#### REGISTER OF ENTERPRISE AGREEMENTS

Registered Enterprise Agreement

Industrial Registrar

**ENTERPRISE AGREEMENT NO: EA98/29** 

TITLE: Council of City of Sydney Fleet Management Section Local Workplace

Agreement 1997

I.R.C. NO:

97/6355

DATE APPROVED/COMMENCEMENT: 28 November 1997

TERM:

36 months

**NEW AGREEMENT OR** 

VARIATION:

New

**GAZETTAL REFERENCE:** 

DATE TERMINATED:

NUMBER OF PAGES:

26

COVERAGE/DESCRIPTION OF

**EMPLOYEES:** 

Employees working in the Fleet Management Section

PARTIES:

Council of the City of Sydney -&- Automotive, Food, Metals, Engineering,

Printing and Kindred Industries Union, New South Wales Branch

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### **COUNCIL OF CITY OF SYDNEY**

## FLEET MANAGEMENT SECTION

Local Workplace Agreement.

**1997** 

CLAUSE		PAGE
1.	PARTIES BOUND	3
2.	DATE AND PERIOD OF AGREEMENT	3
		-50
3.	AIM OF AGREEMENT	3
4.	OBJECTIVES OF AGREEMENT	4
5.	RELATIONSHIP WITH OTHER	5
	AWARDS/AGREEMENTS	
6.	HOURS OF WORK	6
7.	PAYMENT OF WAGES	8
8.	PROFIT SHARING	9
9.	PRODUCTIVITY MONITORING COMMITTEE	12
10.	CORE STAFF/OTHER RESOURCES	14
11.	MULTISKILLING AND TRAINING	15
12.	CONTINUOUS IMPROVEMENT	15
13.	JOB ROTATION	16
14.	OCCUPATIONAL HEALTH AND SAFETY	16
15.	DOWN TIME	17
16.	ANNUAL LEAVE	17
17.	COMPLIANCE WITH CONDITIONS OF TENDER	17
18.	DISPUTES AND GRIEVANCE PROCEDURE	19
19.	CONTRACTORS AGREEMENT	20
20.	NO EXTRA CLAIMS	20
21.	SIGNATORIES TO THE AGREEMENT	21

Attachment A Draft Code of Conduct-Contractors Agreement

Attachment B Fleet Management & Maintenance Section's

ent B Fleet Management & Maintenance Section's Memorandum of Understanding

Registered Enterprise Agreement

Industrial Registrar

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#### 1. PARTIES BOUND

This Agreement shall be binding upon, The Council of City of Sydney and the AMWU, and all employees of the Fleet Management Section.

This Agreement was freely entered into without duress, by all the parties.

#### 2. DATE AND PERIOD OF AGREEMENT

This Agreement shall commence from the date of execution by the parties and registration in the NSW Industrial Relations Commission and shall remain in force for period of 3 years from the date of registration.

However, if the contract for the Management and Maintenance of the Heavy Fleet is terminated within the life of this Agreement, it will render this Agreement null and void.

#### 3. AIM OF AGREEMENT

This agreement provides the scope for Council of City of Sydney, Management and Employees of the Fleet Management Section to:

- develop a committed, flexible, competitive and highly skilled workforce, that is focused on commercial viability and maximum productivity while providing customers with the highest quality standard
- to introduce a profit sharing scheme that allows the employees that are employed in Fleet Management Section to share in any net profits achieved from the workplace reform and competitive processes.



#### 4. OBJECTIVES OF AGREEMENT

The objectives of this Agreement are:

- 1. To implement new conditions of employment as required.
- 2. To implement new methods of operation and matters ancillary to the new methods of operation that will ensure the Section operates as cost effective Enterprise.
- 3. To ensure that the expenditure forecasts as determined by the Fleet Management Section in-house tender bid/s are not exceeded.
- 4. To ensure that 'Industry Best Practice' is the minimum standard in place at any point time.
- 5. To foster a co-operative relationship between management and employees. To empower employees with the processes and training to have decision making capacity about their own workplace and the share in any net profits realised.
- 6. To engage the most acceptable and qualified staff available and ensure that all employees regularly attend appropriate training programs.
- 7. To remove all downtime where practicable.
- 8. To achieve the highest possible level of productivity.
- 9. To provide an efficient secure and safe working environment which offers career development and appropriate rewards for employees.
- 10. To carry out work in accordance with the terms and conditions of the Management and Maintenance of Light Fleet and Management and Maintenance of Heavy Fleet contracts.



#### 5. RELATIONSHIP WITH OTHER AWARDS/AGREEMENTS

a) This agreement shall be read and interpreted in conjunction with the:

Council of the City of Sydney (Wages Division - Wages and Conditions) Award 1990

Council of the City of Sydney (Salary Division - Salary and Conditions) Award 1990

Council of City of Sydney (Wages Division - Wages and Conditions) Interim Award 1994

Council of the City of Sydney (Salary Division - Salary and Conditions) Interim Award 1994

Sydney City Council Salary Band Award 1996

Joint Development Agreement (JDA), and any Council of City of Sydney Enterprise Agreement that may be in place or may be introduced during the life of the Agreement.

- b) In the event of any inconsistency between the Awards and this Local Workplace Agreement (LWA), this Agreement shall prevail to the extent of the inconsistency.
- c) In the event of any inconsistency between the Joint Development Agreement (JDA) and this Local Workplace Agreement (LWA), the JDA shall prevail to the extent of the inconsistency.

Registered Enterprise Agreement

Industrial Registrar

#### 6. HOURS OF WORK

- a) The ordinary weekly working hours shall be an average of 38 per week, on the basis of 152 hours per every four weeks, on 19 working days of 8 hours each continuously.
- b) Rostered Days Off will be rotated in accordance with rosters to ensure that optimum customer service is maintained at all times, Monday to Friday. The parties, may agree to have RDOs accumulated to a maximum of 5 per year. Other options for the treatment of accumulated RDOs may be available to the parties by agreement.
- c) All work, other than emergency and breakdown services, shall be undertaken between the ordinary spread of hours of 6.00am and 8.00pm on any day Monday to Friday, at ordinary rates of pay.

Work beyond the first 8 hours, or the hours in sub-clause (d), shall attract the appropriate overtime rates as detailed in sub-clause (h) of this Clause.

By agreement between management and employees the ordinary spread of hours may extend beyond 6.00am to 8.00pm. Payment of such hours will be at ordinary rates of pay.

- d) Subject to clauses e) and f) of this Clause, employees may work an ordinary shift of up to 12 hours per day, at ordinary rates.
- e) All employees daily/weekly ordinary time work shall be undertaken in accordance with rosters.
- All rosters shall be developed following consultation with employees so as to ensure the highest level of productivity is achieved and maintained.
- g) Subject to sub-clause (e) of this Clause, the employees standard roster shall be based on a 5 day week, Monday to Friday, at 8 hours per day to be worked between a span of hours 6.00am to 8.00pm.

Registered Enterprise Agreement

Industrial Registrar

#### 6 Cont.

h) By agreement employees who work in excess of 38 hours per week, within the spread of hours determined in sub-clause (c), (d) and (g) of this Clause, can accumulate the additional time as follows:

#### Step 1

- at the appropriate time basis ie. time and a half etc.
- which shall be taken in periods of not less than 8 hours
- at a time agreed upon between the employee/s and management
- accrued time must be taken within the next 52 week period.

#### Step 2

At operational discretion, in consideration of the financial parameters outlined in Clause 17, the additional time will be paid at the appropriate penalty rates as per the relevant Awards.

i) Call out and on call provisions as per the relevant Awards, will apply for emergency or breakdown work required outside the spread of hours Monday to Friday, any Saturday, Sunday and Public Holiday.



#### 7. PAYMENT OF WAGES

- a) The Fleet Management Section employees covered by this Local Workplace Agreement will receive a 1% increase in rates of pay, effective from registration of this Agreement, backdated to the date of signing of this Agreement, providing that the section has a competitive staffing level of 8 permanent employees, plus 1 permanent employee for Roads and Footways and Parks work, compared to available benchmarks.
- b) The rates of pay in sub-clause a) of this Clause will be adjusted to include an annualised component for the following allowances, if employees have been regularly receiving these allowances for a continuous period over the last 52 weeks, as from date of registration of this Agreement:

•	tool allowance	\$17.30	per week
•	multi-skilling	\$25.00	per week
•	condition allowance	\$26.60	per week
•	annual leave loading	\$8.00	per week (average)

Outstanding accrued Annual Leave Loading Amounts, will be paid out as a lump sum payment from date of registration of this Agreement.

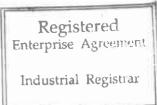
- c) Beyond the life of the current Joint Development Agreement, rates of pay for this Agreement, shall only be increased in direct relationship to dollar rate or percentage increases awarded by a further Enterprise Agreement and/or by substitute arrangement endorsed by Council.
- d) Any rates of pay increase arising from the provisions of sub-clause (c) of this Clause must provide for immediate productivity savings commensurate with the rates of pay increase.



#### 7 Cont.

e) The 1 permanent employee for Roads and Footways and/or Parks work, as detailed in sub-clause a) of this Clause, will be reviewed in conjunction with the workplace reform and competitive tendering processes for those sections.

In the event that the position is no longer required as a result of the workplace reform and competitive tendering processes in Roads and Footways and/or Parks, it will be declared surplus to requirements and will become subject to the provisions of the redeployment/redundancy provisions of the JDA.



#### 8. PROFIT SHARING

a) Each 12 month anniversary of the Management and Maintenance of the Heavy Fleet contract, the Productivity Monitoring Committee will make an assessment of the net profit result of the Fleet Management Section.

Within six months of the commencement of this Agreement, the parties will determine and reach agreement on the accounting principles and all other factors that will clearly and unambiguously define the term 'net profit'.

- b) The assessment by the Productivity Monitoring Committee will be conducted within one month after the anniversary has been completed. Any net profit will be distributed in the following manner:
  - i) 25% to Fleet Management Section employees in the form of a lump sum bonus. The bonus shall only be paid after the Fleet Management Section has been assessed by the Productivity Monitoring Committee as achieving all the productivity and efficiency targets for the period completed.
  - ii) 15% to Fleet Management Section as a contingency for unforeseen occurrences in the next year of operation of the contract/s. At the end of the contract/s term/s any accrued contingency amounts would be distributed to all employees of Fleet Management Section (at that time) in the form of a lump sum bonus.
  - iii) 10% to Fleet Management Section for investment in new and /or upgraded plant/equipment, training etc. for the next year of operation of the contract/s. At the end of the contract/s term/s any accrued contingency amounts would be distributed to all employees of Fleet Management Section (at that time) in the form of a lump sum bonus.
  - iv) 50% to Council representing its share of the gains/risks of the in-house tender bid/s.

#### 8 Cont.

v) The parties agree to review the distribution of the employees 50% profit share at the end of the first twelve month period and this could include consideration of a % wage increase effective for the next twelve month period.

Any distribution of the employees 50% profit share must take into account the future needs and business viability of the section.

- c) The lump sum bonus will be paid to employees in the most tax effective manner possible. Employees can elect to have the lump sum bonus paid in a form other than cash, providing that this is cost neutral to Council and does not contravene any Law, Regulation or Act.
- d) Former Fleet Management Section employees that are current redeployees at the time, who return to work in the section during periods of peak work activity and/or absences as per Clause 10 c), will receive a share of any net profits determined under sub-clause b) i) of this Clause.

This will be in relative proportion to any share of net profits that will be received by permanent employees, based on the hours of work the current redeployee has spent in the workshop during the twelve month period as defined in sub-clause 8 a) of this Clause.



#### 9. PRODUCTIVITY MONITORING COMMITTEE

A Productivity Monitoring Committee will be established to oversee and monitor the operation of this Local Workplace Agreement, the in-house tender bid/s and contract/s and to suggest ways of improving the operation and efficiency of the Fleet Management Section.

The Committee will develop appropriate Fleet Management Section productivity and efficiency indicators and targets within one month after the start of each year of the Agreement.

The productivity and efficiency targets shall then be agreed to between the management and employees within one month after the start of each year of the Agreement.

The Committee will monitor Fleet Management Section performance against the targets and make necessary recommendations for corrective action throughout each year of the Agreement.

The Fleet Management Section productivity and efficiency indicators and other matters dealt with by this Committee shall include but not be limited to:

- the individual work performance of employees
- sick leave patterns and incidences
- appointment of new staff
- customer complaints
- safe work practices
- ensuring that the expenditure and revenue forecasts in in-house tender bid/s are met
- receiving and acting on results from the quarterly audit
- multiskilling and training
- workplace issues affecting all employees.

# Registered Enterprise Agreement Industrial Registrar

#### 9 Cont.

The committee shall comprise of approximately 4 representatives of the Fleet Management Section. The composition of the Committee will include a management representative and the balance will be democratically elected by employees. The Committee shall meet at least monthly.

The Committee shall meet within seven days of the written request of any Fleet Management employee or management to discuss matters affecting the workplace.

The Committee may, by consensus, make recommendations for consideration by Management and these recommendations must be genuinely and promptly considered. Feedback/response must be provided by Management in a reasonable timeframe.



#### 10. CORE STAFF/CONTRACTORS

a) Management shall in consultation with the Productivity
Monitoring Committee and employees, regularly review the
minimum number of permanent staff both full time and part time
required to undertake the functions of the section.

The parties agree that Fleet Management Section will have a set staffing level for the period of the contract/s, at a competitive level of 8 permanent employees, plus 1 permanent employee for Roads and Footways and Parks work, as outlined in Clause 7 a) and e), as compared to available benchmarks.

In determining the composition of the competitive staffing level, consideration shall be given to the minimum skills required, the amount and type of fleet requiring continuing maintenance and the special requirements of certain tasks.

- b) The parties agree that changes to the workload and nature of tasks to be conducted in the contract/s that occur beyond the control of management and employees of Fleet Management Section will require an immediate assessment by the parties of the staffing level in sub-clause a) of this Clause.
- c) Former Fleet Management Section employees that are current redeployees at the time, will given first option of returning the section during periods of peak work activity and/or absences, on a volunteer basis. Following this, temporary, casual or external providers may be used to supplement permanent employee numbers.
- d) External providers may also be used where specialist skills or equipment is required. This sub-clause of this Clause shall not be used to purposely or unnecessarily reduce the skills of the section or individual employees.



#### 11. MULTI-SKILLING AND TRAINING

a) All employees must be prepared to carry out the full range of duties as is from time to time required by management provided that the duties are within the limits of the employees skills, competence and training. All employees shall use such tools and equipment as may be required, provided that the employee has been properly trained in the use of such tools and equipment.

Employees must be prepared to undertake specialist skills training as required. The training may be provided both on and off the job.

- b) The parties agree that employees will be taking a more active part in the decision making and management processes of the workplace and must receive appropriate training, funded by Council, to assist them to undertake this new role.
- c) The parties agree that following the workplace reform and competitive processes and the additional training received by employees, there may be a need to review the classification of some employees, in light of possible new duties where clearly identified cost efficiencies will result. The parties agree that consideration of this matter will take place after the first six months of the contract/s term/s.

#### 12. CONTINUOUS IMPROVEMENT

The parties to this Agreement shall continue to introduce measures that will assist in the effective implementation of Clause 3 ('Aim of this Agreement') and Clause 4 ('Objectives of this Agreement'), of this Agreement.

The parties are committed to maintain Industry Best Standards.

All issues arising out of this Clause shall first be discussed at the Productivity Monitoring Committee.



#### 13. JOB ROTATION

To facilitate flexibility in the arrangement of work and to maintain a high quality standard, Fleet Management Section employees may from time to time be rotated across the range of work functions.

Job rotation will also assist employees of Fleet Management Section to develop new skills, maintain and/or improve existing skills and increase the employees capacity to perform wider range of responsibilities.

#### 14. OCCUPATIONAL HEALTH AND SAFETY

- a) The parties to this agreement endorse an ongoing commitment to the provision of a safe and healthy work environment, and will continue to work co-operatively through the OH&S Committee and other workplace consultative committees.
- b) Council will continue to address hazards in the workplace through the implementation of an occupational health and safety plan which will identify, assess and control workplace hazards through consultation with employees and management.
- c) Council will provide safe systems of work and all employees will comply with those safe systems of work and use the plant, equipment and protective clothing provided safely and in the manner for which it is intended. Employees will carry out their work in accordance with safe systems of work as stipulated by their manager and Council Occupational Health and safety polices and procedures.
- d) Council and all employees will comply with Occupational Health and Safety legislation, codes of practice, Australian Standards and Council policies and procedures to ensure a safe and healthy workplace.
- e) The Productivity Monitoring Committee will also devote appropriate time to the development of workplace practices that will reduce or eliminate safety hazards.



Management and employees shall ensure that productivity and work output is not affected by unnecessary downtime.

Work functions which are incidental to the main role of employees ie. wash-up, administration shall be promptly carried out.

Employees are only expected to carry out such work or function when it is necessary to do so.

#### 16. ANNUAL LEAVE

Annual leave shall be rostered so as to ensure that a sufficient number of skilled employees are always available. The period when annual leave may be taken shall be agreed to between the employees and management. Management shall not unreasonably refuse a request for annual leave provided it is in accordance with Award provisions.

#### 17. COMPLIANCE WITH CONDITIONS OF TENDER

- a) Management and Employees will be required to accept direct responsibility for achieving the standard of service provided in the in-house tender bid/s.
- b) The Fleet Management Section will operate financially within the cost estimates submitted to Council in tender bid/s and accepted by Council. These cost estimates may only be varied by resolution of Council, or, in accordance with the process outlined in the tender specifications.
- c) The Fleet Management and Maintenance contracts shall be subject to quarterly financial and customer service audits to ensure adherence to the agreed conditions.

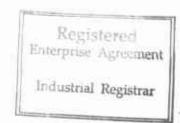


Registered Enterprise Agreement

Industrial Registrar

#### 17 Cont.

- d) Where the annual costs of the Fleet Management Section tender bid/s exceed the approved tender bid cost estimates in any one year of the agreed contract period/s, the Council shall require the Fleet Management Section within a period of not less than three months, or a longer period as may be determined by Council, to make the appropriate cost changes to ensure an immediate return to operating within the tender bid/s cost estimates.
- e) If the Fleet Management Section is unable to bring its costs in line with the original tender bid/s in the allocated time, the Council may terminate the contract agreement/s by giving six months written notice to the Section (Also refer to Clause 2 of this Agreement).
- f) In making this decision the Council shall give due regard to influences and/or costs that are beyond the control of the employees or managers of the Fleet Management Section.



#### 18. DISPUTES AND GRIEVANCE RESOLUTION

The parties are strongly committed to consultation and joint problem solving.

To ensure that disputes and issues relating to the provisions of this Agreement do not go unresolved and affect workplace productivity and relationships, the partners commit themselves to the following processes:

a) Should a grievance or claim arise which gives cause for concern for an employee he/she shall raise the matter with Section management.

If not settled to the satisfaction of the employee within 48 hours the employee concerned shall draw the matter to the attention of the Director Service Delivery.

If not satisfactorily resolved within a further 48 hours the matter may be brought by either party to the attention of the General Manager.

If still unresolved to the satisfaction of either party the matter shall be referred to the Industrial Relations Commission for conciliation and if necessary arbitration.

- b) Senior management, Council and officials of the AMWU reserve the right to if necessary intervene at an earlier stage, which may involve Industrial Relations Commission conciliation.
- c) While disputes or grievances are processed in accordance with sub-clause a) of this Clause, no employees shall partake in any form of industrial action.



#### 19. CONTRACTORS AGREEMENT

As a requirement of the Joint Development Agreement the parties have agreed to develop a code of conduct for all contractors of Council services to abide by. The draft 'Code of Conduct - Contractors Agreement' is attached in Appendix A of this Agreement.

#### 20. NO EXTRA CLAIMS

The AMWU and their members agree that no further claims will be made on Council for pay increases during the life of this Agreement.

Any pay increases arising from a State Wage Case during the life of this Agreement will be absorbed in the pay increases provided for under the JDA, any further Enterprise Agreement and/or substitute arrangement endorsed by Council, and this Agreement.

However, if the pay increases provided through the State Wage Cases applicable during the life of this Agreement, are in excess of the pay increases provided in the JDA, any further Enterprise Agreement and/or substitute arrangement endorsed by Council and this Agreement, the parties may review the option of paying the amount that is in excess.



#### 21. SIGNATORIES TO THE AGREEMENT

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Listed below are the signatures of the parties that are bound to this agreement.

SIGNED on behalf of THE SYDNEY CITY COUNCIL in the presence of

General Manager

Witness

SIGNED on behalf of AMWU (NSW Branch) in the presence of

Assistant Secretary

21

Attachment A

# DRAFT Registered Enterprise Agreement Industrial Registrar

### CODE OF CONDUCT - CONTRACTORS AGREEMENT.

As a requirement of the Joint Development Agreement, the partners have agreed to the principles and standards of behaviour which will be required of any contractor, subcontractor, consultant and supplier wishing to do business with the Council of the City of Sydney.

Any enquiries concerning this Code and responsibility for its enforcement rests with the Director, Service Delivery.

This Code will be reviewed from time to time in order to ensure that the objectives set out are appropriate to the prevailing environment. Industry participants will be consulted in the course of such reviews.

Breaches of this Code of Conduct by the contractor, could lead to termination of the contract.

The majority of the conditions in the Code are sourced from the Australian Standard 2124 - 1986, General Conditions of Contract and the New South Wales Government, Code of Practice for the Construction Industry.

More detailed information on each element of the Code is included in all tender specifications. The Code is a mandatory component of all contracts entered into by Council.

- 1. Care of the Work and Requirement of Damage
  The Contractor shall be responsible for the care of work under the contract.
- 2. Damage to Persons and Property other than the Works
  The Contractor shall indemnify the principal against loss or damage to
  property of the principal and in respect of personal injury of any person.
- 3. Insurance of Works
  The Contractor shall take out an insurance policy against loss or damage, prior to the commencement of the work.

4. Public Liability Insurance

The Contractor shall take out a Public Liability Insurance Policy prior to strial Registration of the work.

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5. Insurance of Employees

The Contractor prior to commencing work, shall insure against liability for death of, or injury to, persons employed by the Contractor including liability by statute and at common law.

#### 6. Rates and Conditions

Contractors, subcontractors, consultants and suppliers must comply with the provisions of applicable:

- awards, and/or enterprise or project agreements, and
- legislative requirements.

Contractors must ensure that their subcontractors, consultants and suppliers comply with their legal obligations regarding their employees. Any relevant information is to be obtained through proper and lawful means, and in a way respects confidentiality.

Arrangements or practices designed to avoid award and/or legislative obligations including inappropriately treating a genuine employee as an independent contractor and/or inappropriate application of the Prescribed Payments System (PPS) of taxation are not permitted.

#### 7. Occupation Health and Safety

Contractors, subcontractors, consultants, suppliers and their employees must comply with their OH&SR obligations under legislation, relevant industry codes of practice, safety procedures in applicable awards and/or enterprise or project agreements, and the general law.

Contractors are required to have an OH&SR management commitment which embraces all personnel on the project and is supported by:

- clearly defined policies
- procedures
- practices and responsibilities
- performance standards
- induction training and task training
- communication and/or consultation.

The Contractor agrees to comply with any direction given by the Council of City of Sydney in respect to safety.

## MEMORANDUM OF UNDERSTANDING BETWEEN CLIENT SERVICES DIVISION AND SERVICE DELIVERY DIVISION OF SYDNEY CITY Registered COUNCIL

Industrial Registrar

- (a) On 14 April 1997 Council accepted the Fleet Management and Maintenance Section's Tender of 11 March 1997 for the management and maintenance of the heavy fleet.
- (b) The Request for Tender provided that the maintenance and management services would be carried out in accordance with the applicable clauses of the General Conditions of Contract. The General Conditions of Contract have been amended in accordance with this Memorandum of Understanding and will be used for the purposes of assessing the performance of the Fleet Management & Maintenance Section during the course of the agreement.
- (c) The Fleet Management & Maintenance Section agrees to perform the maintenance and management services generally in accordance with the General Conditions of Contract, the amendments to which are set out below and the Tender submitted on 11 March 1997 as clarified by letters dated 23 March and 25 March 1997.

### THE FOLLOWING SECTIONS HAVE BEEN DELETED FROM THE CONTRACT

CLAUSE NO.	TITLE
Clause 1(f)	Definition of Bank
Clause 1(o)	Definition of Encumbrance
Clause 3.7	The Service Provider not employee or agent of Council
Clause 4.1(a)-(d)	Service Areas
Clause 4.4	The surrender of the Service Area
Clause 7.4	The Service Provider as bailee of Council Equipment
Clause 7.6	Failure to deliver or return Council Equipment
Clause 9.3	Entitlement to inspect books
Clause 9.5	Reimbursement of expenses

No payment until approval of the Clause 9.9 Industrial Registrar Agreement Program Recovery of liquidated damages Clause 10.2(b) The requirement to provide a section Clause 11.7 Certification under the Industrial Relations Act Payment of a licence fee Clause 12 Interest Clause 13 Council Revenue Clause 14 Clause 15 Intellectual Property Clause 16.5 & 16.6 Obligations relating to employees A requirement to provide financial reports Clause 18.2 & 18.3 Obligations of Service Provider in respect of Clause 18.6, 18.8, 18.10 **Documents** Clause 19.1(a) & (b) Warranty as to authority Clause 19.2 Indemnity in respect of breach of warranty Clause 20.1-20.3 & Indemnities and insurance requirements 20.5-20.6 Clause 21.1(a) - (e) Events giving a rise to a right to terminate Clause 22 - 22.1 Consequences of Termination - delete the clause from "and Council or those other persons may ..." Clause 22.2-22.5 Consequences of termination

and (d), 23.6 & 23.7

Clause 25.1, 25.3-25.5 Relationship of the Parties

Confidentiality

Clause 26 Bankers Undertaking

Clause 27 Performance Guarantee

Clause 28.4-28.10 Disputes

Clause 23.4, 23.5(b), (c)

Clause 29.2 Assignment

Clause 31 Whole Agreement

Clause 33

General



#### THE FOLLOWING CLAUSES ARE TO BE AMENDED

Clause 9.2	Delete the final three lines of the clause
Clause 4.1(a)-(d)	Replace with "The Service Provider may use the Service Areas during the term for the purposes of the provisions of the Services"
Clause 18.9	Delete the reference to clause 18.8
Clause 19(c)	Amend by replacing the words "The execution of this Agreement and its performance" with the "Performance of this Agreement"
Clause 28.3	Delete the words "in an attempt" in the last sentence.

Signed for and behalf of the Client Signed for and behalf of the Service

Services Division

Delivery Division

Director Client Services

Director Service Delivery