[EXTERNAL] Please exercise caution when clicking on links or attachments from external sources.

Name * ▮

Address * ▮
▮

Australia

Email * ▮

Phone Number * ▮

What item are you making a submission on? * Draft Bookham Master plan

Submission *

My Submission to the Draft Masterplan relates to our property ▮ Fagan Drive Bookham that my wife ▮ and I own.

The property is located at the western end of Fagan drive through the closed gates with the Chevron signs.

The gates were installed after consultation and approval with Council and the RMS Quite a few years ago and it Is our thoughts that the Draft Masterplan could include some improvements to signage for traffic leaving Bookham and Childowla Road heading west towards the exit to the Hume Hwy to make it safer And provide clear directions to the exit.

My other Submission is regarding the Cemetery, our property shares the boundary along the western side of the Cemetery and our property has access to the Childowla Road through the Cemetery road, the Boundary requires the Fencing to be replaced.

1

I would be happy to meet with Council to discuss the possibility of changing the line to improve access to the Cemetery for the public before any new Fence is installed.

Regards

██████████████

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2

Final Draft Report
Work Health and Safety
Management System Planning

Yass Valley Council

John Neish
Executive Director Helpful Solutions

25 July 2022

Final Draft WHS Management Planning System - Planning – V2   1

Table of Contents

1.0   Context

After completing the StateCover Work Health and Safety (WHS) Self Audit, those involved provided a Poor (<49%) rating for WHS System – Planning. This was identified as a priority area for Yass Valley Council (YVC) to address in recognition that the:-

1. NSW Work Health and Safety Act 2011 No 10 (the Act) requires Council to :-'Provide a framework for continuous improvement and progressively higher standards of work health and safety'

2. Management System - Planning Guidance as defined in AS/NZS ISO 45001 (the Standard), states that organisations are required to establish and maintain at least one management improvement programme. This is required to achieve their WHS objectives and goals and if appropriately applied, will improve the organisations WHS performance

YVC does not currently have a WHS Framework nor an Improvement Program which complies with the Act or the Standard. This Draft Report - Work Health and Safety Management System Planning (the report) has been developed by Helpful Solutions (HS) to address this, so that YVC has an appropriate WHS Framework around which the WHS Improvement Program can be built and implemented. This Final Draft Report contains proposals for:-

1. A YVC Work Health and Safety Objective statement
2. Six WHS Goals
3. A set of WHS Performance Indicators, Measures and Targets
4. A Glossary of Preferred WHS Terms (appendix A)
5. A WHS Improvement Program Implementation Schedule
6. A Preliminary Assessment of VAULT as a WHS IT system solution (Appendix C)

To enable the *'continuous improvement'* as required by the Act, the report also provides a Gap Analysis of the 'management of change' challenges faced by YVC in building its capacity to bring it to fruition. Following an extensive review of documents and discussions with key and front line staff, the report addresses the:-

1. Council wide business disciplines relating to process and systems development requirements that need to be resourced and implemented, to bring effective and sustained WHS improvement
2. Cultural management practices of people managers and staff at all levels of the organisation, that are required if a workplace culture of the continuous improvement of WHS is to become the norm.

Attached to this report (as Appendix A) is a Draft Preferred Terms - Alphabetical Glossary of Work Health and Safety Terms. This Glossary is provided so that a common understanding of terms is used across the organisation and can be added to over time by YVC, as new definitions are required.

This report will remain a Final Draft until adopted by the Executive Management Team (EMT) . The Draft WHS Improvement Program Implementation Schedule has been developed as a

blueprint for improvement over the next 2 years and will be further developed in more detail following EMT approval and engagement with key staff.

2.0   WHS Improvement Framework

The WHS improvement Framework conceptualises the integration of the WHS Objective, Goals, Improvement Program and WHS Performance Indicators, Measures and Targets required for WHS System Planning. It enables a shared view of the WHS Planning system across the organisation and an improvement plan to be developed as recommended by the Act and AS/NZS ISO 45001 for WHS Planning.

Fig 1 WHS Improvement Framework

YVC Work Health and Safety Objective
To create the best possible work health and safety practices and settings which prevent injury and ill health to those who work, volunteer or visit our workplaces

WHS Goal 1

Strong Leadership and Governance

To demonstrate strong leadership and governance practices, that establish appropriate legal, policy and safe work procedures for WHS and ensure that they are complete, clear, understood, controlled and monitored for compliance

WHS Goal 2

Appropriate Technology

To provide appropriate, accessible, user friendly technology that enables relevant WHS information and data to be easily provided, filed and reported

WHS Goal 3

Fit for Purpose Plant, Equipment Workplaces and Facilities

To provide fit for purpose plant, equipment workplaces and facilities that ensures the health and safety of workers and others is not compromised

WHS Goal 4

Target Improvement

To target the improvement of our WHS record and eliminate / minimise risks, by using ongoing quality assurance methodologies and improvement programs

WHS Goal 5

Evolve our Capability

To provide the training, skills, information and knowledge required to evolve and improve our WHS capability

WHS Goal 6

Empowerment and Accountability

To empower and involve our workforce to protect themselves and others from harm and hold them accountable for doing so

WHS Improvement Program
Identifies the sequencing, responsibilities and indicative costings of the projects and activities required to achieve the WHS Goals over time

Lead and Lag Safety Performance Indicators, Measures and Targets developed, reported and reviewed at each level of the organisation to measure the progress, enable accountability for their achievement and establish targets for ongoing improvement

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Recommendation 1

It is recommended that the YVC Executive Management Team - adopts the WHS Improvement Framework as a conceptual basis for the WHS Improvement Program to enable:-
- A Gap Analysis of current management disciplines and cultural management practices
- The planning of the projects, resources, responsibilities, sequencing, and indicative costings required to continuously improve WHS over the short , medium and long term
- The development of WHS Performance Indicators so that improvement targets can be established, progress monitored and accountability strengthened across the organisation over time

Recommendation 2

It is recommended that the YVC Executive Management Team : - adopts the Draft Preferred Terms - Alphabetical Glossary of Work Health and Safety Terms (Appendix A) as a 'controlled document' to enable:-
- A common understanding of WHS terms
- The further development of the terms and meanings of WHS concepts as the need arises

3.0 WHS Objective and its Alignment to Strategic Settings

The *Work Health and Safety Objective* - Describes the longer term desired state for Work Health and Safety at YVC. It articulates the Council's aspiration for the future so that Goals can be developed and actions and projects strategised, planned and coordinated to bring it to fruition. As can be seen in Fig 1:- WHS Improvement Framework above, it is proposed that the following WHS Objective is adopted for the WHS Improvement Program:-

'To create the best possible work health and safety practices and settings which prevent injury and ill health to those who work, volunteer or visit our workplaces'

The Guidance outlined in AS/NZS ISO 45001 for WHS Planning states that the:-*'The health and safety objectives must be consistent with the overall mission/plan and the key commitments established by your health and safety policy'*

To ensure consistency, HS has examined the following documents.

3.1 Draft 2022-2026 Delivery Program

Council has recently exhibited its Draft 2022-2026 Delivery Program. Within its Community Strategic Plan's theme of *Our Civic Leadership*, the Delivery program identifies a strategy (clause 1.1):- *'Council practices and processes are undertaken in a safe and efficient manner that meets legislative requirements.'* The desired outcome of that statement is: - *'Community services are delivered in a way that is safe for employees and community members'.* These statements are consistent with and clearly provides the strategic direction for, setting the proposed WHS Objective and the WHS Improvement Plan.

3.2 WHS Policy

The current WHS Policy has the following Purpose:- *'Yass Valley Council is committed to the prevention of work-related injury and ill health, through the provision of safe and healthy work environments, facilities, equipment and systems for our workers, volunteers, contractors, visitors and members of the public.'*

To avoid any confusion with the staff and the alignment between the policy's Purpose and the WHS Objective, it is recommended that the same wording is used for the Purpose of the policy and the WHS Objective established for WHS planning.

> **Recommendation 3**
> It is recommended that the Executive adopt the following Work Health and Safety Objective as the basis for the WHS Improvement Program and its Goals:- *'To create the best possible work health and safety practices and settings which prevent injury and ill health to those who work, volunteer or visit our workplaces'*

> **Recommendation 4**
> It is recommended that to strengthen the consistency between corporate planning documents and the proposed WHS Objective; the Executive amends the Purpose statement of the WHS Policy (WHS - AP - 1), to align with the wording of the WHS Objective, ie:- to read *'We (Yass Valley Council) are committed to creating the best possible work health and safety practices and settings which prevent injury and ill health to those who work, volunteer or visit our workplaces'*

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4.0   WHS Goals

The WHS Goals emerge as the result of strategic thinking. They are broad statements of what is to be achieved, so that the WHS strategic objective can be realised in the best possible way. The time frame for accomplishing goals is typically long-term, depending on the complexity of obstacles standing in the way.

Goals provide direction, highlight priorities, and support effective decision-making. They enable a program of Specific, Measurable, Achievable, Relevant and Time based (SMART) activities to be identified in the WHS Improvement Program for their achievement.

To be relevant, the key elements of an effective WHS framework include:-

1. Strong leadership and governance practices which establish required policies, regulations and guidelines for workplace health and safety that are complete, clear, understood, controlled and monitored for compliance
2. Appropriate information technology (IT) which is easy to use, supports access to data and information and efficiently produces reports on workplace health and safety requirements
3. The provision and utilisation of fit for purpose plant, equipment, workplaces and facilities to maintain workplace health and safety
4. The application of evaluation, risk management and quality assurance processes which utilise WHS performance data to target ongoing improvements to WHS practices
5. The continuous evolution of Council's WHS capability by providing the ongoing training and development of worker skills and knowledge
6. The empowerment of workers to protect themselves and others from harm and a performance management process which holds all employees accountable for WHS

These elements have been translated into the following goals, each with specific focus areas that enable a targeted WHS Improvement Program to be developed. Creating the right workplace culture is considered to be the most important factor in achieving the WHS Strategic Outcome. As such, there is at least one specific focus for each goal that relates to staff.

6.1 Six Goals to Deliver the WHS Objective

WHS Goal One - **Strong Leadership and Governance**

To demonstrate strong leadership and governance practices, that establish appropriate legal, policy and safe work procedures for WHS and ensure that they are complete, clear, understood, controlled and monitored for compliance

The focus areas for this goal include (but are not limited to):-

1. Providing resources for the delivery of the WHS Improvement Program
2. Committing to visible leadership communication on WHS matters
3. Approving and maintaining oversight of the WHS Improvement Program's progress
4. Allocating the General Manager's Delegations of Authority for WHS to appropriate levels
5. Validating WHS compliance through audit and governance
6. Monitoring WHS Performance Indicators and establishing improvement priorities

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7. Maintaining a complete and controlled register of WHS documents (policies, procedures, guidance, registers and forms) which are user friendly and understood by those that use them
8. Ensuring appropriate records maintenance and ease of use
9. Communicating the importance of WHS
10. Developing organisational capability in WHS leadership for those that manage others

WHS Goal Two - **Appropriate Technology**

To provide appropriate, accessible, user friendly technology that enables relevant WHS information and data to be easily provided, filed and reported

The focus areas for this goal include (but are not limited to):-

1. Specifying and negotiating a supply contract for VAULT with StateCover
2. Implementing the roll out of VAULT and its suite of modules so that:
    a. Reporting aligns to the WHS Performance Indicators and the organisation's structure
    b. Data is controlled and protected
    c. Relevant WHS data from other IT platforms is integrated into its reporting ability
    d. 'Work arounds' are minimised
    e. Only controlled WHS documents are uploaded into VAULT
    f. It supports remote access and reporting
    g. Staff are involved in user testing and trained in its application and use

3. Providing remote access to hand held tablets for those with accountability and delegations for using them and train staff in their use

WHS Goal Three - **Fit for Purpose Plant, Equipment, Workplaces and Facilities**

To provide fit for purpose plant, equipment, workplaces and facilities that ensures the health and safety of workers and others is not compromised

The focus areas for this goal include (but are not limited to):-
1. Engaging staff in the specification and selection of plant, equipment and PPE
2. Undertaking safety inspections for :-
    a. Plant
    b. Equipment (including electrical appliances, hand held tools, cabling etc)
    c. Signage
    d. YVC Workplaces
    e. YVC Contractor Workplaces
3. Establishing procedures for safety notifications and responses
4. Providing training for all on safe workplace awareness
5. Monitoring contractor compliance with WHS requirements
6. Monitoring the safety performance of suppliers who provide plant, equipment, chemicals, PPE etc
7. Ensuring adequate provision of safety signage
8. Complying with the relevant certificates and licenses for the operation of plant, and equipment and use of hazardous materials by YVC staff and Contractors
9. Complying with safe work policies, procedures and guidelines
10. Complying with safety standards and procedures for the management of contractors

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WHS Goal Four - **Target Improvement**

To target the improvement of our WHS record and eliminate / minimise risks, by using ongoing quality assurance methodologies and improvement programs

The focus areas for this goal include (but are not limited to):-

1. Planning, management and implementation of the WHS Improvement Program
2. Implementing simplified WHS process improvement methodologies including performance evaluation and improvement
3. Developing and using appropriate WHS performance indicators, measures and targets
4. Communicating and engaging with staff on the requirements for WHS data and reporting
5. Training in the use of WHS improvement methodologies for :-
   a. Process mapping
   b. WHS performance data review
   c. Process improvement

WHS Goal Five - **Evolve our Capability**

To provide the training, skills, information and knowledge required to evolve and improve our WHS capability

The focus areas for this goal include (but are not limited to):-

1. Engaging with all staff on the WHS Improvement Framework and its component parts
2. Developing a Health and Safety Training Plan for every staff member (suitable to their position)
3. Providing training for those that manage others in managing and promoting WHS
4. Providing training for all staff as required to keep them and others safe
5. Proving training for WHS Committee members
6. Developing a full suite of WHS IT systems training for relevant staff
7. Training in creating and using WHS performance Indicators, measures and targets
8. Training in the use of WHS improvement methodologies
9. Establishing a WHS mentoring program

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WHS Goal Six – **Empowerment and Accountability**

> *To empower our workforce to protect themselves and others from harm and hold them accountable for doing so*

The focus areas for this goal include (but are not limited to):-

1. Highlighting WHS obligations in Position Descriptions
2. Consistently applying Capability Framework level descriptors for WHS
3. Consistently applying appropriate WHS delegations of authority
4. Applying performance management processes that focus on WHS
5. Empowering workers to speak out and hold others accountable for WHS compliance
6. Rewarding and celebrating WHS improvement
7. Engaging with staff the design and formats of Position Descriptions, delegations of authority, performance assessment and WHS documents

6.2 SAFETY Goals

During our consultations with 28 randomly selected front line staff:-

- 63% stated that they were *aware of the Council's Work Health and Safety (WHS) policy*
- 21% stated they knew *what the Council's goals for workplace health and safety are*
- 68% stated that they knew what their *employers WHS responsibilities* are
- 84 % said they understood *employee WHS responsibilities*
- 2% of staff agreed that their Position Description clarified their *responsibilities for workplace health and safety?*

Typically, WHS policies and their goals are not easily remembered by the very staff required to uphold them. Unless they are supported with heavy promotion of easy to remember acronyms, regularly discussed by those who manage them and constantly reinforced by senior management, they will not be at the forefront of the staff's focus. Whilst YVC's Work Health and Safety Policy has stated 'Principals and Responsibilities', there are no clearly articulated Goals for their achievement. For the proposed Work Health and Safety Objective to be understood and achieved, the WHS goals will need to be widely communicated and understood by all.

For the WHS Goals to be communicated in a more informal way, it is proposed that the following acronym be used to promote awareness and understanding of them. Whilst not exactly the same wording as the goals the acronym, SAFETY (as shown below) covers their intent. SAFETY Goals can be used on publications, screen savers, signs etc around the organisation as a means to communicate the focus of WHS planning at YVC.

At Yass Valley Council, our SAFETY Goals demonstrate our shared commitment to a safe and healthy workplace. Our goals are to provide:-

1. **S**trong leadership and governance - placing safety first
2. **A**ppropriate technology - reporting and accessing safety information easily
3. **F**it for purpose workplaces and equipment - keeping us and others safe
4. **E**volving safety awareness and skills - ongoing training to keep us up to date
5. **T**argeted improvement - ongoing elimination and/or minimisation of risks

6. *Your empowerment and accountability* - maintaining the safety of yourself and others

Recommendation 5
It is recommended that the YVC Executive agrees to the:-
   a.   Six WHS Goals listed above
   b.   WHS Improvement Plan being developed around the six WHS goals
   c.   Use of 'SAFETY Goals' to promote YVC's commitment to WHS

5.0   Safety Performance Indicators, Measures and Targets

There are a variety of ways to measure health and safety performance, but no single metric will provide leaders and staff with all the information they need. Instead, several indicators are needed to provide an accurate picture of the organization's health and safety performance and enable its performance to be improved over time.

5.1 Components of Safety Performance Management

The Guidance outlined in AS/NZS ISO 45001 for WHS Planning states that: - *'the contents of each safety performance indicators (SPI) should include:-*
   * *A description of what the SPI measures;*
   * *The purpose of the SPI (what it is intended to manage and who it is intended to inform);*
   * *The units of measurement and any requirements for its calculation;*
   * *Who is responsible for collecting, validating, monitoring, reporting and acting on the SPI (these may be staff from different parts of the organisation);*
   * *Where or how the data should be collected; and*
   * *The frequency of reporting, collecting, monitoring and analysis of the SPI data'*

It also proposes that both *Lead* and *Lag* Safety Performance Indicators are used.

Lead Safety Performance Indicators: - focus on processes and inputs that are being implemented to improve or maintain safety. Leading indicators are used to identify risks before an incident occurs and provide an indication of what employees are doing on a regular basis to prevent injuries. They monitor and measure conditions that have the potential to become or to contribute to, a specific outcome. Lead Indicators may also indicate how the organisation (or part thereof) copes with change, including changes to its operating environment. In this case, the indicator will focus on anticipating vulnerabilities as a result of the change, or monitor performance after a change is made.

Lag Safety Performance Indicators: - measures safety outcomes that have already occurred. They are normally (but not always) the negative outcomes the organization is aiming to avoid. Lag indicators help the organisation understand what has happened in the past and are effective at validating the overall safety performance of the system. Lag Indicators can be used as a high-level indicator or as an indication of specific occurrence types or locations. They are useful for understanding long-term trends, determining existing conditions and where interventions are most needed to drive improvement.

Safety Performance Indicators and their targets need to be unambiguous, realistic and achievable and established in close consultation with those with accountability for delivering them. The following Safety Performance Indicators are proposed as a starting point for further engagement and development. This

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will enable the WHS software to be established and its reporting functions, user tested at varying levels across the organisation. The Safety Performance Indicators are composed of the following components:-

1. *Performance Indicators* (both lead and lag) - Short descriptions of what WHS safety elements are to be measured in alignment to the WHS Goals
2. *Performance Measures* - Define how and when each Performance Indicator will be measured and (if applicable) describe the data base from which they will be sourced, who is accountable for reporting tem, to whom and the regularity of their reporting
3. *Performance Targets* - Establishes the aspired achievement level for each WHS Performance Indicator.

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Table 1 Draft Safety Performance Indicators, Measures and Proposed Targets

Draft Safety Performance Indicators, Measures and Proposed Targets				
Work Health and Safety Objective To create the best possible work health and safety practices and settings which prevent injury and ill health to those who work, volunteer or visit our workplaces				
Application: - Safety Performance Indicators provide an indication of how the WHS Objective is being met and may apply to specific roles with appropriate delegations. The same indicators may be used at different levels in the organisations structure.				
REF	Lead or Lag	Safety Performance Indicator	Performance Measure	Performance Target
WHS1	Lag	YVC Workplace Injuries – Lost Time Injuries	Total hours lost due to workplace injury of staff as recorded in VAULT by the Co-ordinator Risk. Reported to the Executive monthly by the Manager of Work Health and Safety and bi- annually to Council; trended over 4 years. (*Note* this is not a fully controllable indicator but provides an indication of trend over time and can apply to every team)	< previous years
WHS2	Lag	YVC - Workplace Injuries - Number	Number of Workplace Injuries to workers (staff, volunteers and contractors) as recorded in VAULT by the Co-ordinator Risk. Reported to the Executive monthly, by the Manager Work Health and Safety and bi- annually to Council; trended over 4 years. (*Note* this is not a fully controllable indicator but provides an indication of trend over time and can apply to every team)	< previous years

WHS 3	Lag	YVC - Contractor Workplace Injuries	Number of Workplace Injuries to workers of contractors as recorded in VAULT by the Co-ordinator Risk. Reported by the Manager Work Health and Safety to the Executive monthly and bi- annually to Council; trended over 4 years. (**Note** this is not a fully controllable indicator but provides an indication of trend over time)	< previous years
WHS 4	Lag	Returns to Work	The number of injured workers returning to full pre injury duties within X days	< previous year
WHS 5	Lag	Workers Compensation Premiums Paid	The $ value of workers compensation premiums paid, as recorded by the Co-ordinator Risk. Reported by the Co-ordinator Risk bi- annually to the Executive and Council; trended over 4 years. (**Note** this is not a fully controllable indicator but provides an indication of trend over time)	< previous year
WHS 6	Lead	Safety Compliance Inspections – YVC Workplace	% and number YVC Workplace compliance inspections with Job Safety Assessments, Safe Work Method Statements and Safe Operating Procedures and other categories . As conducted by the WHS Officer, in accordance with a quarterly program of inspections and recorded in VAULT. Reported to the relevant Manager weekly and by the Manager Work Health and Safety to the Executive monthly and trended annually over 4 years.	100% of 'x' number of inspections completed and reported on time
WHS 7	Lead	Safety Compliance Inspections – YVC Contractor Workplace	% of all YVC Contractor Workplaces safety inspections (to ensure they comply with their contractual safety requirements) undertaken by the Principal's Representative and recorded in VAULT within 2 days of the site handover to a Contractor. Reported to the relevant Manager weekly and by the Manager Work Health and Safety to the Executive monthly and trended annually over 4 years.	100% of 'x' number of inspections completed and reported on time

WHS 8	Lag	Safety Hazard Reporting	Number of safety hazards reported to Supervisors and recorded by them in VAULT. Reported to the WHS Officer and relevant Coordinator weekly and by the Manager Work Health and Safety to the Executive monthly and trended annually over 4 years.	100% of 'x' number of Safety Hazards reported
WHS 9	Lead	Corrective Action Completion	% and number of corrective actions and requirements, as identified in Safety Compliance Inspections, Incident Reports and Hazard Reports, completed to agreed timeframes as recorded in VAULT by the relevant co-ordinator and verified as completed following a site inspection by the WHS Officer. Reported to the relevant Manager weekly and by the Manager Work Health and Safety to the Executive monthly and trended annually over 4 years.	100% of 'x' number of Corrective Actions completed within agreed timeframes
WHS 10	Lead	Take 5 Site Risk Assessment	The % and number of YVC work sites requiring a completed Take 5 Site Risk Assessments, completed by the work site supervisor and recorded in VAULT prior to work commencing. Reported to the Co-ordinator weekly and by the Manager of Work Health and Safety to the Executive monthly and trended annually over 4 years.	100% and 'x' number of allocated worksites with Take Five risk assessments completed daily
WHS 11	Lead	Site Safety Inductions	The number of site safety inductions provided to those who visit YVC Work Sites (or other YVC Workplaces as required), as completed by the site supervisor and recorded in VAULT. Reported to the relevant Co-ordinator weekly and by the Manager of Work Health and Safety to the Executive monthly and trended annually over 4 years.	'x' number of site safety inductions
WHS 12	Lag	Notifiable Incident Reporting	The % and number of Notifiable Incidents that were reported to Safe Work and correctly managed and reported in keeping with the legal requirements for notifiable incidents. Reported immediately to the Executive and to Council by the Manager of Work Health and Safety trended annually over 4 years.	100% of 'x' number of Notifiable Incidents correctly managed

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WHS 13	Lead	Plant and Equipment Maintenance	The number of notified plant and equipment defects by category, 'tagged out' within safe timelines (as established by the Workshop Supervisor) and recorded in VAULT. Reported weekly by the Workshop Supervisor to the Manager Maintenance Services and by the Manager of Work Health and Safety to the Executive monthly and trended annually over 4 years.	'x' number by category of plant and equipment safely 'tagged out'
WHS 14	Lead	WHS Safety Performance Indicators Audit	The number of audits of Safety Performance Indicators that examines:- 1. The integrity of the collection, recording and reporting of WHS data 2. The use of WHS data to further improve safety As completed annually by an independent auditor and reported to the Executive Risk and Audit Committee and to the Council and trended annually over 4 years.	2 WHS Compliance audits per annum with 100% compliance
WHS 15	Lead	Maintenance of WHS Documents	The % of the nominated WHS policies and procedures that are established in Plain English, up to date, documented appropriately and consistently, stored and recorded in a controlled environment. As reviewed annually by the Manager Governance and reported to the Executive and the Risk and Audit Committee and trended annually over 4 years.	50 % (year one) 100% (year two) Of the nominated WHS policies and procedures
WHS 16	Lead	Safety Awareness Induction	The % of newly recruited staff who completed the introduction to health and safety awareness induction within their first week of employment as recorded in ELMO by the Learning and Development Officer. Reported to the relevant Manager monthly and by the Manager Work Health and Safety to the Executive half yearly and trended annually over 4 years.	100% of new recruits

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WHS 17	Lead	Safety Training Plan for New Staff	The % and number of newly recruited staff with a completed Health and Safety Training Plan that identifies the required WHS courses relevant to their position and the dates for their completion, as developed and recorded by the Learning and Development Officer in ELMO in the employees first two weeks of employment. Reported to the relevant Managers monthly and by the Manager Work Health and Safety to the Executive half yearly and trended annually over 4 years.	100% of 'x' number of new recruits with a documented Health and Safety Training Plan completed in their first two weeks of employment.
WHS 18	Lead	Safety Training Plan for Existing Staff	The % and number of existing staff with a completed Health and Safety Training Plan that identifies the required courses relevant to their position, as completed and recorded by the Learning and Development Officer in ELMO. Reported to the relevant Managers monthly and by the Manager Work Health and Safety to the Executive half yearly and trended annually over 2 years.	60% of 'x' number (year one) and 100% of 'x' number (year two) of existing staff with a documented Health and Safety Training Plan completed
WHS 19	Lead	Completion of Safety Training Plan - all Staff	The % and number of staff who have completed the requirements of their Health and Safety Training plan within set timeframes, as recorded by the Learning and Development Officer in ELMO. Reported to the relevant Manager monthly and by the Manager Work Health and Safety to the Executive half yearly and trended annually over 4 years.	60% of 'x' number (year one) and 100% of 'x' number (year two) of existing staff with a completed Health and Safety Training Plan completed

WHS 20	Lead	Safety Training Plan – Compulsory Certificates	The % of plant operators and chemical handlers with current and up to date compulsory operating certificates, as recorded by the Learning and Development Officer in ELMO. Reported to the relevant Manager monthly and by the Manager Work Health and Safety to the Executive half yearly and trended annually over 4 years.	100% compliance with compulsory certificate requirements
WHS 21	Lead	WHS Committee - Safety Training	The % of members of the WHS Committee who have completed the training for members of the WHS committee members as recorded by the Learning and Development Officer in ELMO. Reported to the Manager Organisational Development annually.	100% WHS Committee training completed annually
WHS 22	Lag	WHS Committee - Meetings	The number of quarterly WHS Safety Committee meetings held with a full quorum, recorded in ELMO by the Manager Work Health and Safety and reported to the Executive half yearly and trended annually over 4 years.	4 per annum
WHS 23	Lag	Workplace Bullying and Harassment – Notified Incidents	The number of notified incidents of workplace bullying and harassment notified in accordance with YVC policy and procedures and recorded by the Manager of Organisational Development in MAGIQ. Reported by the Manager Work Health and Safety to the Executive monthly and trended annually over 4 years.	< for the same period in the previous year
WHS 24	Lag	Workplace Bullying and Harassment – Notified Incidents Resolved	The number and percentage of notified incidents of workplace bullying and harassment dealt with and appropriately resolved in accordance with YVC policy and procedures as recorded by the Manager of Organisational Development in MAGIQ. Reported by the Manager Work Health and Safety to the Executive half yearly and the Council annually and trended over 4 years.	100% of 'X' of notified incidents appropriately resolved
WHS 25	Lead	Staff Perception – Safety Senior Leadership	The % of Employees that perceive that the General Manager and Directors strongly support and promote a safe and healthy workplace (as measured by the annual employee perception survey). Reported by the Manager Work Health and Safety to the Executive and the Council annually and trended over 4 years.	85% Yr 1 90% Yr 2 95% Yr 3

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WHS 26	Lead	Staff Perception – Safety Middle management Leadership	The % of Employees that perceive that their Managers and Co-ordinators strongly support and promote a safe and healthy workplace (as measured by the annual employee perception survey). Reported by the Manager Work Health and Safety to the Executive and the Council annually and trended over 4 years.	85% Yr 1 90% Yr 2 95% Yr 3
WHS 27	Lead	Staff Perception – Safety Communication	The % of Employees that believe that they receive appropriate and timely information on WHS in the workplace (as measured by annual employee perception survey). Reported by the Manager Work Health and Safety to the Executive and the Council annually and trended over 4 years.	80% Yr 1 85% Yr 2 90% Yr 3
WHS 28	Lead	Staff Perception – Safety Engagement	The % of Employees that believe that they are appropriately engaged and empowered to create a safe and healthy workplace (as measured by annual employee perception survey). Reported by the Manager Work Health and Safety to the Executive annually and trended over 4 years.	75% Yr 1 80% Yr 2 85% Yr 3
WHS 29	Lead	Implementation of the WHS Improvement Program	The % of project milestones contained in the WHS Improvement Program completed within agreed timeframes. Reported by the Manager of Organisational Change to the Executive Quarterly until the project is completed.	85% Improvement Program Projects delivered within agreed milestones

Recommendation 6

It is recommended that the YVC Executive Management Team approves the listed Draft Safety Performance Indicators, Measures and Targets as a basis for:-

1. Further consultation and development with the staff involved
2. The planning, development and user testing of its ability to report at varying levels across the organisation.

6.0 Management of Change – Gap Analysis

Having a WHS Improvement Framework and its component parts by themselves, will not bring about continuous improvement and progressively higher standards of WHS as required by the Act and standards. Without the right corporate business disciplines and cultural management practices being in place, the WHS Goals will not be achievable or effective. HS has undertaken a Gap Analysis of the required corporate management disciplines and cultural management practices that will be required for the WHS Objective and Goals to be realised.

The creation of a WHS environment which meets its Objective, will require a program of projects that addresses the Gap Analysis and enables the required projects for its delivery, to be identified, planned, coordinated and resourced. The WHS Improvement Program, once developed, will be added to this report (Appendix B) and enable a more detailed project plan to be developed by YVC. This program will have a high degree of complexity and a Change Manager experienced in organisational development and project management will be required to have oversight of its component parts and ensure that they are being delivered and integrated as required.

To undertake this Gap Analysis, HS has reviewed YVC's WHS systems and processes and has spoken to senior and middle managers and front line staff. Whilst we interviewed only 28 front line staff, we believe the insights that we received are very likely to represent the view of the majority of the 150 staff at YVC, since responses were consistently strong.

From our investigations, the following Gap Analysis has been developed as a basis for identifying components of the WHS Improvement Program.

6.1   Performance Management

There is no longer any formal performance management processes in operation at YVC. HS understands that whilst one once existed, it has ceased to be applied annually and staff performance is not regularly reviewed. Without a formal performance assessment, there will be no:-

- Personal performance accountability by staff for WHS outcomes against targets
- Ability to set personal improvement targets at an individual or team level
- Data collected at the front line, cannot be reported vertically through the organisation's hierarchy and as a result, middle and senior managers who are ultimately accountable under law will not have visibility of it.

The lack of WHS accountability, leads to a lack of management discipline as indicated by our consultation with staff. For example, the use of WHS compliance checklists is essential for the safe operations of Council's functions.

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Of the staff consulted:-

- 79% advised that their team does not use Standard Operating Procedures
- 76% either never or only sometimes, complete Risk Assessment/Job Safety Assessments (JSAs) for every new job site, before beginning work there
- 79 % think contractors are not held to the same level of safety performance as the staff

Anecdotal comments received, indicated that there is little or no consequences of WHS work procedures not being followed by either staff or contractors and this exposes Council and its staff to risk. Without an appropriate performance management methodology and process in place, WHS performance targets cannot be used to drive improvement and address the lack of compliance with required procedures.

It is proposed that the WHS Improvement Program includes the:-

1. The development of an effective annual performance management methodology and process across YVC, so that the data collected by WHS performance indicators can be used at an individual level to assess WHS performance and set improvement targets

2. The training of people managers in the application and use of performance assessment and counselling for performance improvement

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6.2 Clarity of WHS Accountability

Before performance management can be effectively used for improvement, there must be clarity of roles and accountability and clear delegations of authority for WHS. Whilst WHS features clearly in a Corporate Accountability and Responsibilities document (dated 2011), these have not been consistently translated into position descriptions across the organisation. Position Descriptions are not clear about WHS accountabilities or delegations of authority related to a particular position.

Of the staff consulted, *2% agreed* that their *Position Descriptions clarified their responsibility for workplace health and safety.* Without the definition of WHS accountabilities and associated delegations of authority in position descriptions, staff cannot be held

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accountable for their implementation, nor can performance indicators and targets be allocated to them in a consistent way across the organisation.

YVC uses the Local Government NSW Capability Framework, which is attached to each Position Description. This provides a set of core capabilities, expressed as behaviours, and sets out clear expectations about performance which is comparable to all local governments across NSW. The 'Demonstrate Accountability Capability Descriptor' is defined as *Take responsibility for own actions, commit to safety, and act in line with legislation and policy* and is defined as having 5 levels of accountability (from foundational to highly advanced), according to the role in the organisation and management level. Without a consistent view of WHS accountabilities and associated delegations of authority, the allocation of these levels cannot be consistently applied.

HS understands that Business Planning is not used at YVC. Business plans established at a Directors and Managers (and sometimes at a Co-ordinator) level, identify the key deliverables and accountabilities for the year ahead for a defined team (Department or Section etc). This enables the shared team accountability for performance within organisational hierarchies.

Business Plans typically identify the customers serviced, resources provided (staffing levels and finances) and projects and service levels to be delivered for the year ahead. Business Plans also contain performance targets so that accountability for their delivery is clear and shared by the senior managers across a department or group. Those with business planning accountability, report progress against their targets at least bi annually, as part of the Integrated Planning and Reporting cycle. Business plans establish accountability at a managerial level for the achievement of established targets. Some of these targets will relate to WHS.

It is proposed that the WHS Improvement Program includes:-

1. The development of a register of WHS accountabilities, delegations of authority and capability descriptors which ensures that they are consistently applied across the organisation at the comparative levels of management

2. A review of every position description is undertaken to ensure there is a consistent and clearly understood application of WHS accountabilities and delegations of authority at similar positions across the organisation and that staff understand their WHS accountabilities

    and

3. Considers the introduction of Business Planning so that the shared accountability for WHS performance and other outcomes is clear at every relevant level of management

6.3 Data Collection and Use of WHS Performance Improvement Methodologies

The continuous improvement of WHS Performance Indicators and their Targets, requires the use of easily accessed and reported data. Many organisations expend a lot of time and energy collecting data which doesn't help them improve. Staff quickly become disillusioned, if they receive reports which don't make sense, don't tell them what they need to know, or if they are forced to report information that never gets used. This level of frustration was evident in our consultation with front line staff, who felt that they wasted time filling in lots of paper forms and yet didn't know how they were used to further improve WHS, or to acknowledge their attempts to maintain safety in the workplace.

Data collection must be as simple as possible to use, clearly presented, easy to understand and provide the right information which is reliable. Forms used for collecting data should be designed for ease of completion, efficient to use and be supported with automated filing so that it is easy to retrieve.   Remote access to this data is essential if it is to be consistently used.

Unless staff are involved closely in the design and use of WHS data they will not see its relevance and are more likely not to embrace it. When they see that data is actually being used to provide them with a safer workplace they are more likely to comply with the requirements for gathering it.

Of the staff consulted:-

- 73% stated that *they are never consulted* and 14% said they *were sometimes consulted about how the health and safety performance of their workplace can be improved?*
- 31 % stated that *when a safety issue is notified as a potential, near miss, or actual safety incident, it was actioned in a timely way,* and *53% stated that it was sometimes actioned in a timely way* (our enquires indicated that there is virtually no reporting of near misses, so planning to avoid future injuries goes unnoticed)
- 68% stated that *when they notify an incident, they never receive feedback to say what has been done (or will be done), to improve things in the future,* and *32% stated they sometimes did receive feedback.*
- 15% have confidence *that all safety notifications will be treated seriously and lead to WHS improvements*

There are no existing methodologies at YVC for using WHS data to improve WHS performance. These methodologies typically use workplace data, staff and customer engagement, risk assessment and process mapping techniques; to identify how negative performance trends can be improved. To be effective, staff and their managers must be involved and trained in improvement processes, since they know how best to overcome the issues they face on a daily basis. The results of such reviews may need additional resources to implement its findings and staff should have confidence that if established methodologies are followed, they will be supported by the right resources to fix the issues identified.

Identifying priorities for process improvement, should be based on trends in the data gathered. Much thought is therefore required to establish the measures and targets before they are finalised as per the old adage that, 'you become what you measure'.

To be effective, Safety Performance Indicators, Measures and Targets must be supported with the right corporate culture and improvement methodologies which provides confidence that the things measured lead to change.

It is proposed that the WHS Improvement Program includes:-

1. The development of simple methodologies for the review of WHS process and system improvement, which uses data as its basis and includes staff engagement and participation and provides a sense of empowerment to those who participate

2. Training for all people managers in methodologies for setting performance measures and targets, undertaking process improvement reviews and engaging with staff in an empowering way

6.4   A Leadership Culture which Supports Workplace Safety and Compliance

Supervisors that we interviewed, had an inherent commitment to keep themselves and the members of their team safe; with 84% of all staff believing they have a good understanding of the safety performance within their team. This was usually gained through informal conversations with each other or at tool box talks. However the purpose and use of toolbox talks, seemed to differ from team to team.

Antidotal feedback indicated that the promotion of WHS by leadership is sporadic and leaders rarely discuss it, or visit their workplaces to observe it for themselves.

Of the staff consulted:-

*   16% perceive that the *General Manager and Directors strongly support and promote a safe and healthy workplace*
*   53 % perceive that *Managers and Co-ordinators strongly support and promote a safe and healthy workplace*

Whilst the Executive have clearly stated their commitment to creating a safe workplace, this messaging has not reached front line staff. As with all management of change programs, a strong WHS emphasis is required in communications, the sharing of data, the celebration of success, empowerment to do the right thing and support for improvement methodologies.

When data is collected for WHS Performance Indicators, it should be highly visible across the organisation so that trends over time can be seen and priorities for improvement clearly communicated by leadership. An emphasis should be placed on 'catching people doing the right thing' rather than the opposite. It is important that all senior and middle managers are seen in the workplace and see firsthand for themselves how

WHS is being applied. *'Walking the talk'* is an important tool in reinforcing the importance of WHS in the workplace. When issues are raised that expose others to risk they should be immediately addressed.

A focused and consistently applied communication plan as well as a number of engagement methodologies will need to be developed to bring the WHS Objective and Goals alive. This will require senior leadership to lead by example and ensure that WHS is always discussed, good practice is celebrated, resources are provided and staff empowered to affect change to improve WHS processes etc.

Positive change management will only succeed if staff feel that they are appreciated and heard and that their leaders understand their workplace challenges and conditions. This is an important cultural management practice.

It is proposed that the WHS Improvement Program includes:-

1. A well developed and consistently applied communication plan for the General Manager Directors and Managers to reinforce the importance of WHS. This should include (amongst other things) occasional site visits, the promotion of WHS trends, good WHS practice and recognition of achievements, regular check ins with the Health and Safety Committee etc

6.5   WHS Training

Of the staff consulted:-

- 63% stated that they were not *provided with the knowledge, training support and skills they required to meet their safety obligations*
- 100% stated that they *were not provided with adequate training on their overall WHS responsibilities as required by the legislation and Council's policies and procedures.*

Council has a duty of care to ensure that staff have adequate training in WHS, and this perception exposes council to risk.

Council uses ELMO which is a software system that can provide a large number of self service, on line training programs that can be accessed by staff (except those at the depot). ELMO amongst other things, has a Learning and Development Module with the capability of recording training plans for every member of staff and tracking training information, attendance etc. It can also record when certificates, licenses etc are due for renewal and send notifications etc to those who need to renew them.

Unfortunately, due to the lack of available resources to enter and update data in ELMO, the Learning and Development Module is not utilised to its full capacity. ELMO has the capacity to advance WHS training at YVC and address many of the training requirements across the organisation using on line access.

It is proposed that the WHS Improvement Program includes:-

1. The full development of the capability of ELMO's Learning and Development Module to provide staff training requirements and manage training data
2. The development of a bespoke training plan for new recruits and all existing staff on all aspects of WHS as highlighted in this report
3. Providing access at the depot and other work locations to ELMO and its Learning and Development module so that staff can undertake training as required to fulfil their WHS obligations

6.6   WHS Information Technology (IT) Systems Requirements

Our enquiries indicate that WHS IT systems development and integration at YVC is piecemeal and underutilised. There are currently several different software systems in part use at YVC and until recently there was a lack of consensus throughout management, as to the best WHS systems solutions moving forward and the business ownership of them.

The WHS systems currently deployed include: - iAUDITOR, SMART SHEETS, RMS (reporting on WHS using data 'workarounds'), ASETIC and a contractor management data on separate spreadsheets. These systems are not centrally managed or controlled, fully deployed across the organisation, are not supported by easily accessible technology and do not integrate and link to other reporting functions that are required to support a cohesive view of the WHS environment. This exposes the organisation to risk, whereas IT System interoperability (their ability to talk to each other and to share data), reduces duplication of effort, enables controlled environments and promotes reliable data reporting.

All front line staff that we consulted, expressed frustration with the lack of:-

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- accessibility to the computers at the depot (which were not operational)
- training in the use of technology

However 100% of those consulted agreed to the need to move away from paper driven forms to a more IT systems based approach and agreed to work collaboratively on their establishment. They emphasised the need for it to be accessible, easy to use, robust and intuitive and supported with lots of training before it was implemented.

Whilst due diligence is still in progress by Council's IT team, HS has conducted a preliminary assessment of the suitability of VAULT software (refer Appendix C Preliminary Assessment of the Suitability of VAULT as an appropriate WHS management IT System). Our report recommended in part:-

'If the systems analysis undertaken by YVC IT staff indicates that VAULT can share data with the other required data sets; prepare a systems roll out change management plan for its implementation with actions, implementation dates, and responsibilities that place an emphasis on the ease of operation, clarity of procedures and forms, the establishment of appropriate registers, user acceptance testing and report extraction of both lead and lag indicators and other relevant data at various levels across the organisation and comprehensive staff training, before its full roll out is implemented.'

Once the due diligence determines that VAULT is compatible, it will be necessary to phase out all other software systems and separate spreadsheets that don't integrate with it, since their use will confuse staff, duplicate effort and reporting functions and lead to unsupported, uncontrolled WHS data bases being relied on for WHS performance reporting.

In addition to the build and development of the VAULT software system (if approved), further systems development of ELMO Learning and Development Modules and some MAGIQ applications is also required. These software solutions will need to connect to VAULT and enable relevant data, to be controlled and stored and seamlessly updated to VAULT as required to enable reporting.

Because VAULT and ELMO has the capacity to report and capture data vertically throughout the organisation's hierarchy, the organisation's hierarchical structure must also be included in the consideration of the roll out of these systems for the performance data to be effectively reported in an efficient process. This reporting hierarchy will require a consistent allocation of appropriate safety delegations of authority across the organisation to be in place according to the responsibilities of each level of people managers within YVC.

It is proposed that the WHS Improvement Program includes:-

1. The full implement of VAULT as the WHS management system (in accordance with the recommendations contained in Appendix C)
2. The roll out of relevant remote access technology to all front line staff that require it and the continued upgrade of the network which supports it
3. Both VAULT and ELMO be aligned to the organisation structure to enable the vertical reporting of WHS performance data
4. The integration with MAGIQ to ensure that entered data is automatically filed for easy retrieval

6.7 WHS Document Design and Control

Whilst all WHS documents are held in MAQIQ docs, until recently they have only been assembled into a shared folder. Document control is essential if the same WHS policies, procedures and guidelines etc are to be used consistently across YVC. This requires centralised control of all WHS documents including approval and sign off to be placed on their release and recall. A cursory review by HS, indicates that the existing suite of WHS documents could be further augmented to provide a complete set of all the policy and procedures required and a gap analysis will be required to identify what needs inclusion. It is currently unclear who currently has accountability for maintaining and updating a register of all required WHS policies and procedures at YVC and HS believes this should form part of the responsibilities of the proposed Manager Health and Safety role.

There are two main categories of WHS documents at YVC. Those that provide information and those that gather information. Different styles are required for each but all need to be clear, easily accessed, read and understood by those that rely on them for guidance, or use them to provide WHS data. It is well established, that when documents are clearly written in plain English, understandable, supported with graphics and easy to complete, they are used more frequently and reliably. This view was shared by the staff that we consulted. A review of the suite of WHS documents identifies variability in their format, design and currency.

As indicated in 6.1 above, there is low level of use of many of the paper driven documents currently being used.

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Of those consulted:-

It is proposed that the WHS Improvement Program includes:-

1. The creation of a WHS Document Register which is reviewed for completeness updated, maintained and controlled by one responsible officer at YVC.
2. The creation of standard plain English templates for each type of WHS document to be used for all similar documents
3. Every WHS document is designed for ease of reading and completion and user tested before it is placed on the final WHS Document Register
4. All WHS forms loaded onto hand held devices that need to be completed in the field are automatically filed in MAGIQ Docs when posted
5. Training for all staff who use WHS documents on their use and application

- 64 % could never easily find and 19% could sometimes find *a copy of a Risk Assessment/JSA to use when they needed one*
- 74 % stated that *Risk Assessment JSA's were not easy to understand and use*
- 53 % stated that *Standard Operating Procedures (SOPs) were always easy to find*
- 53 % stated that Standard Operating Procedures (SOPs) were never *helpful and easy to understand* and 21% found them sometimes *helpful and easy to understand*

This differs to the use of Safe Work Methods (SWMs). HS was informed that these were reviewed with staff by the previous WHS Officer and as a result, more positive results were given to the questions

Of those consulted:-
- 74 % of SWMs were either always or sometimes used
- 84% found SWMs helpful and easy to understand
- 69% found SWMs either always or sometimes easy to find

These results indicate that when staff are closely involved in the design of key WHS documents they are more likely to use them and find them helpful.

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Once documents are lodged on line, those who complete the high volume of safety checks as required for recording Job Safety Assessments (JSAs) etc will require a seamless way to file this data so that the inputs to it can be easily filed and retrieved without the complexity of navigating MAGIQ docs.

6.8   WHS Governance and Audit

There are currently no WHS performance audits conducted at YVC and given that there is no Document Register, there is no Governance oversight of its completeness and relevance. Without this being in place, there will be no accountability and control applied to the way that WHS data is reported, performance is assessed and controls on documents maintained.

Given the lack of performance data available, the Executive Management Team (the Executive) do not receive regular updates on WHS performance and compliance and can have little or no reliance on any WHS information provided.

Once the new approach to WHS is implemented at YVC, there will need to be a regular program of reporting against Performance targets to the Executive, oversight that the policy and operational frameworks are being upheld and an audit program to provide assurance that the data provided has integrity.

It is proposed that the WHS Improvement Program includes the inclusion of a biannual WHS audit in the Council annual audit program and an annual governance review, the results of which are reported directly to the Executive

6.9   A Dedicated Approach to Change Management

As can be seen above there are a range of complex corporate issues that must be addressed if WHS is to be effectively planned and improved. HS understands that the Executive has recognised the need for well-planned and managed change program and as part of the budget process for 2022/23 and is considering the resources for the creation of a:-

a.   Change Management position to drive Corporate Projects such as the WHS Improvement Program and its component parts as listed above
b.   Manager of WHS position to support the specific roll out of components of the WHS Improvement Program as listed below

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As can be seen above, other resources apart from these positions will be required and these will need to be included in a detailed program of works and project plan over several years. This will enable YVC to comply with the requirements of the Act.

Recommendation 7

It is recommended that the YVC Executive Management Team considers the:-

1. Appointment of a Change Manager reporting to the Director of Corporate and Community with program and project accountability for the:-
    a. Development of a detailed project plan for the Draft WHS Improvement Program (as developed by HS and YVC) with milestones, interdependencies, budgets, and resources for its implementation established over the next four years
    b. Delivery of the project plans milestones, in an integrated and coordinated way to time and budget
    c. Maintaining project control and oversight and providing monthly updates to the Executive on its progress and adjustments as required

2. Appointment of a Manager Work Health and Safety reporting to the Director of Corporate and Community; as the accountable officer to:-
    a. Oversee the further refinement of the Safety Performance Indicators, Measures and Targets in consultation with staff
    b. Act as the business owner of VAULT and ensure its full roll out in accordance with a detailed project plan to enable the WHS Safety Performance Indicators reporting requirements as required
    c. Maintain the Registry of all WHS Documents and their controls
    d. Oversee the roll out of appropriate staff training in the use of WHS data, systems and improvement processes
    e. Provide WHS reports as required to the Executive and others to meet the requirements of the Safety Performance Indicators
    f. Identify priorities for WHS improvement and implement specific projects to do so
    g. Identify the appropriate Accountabilities, Delegations of Authority and Performance Indicators applicable to each role in YVC

3. The provision of resources to the Manager Organisation Development:-
    a. To fully populate and maintain the information and reporting fields in ELMO relating to the Learning and Development Module
    b. Review and update of the WHS components of each employees Position Description and ensure there is consistency across comparative positions

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Appendix A

Yass Valley Council

Preferred Terms

Alphabetical Glossary of Work Health and Safety and Risk Terms

WHS and Risk Terms	Definition
Capital project	A project type which creates or modifies a built / tangible asset.
Consequence	The outcome of an event affecting organisational objectives and goals.
Control	The measure that is modifying a risk.
Compulsory Certificates	Mandatory internal or external certification as required by employees to undertake specific functions such as operating plant, equipment, traffic control devices or handling chemicals etc
Corrective Action	Action or improvement to eliminate or control of the causes of a hazard or incident and the prevention of their recurrence
Establishing the context	Defining the external and internal parameters to be taken into account when managing risk, and setting the scope and risk criteria.
Event	The occurrence or change of a particular set of circumstances.
External context	The external environment in which the Council seeks to achieve its objectives.

Guidelines	A description of how things should be done to achieve a certain task or outcome. Guidelines can support training and assist with remembering the steps involved for success
Hazard	A situation or event (thing) that has the potential to harm; including injury or illness to people or damage to plant, property or the environment.
Hazardous materials	Substances that could harm human or animal health or the environment
Hierarchy of controls	A process of prioritising hazard controls in order of effectiveness as shown below: Level 1 Controls: Elimination of the hazard. E.g. remove a piece of hazardous equipment from operation. or if this is not possible, minimise the risk by: Level 2 Controls: Substitution - replace with a safer alternative. E.g. replace solvents with detergents, glass with plastic, etc. Isolation - isolate the person exposed from the hazard or the hazards from the person. Engineering controls - E.g. modify, enclose, guard, exhaust fumes, use mechanical aids, fall arrest systems. If the risk remains: Level 3 controls: Administration - E.g. development of safe work procedures, training, limiting duration of exposure. If the risk still remains:

	Personal protective equipment (PPE) is the least effective form of control and to be used as a last resort.
HIRAC	Hazard Identification Risk Assessment and Control.
Incident	Any incident which results in or has the potential to result in injury, illness or environmental damage including , near misses , property damage and vehicle incidents
Job Safety Assessments (JSAs)	A site specific risk assessment completed on a standardised form and undertaken by a site supervisor in consultation with their direct reports prior to occupying a work site to ensure all risks are identified and appropriate risk management processes are applied.
Likelihood	The chance of a risk event occurring.
Lagging safety performance indicator	Indicators which measure safety outcomes that have already occurred. They are normally (but not always) the negative outcomes the organization is aiming to avoid. Lag indicators help the organisation understand what has happened in the past and are effective at validating the overall safety performance of the system. Lag Indicators can be used as a high-level indicator or as an indication of specific occurrence types or locations. They are useful for understanding long-term trends, determining existing conditions and where interventions are most needed to drive improvement.
Leading safety performance indicator	Indicators that focus on processes and inputs that are being implemented to improve or maintain safety. Leading indicators are used to identify risks before an incident occurs and provide an indication of what employees are doing on a regular basis to prevent injuries. They monitor and measure conditions that have the potential to become or to contribute to a specific outcome. Eg the Percentage of staff who have successfully completed safety training on-time.

	Lead Indicators may also indicate how the organisation (or part thereof) copes with change, including changes to its operating environment. In this case, the indicator will focus on anticipating vulnerabilities as a result of the change, or monitor performance after a change is made.
Monitoring	Continual checking, critically observing or determining status in order to identify change from the performance level required or expected.
Non capital projects	A type of project which creates an intangible asset, service contract, professional advice or provides expertise which is not directly attributable to a Capital Project.
Notifiable incident	An workplace incident involving the death of a person, or a serious injury or illness of a person, or the occurrence of a dangerous incident. Notifications of such incidents shall be made to SafeWork as soon as practicable after such an incident has occurred. The site of the incident shall not be interfered with, changed or altered without the express written permission of a duly authorised SafeWork Officer.
Operational Risk	Operational risks are linked to the Business Plan objectives and take into consideration risks, that will prevent Departments from delivering their annual business plans and ongoing services to the community.
People managers	The person that an employee takes direction from and reports to. At YVC the term can apply to those with the title of Supervisor , Coordinator, Manager, Director and the General Manager.
Personal protective equipment (PPE)	Clothing and equipment that is worn or used in order to provide protection against hazardous materials or environments.

Primary duty of care	A person conducting a business or undertaking must ensure, so far as is reasonably practicable, the health and safety of:- (a) workers engaged, or caused to be engaged by the person, and (b) workers whose activities in carrying out work are influenced or directed by the person, while the workers are at work in the business or undertaking.
Project	A goal driven effort, designed to meet customer requirements through planned tasks whilst managing risks. Projects usually have a degree of complexity and require careful planning Projects have clearly defined objectives and phases, are limited by time, resources, budgets and performance requirements.
Project Manager	A role with functional accountability for developing the scope, project plan and the implementation of a capital or non- capital project including seeking project variations as required. A Project Manager can either manage: • Projects delivered by internal staff • Projects delivered by external contractors or a combination of both
Project Sponsor	A member of the Executive with accountability for oversight of the project manager to ensure the project is delivered to time and budget. The Sponsor oversees the rational for a project's mandate and approves the project's scope size and type, prior to its presentation to the Executive for endorsement. The sponsor acts as the project advocate with both the WSC Executive and the Council. The Sponsor manages the Project to ensure that the project's objectives are delivered in accordance with the Project Plan and Project Methodology.

Residual risk	**The level of risk remaining after recommended risk controls and treatments have been implemented.**
Risk	The effect of uncertainty on objectives. An effect is a deviation from the expected and can be either positive or negative. The likelihood of harm occurring from exposure to a hazard and the likely consequences of that harm.
Risk analysis	The process to comprehend the nature of risk and to determine the level of risk.
Risk assessment	The overall process of estimating the level of risk of a particular task, activity, project or process applying risk identification, risk analysis and risk evaluation principles.
Risk attitude	The organisation's approach to assessing and eventually pursuing, retaining, taking or turning away from risk.
Risk control measures	Measures that eliminate or minimise a risk so far as is reasonably practicable, using the 'hierarchy of control" principles.
Risk criteria	The terms of reference against which the significance of a risk is evaluated.
Risk evaluation	The process of comparing the results of a risk analysis with the risk criteria to determine whether the risk and/or its magnitude are acceptable or tolerable.
Risk identification	The process of finding, recognising and describing risks.
Risk management	The coordinated activities to direct and control an organisation with requirements to manage risk.
Risk management framework	The set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation.
Risk management plan	The scheme within the risk management framework that specifies the approach, the management components and the resources that are to be applied to the management of risk.

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Risk management policy	The statement of overall intention and direction of Council related to risk management.
Risk management process	The systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.
Risk owner	The person or entity with the accountability and authority to manage a risk.
Risk profile	The description of any set of risks.
Risk source	An element that, either alone or in combination, has the intrinsic potential to give rise to a risk.
Risk treatment	The process applied to identified and known risks which remove or to modify them to acceptable and safe levels.
Safety hazard	An identified existing or potential risk to a workplace which may or will endanger the safety and well being of those that work or visit it. Safety hazards must be reported immediately and the hazard managed or removed so that any risks to personal safety is negated before the workplace is occupied
Safety Compliance Inspection	An inspection of YVC Workplaces, YVC Contractor Workplaces, Plant, Equipment, storage facilities and electrical appliances and cables conducted in accordance with established Policies and Procedures and an annual program of inspections
Safety performance indicators	Short descriptions of what WHS safety elements are to be measured in alignment to the WHS Goals. For consistency, Safety Performance Indicators should be standardised across the organisation (as applicable) and maintained as controlled data sets so that they conform to guidelines and draw from established and controlled data sets.

To minimise paper based, time consuming and unreliable data collection, it is best if the Safety Performance Indicators are aligned to schedules and reporting functions easily reported by Council's software systems. This enables automated |

	reporting to be used for measurement which increases reliability, and efficiency. However this is not always achievable and the creation of a Safety Performance Indicator is dependable on the importance of the indicator and the ease and reliability of collecting the data. Safety Performance Indicators apply to those across the organisation, with the accountability and delegations for upholding them. The same Performance Indicators may be shared by managers at differing levels in the organisational hierarchy. This should be clearly outlined in Position Descriptions and delegations and the system which reports on them must be able to accumulate performance information from one level to the next so that accountability can be shared between management levels. The Guidance outlined in AS/NZS ISO 45001 for WHS Planning, identifies that both Leading and Lagging Performance Safety Indicators are required.
Safety performance measures	Define how and when each Performance Indicator will be measured and (if applicable) describe the data base from which they will be sourced. The Guidance outlined in AS/NZS ISO 45001 for WHS Planning states that: - *'the contents of each safety performance indicators should include:-* • *A description of what the SPI measures;* • *The purpose of the SPI (what it is intended to manage and who it is intended to inform);* • *The units of measurement and any requirements for its calculation;* • *Who is responsible for collecting, validating, monitoring, reporting and acting on the SPI (these may be staff from different parts of the organisation);* • *Where or how the data should be collected; and* • *The frequency of reporting, collecting, monitoring and analysis of the SPI data'*

	For consistency, Safety Performance Measures should be standardised across the organisation (as applicable) and maintained as controlled data sets so that they conform to guidelines and drawn from established and controlled data sets. Generally there are five different types of Performance Measures which can be used as a basis of measurement of a Performance Indicator ie:- 1. Numerical measurement :- eg number of (x WHS activity) completed 2. Percentage achieved :- eg % of (x WHS activity) completed within established standards 3. Percentage / Number achieved :- eg x% of (y WHS activity) completed within agreed timeframes 4. Percentage of change achieved :- eg x % increase/decrease in y WHS activity completed within agreed timeframes 5. Cost:- eg Expenditure on (x WHS activity)
Safety Performance Targets	Establishes the aspired achievement level for each WHS Performance Indicator. WHS Performance Targets need to be unambiguous, realistic and achievable and established in close consultation with the staff who will be accountable for delivering them. WHS Performance Targets can be used to:- • Provide clarity as to what performance is expected of employees • Establish performance trends over time • Assess performance at an individual or team level • Celebrate performance success or address performance weakness • Ensure compliance with expected standards or established corporate norms

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	• Challenge staff to 'stretch' their WHS performance • Create a long term culture of continuous improvement The way that Performance Targets are established requires a balanced, engaged and focused approach so that they clearly articulate the expectations to be delivered. If targets are unrealistic or not appropriately resourced, it can be demoralising for the staff involved who will perceive them as unachievable. If targets are set too low, then improvement will not occur as a result.

Serious injury or illness of a person	An injury or illness requiring the person to have—
	
	• immediate treatment as an in-patient in a hospital, or
	• immediate treatment for—
	   - the amputation of any part of his or her body, or
	
	   - a serious head injury, or
	
	    - a serious eye injury, or
	
	   - a serious burn, or
	
	   - the separation of his or her skin from an underlying tissue (such as degloving or scalping), or
	
	   - a spinal injury, or
	
	   - the loss of a bodily function, or
	
	   - serious lacerations, or
	
	   - medical treatment within 48 hours of exposure to a substance.

Staff	An employee (full time, part time, temporary or casual) of Yass valley Council

Stakeholder	A person or organisation that can affect, be affected by or perceive themselves to be affected by a decision or activity.
Strategic risk	Strategic risks are the risks that will prevent Council from meeting the objectives outlined in the Council Plan.
SWMS	Safe Work Method Statement which define the correct work methods to follow so ensure that specific workplace operations are conducted safely
SOP	Safe Operating Procedures which defines the correct work procedures to follow in certain types of workplace environments so that specific workplace operations are conducted safely
Tagged out	The placement of a notice on a piece of plant or equipment which is dangerous and in need of repair. Utilised to ensure that no one else uses it until lit is effectively repaired.
Take 5	A type of Joint Site Assessment (JSA) undertaken by a site supervisor in consultation with their direct reports prior to occupying a work site.
Tool box meeting	An informal meeting of staff to discuss the tasks for the day and to raise known safety considerations
WHS Documents	WHS policies, procedures, guidance, registers and forms which are approved as the control copies and managed accordingly.
WHS goal	Emerges as the result of strategic thinking. A broad statement of what is to be achieved, so that the WHS strategic objective can be realised in the best possible way. The time frame for accomplishing goals is typically long-term, depending on the complexity of obstacles standing in the way.

Goals provide direction, highlight priorities, and support effective decision-making. They enable the WHS Improvement Framework to establish a program of Specific, Measurable, Achievable and Time based (SMART) activities so that Goals can be aspired to and progress and improvement measured over time utilising WHS Lead and Lag Performance Indicators, Measures and Targets |

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WHS Improvement Framework	A diagram which conceptualises the integration of the WHS Objective, Goals, Improvement Program and WHS Lead and Lag Performance Indicators, Measures and Targets. The WHS Framework enables a shared view of the WHS Planning system and its elements as required by the NSW Work Health and Safety Act 2011 No 10 (The Act). It also enables an improvement plan to be developed as recommended by the AS/NZS ISO 45001 for WHS Planning.
WHS Improvement Program	A program of projects and activities designed to continuously improve the elements of the WHS framework at Yass Valley Council over the short medium and long term. It identifies the capital and non-capital projects and other key activities required to deliver the WHS Goals and to improve safety and wellbeing of those who work (including contractors), volunteer or visit our work places. The program identifies what is to be done and by when, who is accountable for doing it and (where appropriate) provides indicative costings for those things that require resources. This will enable the Principal Activities and a forward program of continuous improvement for WHS to be included in Yass Valley Council's Delivery Program.
WHS Objective	Describes the longer term desired state for Work Health and Safety at Yass Valley Council. It articulates the Council's aspiration for the future so that WHS Goals can be developed and actions and projects strategised, planned and coordinated to bring it to fruition.
Worker	A person who carries out work in any capacity for Council. This includes an employee, contractor, subcontractor, labour hire employee, work experience student or volunteer.
Workplace	Is a place where work is carried out for a business or undertaking by YVC workers in the course of their duties and includes any place where a worker goes, or is likely to be and includes a vehicle, vessel, aircraft or mobile structure while at work.
Work Site	A temporary YVC workplace

YVC contractor workplace	Is a place where work is carried out under the control of a YVC contractor for a business or undertaking and includes any place where a worker goes, or is likely to be and includes a vehicle, vessel, aircraft or mobile structure while at work.
YVC workplace	Is a place where work is carried out by YVC staff or volunteers in the course of their duties and includes any place where a worker goes, or is likely to be and includes a vehicle, vessel, aircraft or mobile structure while at work.

APPENDIX B

WHS IMPROVEMENT PROGRAM

IMPLEMENTATION SCHEDULE

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REF	DESCRIPTION	OF PROJECT/ ACTIVITY	START DATE	COMPLETION DATE	ACCOUNTABILITY (Where a Team is Listed the role shown in Bold is accountable for the Tasks delivery)	WHS Goal
1. Completed Quarter Three 2022 – July to September 2022						
1.	Existing WHS Documents (Project ref 1,12,13,30,31)	To list all existing WHS Documents categorised as :- 1. Policies 2. WHS Administrative procedures 3. WHS Specific procedures eg • SWMS • SOPS 4. Existing WHS forms eg JSAs, Incident/Hazzard Reports 5. Existing WHS Registers eg asbestos register 6. Existing WHS Schedules of Inspections eg fire extinguishers As a basis for further review, updating and WHS document gap analysis	1st July 2022	30th September 2022	WHS Officer	Strong Leadership and Governance
2.	WHS Communication Plan	To develop, maintain and implement a WHS Communication Plan with recurrent communication milestones that targets all staff to :- 1. Promote the 'SAFTEY Goals' using many formats 2. Provide regular updates on WHS trend data 3. Provide content for Tool Box Meetings (as appropriate) 4. Promotes WHS excellence 5. Supports Senior staff with key messages when visiting workplaces 6. Promote the activities of the WHS Committee	1st July 2022	30th September 2022	Manager Media and Communications	Strong Leadership and Governance

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		With effectiveness reported in accordance with the Draft Performance Indicator WHS 27				
3.	VAULT Implementation - Procurement (Project Ref 3,14, 49)	To finalise the supply contract with StateCover to implement VAULT and specify the scope of works required to ensure its:- 1. Interoperability with other related YVC software 2. Ability to report at varying levels across the organisation 3. Ability to amend the YVC centric forms and documents	1st July 2022	30th September 2022	**Director Corporate & Community** Manager ICT Manager Organisation Development Co-ordinator of Risk	Appropriate Technology
4.	WHS Safety Committee	To provide appropriate training to the members of the WHS Committee on :- 1. Roles and responsibilities 2. The WHS Improvement Framework and its Improvement program 3. WHS Legislation Implement when completed and report in accordance with the Draft Performance Indicator WHS 21	1st July 2022	30th September 2022	Learning and Development Officer	Evolve our Capability
5.	Incident and Hazard Reports- Project Scope (Project Ref 5,15,16)	To complete a project scope for establishing a Controlled Register of Incident and Hazard Reports, and Safety Compliance Requirements, so that they can be reported by :- 1. Category 2. Importance (high medium or low) and are supported by processes and workflows which can be uploaded into VAULT (when ready).	1st July 2022	30th September 2022	WHS Officer	Target Improvement

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6.	Tag Out of Faulty Plant and Equipment	To review the current 'Tag Out' procedures for faulty Plant and Equipment and adopt a standard procedure to:- 1. Optimise safe usage 2. Minimise lost time due to non-availability of plant or equipment Implement when completed and report in accordance with the Draft Performance Indicator WHS 13	1st July 2022	30th September 2022	WHS Officer	Fit for Purpose Plant, Equipment and Workplaces
7.	Safety Signage	To review the current condition, storage and availability of safety signage and equipment, especially to meet the surge in demand during extreme weather and other emergencies and purchase additional equipment as required, in consultation with key staff	1st July 2022	30th September 2022	Depot Administration Support Officer	Fit for Purpose Plant, Equipment and Workplaces
8.	WHS Improvement Program – Indicative Costing	To finalise the WHS Improvement Program's component projects and activities and estimate the 'indicative costings', and source of funding for the resources required to implement	1st July 2022	30th September 2022	**Director Corporate & Community** Members of the Executive Management Team	Strong Leadership and Governance
2. Completed Quarter Four 2022 – October to December 2022						
9.	WHS Improvement Program – Resource Approval	To seek Council's approval for the WHS Improvement Program's resource requirements and their inclusion in the 2022/25 Delivery Program	1st October 2022	31st December 2022	General Manager	Strong Leadership and Governance

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10.	Compulsory Certificates	To Develop a Policy and Procedure for maintaining Compulsory Certificates which includes : 1. Monitoring and notification of renewal 2. Training support for those that require them and commence a rolling program of compulsory training for those that are required or out of date. Reported in accordance with the Draft Performance Indicator WHS 20	1st July 2022	31st December 2022	Learning and Development Officer	Evolve our Capability
11.	Improvement Program – Staff Engagement	To undertake a staff awareness roadshow on the content of the WHS Improvement Program, presented at each workplace and establish a schedule of ongoing staff engagement on its progress (as a component of the WHS Communication Plan)	1st October 2022	31st December 2022	**Director Corporate & Community** Members of the Executive Management Team Manager Media & Communications	Strong Leadership and Governance
12.	WHS Document – Style Guide	To develop a Style Guide for all WHS Documents including:- 1. Corporate look and feel 2. Plain English drafting 3. Simple form design 4. Vault compatibility Report in accordance with the Draft Performance Indicator WHS 15	1st July 2022	31st December 2022	**Director Corporate & Community** Manager Media & Communications Consultant	Strong Leadership and Governance
13.	WHS Document - Gap Analysis	To review all existing WHS documents to identify gaps and draft additional WHS documents as required	1st July 2022	31st December 2022	**WHS Officer** Consultant	Strong Leadership and Governance

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14.	VAULT Implementation – Project Plan	To develop a Project Plan for the staged roll out of all VAULT modules which addresses its interoperability requirements and enables performance reporting	1st October 2022	31st December 2022	**Manager ICT** Vault Nominee	Appropriate Technology
15.	Corrective Action Register and Reporting	To complete a controlled register of Corrective Actions for incident, hazard reports and safety compliance inspections reported by :- 1. Category 2. Importance (high, medium and low) Supported by processes and workflows that enable :- a. Paper based reporting format that reflects VAULT reporting b. Follow up by accountable people managers c. Feedback to those that reported d. Analysis of safety patterns e. Document and filing controls in MagiQ with the archiving of all non-compliant documents Reported in accordance with the Draft Performance Indicator WHS 9	1st July 2022	31st December 2022	WHS Officer	Strong Leadership and Governance

16.	Rolling Program of Safety Compliance Inspections	To develop a Policy and Procedure for Safety Compliance Inspections which include:
		1. Inspection categories eg :-
		   a. Job Safety Assessments
		   b. Compulsory Certificate compliance
		   c. Electrical appliances
		   d. Workstation compliance
		   e. Lighting level adequacy
		   f. Fire Extinguishers
		   g. Safety Awareness Signage
			1st July 2022	31st December 2022	WHS Officer	Fit for Purpose Plant, Equipment and Workplaces

		h. Chemical storage i. Plant maintenance j. Equipment maintenance k. Cabling etc (to name a few) as relevant to each workplace 2. Standardised paper based reporting formats that reflects VAULT reporting requirements 3. Rectification procedures which comply with the Hazzard Reporting procedures 4. Document and filing controls in MagiQ *and* commence a rolling program of workplace inspections reported in accordance with the Draft Performance Indicator WHS 6				
17.	Toolbox Meeting Guidelines	To develop Toolbox Meeting Guidelines that:- 1. Define their purpose 2. Link to the WHS Communications Plan 3. Provide tips for those that convene them on making them relevant and effective And promote to all staff	1st July 2022	31st December 2022	WHS Officer	Fit for Purpose Plant, Equipment and Workplaces
18.	Electrical Isolation and Withdrawal	To develop a Policy and Procedure for the isolation of electrical plant and equipment when under repair and for the withdrawal of faulty electrical equipment, cabling etc	1st July 2022	31st December 2022	WHS Officer	Fit for Purpose Plant, Equipment and Workplaces

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19.	Register of Contractors and Suppliers	To establish and maintain a controlled register of contractors and suppliers which records their compliance with WHS standards and records :- 1. The results of workplace safety inspections 2. Their compliance with contractual WHS standards And supports background checks for future procurement	1st July 2022	31st December 2022	**Risk Coordinator** Engineering Support Officer	Strong Leadership and Governance
20.	Compliance Inspections	To establish a Schedule for an Annual Program of Safety Compliance Inspections of all workplaces including :- 1. Establishing a Safety Compliance inspection procedure with relevant categories for each workplace 2. Using standard forms and procedures provided in VAULT 3. Rectifying notification procedures and follow up appropriate to the transfer to VAULT when available and implement the inspection program	1st July 2022	31st December 2022	WHS Officer	Fit for Purpose Plant, Equipment and Workplaces
21.	Staff Perception Survey	To amend the staff perception survey to incorporate questions relating to the staff's perception of :- 1. WHS commitment by Senior Leadership 2. WHS commitment by Middle management 3. Provision of safety information Staff engagement on safety	1st October 2022	31st December March 2022	Director Corporate & Community	Empowerment and Accountability

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3. Completed Quarter One 2023 – January to March 2023						
22.	WHS Delegations	To review and consistently realign the WHS Delegations of Authority from the General Manager to appropriate and comparable positions across the Council	1st July 2022	31st March 2023	Manager Governance	Empowerment and Accountability
23.	WHS Improvement Program – Progress Review	To develop and implement a review and reporting process for monitoring the implementation of the WHS Improvement Program and for reporting to the :- 1. Council 2. Executive Management Team 3. Staff	1st January 2023	31st March 2023	Director Corporate & Community	Strong Leadership and Governance
24.	WHS Process Improvement Methodology	To develop a Process Improvement Policy, Procedure and Guidelines which includes:- 1. Council's commitment to support improvement 2. Process mapping 3. Use of data 4. Engagement methodologies 5. Process improvement methodologies To be used for training teams when embarking of WHS process improvement	1st January 2023	31st March 2023	**Director Corporate & Community** Consultant	Target Improvement
25.	WHS Project Management	To develop an appropriate WHS Project Management Methodology and Guidelines, to be used for training of nominated project managers prior to undertaking a capital or non-capital WHS project	1st January 2023	31st March 2023	**Director Corporate & Community** Consultant	Target Improvement

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26.	Training Program – Project Scoping (Project Ref 4,10, 25,26,27, 39,40,42,43,44,46)	To scope a project for the implementation of the training program - for all training requirements as outlined in the WHS Improvement Program	1st January 2023	31st March 2023	**Manager Organisational Development** Learning and Development Officer	Evolve Our Capability
27.	Training Plan -WHS Leadership Development	To develop and implement a WHS leadership training module for those that manage others, including:- 1. Roll out of the Improvement Program 2. Understanding their role in creating an effective WHS culture 3. Application and use of WHS Performance Indicators 4. Skills in communications and counselling for improvement	1st January 2023	31st March 2023	**Director Corporate & Community** Learning and Development Officer Consultant	Target Improvement
28.	Work Health and Safety Manager	To recruit a Work Health and Safety Manager as the accountable officer to : 1. Oversee the further refinement of the Safety Performance Indicators, Measures and Targets 2. Act as the business owner of VAULT and ensure its full roll out in accordance with a detailed project plan 3. Maintain the Registry of all WHS Documents and their controls 4. Oversee the roll out of appropriate staff training in the use of WHS data, systems and improvement processes 5. Provide WHS reports as required to the Executive	1st January 2023	31st March 2023	Director Corporate & Community	Evolve our Capability

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		6. Identify priorities for WHS improvement and implement specific projects to do so 7. Identify the appropriate Accountabilities, Delegations of Authority and Performance Indicators applicable to each role				
29.	Change Manager	To recruit a Change Manager as the accountable officer with program and project accountability for the:- 1. Development of a detailed project plan for the implementation of the WHS Improvement Program 2. Delivery of project plans, in an integrated and coordinated way to time and budget 3. Maintenance of project control and oversight 4. Provision of support to WHS project teams 5. Provision of monthly updates on its progress and adjustments as required	1st January 2023	31st March 2023	Director Corporate & Community	Evolve our Capability
30.	WHS Documents - Style Guide Updates	To develop a prioritised program for the staged release of all WHS Documents in the new style Guide and progressively complete their upgrades in Alignment with VAULT implementation	1st July 2022	31st March 2023	**Manager Organisation Development** Manager Media & Communications Manager Customer Services (Magiq Docs)	Strong Leadership and Governance

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31.	WHS Documents - Register	To establish and maintain a controlled Register of WHS Documents:- 1. Review current document filing protocols in MagiQ and realign to the WHS Improvement Framework 2. Establish document and filing controls in MagiQ and archive all non-compliant documents 3. Review and report compliance with WHS legislation, standards and controls to the Executive quarterly	1st July 2022	31st March 2023	**Manager Customer Service** Manager Organisation Development Manager Governance	Strong Leadership and Governance
32.	Guidelines - Selection of Plant and Equipment	To develop Guidelines for the inclusion of staff in the specification and selection of plant and equipment suitable for the safe operations of their workplace	1st January 2023	31st March 2023	**WHS Officer** Procurement Officer	Fit for Purpose Plant, Equipment and Workplaces
33.	Compliant Equipment - Access to Data	To provide WHS compliant equipment and facilities to enable training and access by all staff for:- 1. Council WHS documents 2. WHS Learning and Development modules 3. WHS communications and dashboard reports 4. Emails	1st October 2022	31st March 2023	**WHS Officer** Co-ordinators Supervisors	Fit for Purpose Plant, Equipment and Workplaces
34.	Take Five Methodology	To review the application of 'Take Five' methodology as a preferred format for Job Safety Assessments and if appropriate incorporate into the suite of controlled WHS documents	1st January 2023	31st March 2023	WHS Officer	Fit for Purpose Plant, Equipment and Workplaces

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4. Completed Quarter Two 2023 – April to June 2023						
35.	Improvement Program – GHANNT Chart	To develop a Ghannt Chart for the implementation of the WHS Improvement Program which identifies interdependencies between:- 1. Project Milestones 2. Key Activities 3. Timing and supply of resource requirements and report on progress	1st April 2023	30th June 2023	Change Manager	Strong Leadership and Governance
36.	Performance Indicators – project Scope (Project Ref,36,37,38, 47, 49)	To scope the Performance Indicators implementation project required to implement the WHS Improvement Program	1st January 2023	30th June 2023	WHS Manager	Target Improvement
37.	Performance Indicators – Selection	To finalise the suite of WHS Performance Indicators, measures and targets and methodology for their application, including:- 1. Data Collection and control 2. Performance reporting 3. IT systems integration 4. Dashboard reporting 5. Leadership team review 6. Continuous Improvement Including consultation with the staff involved in their collection and performance assessment	1st January 2023	30th June 2023	WHS Manager	Target Improvement
38.	WHS Performance Indicators - Workflows	To develop a workflow for each WHS performance indicator (involving consultation with relevant staff) so that:- 1. Appropriate data inputs link to them 2. Data sets are stored and controlled in the most appropriate IT system	1st January 2023	30th June 2023	WHS Manager	Target Improvement

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		3. Ownership of data sets is clear 4. Data reports against established targets 5. Data is reported at the right levels within the organisation's hierarchy with the ability to accumulate vertically				
39.	Amend Position Descriptions	To review (and update if necessary) all Position Descriptions to ensure that relevant WHS Delegations of Authority are included and align to :- 1. Comparable bands, levels and roles 2. Comparable levels in the Capability Framework And consult with staff as necessary	1st April 2023	30th June 2023	Manager Organisation Development	Empowerment and Accountability
40.	Project Management Training	To provide appropriate training in project management (as required) for those accountable for WHS Project delivery	1st April 2023	30th June 2023	Change Manager	Evolve our Capability
41.	Staff Engagement in Change Management	To review all WHS change projects to ensure that staff engagement, user testing and communication is planned as part of their implementation and that staff are empowered to propose changes	1st April 2023	30th June 2023	Change Manager	Empowerment and Accountability
42.	Scoping WHS Training Program	To develop a program for the roll out of the WHS Safety Training Plan for each staff member which:- 1. Aligns to their Position Description 2. Optimises on line training modules 3. Prioritises those most at risk 4. Is recorded in ELMO 5. Aligns to their Delegations of Authority	1st April 2023	30th June 2023	**Director Corporate & Community** Consultant	Evolve our Capability

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43.	WHS Training Program	To commence the implementation of the WHS Training Plan in accordance with the scoped program for its roll out	1st April 2023	Ongoing	Learning and Development Officer	Evolve our Capability
44.	Training Modules in ELMO	To review existing on line training modules available in ELMO, identify gaps and source/ develop required modules to support the WHS Training Plan	1st July 2022	30th June 2023	Learning and Development Officer	Evolve our Capability
45.	MagiQ Documents – Automated filing and retrieval	To enable the management of WHS documents in MagiQ to support access to remote locations: 1. Automatic Filing of WHS documents 2. Easy retrieval of WHS Documents	1st January 2022	30th June 2023	Coordinator Customer Service	Appropriate Technology
5. Completed Quarter Three 2023 – July to September 2023						
46.	WHS Training Register	To complete all WHS training registers in ELMO's (Learning and Development Module) to record and track the completion of all compulsory and non-compulsory training requirements for each staff member against their WHS Training Plan	30th July 2023	30th September 2023	Learning and Development Officer	Evolve our Capability

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47.	WHS Performance Indicators – Allocation	To allocate appropriate WHS Performance Indicators to staff for the 2023/24 year	1st January 2023	30th September 2023	WHS Manager	Target Improvement
6. Completed Quarter Four 2023 – October to December 2023						
48.	VAULT – Completion of roll out	To complete the roll out of all Vault applications including the training of staff in its use as appropriate	1st January 2023	31st December 2023	WHS Manager	Appropriate Technology
49.	Performance Indicators – Dashboard Reports	To develop appropriate VAULT generated dashboard summaries which provide data for the results for each WHS Performance Indicator against target which:- 1. Show performance trends over time 2. Use simple graphical images 3. Are used to :- a. Target areas for improvement b. Keep staff informed c. Update Council and other agencies as required	1st March 2023	31st December 2023	WHS Manager	Appropriate Technology
50.	Performance Management - Project Scoping (project Ref 50,52,54)	To scope a project for the implementation of the Council's Corporate Performance Management process including the WHS performance measurement	1st October 2023	31st December 2023	Change Manager	Empowerment and Accountability
7. Completed Quarter one 2024 – January 2024 to March 2024						

51.	Audit Program	To include two WHS audits in the annual audit program to:- 1. Validate the integrity of data used in safety performance reporting 2. Validate the use of WHS delegations 3. Assess the effectiveness of WHS performance reviews	1st January 2024	31st March 2024	Risk Coordinator	Strong Leadership and Governance
52.	Performance Management - Methodology	To develop an appropriate Council wide Performance Management Methodology and Guidelines with the inclusion of the assessment of :- 1. WHS performance Indicators and targets 2. Application of safety capabilities and behaviours	1st January 2024	31st March 2024	**Director Corporate & Community** Consultant	Empowerment and Accountability
53.	Hand Held Devices - WHS technology	To provide hand held devices to all of those with accountability and delegation for establishing and maintaining site safety in remote locations and in particular:- 1. Align their roll out to controlled WHS documents 2. Train users in their use 3. Ensure interoperability with MagiQ docs 4. Ensure interoperability with VAULT 5. Ensure network connectivity	1st January 2024	31st March 2024	**WHS Officer** Co-ordinators Supervisors	Appropriate Technology

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8. Completed Quarter Two 2024 – April 2024 to June 2024						
54.	Performance Management	To train staff in the application of the Council Performance Management methodology for its introduction for the 2024/5 year	1st January 2024	30th June 2024	**Director Corporate & Community** Consultant	Evolve our Capability
55.	Reward And Recognition - WHS	To implement a range of staff acknowledgement processes, rewards and events which appropriately recognises individuals or teams who have demonstrated 1. Outstanding commitment to WHS practices 2. Significant improvements in WHS performance targets 3. Innovative approaches to safety In addition to the Council's Reward and recognition Program.	1st January 2024	30th June 2024	Manager Organisation Development	Empowerment and Accountability
56.	Mentoring Program	To develop a formalised WHS mentoring program which connects those staff experienced in WHS improvement with those that wish to learn more	1st January 2024	30st June 2024	Manager Organisation Development	Empowerment and Accountability

APPENDIX C

PRELIMINAY ASSEMENT OF THE SUITABILITY OF VAULT AS AN APPROPRIATE WHS MANAGEMENT IT SYSTEM

1.0 Context

In recognition that a critical component of the WHS Improvement Program will be the selection of a WHS Information Technology (IT) System to capture and report WHS data; YVC requested HS to undertake a preliminary assessment of whether the VAULT software system would meet its WHS IT system's needs.

Council is a member of StateCover Mutual and as such, has access at no cost, to VAULT and its suite of systems solutions. This a preliminary assessment of VAULT'S suitability for providing the WHS support and reporting requirements at YVC. It should not be construed as a full technical assessment of VAULT'S suitability (speciality in its ability to communicate with existing YVC systems) as this requires the expertise of a Systems Analyst and will be undertaken by YVC IT staff.

This preliminary assessment undertaken by HS reviews:-

- Systems reporting requirements of AS/NZS ISO 45001 (the Standard) for WHS Planning
- Links to the WHS Planning Framework and the WHS IT Systems Goal
- Current WHS IT Systems in use at YVC
- Suitability of VAULT

2.0 Reporting Requirements

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The WHS Planning standard AS/NZS ISO 45001, recommends the use of WHS Lead and Lag performance indicators based on reliable data. Lead and Lag indicators enable progress to be measured over time, so that planning for improvement can be targeted at those areas that require attention.

This requires an organisation wide WHS IT software system which is consistently used, collects data from multiple areas, links with existing software (such as training and development), is supported remotely and has the reporting modules from which a workplace culture of WHS compliance and improvement can be built.

Fig 1.0 Examples of Lead and Lag Indicators

Examples of Lead Indicators	**Examples of Lag Indicators**
• Percentage of staff who have successfully completed safety training	• Number of major risk incidents
• on-time	• Recordable incident frequency
• Investigations completed on time	• Injury frequency and severity
• Number of job safety analyses carried out v target	• Lost workdays from injury
• Health and safety risks identified and corrected	• Value of damaged property
• Employee perception surveys	• Safety committee attendance of key personnel
• Health and safety audits	• Number of hazard/safety reports
• Frequency of health and safety meetings	• Number of safety newsletters issued
• Near-miss reporting	• Number of formal risk assessments
• Effectiveness of investigations	• Number of safety surveys
• Frequency of safety communication and consultation activities	

Our preliminary investigation has found that YVC's current WHS systems do not enable these performance indicators to be developed and reported because:-

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1. No lead and lag performance indicators are currently available from WHS systems to monitor the WHS environment and drive a culture of continuous improvement

2. Data relating to compliance or noncompliance with safe work practices across *all* of Council's operations is not available or monitored

3. The current paper/ form based approach to WHS data management at YVC is inconsistently used and applied in different ways by different work teams and is not centrally collected or reported into an IT based reporting system

4. Essential workplace safety data including Safe Work Methods (SWMS) and Job Safety Assessments (JSA's) forms are not easily accessed at every workplace and therefore are not filled in and data is not collected centrally in an electronic format

5. Work arounds are used for mandatory reporting of WHS data to external agencies and separate spreadsheets are used which do not link to a central reporting function

6. Contactor compliance with safety requirements is not captured electronically in a centralised system

7. There are several different WHS systems in use at YVC which are not universally used

8. Data integration between various IT system requirements for WHS reporting is not planned or controlled in ways that provided integrated WHS reports

9. There are a number of WHS registers and safety reporting requirements that are not systems supported (eg near near miss reports, volunteer registers etc)

3.0 Links to the WHS Planning Framework

The standard also requires YVC to develop WHS Objectives and Goals which clarify its approach. Within the WHS Planning Framework, a specific goal is required to enable the development of a WHS IT systems approach to be planned in detail. Once the appropriate software system solution has been selected, the roll out of it will require integrated project planning, have a nominated 'systems owner', be supported by IT staff, and involve the users in its design and user testing. HS believes that if YVC appoints a Manager WHS, this would be the appropriate role to ensure that the system is constantly reviewed and maintained as fit for purpose. However without an appropriate WHS IT system to support a safety culture, the ability of YVC to improve its WHS planning environment will be severely restricted.

Whilst the introduction of an IT systems in itself will not improve safety, it reinforces consistency in the way that safe work practices are informed, planned, implemented, reported and monitored. This will enable appropriate managerial interventions for improvement when needed, at all levels across the organisation.

An appropriate WHS system is therefore a critical component of the delivery of the Work Health and Safety Objective:-

To create the best possible work health and safety practices and settings which prevent injury and ill health to those who work, volunteer or visit our workplaces

The following goal has been included in the WHS Improvement Framework to focus on this objective:-

WHS Goal 2 - Appropriate Technology

To provide appropriate, accessible, user friendly technology that enables relevant WHS information and data to be easily provided, filed and reported

The focus areas for this goal includes (but are not limited to):-

- Provision of appropriate intuitive technology (including software and hardware) in the most appropriate workplace locations

- Data integration across relevant IT platforms which minimises 'work arounds'

- Data reporting which aligns to the organisation's hierarchy

- Automated filing of identified records and forms

- Remote access to WHS data and reporting requirements

- 'On line' reporting which minimises paper and is intuitive, and optimises reporting of WHS data

- Document storage and retrieval process which are intuitive and easy to use

- Staff engagement and consultation in content, design, and data management processes

4.0 Current WHS IT Systems in Use at YVC

WHS IT systems development and integration at YVC is piecemeal and underutilised. There are currently several different software systems in part use at YVC and a lack of consensus throughout management had previously existed as to the best WHS systems solutions to use moving forward and the most appropriate business ownership of them. However the ET have now determined that VAULT is likely to be the WHS management software of choice.

The WHS systems currently deployed at YVC include: - iAUDITOR, SMART SHEETS, RMS (reporting on WHS using data 'workarounds'), ASETIC and parts of a contractor management data on separate spreadsheets. This lack of business discipline relating to IT systems has resulted in a range of independent spreadsheets being used to manage WHS and other safety data exposing the organisation to risk.

These systems are not controlled, only partially deployed across the organisation, are not supported by easily accessible technology and do not integrate and link with the other reporting functions required to support a cohesive view of the WHS environment. IT Systems interoperability (their ability to talk to each other and to share data) is not effective and leads to duplication of effort, work arounds and the lack of reliable reporting of WHS data.

For example, iAuditor is one of many Cloud based apps and is principally used as an inspection and audit tool when used for WHS.YVC has 20 licences for iAuditor and some (but not all staff use it). iAuditor is understood to have limited fields for lead and lag indicator reporting. iAuditor licences are currently $19 USD per licence.

It is considered that this product does not have the full range and functionality offered by the full suite of VAULT products (which also has a workplace inspection and audit tools with similar capabilities to iAuditor).

Existing software systems in use at YVC which will have interoperable relationships with VAULT include :-
- Records Management (MagiQ)
- Staff training modules (ELMO)
- Payroll for staff changes and organisational structure control (ELMO)
- Plant Management (Intelitrac)

A full assessment of the ability of these systems to speak with VAULT is required by Council's IT staff so that VAULT can report from these data bases without the need for work arounds.

In addition to the above, we understand that there are a range of other 'uncontrolled' spreadsheets used for maintaining, analysing and reporting WHS data. This places the Council at risk of data leakage, unnecessary duplication or data corruption, loss of data if staff move on and their spreadsheets are not kept in a controlled environment. Over time the staff involved in collecting data in theses spreadsheets should identify how their data can be recorded or reported in VAULT.

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Remote Access

Any WHS IT system must be versatile and accessible throughout remote locations, if it is to replace paper data gathering approaches. YVC has recently been upgrading its cable connections to remote locations.

The Infrastructure and Assets Group has purchased a number of hand held devices for remote workers. This upgrade is necessary and timely and provides a good foundation for the roll out of a WHS IT system. However until the WHS system and its component parts have been designed, user tested and training in their use implemented, they cannot be rolled out.

Hand held devices, must be as robust as possible for use in all workplaces including, dusty, muddy and wet locations. The requirements for handheld WHS tools in the field, is not only limited to Infrastructure and Assets group but have application to other officers such as health inspectors and rangers in Planning and Environment. Currently there is no policy establishing who should receive hand held devices at YVC.

5.   Suitability of VAULT

VAULT is provided free of charge to YVC by StateCover Mutual (StateCover). StateCover has teamed with a Risk Management Software provider DAMSTRA (previously Vault Intelligence) to provide an end to end online risk management solution to all StateCover Member Councils. This partnership has allowed StateCover to integrate into the DAMSTRA VAULT product processes, procedures and other documentation to assist any Council implementing VAULT to follow instructive steps for the implementation of each module.

At the commencement of the Agreement in 2019, StateCover funded additional content worth $495,000 to provide the customisation of software to suit local government requirements. StateCover's partnership with DAMSTRA concluding in 2025.

StateCover's agreement to support VAULT with YVC provides the following service in accordance with the licence agreement at no costs:-

1. Platform, including Data and Use
2. Intellectual Property
3. Data Security
4. Costs
5. Termination

Under this agreement YVC has responsibility to:-

1. Use and not misuse Vault
2. Maintain confidentiality
3. Meet any costs agreed with the exception of subscription fees or charges for use of the platform which the agreement specifies are without charge
4. Manage the implementation of the Platform

VAULT has been progressively implemented by many Councils across NSW and this provides opportunities for additional sharing and learning from similar operators and license holders. Yass Valley Council was of the belief the implementation of VAULT could not be undertaken until after June 2022, although no proof can be found to confirm this view.

HS has been provided access to the VAULT demonstration videos and from that analysis has summarised the following as a preliminary assessment only. A more detailed analysis of VAULT's compatibility with other related YVC systems and its ability to be modified in ways that suit YVC has yet to be undertaken, but this is outside the scope of the current contract with HS and will require the expertise of an IT systems analyst before a definitive decision can be made.

5.1 VAULT Capability

5.1.1 Overview

VAULT is an integrated software solution designed to operate locally or remotely. Remote operations allow authorised users the options of accessing and reporting:-

- Incidents including near misses

- Undertaking Job Safety Audits (JSA) before commencing any work

- Tracking meetings and toolbox attendances

- Tracking training

- Tracking plant maintenance, servicing and repair

- Licenses

- Personal Protective Equipment

- Medicals

- Chemical Registers

- Asbestos registers

- Injuries

- Corrective actions

- Workers Compensation and Recover at Work (*Note:-* Whilst the incidents need to be recorded leading to any lost time injury or near miss in Vault, it may still be required for confidentiality reasons, to continue to use the MagiQ system retaining links to personnel files).

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The above information is displayed to authorized users in a Dashboard. The Dashboard can be configured to meet user requirements with additional reports generated using parameters set up by the user through Excel which is part of the Vault software suite.

VAULT has several Lead and Lag indicators set up within the system which rely on data being populated in the component parts of VAULT to allow reports to be built and displayed on the Digital Dashboard. It also uses system filters and categories which can be chosen to enhance reporting requirements.

VAULT relies on the efficient notification of events to start the process of RISK tracking and reporting. The structure of the entire systems within VAULT relies on:-

- Employee name and number is a subsystem PEOPLE. This component of Vault requires the collection of data for:-

  o Contractor Companies

  o Contractors Workers

  o 3rd party site visitors

  o Training course registers/scheduling/training needs analysis

  o Worker register which includes an employee number and name to auto populate other subsystem information such as incident/plant.

  o Volunteer Register

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Systems Integration Issue - MagiQ & ELMO

The maintenance of employee records is currently maintained in the MagiQ system to support the payroll function/HR system and Training system in ELMO. For VAULT to be effective, any changes made in one system must be updated by background changes developed by ICT staff to reduce rework. The integration of all systems using common name and address functionality for staff needs to be flow charted to facilitate management decision making to ensure maximisation of system functionality.

5.1.2 The Risk Module in VAULT

The Risk module allows the recording of events using employee numbers and names, type of injury/incident, date, event categorisation (with 6 defaults set by the system), severity, status, who reported the incident, location and time of the incident, event description, events reviews which identifies and can track actions through to the Dashboard – *Note* Photographs can be uploaded remotely as part of the incident/event notification process.

Other elements of the RISK subsection are;

- Listing of emergency response personnel (including an image)

- Fire Wardens

- First Aid Providers

- Facility and site emergence evacuation

- Job Site Assessments (JSAs) /Safe Work Method Statements (SMS) are fully supported by the system. JSA's can be entered remotely or centrally with the software specifying fields. The TAKE5 (a form of JSA) can be designed and

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loaded into the JSA functional area as required for completion on the site. Vault has filters and categories set within the system.

- Risk assessment standard

- Risk Assessment WHS Specific with filters and categories set within the system and incorporates action plans and review points.

- Risk Register Review

All components parts of the RISK subsystem allows system-based date and action follow ups with email reminders and updates on incomplete events appearing on Dashboards which enables compliance and follow up to be monitored)

5.1.3 The Compliance Module in VAULT

The compliance module includes:-

- Governance management (including system scheduling)

    o   Improvement Project Scheduling

    o   Meetings

    o   Toolbox

    o   Internal Audit Reviews

    o   3rd Party Reviews ie StateCover/SafeWork

    o   Asbestos including location/competent persons/etc

    o   Asbestos register review

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o   Health and Safety Groups including Committee/ Emergency Fire   Wardens/first aid

o   Observations ie what staff see and want to lodge/management inspections

o   Documents

o   Health surveillance

5.1.4 The Asset Module in VAULT

The Asset Module includes:-

- PPE Register which includes product group/body location/cost

- Plant and Equipment which includes all aspects of ownership

- Substances includes chemicals and chemical register

- Transport ie motor vehicles

- Register Review

- Transport Register which includes maintenance and service, certification such as forklift, inspections such as SOP at start of day, insurance and photos.

> **Links to other Asset Systems**
> - The inter relationships within the VAULT system allows for the development of complete whole of life data sets against risk environments.
> - The maintenance of plant and equipment records is currently maintained in the MagiQ or an asset system and maintenance of plant within Ausfleet
>
> YVC Council will need to determine how to best integrate its asset management modules to suit its business requirements

5.1.5 Additional Damstra Systems Available in VAULT

Damstra have recently developed other related functions that can be utilised in VAULT

- A Contractor Management System designed to collect relevant information from current or future contractors. This system requires the contractor to complete their own details including insurances which can be checked against the original source disclosed by the contractor. This system also allows Council to include relevant induction material (including testing) which can be completed before any visit to a work site.

- A recently released solo worker function which uses smart devices such as the Samsung and recently Apple watch platforms. The compatibility of the Solo worker platform and its relationship to VAULT will require testing. There is no suggestion that Solo needs to be considered until the overall benefits of implementing VAULT are available.

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6.0 Conclusion

Helpful Solution's preliminary assessment of the StateCover's VAULT system is that it has the potential to provide Yass Valley Council with a cost effective solution to manage its WHS risk environment. It has a comprehensive range of WHS applications that if fully deployed and integrated can support the WHS Objective whilst providing the foundation for effective WHS systems planning and reporting across Council. The proper introduction of VAULT will definitely improve the current approach to WHS IT systems at YVC.

Apart from its local government centric applications, the use of VAULT has other benefits:-

- It is provided at no cost to Council (in terms of software purchase costs)

- Council is contracting with the StateCover Mutual and not with Damstra and therefore benefits from the reach and learnings from other Councils and the size of the maintenance contract between StateCover and Damstra

- Other internal WHS independent systems may be consolidated into VAULT which currently are not compatible with each other

- The reduction in the number of other 3rd party software managed by ICT

- The contractor management functionality (also provided by StateCover) will offer security to staff engaging any contractor large or small to ensure they have all of the required insurances and comply with WHS safety requirements before entering any of Council's sites

- Council can liaise with other local government VAULT users to learn from their set up challenges and the use of its data for reporting

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It should be noted that this preliminary assessment is based on our preliminary overview of VAULT'S modules. Before a final decision can be made by YVC, HS recommends that further due diligence is undertaken to determine how data integration with existing key software and VAULT can be achieved. This due diligence should be undertaken by an IT systems expert; and the Manager of IT at YVC has offered his services to do so.

Implementing a system change of this magnitude requires careful planning and execution and will take time to fully plan and implement. If the decision is taken by YVC to commit to VAULT, HS strongly recommends that a management of change project is planned and executed to ensure risks are managed and that the roll out is well understood and accepted by the front line staff . This change plan will require the commitment of senior management to ensure that the project is well planned, resourced, communicated and sustained over time and that that the information gathered is used for continuous improvement.

Any implementation of an organisation wide solution should not only be subject to software and compatibility due diligence, but be developed as a user friendly tool that will be easily accepted by those that use them. This will require the system, data sets and forms to be appropriately designed and fully user tested with front line staff prior to their roll out. If this this is not done then staff will lose confidence in a system that is introduced and then later changed because due diligence on their requirements were not understood and addressed. User acceptance testing is the key to a quality outcome.

Any systems solution will need to be appropriately designed and set up so that its reporting functions provide the required reports at the required level throughout the organisation. This will provide the capability and confidence that the WHS culture and environment meets the requirements for continuous improvement of its WHS functions as required by the Act. Whilst there are imperatives associated with the lack of WHS systems which have been outstanding for some time, HS is of the view that a well-planned change solution will be the key to success. In the interim we believe that the current paper

based approaches are reinforced and consistently maintained and the urge to rush into a 'quick fix' by introducing a part solution that has not been fully tested, is resisted until a fully developed solution is implemented.

5.0 Recommendations

1. Adopt the following Goal as part of the suite of WHS Planning Goals

   To provide appropriate, accessible, user friendly technology that enables relevant WHS information and data to be easily provided, filed and reported

   The focus areas for this goal includes (but are not limited to):-

   - Provision of appropriate intuitive technology (including software and hardware) in the most appropriate workplace locations

   - Data integration across relevant IT platforms which minimises 'work arounds'

   - Data reporting which aligns to the organisation's hierarchy

   - Automated filing of identified records and forms

   - Remote access to WHS data and reporting requirements

   - 'On line' reporting which minimises paper and is intuitive, and optimises reporting of WHS data

   - Document storage and retrieval process which are intuitive and easy to use

   - Staff engagement and consultation in content, design, and data management processes

2. Confirm with StateCover the terms of the support agreement with Damstar and VAULT

3. Confirm with StateCover the timing for accessing the full suite of VAULT applications

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4. Undertake a systems compatibility and limitations examination of VAULT to ensure that data can be shared with other relevant systems and hardware used by YVC ie :-

    - Records Management (MagiQ)

    - Staff training modules (ELMO)

    - Payroll for staff changes and organisational structure control (Elmo)

    - Plant Management (Intelitrac)

5. Hand Held Samsung TabletsConfirm the ability of VAULT to be easily modified with plain English procedures and simplified forms

6. Confirm the inclusion of the latest Damstra in the VAULT Release for

    - A Contractor Management System

    - Solo worker which uses smart devices

7. If the systems analysis undertaken by YVC IT staff indicates that VAULT can share data with the other required data sets; prepare a systems roll out change management plan for its implementation with actions, implementation dates, and responsibilities that place an emphasis on the ease of operation, clarity of procedures and forms, the establishment of appropriate registers, user acceptance testing and report extraction of both lead and lag indicators and other relevant data at various levels across the organisation and comprehensive staff training, before its full roll out is implemented.

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a) Council Investments as at 31 Aug 2022

Investment Type	Market Value $	Credit rating	Date Lodged	Maturity date	Term (Days)	Rate
Cash Working Accounts						
NAB Working Account[1]	4,553,264.43	AA-/A1+	n/a	n/a	at call	1.85%
Tcorp Strategic Cash Facility[2]	4,858,431.47	Unrated	n/a	n/a	at call	0.53%
	9,411,695.90					
Term Deposits < 12 Months						
NAB	1,000,000.00	AA/A1+	08/03/22	05/09/22	181	0.65%
NAB	1,500,000.00	AA/A1+	23/08/22	22/12/22	121	3.05%
NAB	1,500,000.00	AA/A1+	23/08/22	23/11/22	92	2.85%
NAB	2,000,000.00	AA/A1+	27/07/22	25/10/22	90	2.70%
NAB	1,500,000.00	AA/A1+	29/07/22	25/01/23	180	3.20%
NAB	1,500,000.00	AA/A1+	31/08/22	30/11/22	91	2.95%
NAB	1,500,000.00	AA/A1+	31/08/22	28/12/22	119	3.15%
CBA	2,100,000.00	A+	26/04/22	27/01/23	276	2.12%
CBA	2,000,000.00	A+	07/02/22	07/02/23	365	0.76%
CBA	1,000,000.00	A+	07/02/22	05/10/22	240	0.50%
BOQ	1,400,000.00	BBB+/A2	31/03/22	24/02/23	330	1.25%
AMP	2,000,000.00	BBB/A2	05/07/22	11/01/23	190	3.10%
AMP	2,000,000.00	BBB/A2	01/12/21	31/10/22	334	1.00%
AMP	1,000,000.00	BBB/A2	11/01/22	12/12/22	335	1.10%
AMP	1,000,000.00	BBB/A2	29/07/22	27/01/23	182	3.50%
JUDO Bank	1,500,000.00	BBB-/A3	06/09/21	06/09/22	365	0.80%
Macquarie	1,000,000.00	A+/A1	03/11/21	03/11/22	365	0.50%
Macquarie	1,000,000.00	A+/A1	08/03/22	06/09/22	182	0.65%
MyState	1,500,000.00	BBB+/A2	10/03/22	10/03/23	365	1.05%
	28,000,000.00					
Total Short Term	37,411,695.90					
Investment Property						
Hawthorn - Current Fair Value	4,350,000.00	Revalued March 2020				

1. The NAB account balance shown above includes deposits at month end not processed to Council's financial system
    and excludes cheques that have not been presented.
2. Tcorp Strategic Cash Facility is an allowable investment under the Ministerial Order.

b) Investment Exposure by Credit Rating Type

S&P Long Term / Short Term Credit Rating	Policy Maximum %	Current Exposure %	Current Investment $
AAA Category / A1 +	100%	0.00%	-
AA Category / A-1	100%	40.24%	15,053,264.43
A Category / A-2	60%	18.98%	7,100,000.00
BBB Category / A-3	30%	27.80%	10,400,000.00
Unrated Authorised Deposit Taking Institution (unrated)	20%		-
Unrated NSW Treasury Corp IM Fund (unrated)	30%	12.99%	4,858,431.47
		100.00%	37,411,695.90

Investment Portfolio by Credit Rating
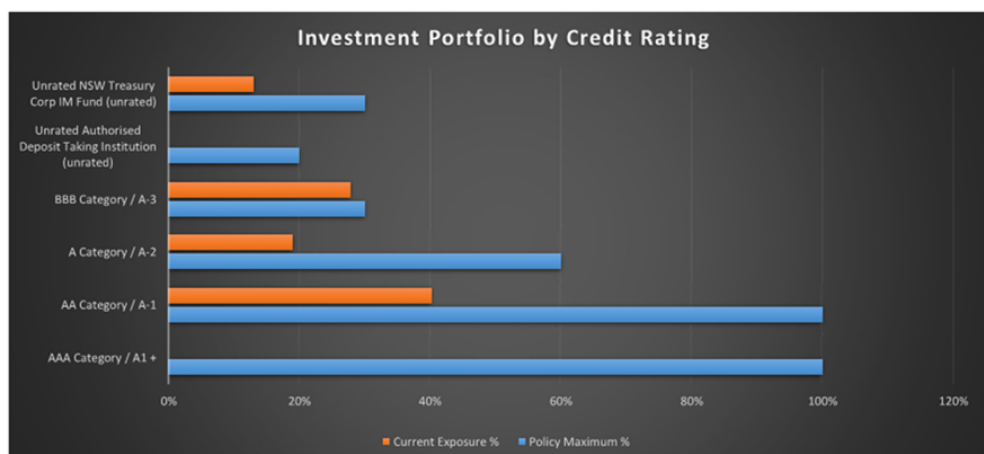
c) Exposure to a Single Institution

Institution	S&P Rating	Policy Maximum %	Current Exposure %	Current Investment $
NAB	AA/A1+	50%	40.24%	15,053,264.43
CBA	A+	30%	13.63%	5,100,000.00
Macquarie	A+/A1	30%	5.35%	2,000,000.00
BOQ	BBB+/A2	30%	3.74%	1,400,000.00
MyState	BBB+/A2	30%	4.01%	1,500,000.00
AMP	BBB/A2	30%	16.04%	6,000,000.00
Judo Bank	BBB-/A3	30%	4.01%	1,500,000.00
TCorp	Unrated	30%	12.99%	4,858,431.47
			100.00%	37,411,695.90

d) Investment Portfolio Performance   UBS 90 day bank bill index

Investment Performance vs Benchmark

	Investment Portfolio return (%pa)	Benchmark: BBSW 90 day Bank Bill Index (source RBA)
1 month average	1.77%	2.31%
3 month average	1.36%	1.99%
6 month average	1.05%	1.26%
12 month average	0.76%	0.65%
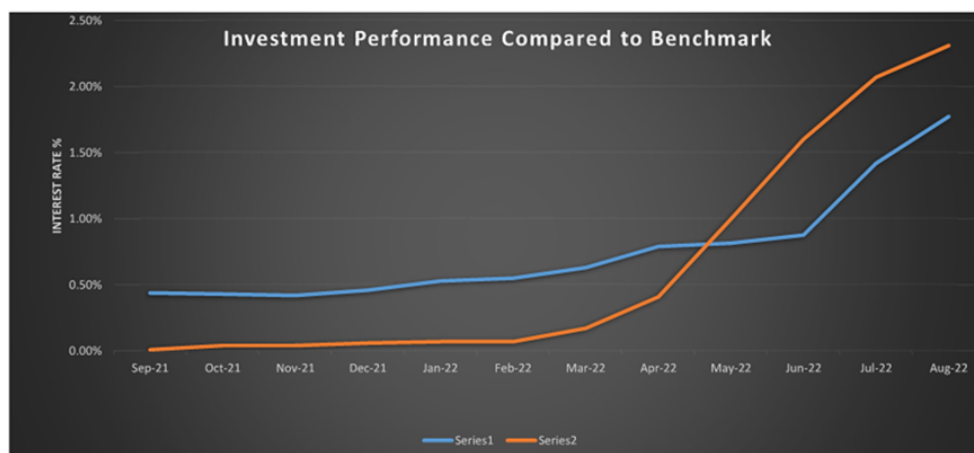
COMMUNITY CONSULTATIVE COMMITTEE

Minutes of meeting held at the Bango Wind Farm at Club House Hotel - Yass on Tuesday 26 July 2022

Attendees:

Lisa Andrews (LA)	Independent Chairperson
Malcolm Moore (MM)	CWPR Renewables (Site Supervisor)
Lyn Diskon (LD)	CWPR Renewables (Community Engagement Officer)
Brad Jachmann (BJ)	CWPR Renewables (Site Manager - Operations)
Geoff Frost (GF)	Community representative
Cr Jim Abbey (JAb)	Yass Valley Council delegate
Cr John Piper (JP)	Hilltops Council delegate
Thomas McGrath (TM)	Community Representative (Host Landholder)

Apologies:

Jayne Apps	Boorowa District Landscape Guardians
Terry Sellwood	Community Representative
Laurie Hutchison	Ngunnawal Aboriginal Corporation
Jack Walker	Yass Valley Business Chamber delegate
Jonathan Post	CWPR Renewables

Meeting commenced at 10.05am.

Welcome and Introductions

The Chair welcomed everyone to the Bango Wind Farm (BWF) Community Consultative Committee being held at the Club House Hotel in Yass. LA introduced Brad Jachmann, CWPR's new Site Manager - Operations & Cr John Piper from Hilltops Council.

Apologies

As listed above.

Acknowledgement of Country

The Ngunnawal people were acknowledged as the Traditional Owners and Custodians of the land that the Bango Wind Farm is located on. Respect was paid to all Aboriginal Elders, past, present and emerging.

Declaration of Interest

The Chair declared her interest as Independent Chairperson of the BWF CCC, approved by the Department of Planning and Environment, and engaged by CWPR Renewables to chair the meeting. LA advised that she would forward through the governance forms to Cr Piper and Brad Jachmann for completion and return. **Action.**

No changes to previous declarations by members.

Business Arising from Previous Minutes

Minutes of CCC held on 1st March 2022, were finalised and emailed to members on 21st March 2022.

Action Items from Previous Meeting

Item	Issue	Responsibility
1	MM to keep the CCC informed of any further developments with CASA on this matter, should they arise. No further developments with CASA – lighting remains at reduced candela.	MM Ongoing
2	Send governance forms to Cr Abbey for completion and return Complete 14/4/22	LA/JAb
3	Send previous newsletter to Cr Abbey Complete 12/4/22	LD

*The flashing lights issue raised at the last CCC was discussed with the contractor. It appears they look like they are flashing, but the flickering is caused by the blades turning.

TM commented that residents are still upset with the lights. GF commented on the radar system, stating that there are two more wind farm proposals in the area and perhaps they should combine the technology and have one radar system for the two wind farms.

No other business arising.

Correspondence Report

Correspondence as sent out with the meeting notice on 11th July 2022 with 1 additional item.

- 1/3/22 – Email from Yass Valley Shire Council advising that Cr Jim Abbey is its delegate on this CCC.
- 10/3/22– Email to members with the draft minutes for review.
- 19/3/22 – Email to GF with the governance forms for completion and return.
- 21/3/22 - Email to members with the finalised minutes and presentation.
- 12/4/22 – Email to members with the April 2022 Bango Wind Farm Newsletter.
- 14/4/22 – Completed governance forms received from Cr J Abbey.
- 27/5/22 – Email from LD advising that Cr John Piper is Hilltops Council's new delegate.
- 25/5/22 – Email from Heather Studley who is undertaking a survey of farmers re environmental awareness and literacy, seeking members input. This email was forwarded through to members on 26/6/22 without any endorsement.
- 30/5/22 – Email to LD forwarding governance forms for Cr Piper to complete and return.
- 11/7/22 – Email to members with meeting notice, agenda and correspondence report for this meeting.
- 11/7/22 – Letter to TS with meeting notice information.
- 25/7/22 – Email to members with a reminder for this meeting. Text to TS and GF.

Accepted.

Project Update – CWPR Renewables

MM presented the project update. *See presentation attached.*

Introduction of Brad Jachmann (Slide 2)

Brad has been with CWPRR for almost two years as the Site Operations Manager at the Crudine Ridge Wind Farm, having previous experience on other wind farms during the installation and operation phases. His responsibilities at BWF include day-to-day operations of the plant, including safety, contractor management, plant performance, and representing the company with local stakeholders. **Site Map Project Update (Slide 3)** *See map for clusters and layouts.*

Western side all up, operational and running. In the east, most machines are up with the exception of #45, which was finished yesterday. The crane has moved to do #46. Now getting to the end of the installation.

Doing grid compliance with AEMO and TransGrid to make sure the turbines operate how they are designed.

GF enquired when the project would be complete on the eastern side. MM responded towards early to late October. All turbines will be up in the next month, but still have to do the testing. GE will have to remove all their gear. Downer will need to complete the rehabilitation, which is pushing out to October due to the weather. The site will be tidied up.

It is hoped to be fully functional by September 2022 and going through testing.

Snowy Hydro 2.0 (Slide 4)

LD explained that the Power Purchase Agreement with Snowy Hydro 2.0 has been signed. This is a contractual agreement where the wind farm feeds into the network, which is sold to Snowy Hydro 2.0. GF asked if BWF fed directly into the HumeLink. MM explained, eventually, but BWF feed into smaller networks.

CWPR is working with Snowy Hydro 2.0, growing its clean energy business.

Snowy Hydro 2.0 Update June 2022 video shown. Link:
https://www.google.com.au/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwj64ZCIhaz5AhXiv2MGHeKiC34QtwJ6BAgHEAI&url=https%3A%2F%2Fwww.youtube.com%2Fwatch%3Fv%3DeaiD99GdbAM&usg=AOvVaw3ooJ1woSDXSJBIglNFCwt2

Next 3 Months (Slide 6)

Currently there are approximately 100-120 personnel on site each day. CWP anticipate, 8-10 operational staff (Site Manager, Engineers, technicians) of which, all will be locally based after construction is completed.

BJ explained how the machines will be serviced.

JP asked if there is a monitoring system that shows how much energy BWF is producing. BJ stated that there is a system that shows power generated.

Over the next 3 months:
> Complete final WTG lifts, fit out and commissioning.
> Commissioning and grid compliance
> Testing.
> Rehabilitation and remediation works.

> ➢ Demobilisation of contractors.

Complaints Register to June 2022 (see Slide 7 for full details):

Between January 1st 2020 and June 30th 2022, there have been a total of twelve (12) complaints registered

JAb asked if CWPR had heard any more about the VPA with Hilltops Council. LD responded that she spoke to the General Manager and Director of Infrastructure. JAb asked if LD would confirm the exact figures in relation to the number of turbines in Yass LGA & Hilltops LGA. Further, that he be kept in the loop about this matter. **Action.**

General Communications Register (see Slide 8 for full details):

Between 1st January 2022 and 30th June 2022 There have been 19 communications to the Bango Wind Farm. (349 since

Contacts January 2022 – June 2022:
> ➢ Suppliers 21%
> ➢ Employment 16%
> ➢ Visuals 12%
> ➢ Directions/Deliveries 7%
> ➢ Accommodation 7%
> ➢ Assorted 37%

GF advised that he was aware of some behaviour issues in town from people working on the Wind Farm. MM advised that CWPR has taken action and it has been effective. NSW Police have been out on site and spoken to the groups. There has been conjecture on what site the alleged offenders came from, however, Police have also visited the Rye Park Wind Farm site and spoken with personnel there as well.

JP asked who the community representatives were on the CCC. LA advised – stating that there is one vacancy as Andrew Winterflood had not attended any meetings for a few years.

GF enquired about potential noise complaints in relation to nearby residences. MM explained that testing will be conducted upon completion of the installation and operation of the turbines. Noise levels and assessments will be undertaken in accordance with the project's conditions of consent.

Action: Noise monitoring criteria to be presented at next CCC.

Community Engagement (Slide 9)

> ➢ April & July Newsletters distributed
> ➢ Continued involvement with both Yass Valley and Boorowa Business Chambers
> ➢ Working with Yass Valley & Hilltops Councils to progress Voluntary Planning Agreement actions
> ➢ Weekly presence in both Yass and Boorowa
> ➢ Sponsorship of:
>   o Renovation of Binalong Tennis & Netball Courts
>   o Alive in the Park – Yass
>   o Young Schools Expo (now postponed to March 2023)

General Business

- TM advised that he has completed the survey by Heather Studley, an honours student from the Australian National University who is exploring environmental literacy and awareness in landholders of south-eastern NSW, specifically in reference to wind farms.
- TM also thanked CWPR for the generous donation for the young man from Boorowa (Nathan Stapleton) who injured his spine in a Rugby Union match.
- JAb asked if there has been any appetite for an Open Day on site. MM responded that there is definitely an appetite and CWPR are trying to coordinate with the handover from GE. LD stated that an Open Day is very much on the fore front to organise. GF enquired if this would be a one off, or something regular. LD stated that it would probably be a one off and will include tours.
- LD also advised that CWPR are looking at March 2023 for other project completion celebrations.

Next Meeting

- Tuesday 22 November 2022 (Boorowa), commencing at 9am and possibly include site tour (TBC).

Meeting closed at 11am with LA thanking all for their attendance.

Action Items

Item	Issue	Responsibility
1	MM to keep the CCC informed of any further developments with CASA on this matter, should they arise.	MM Ongoing
2	Send governance forms to Cr Piper & CWPR's Brad Jachmann	LA
3	Link to Snowy Hydro 2.0 video on You Tube.	LA
4	Confirm the number of turbines in each LGA	LD
5	Confirm site inspection for next CCC in Boorowa	LD/LA

yass valley council
the country   the people

Minutes of the
Youth Council Meeting

Thursday 8 September 2022
6.00pm
Council Chambers
209 Comur Street, Yass

Minutes of the Youth Council Meeting held on 8 September 2022

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This is page 1 of 4 of the minutes of a meeting of
Yass Valley Youth Council held on the above date

Minutes of the Youth Council Meeting held on 8 September 2022

Present

Maddy Richardson (Youth Mayor), Blake Hollingsworth (Youth Deputy Mayor), Harry Dando, Angus Bantock and Erin Ballenger

Also Present

Cr Cayla Pothan and Hannah Sparks, Acting Manager Community

1.   Apologies

Riley Hankin

2.   Declarations of Interest

3.   Confirmation of Minutes

COMMITTEE DECISION

That the minutes of the Youth Council Meetings held on 21 July 2022 and 11 August 2022 be taken as read and confirmed.

(Richardson/Hollingsworth)

4.   Presentations

Patricia O'Brien – Youth Officer for the Hume Police District and Dave Cowell – Inspector and Officer in Charge of Yass Police Station

5.   Staff Reports

5.1   YOUTH COUNCIL LOGO

SUMMARY

At the August Yass Valley Youth Council meeting, a preferred logo design was selected. The preferred design was sent to a professional graphic designer to develop for printing.

COMMITTEE DECISION

That:

1.   The Yass Valley Youth Council approve the second logo option presented by Erin Dando with the following changes:

- *The YVC logo be added inside the circle;*
- *The yellow circle be changed to a lighter shade of yellow;*
- *The 'Y' for 'Yass' be changed to blue;*
- *The 'Y' for 'Youth' be changed to the same yellow as the outside circle; and*
- *The 'C' for 'Council' be changed to a brighter shade of green.*

This is page 2 of 4 of the minutes of a meeting of
Yass Valley Youth Council held on the above date

Minutes of the Youth Council Meeting held on 8 September 2022

2.   *The final logo is brought to the next meeting.*

6.   Next Meeting

Thursday 20 October 2022, at 6.00pm in Council Chambers, 209 Comur Street, Yass

The meeting closed at 7.09pm