

COUNCIL MEETING AGENDA

Date	Wednesday, 19 February 2020
Venue	Rous County Council Administration Office, Level 4, 218-232 Molesworth Street, Lismore
Lunch	12.30pm
Meeting	1.00pm

AGENDA

1. Opening of the meeting

2. Acknowledgement of Country

Council would like to show its respect and acknowledge the Traditional Custodians of the Land, of Elders past and present on which this meeting takes place.

3. Public Access

4. Apologies and Leave of Absence

5. Confirmation of minutes of previous meetings

i). Ordinary Council meeting 11 December 2019 1-5

6. Disclosure of Interest

7. Chair's minute

i). Annual performance review: General Manager (refer 'Confidential' Item 13)

8. General Manager reports

i). St Helena trunk main augmentation – construction contract (refer 'Confidential' Item 13)

ii). Richmond River Governance and Funding Framework Project..... 6-11

9. Group Manager Corporate and Commercial reports

i). Retail water customer account assistance 12-13

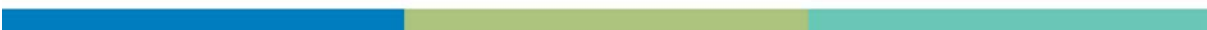
ii). Quarterly Budget Review Statement for quarter ending 31 December 2019..... 14-33



10. Policies	
i). Dunoon Dam Catchment (for revocation).....	34-37
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i). Investments – January 2020.....	39-45
ii). Water production and usage – December 2019 and January 2020	46-53
iii). Delivery program progress update – 1 July 2019 to 31 December 2019 (Y3) ...	54-63
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v). Reports/actions pending.....	70-71
12. Confidential (move into Closed Council)	72
i). St Helena trunk main augmentation – construction contract	73-83
ii). Chair’s minute: Annual performance review: General Manager	84-85
13. Matters of urgency	
14. Questions on Notice	
15. Close of business	



Phillip Rudd
General Manager



Rous County Council

MINUTES OF ORDINARY COUNCIL MEETING

11 December 2019

1. OPENING OF THE MEETING

Meeting commenced at 1.02pm.

In attendance:

Councillors

Keith Williams (Chair), Sharon Cadwallader (Deputy Chair), Basil Cameron, Darlene Cook, Vanessa Ekins, Sandra Humphrys, Robert Mustow and Simon Richardson.

Staff

Phillip Rudd (General Manager), Guy Bezrouchko (Group Manager Corporate and Commercial), Andrew Logan (Planning Manager), Helen McNeil (Group Manager People and Performance), Tom Lloyd (Group Manager Operations), Samantha Watkins (Procurement and Properties Coordinator - from 1.35pm), Ben Wilson (Risk and Compliance Coordinator), Amy Cahill (Governance Officer) and Noeline Smith (minute taker).

2. ACKNOWLEDGEMENT OF COUNTRY

Council showed its respect and acknowledged the Traditional Custodians of the Land, of all Elders, on which this meeting took place.

3. PUBLIC ACCESS

Marg Rann and Denise Whitney (Water 4 U / Whitney Plant Hire) and Danielle Le Compte (Water Please) were in attendance in relation to report Item 8. i) *Expansion of water fill station network.*

4. APOLOGIES AND LEAVE OF ABSENCE

Nil.

5. CONFIRMATION OF MINUTES

i). Ordinary Council meeting 22 October 2019 ⁽¹⁸²⁾

RESOLVED [88/19] (Cadwallader/Cook) that the minutes of the ordinary meeting held 22 October 2019 be confirmed as presented.

ii). Extraordinary Council meeting 20 November 2019

RESOLVED [89/19] (Cadwallader/Cook) that the minutes of the extraordinary meeting held 20 November 2019 be confirmed as presented.

6. DISCLOSURE OF INTEREST

Nil.

7. GENERAL MANAGER REPORTS

Nil.

8. PLANNING MANAGER REPORTS

i). Expansion of water fill station network (496/19(2))

RESOLVED [90/19] (Mustow/Cadwallader) that Council:

1. Approve the installation of public access water fill stations at South Lismore and Bangalow for an estimated cost of \$90,000 excl. GST.
2. Approve the installation of two additional bulk water filling stations at North Lismore and Eureka / Bangalow for an estimated cost of \$60,000 excl. GST.

Cr Ekins temporarily left the meeting at 1.26pm.

9. GROUP MANAGER CORPORATE AND COMMERCIAL REPORTS

i). Retail water customer account assistance (2283/13)

RESOLVED [91/19] (Cadwallader/Humphrys) that Council in accordance with section 356 (1) of the *Local Government Act 1993* and its 'Retail Water Customer Account Assistance' policy, approve financial assistance as listed in Table 1 of the report.

ii). Annual Financial Reports and Audit Report for the year ending 30 June 2019

RESOLVED [92/19] (Cameron/Cadwallader) that Council acknowledge that the audited 2018/19 Financial Reports were presented to the public and no submissions were received.

10. GROUP MANAGER PEOPLE AND PERFORMANCE REPORTS

Cr Ekins returned to the meeting at 1.29pm.

i). Council issued delegation: General Manager

RESOLVED [93/19] (Cadwallader/Cook) that Council approve the instrument of delegation for the position of General Manager, attached to the report.

Voting against: Cr Ekins

11. POLICIES

i). Policies for revocation (172/17)

Amendment

Moved (Cameron/Cadwallader) that Council:

-
1. Revoke the following policies attached to the report and any policy revived as a result of the revocation:
 - i). Bulk Water Supply policy (Rous);
 - ii). Richmond Hill 1(c) (ZONE) Contribution policy (Rous)
 - iii). Water Cycle Management Policy (Rous)
 - iv). Easement Creation policy (Rous)
 - v). Floodgate and Drainage Management Guidelines (RRCC)
 - vi). Public Access to Council Information (3 counties)
 2. That in relation to policy “Public Access to Council Information”, Rous County Council’s website be updated with a brief description of open access, proactive and formal release information.

The amendment on being put to the meeting was carried and became the motion.

RESOLVED [94/19] (Cameron/Cadwallader) that Council:

1. Revoke the following policies attached to the report and any policy revived as a result of the revocation:
 - i). Bulk Water Supply policy (Rous);
 - ii). Richmond Hill 1(c) (ZONE) Contribution policy (Rous)
 - iii). Water Cycle Management Policy (Rous)
 - iv). Easement Creation policy (Rous)
 - v). Floodgate and Drainage Management Guidelines (RRCC)
 - vi). Public Access to Council Information (3 counties)
2. That in relation to policy “Public Access to Council Information”, Rous County Council’s website be updated with a brief description of open access, proactive and formal release information.

12. INFORMATION REPORTS

i). Information reports (1181)

RESOLVED [95/19] (Cadwallader/Mustow) that Council receive and note the following information reports:

1. Investments – November 2019
2. Water production and usage – October 2019 and November 2019
3. Audit, Risk and Improvement Committee: meeting update
4. Annual ‘Model Code of Conduct Complaints Statistics’ report
5. Reports/actions pending, subject to inclusion of a future report being provided to Council on Perradenya cycleway.

13. CONFIDENTIAL

MOVE INTO CLOSED COUNCIL

RESOLVED [96/19] (Mustow/Humphrys) that Council move into Closed Council to consider the following matters and that members of the public and press be excluded from the meeting based on the grounds detailed below.

1. Report	Nightcap Water Treatment Plant – supply of bulk carbon dioxide
Grounds for closure	Section 10A(2)(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.
Public interest	Public discussion would not be in the public interest due to disclosure of commercial information.
Report	Perradenya Estate Release 6 – marketing strategy
Grounds for closure	Section 10A(2)(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.
Public interest	Public discussion would not be in the public interest due to disclosure of commercial information.

RESUME TO OPEN COUNCIL

RESOLVED [97/19] (Mustow/Cameron) that Council resume to Open Council.

The General Manager read to the meeting the following resolutions of Council:

i). Nightcap Water Treatment Plant – supply of bulk carbon dioxide (1095.5/19)

RESOLVED [98/19] (Cadwallader/Humphrys) that Council:

1. Noting the requirements of section 55(3)(i) of the *Local Government Act 1993*, resolve that due to extenuating circumstances, being the absence of competitive or reliable tenderers for the periodic supply of bulk carbon dioxide and the rental or purchase of associated equipment, a satisfactory result would not be achieved by inviting tenders.
2. Authorise staff to enter direct negotiations with suppliers, in relation to a contract for the periodic supply of bulk carbon dioxide and the rental or purchase of associated equipment for Nightcap Water Treatment Plant.
3. Authorise the General Manager to execute a contract on Council's behalf once negotiated.

ii). Perradenya Estate Release 6 – marketing strategy (2659.2)

RESOLVED [99/19] (Mustow/Cadwallader) that:

1. Council note the report and endorse the marketing strategy for Release 6 development at Perradenya.
2. The General Manager and Chair, in consultation with the appointed marketing agents, agree to the schedule of listed selling prices per lot, in total.
3. The General Manager be delegated authority to negotiate selling prices in accordance with the report.
4. The General Manager and Chair be delegated authority to affix Council's seal on documents in relation to the sale of Release 6 lots.

14. MATTERS OF URGENCY

Nil.

15. QUESTIONS ON NOTICE

Nil.

16. CLOSE OF BUSINESS

There being no further business the meeting closed at 2.37pm.

Richmond River Governance and Funding Framework Project

(1181/18)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Recommendation

That Council:

1. Receive and note the Final Report of the *Richmond River Governance and Funding Framework* Project prepared by Alluvium and NCEconomics on behalf of the funding partners (inclusive of Rous County Council).
2. Provide conditional endorsement of the Recommended Pathway.
3. Authorise the General Manager to lodge a submission with the Department of Planning, Industry and Environment consistent with the position outlined in this report.

Background

The Richmond River catchment is facing many challenges associated with a long legacy of development and use. The 2015 Ecohealth report showed that the ecological systems of the Richmond River and catchment are seriously compromised in most locations.

While there are well researched potential solutions to help address some of the problems, there are questions around who needs to be involved in funding the solutions and who will lead the implementation and coordination. These questions have been the subject of many discussions with various government agencies in recent years, where many overlapping and poorly defined responsibilities currently exist.

In recognition of this need, over the past 18 months the Department of Planning, Industry and Environment (DPIE), in collaboration with local councils, has completed a project to co-develop a recommendation to the NSW Government – the *Richmond River Governance and Funding Framework* (RRGFF). It has recommended the preferred governance framework that will establish responsibility for delivering improved river health outcomes in the Richmond River catchment.

Local government has contributed 50% of the funding to this project. The Councils of Kyogle, Richmond Valley, Lismore, Rous, Byron and Ballina are committed to better catchment and estuary health outcomes for the Richmond River. The DPIE *Coastal and Estuaries Grants Program* has funded the remaining 50% of the project. DPIE itself has also funded staff time to develop the project and to support the background work.

The project also addresses one of the fundamental actions identified in the *Coastal Zone Management Plan (CZMP) for the Richmond River Estuary* which is the review of estuary governance and administration. In February 2017, a *Mid Term Review* was completed to provide a status report on the CZMP implementation progress, which identified *inter alia* “ineffective governance and administration arrangements” as one of the key barriers to implementing the CZMP.

The RRGFF project is also consistent with Initiative 9 of the NSW Marine Estate Management Strategy (MEMS) being coordinated by the Marine Estate Management Authority (MEMA) which is aimed at ‘delivering effective governance’. Many agencies, including the NSW Department of Primary Industries (Fisheries and Agriculture) (DPI), North Coast Local Land Services (NCLLS) and DPIE have been involved to maximise the opportunity to obtain the best outcome.

Key activities undertaken by the RRGFF project team in partnership with stakeholders over the past 18 months have included the following:

- Face-to-face discussions with a diverse group of catchment stakeholders and organisations to ensure there is a shared understanding of the key issues and history of governance and management across the entire Richmond River catchment;
- Identification of the principles that stakeholders consider are important for any governance framework to succeed;
- Review of catchment governance framework models from Australia and around the world to build on these experiences to ensure the best possible local framework is developed
- Recommendation of the preferred framework that is considered to best meet the needs of local stakeholders.

The Final Report on the *Richmond River Governance and Funding Framework* (RRGFF) was issued by DPIE to Rous County Council (RCC) and Richmond River catchment councils in late December 2019. A copy of the RRGFF is provided as Attachment 1.

The RRGFF Final Report identified and developed six different options for future governance of the Richmond River catchment for consideration. These are as follows:

- Option 1: Richmond River Catchment First Australians Partnership
- Option 2: Richmond River Collaborative Partnership
- Option 3: Richmond River Councils Partnership
- Option 4: Expanded Rous County Council
- Option 5: Richmond River Coordinator
- Option 6: NSW Government Agency Lead (Note: Option 6 could consist of partnerships with DPIE, MEMA or NCLLS).

Frameworks were evaluated through both qualitative and semi-quantitative approaches based on evaluation criteria developed in collaboration with stakeholders. Key outcomes of the RRGFF project are summarised in the following extract from the Final Report:

“Based on the combined results of the governance review process, including governance theory, the catchment context, case studies, stakeholder workshops, interviews, multi-criteria analysis and expert opinion, two possible transition pathways towards a more effective governance of the Richmond River are proposed:

1. Recommended pathway: State Government appoint a Richmond River Coordinator, hosted by the newly formed Department of Planning Industry and Environment, who works with stakeholders to create an independent Collaborative Partnership.
2. Alternative pathway: A Richmond River Coordinator works with a NSW agency lead to improve its capacity in delivering agreed outcomes for the Richmond River. Agency options include the North Coast LLS or MEMA (led by EES).

To ensure successful implementation of the recommended pathway it is recommended that:

- Three carefully planned transition phases are implemented over a 1-3-year period
- A strategic investment is made to help create a positive and constructive enabling environment to underpin changes in governance arrangements
- A co-contribution is sought from all partners and key state agencies to establish an appropriate budget to fund the establishment both the Richmond River Coordinator-type role and the initial steps linked to the establishment of the Collaborative Partnership Model.

The alternative pathway should be implemented if the recommended pathway is deemed not feasible”.

In December 2019, DPIE wrote to RCC acknowledging RCC's contribution to the project and seeking RCC's formal position with respect to the recommended options. Specifically, DPIE is seeking feedback and RCC's formal endorsement (or otherwise) by the end of February 2020.

A similar letter has gone to other councils within the Richmond River. Following receipt of all of councils' position on the matter, DPIE will collate these responses and report back to senior management of the DPIE for their consideration and recommendation to the NSW Government.

Position of RCC with respect to the *Richmond River Governance and Funding Framework*

General comments:

The following points would be highlighted in our response to DPIE:

- RCC is in general agreement with the proposed Recommended and Alternate pathways as set out on Page 114 of the RRGFF Final Report (and reproduced above). RCC prefers a Richmond River Coordinator leading to a Collaborative Partnership. Notwithstanding this general agreement, we have the following comments:
 - The Final Report refers to a Richmond River *Coordinator*. Throughout the earlier phases of the project this role was previously referred to as a Richmond River *Commissioner*. The Final Report does highlight the potential need for 'convening power' that would "compel collaboration amongst all state government agencies involved (including local government) to facilitate this goal." It also identifies that this may require a statutory role.
 - RCC is of the view that the complex situation in the Richmond River catchment requires such convening powers to be established for the *Commissioner / Coordinator* in order to be effective. Without such powers, there is the likelihood that nothing will change, with the *Commissioner / Coordinator* unable to generate the traction and change required to succeed.
 - The concern that a *Commissioner / Coordinator* would just create another 'layer of bureaucracy' is real, and so the comments in the Final Report regarding the need to keep the office of the *Commissioner / Coordinator* 'streamlined' are endorsed. Given that the *Commissioner / Coordinator* would have a defined term, the focus of this role should be seen as the 'immediate response to the crisis' such as that applied to natural disaster events – such as a 'Fire Recovery Commissioner' or a 'Flood Recovery Commissioner'. In this role, the *Commissioner / Coordinator*, over the course of a 3-year period comes in to establish the partnership, compel participation and establish an enduring process. If they are successful there may be no ongoing role for the *Coordinator / Commissioner*.
 - The *Coordinator / Commissioner* should nevertheless have a suitably long term (up to 5 years) and during this time also act as a key guide for the Collaborative Partnership as it develops. In addition to the lead role of the *Commissioner / Coordinator*, the potential roles of a senior project officer role and administrative support, as outlined in the Final Report, are considered essential.
- In terms of timeframes, RCC cautions against a long lead time prior to implementation of actions by either the *Coordinator / Commissioner* or the Collaborative Partnership. Figure 20 of the Final Report shows the implementation phase for either of the two recommended options occurs at Year 2 or 3. This approach would delay on-ground actions until 4 or 5 years from the present. This is an excessive amount of time to be spent in the preparation phase, for issues that have had many years of discussion.

- The lack of reliable and effective funding for broadscale implementation of actions has long been recognised as the key problem for the Richmond River. The report to government should include in its recommendations that any governance model for the Richmond River will be ineffective without long term and reliable funding for implementation of actions. Due to this, we request the Richmond River *Commissioner / Coordinator* be installed with a budget for implementation of actions from Year 1, delivered by existing agencies in accordance with existing approved CZMP and CMP action plans. Implementation of actions from Year 1 onwards would allow the Richmond River *Commissioner / Coordinator* to improve effectiveness of real-world implementation and build trust and confidence within the broader community.
- RCC notes the governance model for renovated catchment management prepared by NCLLS included in Appendix E and anticipates that NCLLS will have a major role in a future Collaborative Partnership. It is noted that such a detailed model of this kind was not prepared by/for any other models such as RCC or a potential future Collaborative Partnership – this was because it was outside the agreed RRGFF process.

Conditional endorsement of the recommended pathways:

RCC endorses the proposed Recommended and Alternate pathways as set out on Page 114 of the RRGFF Final Report – however this support is conditional on the following:

1. *Major funding announcement required:* Funding needs to be a key pillar of any subsequent announcement from the NSW Government regarding the selected RRGFF option. Conservative estimates indicate that the Richmond River requires a minimum \$100 million commitment over an approximate 10-year period to achieve meaningful improvement that will lead to improved and lasting environmental and economic outcomes. Clearly local government is unable to raise funding on this scale and so it is recognised that there may be benefit in a model that features a key role for NSW Government agencies. Notwithstanding all of the opportunities for leveraging and existing initiatives, none of the existing opportunities are of a magnitude to match the challenges of the Richmond River.

The NCLLS model outlines the potential funding options (and the ability to raise levies and rates) – this needs to be clearly stated and a timeframe for raising funds in this way for this model to be accepted.

2. *Stand-alone NCLLS delivery unit:* The NCLLS led model is attractive to local government authorities in the Richmond River catchment who are concerned about continuing cost shifting and the implications that a local government led model may have on limited council resources and funding in the future. In the event that the NSW Government selects the alternate pathway – which features a NCLLS lead, then it is imperative that this unit be a separate entity within the NCLLS structure.

Feedback to the Ballina workshop by the consultants suggested that catchment stakeholders wanted “a big front door” – meaning that all interested parties wanted one designated body responsible for the oversight and improvement of the Richmond River – one body that they can approach and not be turned away – with a physical office presence in the region. Such a body needs to be around for the long term, as the task of catchment rehabilitation is a long-term project.

3. *Statutory role of the Richmond River Coordinator / Commissioner:* As outlined above, the *Coordinator / Commissioner* requires convening powers that would compel collaboration amongst all agencies involved including public scorecard reporting on performance.
4. *Trust deficit to be addressed:* The NSW Government needs to recognise the ‘trust’ deficit that has arisen from the systemic under-investment in river health in the Richmond River catchment that has delivered the prevailing poor Ecohealth condition. Constant changes in State

Government departments and agencies, and a hands-off approach to catchment issues, erodes trust and disenfranchises stakeholders. In responding to this report, the NSW Government needs to signal a clear intent to make a significant and enduring difference by outlining a clear, long-term and resourced approach. This response needs to demonstrate that the NSW Government is serious about the long-term health of the Richmond River catchment and that the proposed model will be a one-stop shop – a ‘Service NSW centre’ for Richmond River health. An approach that resembles ‘business as usual’ will erode the goodwill that has been established with key stakeholders over the past 18 months.

5. *Accountability to the local community:* The Collaborative Partnership model (or the alternate pathway adopted) needs to have a simple structure, accountable to the local catchment community rather than the NCLLS Board or other government agencies. There needs to be a clear role and voice for local government and the Northern Rivers Joint Organisation, and a full cross-section of stakeholder organisations represented.
6. *Collaborative approach:* The operational mode of any future program needs to be collaborative. The model needs to be guided from learnings from recent experiences. Specific catchment-risk assessments need to be performed for the Richmond River catchment in a consultative way with the local community – agreed to and applied by all stakeholders. Any future plan for the Richmond River needs to dovetail with existing Richmond River specific strategies such as the Coastal Zone Management Plan and the Coastal Management Program.

Governance

Finance

The RRGFF Final Report highlights a need for contributions from partner organisations such as RCC to assist in securing the intended long-term benefits to the Richmond River catchment.

RCC’s Long Term Financial Plan (LTFP) across the service delivery functions of Council include a wide range of activities that directly contribute to catchment health and water quality outcomes within the Richmond River catchment and estuary. However, the LTFP does not include any provision to contribute significant funding to Richmond River catchment-wide initiatives beyond these service delivery functions. This constraint is highlighted in the RCC position outlined above.

There is no specific financial consequence for RCC arising from the recommendations contained in this report.

Environment

The recommended pathway identified through the RRGFF process is aimed at providing an effective mechanism for leveraging and attracting investment in river health and water quality initiatives within the Richmond River catchment that will generate sustained environmental improvements over the medium to long-term.

Legal

The current governance arrangements for the Richmond River are extremely complex, with numerous overlapping areas of responsibility for all stakeholders and agencies involved. As recognised in the Final Report, “Complex institutional arrangements and diverse agencies involved in NRM and catchment management, with consistently changing responsibilities for particular issues, has resulted in distrust and confusion within the community.”

Stakeholder feedback reported in the Final Report highlights a desire for “a single, coordinated approach to governance and attracting investment in the catchment. There is strong sense from stakeholders that governance would be enhanced with a single entity responsible for leading catchment management, with a collaboratively developed “plan of attack” to guide future action and investment within the Richmond River catchment.”

While RCC would be a key stakeholder and would work closely with other agencies under both the Recommended Pathway and the Alternative Pathway recommended in the Final Report, there would be no need for any changes to RCC's Proclamation under these models. Any changes to RCC's role associated with either of the recommended pathways would need to be developed in consultation with constituent Councils through the Service Level Agreement framework. There are no such changes associated with the recommendations presented below.

Consultation

RCC staff and senior management – together with our constituent Councils - have been closely involved with the development of the RRGFF project over the past 18 months. This has included direct briefings, interviews and consultations, involvement in the series of four stakeholder workshops as well as the review of draft project reporting. DPIE and the consultant project team has consulted widely with stakeholders over the project period and is now seeking formal endorsement (or otherwise) of the recommended pathway.

Conclusion

Over the past 18 months RCC has worked together with DPIE, together with local councils and stakeholders throughout the Richmond River catchment to co-develop a recommendation to the NSW Government regarding the *Richmond River Governance and Funding Framework*. It has recommended the preferred governance framework that will establish responsibility for delivering improved river health outcomes in the Richmond River catchment. The Final Report has now been prepared and DPIE is seeking formal endorsement for the preferred model. This report provides conditional support for the identified pathways.

Phillip Rudd
General Manager

- Final Report on the *Richmond River Governance and Funding Framework*

<https://www.rous.nsw.gov.au/page.asp?f=RES-QJB-44-38-10>

(Please note copy of the report is linked for viewing. Hard copy of the report available at the meeting if required).

Retail water customer account assistance

(2283/13)

Business activity priority Strategy and planning

Goal 2 Align strategic direction to core functions and sustainability

Recommendation

That Council in accordance with section 356 (1) of the *Local Government Act 1993* and its 'Retail Water Customer Account Assistance' policy, approve financial assistance as listed in Table 1 of this report.

Background

Applications for financial assistance in accordance with section 356 (1) under Council's 'Retail Water Customer Account Assistance' policy are tabled below:

Table 1

Account	Property owners	Date application received	Nature of leak	Original water charges due	S356 financial assistance to be approved	Adjusted water charges due after approval
10587-10000-8	Nicholson and Marie	6-Jan-20	Broken pipe joint, caused by tree roots and ground movement.	\$4,327.33	\$2,301.82	\$2,025.51
10276-10000-4	Ulliana	31-Jan-20	Leak underground - tree roots split the pipe. Difficult to access approx. 2km up fire trail.	\$4,272.49	\$2,261.72	\$2,010.77
Total				\$8,599.82	\$4,563.54	\$4,036.28

Governance

Finance

The 2019/20 financial year budget allocation for applications made in accordance with the 'Retail Water Customer Account Assistance' policy is \$25,000.

2019/20 financial year budget	\$ 25,000.00	<u>No. of applications:</u>
S356 assistance approved financial year to date	\$9,058.15	6
S582 assistance approved financial year to date	\$1,891.26	1
S582 assistance approved since last Council meeting	\$0.00	0
Proposed S356 assistance approval this Council meeting	\$4,563.54	2
Proposed S582 assistance approval this Council meeting	\$0.00	6
Budget remaining 2019/20 financial year	\$ 9,487.05	

Legal

Section 377(q) of the *Local Government Act 1993* provides that a decision under section 356 to contribute money or otherwise grant financial assistance may not be delegated and that the decision must be made by resolution of Council.

Conclusion

The total value of section 356 financial assistance equates to \$4,563.54 by application of Council's 'Retail Water Customer Account Assistance' policy. It is proposed that Council grant the recommended financial assistance.

Guy Bezrouchko
Group Manager Corporate and Commercial

Quarterly Budget Review Statement for the quarter ending 31 December 2019

(2333/13)

Business activity priority

Results and sustainable performance

Goal 7

Sustainable performance

Recommendation

That Council note the results presented in the Quarterly Budget Review Statement as at 31 December 2019 and authorise the variations to the amounts from those previously estimated.

Background

The Integrated Planning and Reporting (IP&R) framework sets out minimum standards of reporting that will assist Council in adequately disclosing its overall financial position and to provide sufficient additional information to enable informed decision-making and enhance transparency.

The Quarterly Budget Review Statement (QBRs) is made up of a minimum of six key statements:

- (QBRs1) Statement by the Responsible Accounting Officer on Council's financial position
- (QBRs2) Budget Review Income and Expenses Statement
- (QBRs3) Budget Review Capital Budget
- (QBRs4) Budget Review Cash and Investments Position
- (QBRs5) Budget Review Contracts and Other Expenses
- (QBRs6) Budget Review Key Performance Indicators

For the information of Council, the original 2019/20 budget was adopted on 19 June 2019 as part of the 2019/20 Operational Plan and the 2017/21 Delivery Program.

Governance

Finance

(QBRs1) Report by Responsible Accounting Officer

The following statement is made in accordance with clause 203(2) of the *Local Government (General) Regulation 2005*.

"It is my opinion that the Quarterly Budget Review Statement of Rous County Council for the quarter ended 31 December 2019 indicates that Council's projected financial position at 30 June 2020 will be satisfactory at year end, having regard to the projected estimates of income and expenditure, the original budgeted income and expenditure and Council's short-term liquidity position."



Guy Bezrouchko
Responsible Accounting Officer

Summary of proposed changes whole organisation - December 2019

Table 1

BUDGET ITEMS	Original Budget 2019/20	2018/19 Carryovers	September	December	Projected year end result 2019/20
			30-Sep-19	31-Dec-19	
			Quarter	Quarter	
Operating Income					
Flood	1,033,000	0	617,800	0	1,650,800
Weeds	1,352,900	0	0	0	1,352,900
Retail	2,640,100	0	0	882,700	3,522,800
RWL	799,700	0	0	0	799,700
Commercial Property	269,100	0	0	0	269,100
Fleet	122,300	0	0	0	122,300
Bulk	17,580,900	0	151,000	0	17,731,900
TOTAL OPERATING REVENUES	23,798,000	0	768,800	882,700	25,449,500
Operating Expenses					
Flood	2,083,200	208,900	745,800	0	3,037,900
Weeds	1,391,000	246,700	0	0	1,637,700
Retail	2,485,400	48,200	0	0	2,533,600
RWL	799,000	0	0	0	799,000
Commercial Property	332,400	0	0	0	332,400
Fleet	108,700	0	0	0	108,700
Bulk	18,876,200	220,200	731,000	28,700	19,856,100
TOTAL OPERATING EXPENSES	26,075,900	724,000	1,476,800	28,700	28,305,400
OPERATING RESULT	(2,277,900)	(724,000)	(708,000)	854,000	(2,855,900)
Exclude depreciatoin	6,833,800	0	0	0	6,833,800
Cash result	4,555,900	(724,000)	(708,000)	854,000	3,977,900
Add: Capital Income	6,770,100	0	(20,000)	(3,250,100)	3,500,000
Less: Capital Expense	14,677,800	2,070,100	(163,100)	121,300	16,706,100
Transfer from/(to) Reserve	5,900,100	2,794,100	564,900	2,517,400	11,776,500
Less: Loan Repayments	2,548,300	0	0	0	2,548,300
Estimated cash movement	0	0	0	0	0

Commentary on proposed adjustments – December 2019 (Table 1)

The following notes detail proposed budget variations on a fund basis as compared to the original budget and quarterly adjustments. For reporting purposes, only changes over \$5,000 are individually referenced.

Flood mitigation fund

(QBR2) Income & Expenses - Flood

	Original Budget 2019/20	2018/19 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Operating Income						
Interest Income / Sundry	34,100	0	0	0	34,100	16,241
Lismore Loan Repayments	65,100	0	0	0	65,100	32,459
Operating Contributions	772,200	0	0	0	772,200	375,750
Operating Grants	161,600	0	617,800	0	779,400	0
Total Operating Income	1,033,000	0	617,800	0	1,650,800	424,450
Operating Expense						
Administration Expenses	202,500	0	0	1,100	203,600	91,412
Finance Costs	67,700	0	0	0	67,700	1,311
Building/Depot Expenses	17,200	0	0	0	17,200	6,044
Fleet Hire Expense	68,400	0	0	0	68,400	34,670
Training & Staff	7,300	0	0	0	7,300	1,675
Insurance	8,800	0	0	(1,100)	7,700	3,674
Salaries & Wages	473,900	0	0	0	473,900	218,138
Operations Purchases	415,100	208,900	745,800	0	1,369,800	496,727
Depreciation	822,300	0	0	0	822,300	397,790
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	2,083,200	208,900	745,800	0	3,037,900	1,251,441
Operating Result	(1,050,200)	(208,900)	(128,000)	0	(1,387,100)	(826,991)
Less Depreciation	822,300	0	0	0	822,300	397,790
Operating Result Excl. Non Cash	(227,900)	(208,900)	(128,000)	0	(564,800)	(429,201)
Add Capital Income	20,000	0	(20,000)	0	0	0
Less Capital Expenses	207,800	0	(13,100)	0	194,700	47,175
Transfer from/(to) Reserve	415,700	208,900	134,900	0	759,500	476,376
Less Loan Repayments	0	0	0	0	0	0
Net Cash Movement	0	0	0	0	0	0

Operating grants revenue not yet received

As at December 2019 no funds have been received in relation to approved operating grants. Council has completed and lodged all appropriate acquittal documents required and is liaising with the funding bodies as required to enable payment of grant funds to be finalised.

Weed biosecurity fund

(QBR2) Income & Expenses - Weeds

	Original Budget 2019/20	2018/19 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Operating Income						
Interest Income / Sundry	31,600	0	0	0	31,600	19,525
Operating Contributions	788,600	0	0	0	788,600	395,808
Operating Grants	532,700	0	0	0	532,700	0
Total Operating Income	1,352,900	0	0	0	1,352,900	415,333
Operating Expense						
Administration Expenses	283,600	0	0	0	283,600	131,710
Finance Costs	4,300	0	0	0	4,300	0
Building/Depot Expenses	14,700	5,000	0	(2,500)	17,200	8,173
Fleet Hire Expense	136,600	0	0	0	136,600	68,454
Training & Staff	19,200	0	0	0	19,200	11,549
Insurance	2,200	0	0	0	2,200	22
Salaries & Wages	869,400	0	0	2,500	871,900	368,628
Operations Purchases	40,600	241,700	0	0	282,300	173,073
Depreciation	20,400	0	0	0	20,400	11,984
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	1,391,000	246,700	0	0	1,637,700	773,593
Operating Result	(38,100)	(246,700)	0	0	(284,800)	(358,260)
Less Depreciation	20,400	0	0	0	20,400	11,984
Operating Result Excl. Non Cash	(17,700)	(246,700)	0	0	(264,400)	(346,276)
Add Capital Income	0	0	0	0	0	0
Less Capital Expenses	20,000	0	0	0	20,000	5,418
Transfer from/(to) Reserve	37,700	246,700	0	0	284,400	351,694
Net Cash Movement	0	0	0	0	0	0

Comment regarding receipt of Weeds Action Program funds

In January 2020, Local Land Services (LLS) released the 2019/20 WAP funding split for the final year of the five-year grant and on 7 February 2020 Council received \$490,080, based on the original WAP 2015-20 memorandum of understanding. LLS have indicated that there is potential for additional funding in the 2019/20 financial year. Note that receipt of funds has not been recorded in this QBR2 as the period to which this QBR2 relates ended 31 December 2019.

Retail fund

(QBR2) Income & Expenses - Retail

	Original Budget 2019/20	2018/19 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Operating Income						
Water Sales	2,612,400	0	0	882,700	3,495,100	2,084,615
Interest Income / Sundry	16,700	0	0	0	16,700	35,917
Operating Grants	11,000	0	0	0	11,000	284
Total Operating Income	2,640,100	0	0	882,700	3,522,800	2,120,816
Operating Expense						
Administration Expenses	103,700	0	0	0	103,700	55,750
Administration - Bulk Water Cost	1,499,800	0	0	0	1,499,800	749,800
Building/Depot Expenses	500	0	0	0	500	295
Fleet Hire Expense	79,900	0	0	0	79,900	39,930
Salaries & Wages	563,800	0	0	0	563,800	223,628
Operations Purchases	102,300	48,200	0	0	150,500	91,528
Depreciation	135,400	0	0	0	135,400	96,137
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	2,485,400	48,200	0	0	2,533,600	1,257,068
Operating Result	154,700	(48,200)	0	882,700	989,200	863,748
Less Depreciation	135,400	0	0	0	135,400	96,137
Operating Result Excl. Non Cash	290,100	(48,200)	0	882,700	1,124,600	959,885
Add Capital Income	0	0	0	0	0	8,100
Less Capital Expenses	672,900	0	0	150,000	822,900	143,033
Transfer from/(to) Reserve	382,800	48,200	0	(732,700)	(301,700)	(824,952)
Net Cash Movement	0	0	0	0	0	0

Retail water sales

Revenue received for retail water sales as at 31 December 2019 is \$138,550 in excess of the pro-rata budget. Based on consumption figures for January and historic usage information it is estimated that revenue for the next two quarters will exceed the original budget by \$550,000.

It is proposed to increase the revenue budget allocation from \$2,220,000 to \$2,770,000 with a corresponding \$550,000 increase to the Retail Fund Reserve.

Operational revenue	Water	Retail water sales	\$550,000
Restricted assets	Internally restricted	Retail reserve	(\$550,000)
		Impact on cash surplus	\$0

Water filling stations

Water filling station sales - Due to the low rainfall experienced over July to December 2019, sales of water via the filling stations network increased significantly.

Revenue recorded at the end of December 2019 was \$427,500 and is forecast to exceed the original budget of \$359,000 by \$310,000. The forecast revised budget is based on revenue received, including January 2020 sales, and five months of normal sales at \$30,000 per month.

Capital Works - At the December 2019 meeting, Council resolved [90/19] to approve the installation of two public access water filling stations and increase the existing bulk water filling stations by two. The estimated cost for construction for the four stations was \$90,000 and \$60,000 respectively.

It is proposed to fund the \$150,000 construction costs from the additional revenue with the remaining revenue of \$160,000 to be transferred to the Retail Fund Reserve.

Operational revenue	Water	Filling station	\$310,000
Capital expenditure	Contractors	Public access filling stations	(\$150,000)
Restricted assets	Internally restricted	Retail reserve	(\$160,000)
		Impact on cash surplus	\$0

Water carter permit fee

Due to the low rainfall experienced, the number of water carter permits issued has increased significantly to 90, with current revenue in excess of budget by \$22,700. In 2018/19 40 permits were issued. As drought conditions ease, the number of permits issued next year is expected to return to 40.

It is proposed to increase the revenue budget by \$22,700 with a corresponding increase to the Retail Fund Reserve.

Operational revenue	Water	Permit fee	\$22,700
Restricted assets	Internally restricted	Retail reserve	(\$22,700)
		Impact on cash surplus	\$0

Richmond Water Laboratory fund

(QBR2) Income & Expenses - Richmond Water Laboratory

	Original Budget 2019/20	2018/19 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Operating Income						
Water Sales	792,700	0	0	0	792,700	442,484
Interest Income / Sundry	7,000	0	0	0	7,000	5,019
Total Operating Income	799,700	0	0	0	799,700	447,503
Operating Expense						
Administration Expenses	43,300	0	0	0	43,300	18,694
Building Expenses	57,400	0	0	0	57,400	21,112
Fleet Hire Expense	17,300	0	0	0	17,300	8,640
Salaries & Wages	477,000	0	0	(50,000)	427,000	191,001
Operations - Materials & Contract	160,200	0	0	50,000	210,200	146,505
Operations - Licences/Accreditatic	22,400	0	0	0	22,400	19,593
Operations - Equipment	8,700	0	0	0	8,700	0
Depreciation	12,700	0	0	0	12,700	6,611
Total Operating Expense	799,000	0	0	0	799,000	412,156
Operating Result	700	0	0	0	700	35,347
Less Depreciation	12,700	0	0	0	12,700	6,611
Operating Result Excl. Non Cash	13,400	0	0	0	13,400	41,958
Less Capital Expenses	149,400	0	0	0	149,400	10,582
Transfer from/(to) Reserve	136,000	0	0	0	136,000	(31,376)
Net Cash Movement	0	0	0	0	0	0

Contract staff

A number of labour hire personnel have been engaged to temporarily fill vacant positions that have arisen from planned leave and staff being seconded to other positions within Council. This has resulted in a budget saving to salary and wages, but an increase to contractors.

A reallocation of \$50,000 from salary and wages to contractors is required to meet future commitments for the remainder of the 2019/20 financial year.

This adjustment has no impact on forecast operating result.

Operating expenditure	Materials and contracts	RWL	(\$50,000)
	Salary and wages	RWL	\$50,000
		Impact on cash surplus	\$0

Property fund

(QBR2) Income & Expenses - Commercial Properties

	Original Budget 2019/20	2018/19 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Operating Income						
Interest Income / Sundry	34,000	0	0	0	34,000	13,332
Property Income	235,100	0	0	0	235,100	108,138
Profit on Sale	0	0	0	0	0	0
Total Operating Income	269,100	0	0	0	269,100	121,470
Operating Expense						
Administration Expenses	43,200	0	0	0	43,200	21,600
Building - Maintenance	97,600	0	0	0	97,600	50,229
Building - Lease	69,500	0	0	0	69,500	35,768
Perradenya Estate Operations	61,200	0	0	0	61,200	23,163
Salaries & Wages	20,000	0	0	0	20,000	11,349
Operations Purchases	2,500	0	0	0	2,500	3,314
Depreciation	38,400	0	0	0	38,400	32,215
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	332,400	0	0	0	332,400	177,638
Operating Result	(63,300)	0	0	0	(63,300)	(56,168)
Less Depreciation	38,400	0	0	0	38,400	32,215
Operating Result Excl. Non Cash	(24,900)	0	0	0	(24,900)	(23,953)
Add Capital Income	3,250,100	0	0	(3,250,100)	0	0
Less Capital Expenses	2,908,900	248,200	0	0	3,157,100	171,308
Transfer from/(to) Reserve	(316,300)	248,200	0	3,250,100	3,182,000	195,261
Net Cash Movement	0	0	0	0	0	0

Land Development - Perradenya Release 6

The original budget was developed assuming that the Perradenya Release 6 (a 20-lot development) would be constructed, and lots sold within the 2019/20 financial year.

The construction contract was awarded in August 2019 with scheduled completion by April / May 2020.

In December 2019, Council endorsed the marketing strategy, essentially along the same lines as successfully employed for the previous release. Subsequently, co-agency agreements have been finalised with the real estate agents and initial pricing per lot discussions have taken place. Based on the agent's advice, the plan is to go to market around late March / early April 2020. This approach will provide improved marketing value to prospective purchasers as the development will be very close to or complete.

Given this sales approach, it is unlikely that sales contracts will be settled before June 2020. Therefore, a budget adjustment is required to move the recognition of the Release 6 sales revenue from 2019/20 to 2020/21. This will create a negative balance in the Property Reserve at year end, which will be rectified as sales funds are received in the new year.

Capital revenue	Property – Land	Perradenya land sales	(\$3,250,100)
Restricted assets	Internally restricted	Property reserve	\$3,250,100
		Impact on cash surplus	\$0

Fleet fund

(QBR2) Income & Expenses - Fleet

	Original Budget 2019/20	2018/19 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Operating Income						
Interest Income / Sundry	122,300	0	0	0	122,300	49,954
Profit on Sale	0	0	0	0	0	0
Total Operating Income	122,300	0	0	0	122,300	49,954
Operating Expense						
Fleet Operations	547,000	0	0	0	547,000	205,649
Fleet Hire Income	(925,700)	0	0	0	(925,700)	(438,200)
Salaries & Wages	61,500	0	0	0	61,500	23,623
Operations Purchases	0	0	0	0	0	272
Depreciation	425,900	0	0	0	425,900	225,685
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	108,700	0	0	0	108,700	17,029
Operating Result	13,600	0	0	0	13,600	32,925
Less Depreciation	425,900	0	0	0	425,900	225,685
Operating Result Excl. Non Cash	439,500	0	0	0	439,500	258,610
Add Capital Income	0	0	0	0	0	0
Less Capital Expenses	578,600	0	0	0	578,600	50,526
Transfer from/(to) Reserve	139,100	0	0	0	139,100	(208,084)
Net Cash Movement	0	0	0	0	0	0

No budget adjustment required.

Bulk fund

(QBR2) Income & Expenses - Bulk

	Original Budget 2019/20	2018/19 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Operating Income						
Water Sales	17,030,600	0	0	0	17,030,600	8,515,304
Interest Income / Sundry	533,500	0	0	0	533,500	402,215
Property Income	14,700	0	0	0	14,700	8,840
Lismore Loan Repayments	0	0	0	0	0	0
Operating Contributions	0	0	0	0	0	0
Operating Grants	0	0	151,000	0	151,000	0
Profit on Sale	2,100	0	0	0	2,100	0
Total Operating Income	17,580,900	0	151,000	0	17,731,900	8,926,359
Operating Expense						
Administration Expenses	406,600	0	0	0	406,600	227,186
Administration - Retail Water Cost	(1,499,800)	0	0	0	(1,499,800)	(749,800)
Finance Costs	1,603,800	0	0	0	1,603,800	479,959
Building/Depot Expenses	2,110,000	0	0	0	2,110,000	932,751
Fleet Hire Expense	519,800	0	0	0	519,800	254,187
Training & Staff	394,700	0	0	0	394,700	166,389
Insurance	317,500	0	0	0	317,500	252,384
Members Expenses	161,500	0	0	0	161,500	64,420
Salaries & Wages	5,806,300	0	(43,000)	0	5,763,300	2,841,109
Operations Purchases	3,677,100	220,200	774,000	28,700	4,700,000	1,591,875
Depreciation	5,378,700	0	0	0	5,378,700	2,648,086
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	18,876,200	220,200	731,000	28,700	19,856,100	8,708,546
Operating Result	(1,295,300)	(220,200)	(580,000)	(28,700)	(2,124,200)	217,813
Less Depreciation	5,378,700	0	0	0	5,378,700	2,648,086
Operating Result Excl. Non Cash	4,083,400	(220,200)	(580,000)	(28,700)	3,254,500	2,865,899
Add Capital Income	3,500,000	0	0	0	3,500,000	1,763,037
Less Capital Expenses	10,140,200	1,821,900	(150,000)	(28,700)	11,783,400	3,579,838
Transfer from/(to) Reserve	5,105,100	2,042,100	430,000	0	7,577,200	221,518
Less Loan Repayments	2,548,300	0	0	0	2,548,300	1,270,616
Net Cash Movement	0	0	0	0	0	0

Capital Works budgets transferred to Operational

Nightcap Water Treatment Plant – Biologically Activated Carbon (BAC) media

An original budget of \$10,000 was allocated to capital works for the Nightcap Water Treatment Plant BAC media. The works involve the testing of the BAC media, which does not meet the definition of capital expenditure. It is proposed to move the \$10,000 budget to operating expenditure.

Operational expenditure	Materials & contractors	BAC media	(\$10,000)
Capital expenditure	Contractors	BAC media	\$10,000
		Impact on cash surplus	\$0

Dam Safety Emergency Plans (DSEP)

At the February 2019 meeting, Council resolved [5/19] to allocate funding for the engagement of a specialist dam hydrology and safety consultant to undertake a complete revision of the DSEP and incorporate the recommendations from the 2012 Surveillance report as directed by the NSW Dams Safety Committee.

A budget variation is required as the scope of the original project has increased. The LiDAR (surveying method that measures distance to a target) has been extended by 10 times from the original area. This has increased the number of design events and scenarios that need to be run. Reviewing the dam consequence category is also required, and this did not form part of the original proposal.

It is proposed to fund the \$18,700 from savings identified in the Emigrant Creek Water Treatment Plant instrument budget. This budget consists of a yealy provision for items that may be required for operational purposes throughout the year. This transfer will reduce the instrument budget to \$6,300.

Operational expenditure	Materials & contractors	RCD Flood	(\$18,700)
Capital expenditure	Contractors	ECWTP Misc/instruments.	\$18,700
		Impact on cash surplus	\$0

St Helena Trunk Main Augmentation

A review of the existing project budget allocations has identified potential budget variances. These variances will be discussed in a separate confidential report contained within the February 2020 Council business paper.

Budget review for the quarter ended 31 December 2019

(QBR53) Capital Budget

	Original Budget 2019/20	2018/19 Carryovers	Approved changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20	Actual YTD
Capital Funding:						
Capital grants & contributions	0	0	0	0	0	0
Internal restrictions						
- renewals	7,707,900	1,849,500	0	(28,700)	9,528,700	2,471,003
- new assets	4,083,900	221,300	(150,700)	2,883,900	7,038,400	1,414,266
External restrictions						
- infrastructure	0	0	6,900	0	6,900	0
Other capital funding sources						
- operating revenue	0	0	(20,000)	150,000	130,000	11,424
Income from sale of assets						
- plant and equipment	2,100	0	0	0	2,100	0
- land and buildings	2,883,900	0	0	(2,883,900)	0	0
Total capital funding	14,677,800	2,070,800	(163,800)	121,300	16,706,100	3,896,693
Capital Expenditure:						
New assets						
- office equipment	603,000	30,000	0	0	633,000	73,607
- inventory (land)	2,883,900	178,800	0	0	3,062,700	105,594
- infrastructure	2,750,000	0	(150,700)	150,000	2,749,300	1,137,018
- land and buildings	0	0	0	0	0	0
- plant and equipment	733,000	12,500	0	0	745,500	109,471
Renewals (replacement)						
- land and buildings	77,000	227,800	0	0	304,800	181,277
- infrastructure	7,630,900	1,621,700	(13,100)	(28,700)	9,210,800	2,289,726
Total capital expenditure	14,677,800	2,070,800	(163,800)	121,300	16,706,100	3,896,693

Budget review for the quarter ended 31 December 2019

(QBR54) Cash & Investments

	Opening Balances 2019/20	Original Budget 2019/20	2018/19 Carryovers	Approved changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2019/20
Unrestricted:						
Flood mitigation	99,002	0	0	0	0	99,002
Weeds biosecurity	94,487	(10,000)	0	0	0	84,487
Retail water	100,000	0	0	0	0	100,000
Richmond water laboratories	10,000	0	0	0	0	10,000
Commercial properties	100,000	0	0	0	0	100,000
Fleet	50,000	0	0	0	0	50,000
Bulk water	986,268	0	0	0	0	986,268
Total unrestricted	1,439,757	(10,000)	0	0	0	1,429,757
Externally restricted:						
Flood grants	236,375	0	(107,779)	(128,596)	0	0
Weeds grants	132,437	10,000	(142,437)	0	0	0
Weeds other	430,259	0	0	0	0	430,259
Bulk water grants	0	0	0	0	0	0
Bulk water other	2,950,000	0	0	0	0	2,950,000
Total externally restricted	3,749,071	10,000	(250,216)	0	0	3,380,259
Internally restricted:						
Flood mitigation	1,243,219	(415,700)	(101,100)	(6,300)	0	720,119
Weeds biosecurity	943,513	(37,700)	(69,500)	0	0	836,313
Retail water	1,817,175	(382,800)	(48,200)	0	732,700	2,118,875
Richmond water laboratories	408,208	(136,000)	0	0	0	272,208
Commercial properties	1,835,309	316,300	(248,200)	0	(3,250,100)	(1,346,691)
Fleet	660,094	(139,100)	0	0	0	520,994
Bulk water						
- Buildings & structures	343,698	0	(210,000)	0	0	133,698
- Assets & programs	20,150,374	(5,105,100)	(1,691,300)	(430,000)	0	12,923,974
- Employee leave entitlement	1,871,312	0	0	0	0	1,871,312
- Electricity	2,271,797	0	0	0	0	2,271,797
- Office equipment & computer	870,533	0	(51,800)	0	0	818,733
- Greenhouse gas abatement	94,000	0	(94,000)	0	0	0
Total internally restricted	32,509,231	(5,900,100)	(2,514,100)	(436,300)	(2,517,400)	21,141,331
Total restricted	36,258,302	(5,890,100)	(2,764,316)	(436,300)	(2,517,400)	24,521,590

(QBR4) Cash and Investments**Investment statement**

The Responsible Accounting Officer certifies that all funds including those under restriction have been invested in accordance with section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2005* and Council's 'Investment' policy.

Cash bank statement

The Responsible Accounting Officer certifies that Council's bank statement has been reconciled up to and including 31 December 2019.

Reconciliation

The YTD cash and investment figure reconciles to the actual balances held as follows:

	\$
Cash at Bank (as per bank statements)	179,634
Investments on Hand	35,863,757
Reconciled Cash at Bank & Investments	<u>36,043,391</u>
Balance as per Review Statement:	<u>36,043,391</u>

(QBR5) contractors

Contractor	Contract details & purpose	Contract value (\$)	Comm. date	Duration of contract	Budgeted (Y/N)
JHA Recruitment	Governance officer - staff	65,000	20/12/2019	6 mths	Y
Advanced Concrete Engineering	Lismore 900 corrosion repairs	436,541	31/10/2020	7 mths	Y
EMT	Nightcap raw pump upgrade	828,203	28/10/2019	7 mths	Y
Safegroup	Control system development & implementation	72,172	28/10/2019	7 mths	Y
Workplace Edge	Communications & engagement plan	78,720	17/10/2019	11 mths	Y
Jacobs Group	Groundwater schemes & whole of life cycle costs	99,816	16/10/2019	5 mths	Y
City Water Technology	Indirect potable reuse feasibility assessment	89,109	8/10/2019	7 mths	Y
Hydrosphere	Future water strategy review	82,593	31/10/2019	9 mths	Y
Department of Planning Industry & Environment	Dunoon dam project	156,536	31/10/2020	5 mths	Y
Civil CS	Perradenya release 6	1,639,900	26/08/2019	8 mths	Y

Note: Minimum reporting level is 1% of estimated income from continuing operations or \$50,000 whichever is the lesser.

(QBR5) consultancy and legal expenses**Definition of consultant**

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high-level specialist or professional advice to assist decision making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other contractors.

Expense	Expenditure YTD \$	Budgeted (Y/N)
Consultancies	\$75,942	Y
Legal Fees	\$7,522	Y

Comment: All consultancies and legal expenses incurred to date are within budget allocations. All figures exclude GST.

Legal fees		
	People & Performance – opinion on statutory interpretation	\$2,000
	People & Performance - hiring options LG Act and LG Award	\$5,500
	Operations - penalty notice fees	\$22
Consultancies		
	General Manager – Drinking Water Management System	\$34,664
	General Manager – Flood Review	\$20,550
	General Manager - RAP cultural awareness training	\$3,608
	Planning & Delivery – North Lismore Plateau Hydraulic	\$16,420
	Corporate & Commercial - name address register specification	\$700

Statement of expenses for councillors

Councillor expenses for the quarter ending 31/12/19 (Q2)

	Other expenses	Official business of Council - excluding professional development	Official business of Council - professional development	Total by Councillor (Q1)	Total by Councillor YTD
Councillor Cadwallader	0	260	4,748	5,007	5,745
Councillor Cameron	0	155	0	155	155
Councillor Cook	0	216	681	897	2,429
Councillor Ekins	0	0	811	811	2,199
Councillor Humphrys	0	106	0	106	106
Councillor Mustow	0	0	0	0	0
Councillor Richardson	0	0	0	0	0
Councillor Williams	0	0	2,970	2,970	3,450
Total per expense type	0	737	9,210	9,947	14,084

Budget 2019/20 FY

59,000

Remaining budget

44,916

This information is provided in accordance with paragraph 6.2 of the 'Payment of Expenses and Provision of Facilities for Chairperson and Councillors' policy.

(QBR56) key performance indicators

In assessing an organisation's financial position, there are several performance indicators that can assist to easily identify whether or not an organisation is financially sound. These indicators and their associated benchmarks, as stipulated by Office of Local Government, are set out below:

	# Performance Indicator		Flood	Weeds	Retail	RWL	Property	Fleet	Bulk	Consolidated	Local Government Bench Mark
1	Operating Performance	2019/20 Budget Review	(1,387,100)	(284,800)	989,200	700	(63,300)	13,600	(2,124,200)	(2,855,900)	Surplus
		2018/19 Actual	(873,459)	50,845	326,215	81,631	(40,475)	90,853	2,000,165	1,635,775	
2	Current Ratio	2019/20 Budget Review	8.19	3.14	88.76	35.28	(24.93)	28.55	4.39	4.61	> 1.5
		2018/19 Actual	10.16	3.30	30.67	33.20	8.60	59.91	4.03	5.43	
3	Debt Service Cover Ratio	2019/20 Budget Review	-	-	-	-	-	-	2.12	2.65	> 2
		2018/19 Actual	-	-	-	-	-	-	1.79	1.80	
4	Own Source Operating Revenue Ratio	2019/20 Budget Review	6%	2%	100%	100%	100%	100%	84%	78%	> 60%
		2018/19 Actual	3%	2%	97%	100%	100%	100%	78%	76%	
5	Building and Infrastructure Renewals Ratio	2019/20 Budget Review	0.26 : 1	-	-	-	9.99 : 1	-	1.59 : 1	1.48 : 1	> 1:1
		2018/19 Actual	0.05 : 1	-	-	-	0.19 : 1	-	1.49 : 1	1.28 : 1	

Comments on key performance indicators

Please note that comments relate to the consolidated financial indicators.

1. Operating result before capital contributions

The operating result is the profit or loss that Council makes from normal operations excluding expenditure on capital items. A surplus is a positive financial indicator.

Comment: Council's operating result (deficit) before capital items has increased compared with the original budgeted deficit of \$2,277,900.

Original budgeted deficit	(\$2,277,900)
Projected year end result 2019/20	(\$2,855,900)
	(\$578,000)

The increase can be attributed to carry over works (\$724k) reinstated from 2018/19 and operating expenses (\$1.512M) offset by revenue from grant funding (\$769k) and retail water income (\$883k).

Carryovers / reinstatements	(\$724,000)
Expenses	(\$1,505,500)
Revenue	\$1,651,500
	(\$578,000)

Note: Operating results include depreciation of \$6,833,800 which is non-cash.

2. Current ratio liquidity

The current ratio measures Council's ability to pay existing liabilities in the next 12 months. A ratio greater than one is a positive financial indicator.

Comment: The above ratio means that for every dollar Council owes in the short term, it has \$4.61 available in assets that can be converted to cash.

3. Debt service cover ratio

This ratio demonstrates the cost of servicing Council's annual debt obligations (loan repayments, both principal and interest) as a portion of available revenue from ordinary activities. A higher ratio is a positive financial indicator.

Comment: Ratio, as a percentage of ordinary revenue, is consistent with the Long Term Financial Plan. Due to the timing of loan repayments, the ratio is reduced in the first quarter as the majority of loan repayments occur in the second and fourth quarters.

4. Own source operating revenue ratio

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions. A Council's financial flexibility improves the higher the level of its own source revenue. A higher ratio is a positive financial indicator.

Comment: The above percentage demonstrates that the majority of Council's income is generated from user fees and charges, i.e. water sales.

5. Building and infrastructure renewal ratio

This ratio indicates the rate of renewal/replacement of existing assets against the depreciation of the same category of assets. A ratio greater than one is a positive financial indicator.

Comment: The current ratio reflects Council's normal practices.

Grant application information

This table provides information on grant applications that have been approved or submitted up to time of preparation of the QBRS. Any grants that may have been approved after that date or that have been applied for, will be covered in future reports. The details of new grants, including grants awaiting a determination, are provided below. A financial update on existing grants has also been provided.

Note: all financial amounts are exclusive of GST.

Grant name	Fund	Synopsis	Funding body	Program	Project value	Grant funding	Council funding	Total expenditure to date	Balance of approved funds to spend
New Grants that have been approved									
Nil									
Grant variation request pending a determination									
Review of the Lismore FRMP post March 2017 Flood	Flood	Project has experienced a number of unforeseeable setbacks, including OEH scope variation.	DPIE	Floodplain management grants scheme	-	50,315	25,158	-	-
Active Grants that have been previously reported									
Integrated Water Cycle Management (IWCM) Strategy	Water	Undertake a review of the long-term water security strategy and complete a integrated water cycle management strategy for RCC.	DPIE	Safe & secure water program	816,000	151,000	665,000	34,460	781,540
Water Quality Monitoring 2019-22	Flood	Richmond River water quality monitoring project	DPIE	Coastal & estuary grants program	199,768	99,884	99,884	-	199,768
Voluntary House Raising	Flood	Facilitate the voluntary house raising of 2 homes in the Lismore area.	DPIE	Floodplain management grants scheme	240,000	160,000	-	-	240,000
Voluntary House Raising	Flood	Raising of houses as approved and funded by DPIE. Homeowner contributes 1/3.	DPIE	Floodplain management grants scheme	333,056	333,056	-	305,177	27,879
March 2017 Flood - Lismore CBD	Flood	To facilitate the necessary remediation and repairs for flood affected infrastructure as a result of the March 2017 flood.	PWA	Natural disaster relief arrangements program	861,207	861,207	-	761,906	99,301
Flood Maintenance 2018-22	Flood	Second year of a four year grant. Each year \$169,200 is available to spend	DPIE	Floodplain management grants scheme	676,800	84,600 p.a.	84,600 p.a.	102,099	67,101
Review of the Lismore FRMP post March 2017 Flood	Flood	Review flood modelling post March 2017 flood event.	DPIE	Floodplain management grants scheme	170,000	80,000	90,000	156,665	13,335
Weeds Action Program 2015-20	Weeds	Funding allocated annually	LLS	North Coast weeds action program 2015-20	921,500	512,100	409,400	488,603	432,897
Seeded Banana	Weeds	Maximise control of seeded banana infestations.	LLS	WAP - New weed incursion	10,000	10,000	-	3,787	6,213
Miconia 2018-21	Weeds	Miconia weed surveillance and control services in Northern NSW	QLD Ag & Fisheries	Miconia Weed Eradication	61,740	61,740	-	19,744	41,996
Alligator Weed - Evans Catchment	Weeds	Funded under new weed incursion program	NSW DPI	WAP - New weed incursion	41,500	32,000	9,500	21,950	19,550
WAP variation Alligator Weed Swan Bay	Weeds	Funding for equipment purchase	LLS	North Coast weeds action program 2018-19	30,000	30,000	-	-	30,000
Aquatic Weeds	Weeds	High Priority aquatic weeds	DPI	State Aquatic Weed Coordination	10,000	10,000	-	5,100	4,900
Community Landcare LGA	Weeds	North Coast Regional strategic weed management plan 2017-22.	NCLLS	Community Landcare	120,000	60,000	60,000	-	120,000

Legal

In accordance with clause 203 of the *Local Government (General) Regulation 2005*, Council's financial position is satisfactory having regard to the original estimate of income and expenditure and Council's projected short-term liquidity position.

Consultation

This report was prepared in consultation with the General Manager, managers and relevant staff.

Conclusion

In summary, all budget items other than those identified in the report have performed within the parameters set by Council in adopting the 2019/20 Operational Plan.

Guy Bezrouchko
Group Manager Corporate and Commercial

Dunoon Dam Catchment policy – for revocation

(172/17)

Business activity priority	Information and knowledge
Goal 3	Create value through applying knowledge

Recommendation

That Council revoke the 'Dunoon Dam Catchment' policy attached to this report and any policy revived as a result of the revocation.

Background

As part of the routine review of Council policies, opportunities for efficiencies and removal of redundant or unnecessary policy documents are being identified.

The following policy has been identified for revocation:

1. Dunoon Catchment policy (Rous) – Adopted 18 November 1998

Background

This policy has not been updated since it was adopted.

The purpose of the policy was to establish development standards within the Dunoon Dam Inundation and Water Catchment areas in response to the Lismore Local Environment Plan Amendment 31.

Rationale for revocation: The Planning Manager has confirmed that this policy is no longer required, as the Lismore Local Environment Plan (LEP) was updated in 2000 and also in 2012 which has resulted in the policy being outdated.

The policy identifies the circumstances whereby the concurrence of Rous County Council is required for development consent within the catchment area of the Proposed Dunoon Dam. Under the Lismore LEP 2012, Rous County Council has no concurrence role as this was removed as part of the move to the state wide Standard LEP Instrument, and therefore large parts of the policy are invalid.

The intent of this policy is to *“to identify land required for future water supply and preclude inappropriate developments on the land to which the Plan applies which will have long term adverse effects on water quality and adversely affect the future development of a proposed new water supply storage”*. Under the Lismore LEP 2012, drinking water catchments (including the drinking water catchment zone of the Proposed Dunoon Dam) are not separately zoned. Catchment areas are recognised through mapping of a catchment area and there is an associated clause that accompanies that overlay.

Clause 6.4 of the Lismore LEP provides a mechanism to consider the impacts of proposed development on water quality and aims *“to protect drinking water catchments by minimising the adverse impacts of development on the quality and quantity of water entering drinking water storages.”* Therefore, it is considered that the provisions of the Lismore LEP 2012 provide a mechanism to achieve these same objectives, and therefore the policy is no longer required.

Consultation

Relevant staff have been consulted regarding the revocation of the policy and support the proposal.

Conclusion

The 'Dunoon Catchment' policy is no longer required and it is recommended that it be revoked.

Andrew Logan
Planning Manager

Attachment

1. Dunoon Catchment policy (Rous)

Rous Water			
POLICY	Dunoon Catchment		
AREA	Water Supply		
OVERVIEW	Protect Rocky Creek Dam Water Quality		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	18/11/1998	N/A	N/A
REVIEW DATE	Term of Council		
FILE	172	843	1294

POLICY

**PLAIN ENGLISH INTERPRETATION OF
LISMORE LOCAL ENVIRONMENT PLAN (Amendment No. 31)
REGARDING THE PROPOSED DUNOON DAM'S
INUNDATION & WATER CATCHMENT AREAS**

The intent of Lismore Local Environmental Plan Amendment No. 31 is to *identify land required for future water supply and preclude inappropriate developments on the land to which the Plan applies* which will have long term adverse affects on water quality and adversely affect the future development of a *proposed* new water supply storage.

Before approving development, Lismore City Council must obtain the concurrence of Rous County Council. Any applications for development will therefore be sent to Rous County Council *for consideration*.

Rous County Council will only concur with certain types of development which in its view would not have a potential adverse impact on water quality within the proposed dam's water catchment or in the proposed inundation *area*. Thus Rous County Council will concur *only with* the following types of developments:

a) Catchment area (within dotted line but excluding hatched area)

- structures that require development consent, associated with existing dwelling, which are of an accepted domestic size, and the use of which is of an accepted domestic nature;
- dwelling houses on existing allotments which have a dwelling entitlement, and on which there is currently no dwelling.

Note: Rous County Council is likely to refuse concurrence for other developments such as:

- Subdivision creating new entitlements.
- Dual Occupancy (including any self-contained unit).
- Multiple Occupancy.
- Feed lots, piggeries.
- Tourist and accommodation developments.
- Industrial developments.

b) Inundated area (hatched area)

- Minor extensions to existing premises which do not increase the existing habitable floor area by more than 20% compared to *the floor area as at* >, 1996 (date of gazettal).

Note: Rous County Council is likely to refuse concurrence for all other activities that require development consent.

All Development Applications will be dealt with by both Lismore and Rous County Councils. To expedite processing time of any application, Lismore Council will forward the application to Rous County Council within 48 hours of receipt. Rous County will in turn give its concurrence or not, within 7 days of receiving the application.

In determining whether to grant concurrence. Rous County Council shall take into account the proposed development will impose an adverse risk on the long term water quality *issuing from the proposed catchment area*. In addition, Rous will determine whether the proposed development would detrimentally affect the construction of the proposed dam, and whether the proposed development would be more suitably undertaken on an alternative site.

In turn, applicants are requested to supply as much detail as possible on the proposed development the more detail supplied, the less chance there is of Lismore and/or Rous Councils asking for more information, and thus delaying the proposed development.

Any application that is refused by Lismore Council, on its own volition, or on the basis of a refusal by Rous County Council to grant concurrence, is able to be appealed to the Land and Environment Court under Section 97 of the Environmental Planning and Assessment Act, 1979.

PROCEDURES

LEGISLATION

RELATED DOCUMENTS

CONTACT OFFICER

Technical Services Director

Information reports

(1181)

Business activity priority	Process management, improvement and innovation
Goal 6	Continuous improvement through process management and innovative thinking

Recommendation

That the following information reports be received and noted:

- i). Investments – January 2020
- ii). Water production and usage – December 2019 and January 2020
- iii). Delivery program progress update: 1 July 2019 to 31 December 2019
- iv). Fluoride plan dosing performance report – Q4 2019
- v). Reports / actions pending

Background

Copies of the following reports are attached for information:

- i). Investments – January 2020
- ii). Water production and usage – December 2019 and January 2020
- iii). Delivery program progress update: 1 July 2019 to 31 December 2019
- iv). Fluoride plan dosing performance report – Q4 2019
- v). Reports/actions pending

Governance

Finance

Not applicable.

Legal

Not applicable.

Consultation

Consultation has been undertaken with the General Manager, Group Managers and staff.

Conclusion

Copies of the reports listed are attached for information.

Phillip Rudd
General Manager

Investments – January 2020

(59/12)

Business activity priority	Results and sustainable performance
Goal 7	Sustainable performance

Recommendation

That Council receive and note the investments for January 2020.

Background

Clause 212 of the *Local Government (General) Regulation 2005* and Council's 'Investment' policy require that a report detailing Council's investments be provided. This report has been prepared based on information available as at 31 January 2020.

Governance

Finance

RBA cash rate

At the RBA's February meeting, it was decided to maintain the cash rate at 0.75%. The 90-day average bank bill swap rate (BBSW) has decreased to 0.89% as at the end of January. The low rate will continue to put pressure on interest yields in the foreseeable future.

Total funds invested for January was \$35,695,000

This is a decrease of \$357,404 compared to the November 2019 figure. This is primarily due to semi-annual loan repayments.

Return for January was 2.12%

The weighted average return on funds invested for the month of January was 2.12%. This represents a decrease of 11 basis point compared to the November result (2.23%) and is 123 basis points above Council's benchmark (the average 90-day BBSW rate of 0.89%) (Refer: Graph D2).

Interest earned for January was \$65,230

Interest earned for the first six-months of the financial year compared to the original budget is \$138,369 in excess of pro-rata budget (Refer: Attachment A). The budget will be reassessed in March, as capital expenditure is expected to increase in the second half of the financial year.

Summary of indebtedness as at 31 January 2020

Information	Loan #1	Loan #2	Loan #3	Loan #4	Loan #5	Loan #6	Loan #7	Total
Institution	CBA	CBA	CBA	Dexia	NAB	NAB	CBA	
Principal Borrowed	\$ 2,000,000	\$ 3,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 550,000	\$ 45,550,000
Date Obtained	9-Jun-04	31-May-05	31-May-06	21-Feb-07	31-May-07	25-Sep-07	13-May-05	
Term (Years)	20	20	20	20	20	20	15	
Interest Rate	6.82%	6.25%	6.37%	6.40%	6.74%	6.85%	6.39%	
Date Due	10-Jun-24	31-May-25	31-May-26	21-Feb-27	31-May-27	25-Sep-27	13-May-20	
Annual Commitment	\$ 184,785	\$ 264,921	\$ 891,595	\$ 893,507	\$ 917,390	\$ 925,933	\$ 57,571	\$ 4,135,701
Principal Repaid LTD	\$ 1,294,324	\$ 1,783,159	\$ 5,315,750	\$ 5,020,894	\$ 4,653,896	\$ 4,363,926	\$ 522,103	\$ 22,954,053
Interest Incurred LTD	\$ 1,569,845	\$ 2,058,191	\$ 6,720,784	\$ 6,596,660	\$ 6,813,474	\$ 6,747,266	\$ 312,672	\$ 30,818,892
Principal Outstanding	\$ 705,676	\$ 1,216,841	\$ 4,684,250	\$ 4,979,106	\$ 5,346,104	\$ 5,636,075	\$ 27,897	\$ 22,595,948
Interest Outstanding	\$ 125,856	\$ 240,223	\$ 1,111,119	\$ 1,276,500	\$ 1,555,016	\$ 1,783,276	\$ 889	\$ 6,092,879

Cheque account balance as at 31 January 2020 was \$642,357

Ethical holdings represent 74.24% of the total portfolio

Current holdings in Ethical Financial Institutions equals \$26,500,000. The assessment of Ethical Financial Institutions is undertaken using www.marketforces.org.au which is an affiliate project of the Friends of the Earth Australia (Refer: Graph D4).

Legal

All investments are in accordance with section 625 of the *Local Government Act 1993*, clause 212 of the *Local Government (General) Regulation 2005* and Council's 'Investment' policy.

Consultation

Nil.

Conclusion

A report on investments is required to be submitted to Council. As at 31 January 2020, investments total 35,695,000 and the average rate of return is estimated at 2.12%.

Guy Bezrouchko
Group Manager Corporate and Commercial

Attachments:

- A. Investment analysis
- B. Investment by type
- C. Investment by Institution
- D. Total funds invested - comparisons

Rous County Council – Investment Analysis Report – 31 January 2020

Attachment A

Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 Jan 20 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
CBA Business Online Saver	AA-	CBA-BOS	No	At call		3.35	1,195,000.18	1.20	1,471.72	11,533.86
Bank of Queensland	BBB+	TD	Yes	6/2/2018	4/2/2020	1.40	500,000.00	2.85	1,210.27	8,393.84
ING Bank Aust Ltd	A	TD	No	8/2/2018	11/2/2020	2.80	1,000,000.00	2.90	2,463.01	17,082.19
Bendigo & Adelaide Bank Ltd (Rural Bank Div)	BBB+	TD	Yes	13/2/2018	18/2/2020	1.40	500,000.00	2.85	1,210.27	8,393.84
Auswide Bank Ltd	BBB+	TD	Yes	27/3/2018	24/3/2020	1.40	500,000.00	2.77	1,176.30	8,158.22
Bank of Queensland	BBB+	TD	Yes	17/7/2018	14/7/2020	1.40	500,000.00	3.00	1,273.97	8,835.62
Bank of Queensland	BBB+	TD	Yes	24/7/2018	21/7/2020	1.40	500,000.00	3.00	1,273.97	8,835.62
AMP Bank	BBB+	TD	No	21/8/2018	25/8/2020	1.40	500,000.00	2.95	1,252.74	8,688.36
Bendigo & Adelaide Bank Ltd (Rural Bank Div)	BBB+	TD	Yes	6/11/2018	3/11/2020	2.80	1,000,000.00	2.85	2,420.55	16,787.67
Newcastle Permanent Bldg Soc	BBB	TD	Yes	29/1/2019	19/1/2021	1.40	500,000.00	2.95	1,252.74	8,688.36
Summerland Credit Union	UNRATED	TD	Yes	5/2/2019	4/2/2020	1.40	500,000.00	2.80	1,189.04	8,246.58
QBank	BBB-	TD	Yes	12/2/2019	11/2/2020	1.40	500,000.00	2.85	1,210.27	8,393.84
BankVic (Police Financial Services Ltd T/as)	BBB+	TD	Yes	4/3/2019	25/2/2020	1.40	500,000.00	2.70	1,146.58	7,952.05
Gateway Bank Ltd	UNRATED	TD	Yes	5/3/2019	3/3/2020	1.40	500,000.00	2.70	1,146.58	7,952.05
MyState Bank Limited	BBB+	TD	Yes	1/4/2019	17/3/2020	1.40	500,000.00	2.70	1,146.58	7,952.05
The Mutual Bank (Maitland Mutual)	UNRATED	TD	Yes	2/4/2019	31/3/2020	1.40	500,000.00	2.75	1,167.81	8,099.32
Railways Credit Union Ltd (T/As Move)	UNRATED	TD	Yes	9/4/2019	10/3/2020	1.40	500,000.00	2.60	1,104.11	7,657.53
Auswide Bank Ltd	BBB+	TD	Yes	9/4/2019	7/4/2020	1.40	500,000.00	2.60	1,104.11	7,657.53
Defence Bank	BBB	TD	Yes	23/4/2019	21/4/2020	1.40	500,000.00	2.60	1,104.11	7,657.53
Bank of Sydney Ltd	UNRATED	TD	Yes	3/5/2019	5/5/2020	1.40	500,000.00	2.55	1,082.88	7,510.27
Auswide Bank Ltd	BBB+	TD	Yes	7/5/2019	28/4/2020	1.40	500,000.00	2.40	1,019.18	7,068.49
Queensland Country CU (formerly ECU Aust)	UNRATED	TD	Yes	21/5/2019	19/5/2020	1.40	500,000.00	2.40	1,019.18	7,068.49
ME Bank	BBB	TD	Yes	27/8/2019	16/6/2020	2.80	1,000,000.00	1.60	1,358.90	6,926.03
MyState Bank Limited	BBB+	TD	Yes	10/9/2019	2/6/2020	1.40	500,000.00	1.60	679.45	3,156.16
Macquarie Bank Ltd	A	TD	No	13/9/2019	14/4/2020	2.80	1,000,000.00	1.75	1,486.30	6,760.27
Macquarie Bank Ltd	A	TD	No	18/9/2019	21/4/2020	1.40	500,000.00	1.75	743.15	3,260.27
Judo Bank	UNRATED	TD	Yes	17/9/2019	15/9/2020	1.40	500,000.00	2.10	891.78	3,941.10
Judo Bank	UNRATED	TD	Yes	24/9/2019	8/9/2020	1.40	500,000.00	2.20	934.25	3,917.81
AMP Bank	BBB+	TD	No	24/9/2019	22/9/2020	2.80	1,000,000.00	1.70	1,443.84	6,054.79
AMP Bank	BBB+	TD	No	1/10/2019	6/10/2020	2.80	1,000,000.00	1.70	1,443.84	5,728.77
MyState Bank Limited	BBB+	TD	Yes	8/10/2019	18/2/2020	1.40	500,000.00	1.70	721.92	2,701.37
Warwick Credit Union	UNRATED	TD	Yes	15/10/2019	20/10/2020	1.40	500,000.00	1.70	721.92	2,538.36
AMP Bank	BBB+	TD	No	15/10/2019	13/10/2020	1.40	500,000.00	1.60	679.45	2,389.04
The Mutual Bank (Maitland Mutual)	UNRATED	TD	Yes	29/10/2019	27/10/2020	1.40	500,000.00	1.70	721.92	2,212.33
Warwick Credit Union	UNRATED	TD	Yes	1/11/2019	27/10/2020	1.40	500,000.00	1.80	764.38	2,268.49
Australian Military Bank	UNRATED	TD	Yes	1/11/2019	20/10/2020	1.40	500,000.00	1.60	679.45	2,016.44

Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 Jan 20 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
AMP Bank	BBB+	TD	No	5/11/2019	3/11/2020	1.40	500,000.00	1.65	700.68	1,989.04
AMP Bank	BBB+	TD	No	8/11/2019	12/5/2020	1.40	500,000.00	1.80	764.38	2,095.89
MyState Bank Limited	BBB+	TD	Yes	12/11/2019	10/3/2020	1.40	500,000.00	1.70	721.92	1,886.30
Southern Cross Credit Union	UNRATED	TD	Yes	19/11/2019	26/5/2020	1.40	500,000.00	1.65	700.68	1,672.60
Goldfields Money Ltd	UNRATED	TD	Yes	21/11/2019	17/11/2020	1.40	500,000.00	1.75	743.15	1,726.03
MyState Bank Limited	BBB+	TD	Yes	26/11/2019	23/6/2020	1.40	500,000.00	1.55	658.22	1,422.60
Coastline Credit Union Ltd	UNRATED	TD	Yes	26/11/2019	24/11/2020	1.40	500,000.00	1.75	743.15	1,606.16
Defence Bank	BBB	TD	Yes	3/12/2019	1/12/2020	1.40	500,000.00	1.75	743.15	1,438.36
BankVic (Police Financial Services Ltd T/as)	BBB+	TD	Yes	5/12/2019	30/6/2020	1.40	500,000.00	1.70	721.92	1,350.68
BankVic (Police Financial Services Ltd T/as)	BBB+	TD	Yes	10/12/2019	8/12/2020	1.40	500,000.00	1.75	743.15	1,270.55
AMP Bank	BBB+	TD	No	10/12/2019	9/6/2020	1.40	500,000.00	1.80	764.38	1,306.85
Macquarie Bank Ltd	A	TD	No	23/12/2019	28/4/2020	1.40	500,000.00	1.60	679.45	876.71
AMP Bank	BBB+	TD	No	7/1/2020	7/7/2020	1.40	500,000.00	1.80	616.44	616.44
Police Credit Union SA	UNRATED	TD	Yes	14/1/2020	12/1/2021	1.40	500,000.00	1.70	419.18	419.18
The Capricornian Ltd	UNRATED	TD	Yes	21/1/2020	5/1/2021	1.40	500,000.00	1.75	263.70	263.70
Bank of Sydney Ltd	UNRATED	TD	Yes	21/1/2020	28/7/2020	1.40	500,000.00	1.85	278.77	278.77
Goldfields Money Ltd	UNRATED	TD	Yes	28/1/2020	19/1/2021	1.40	500,000.00	1.65	90.41	90.41
Bendigo & Adelaide Bank Ltd (Rural Bank Div)	BBB+	TD	Yes	28/1/2020	4/8/2020	1.40	500,000.00	1.65	90.41	90.41
Newcastle Permanent Bldg Soc	BBB	TD	Yes	19/2/2019	16/2/2021	1.40	500,000.00	2.95	1,252.74	8,688.36
Newcastle Permanent Bldg Soc	BBB	TD	Yes	8/3/2019	2/3/2021	2.80	1,000,000.00	2.85	2,420.55	16,787.67
Auswide Bank Ltd	BBB+	TD	Yes	3/5/2019	4/5/2021	2.80	1,000,000.00	2.55	2,165.75	15,020.55
Firstmac Ltd	UNRATED	TD	Yes	3/5/2019	11/5/2021	1.40	500,000.00	2.75	1,167.81	8,099.32
Auswide Bank Ltd	BBB+	TD	Yes	8/10/2019	12/10/2021	1.40	500,000.00	1.65	700.68	2,621.92
Auswide Bank Ltd	BBB+	TD	Yes	22/10/2019	19/10/2021	1.40	500,000.00	1.65	700.68	2,305.48
Auswide Bank Ltd	BBB+	TD	Yes	29/10/2019	26/10/2021	1.40	500,000.00	1.65	700.68	2,147.26
Police Credit Union SA	UNRATED	TD	Yes	20/1/2020	2/2/2021	1.40	500,000.00	1.70	279.45	279.45
MATURED TDs									3,682.33	175,692.19
						100.00	35,695,000.18	2.12%	65,230.35	504,527.42
Total Investment Holdings						100.00	35,695,000.18		65,230.35	504,527.42

Total YTD Interest **504,527.42**

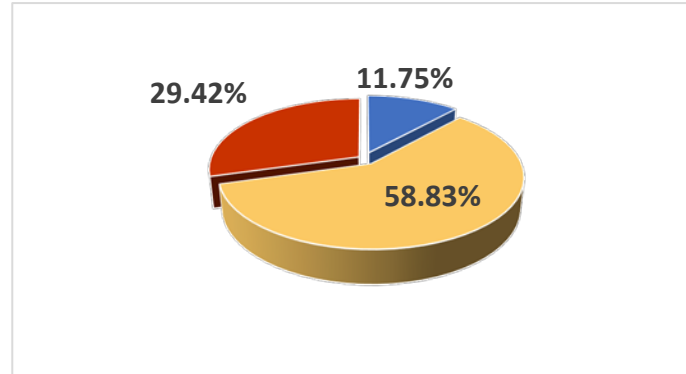
Deposits with Australian Deposit-taking institutions (ADI) are Government.

Budget Interest @ 31 Jan 20 **366,158.33**

Guaranteed for balances totalling up to \$250,000 per customer, per institution.

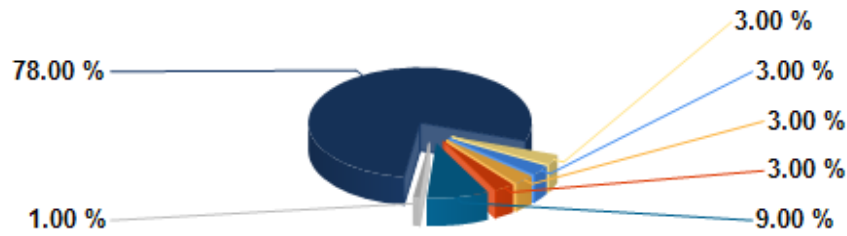
Budget variance **138,369.09**

Investment by Type



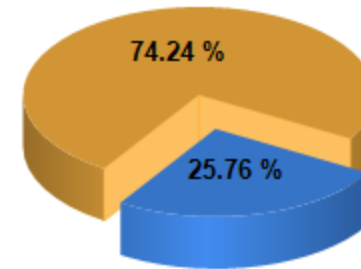
■ All A category term deposits
 ■ BBB+, BBB, BBB- category term deposits
 ■ Unrated Term Deposits

Investment by Fund

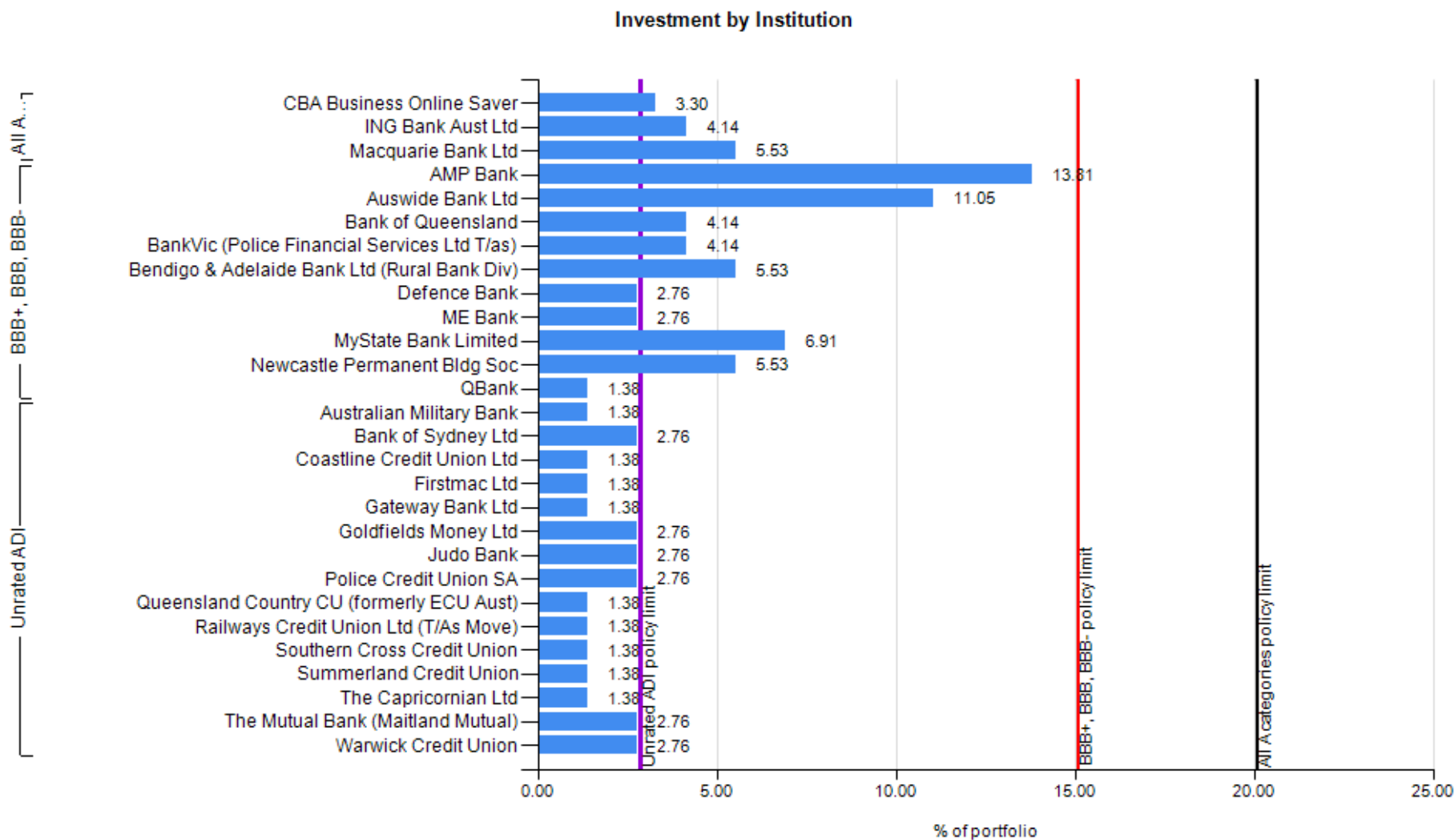


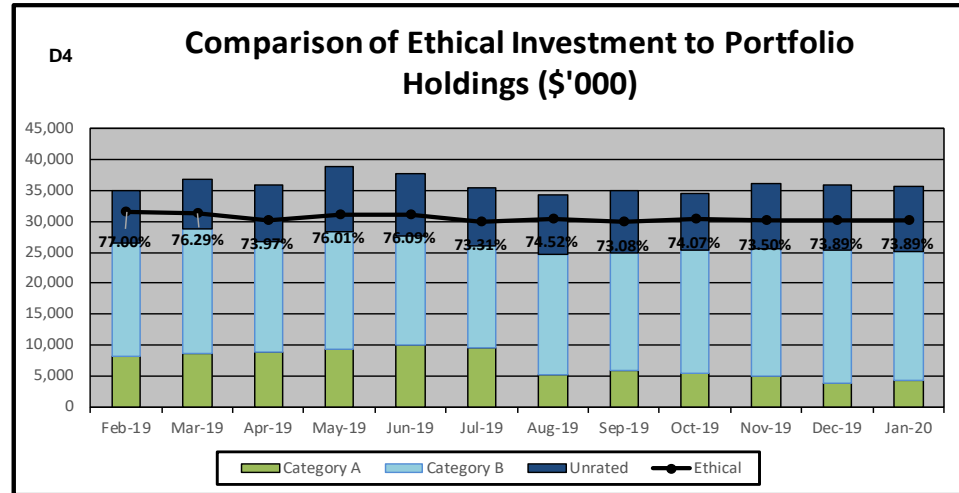
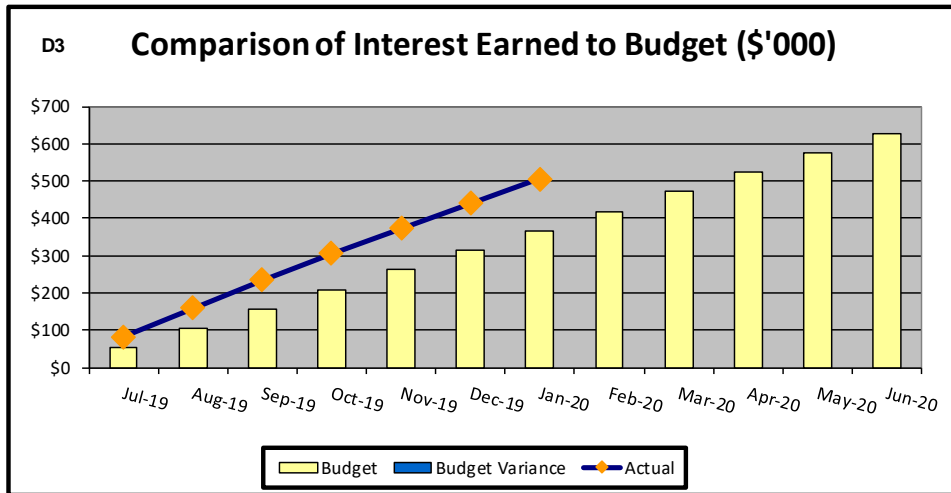
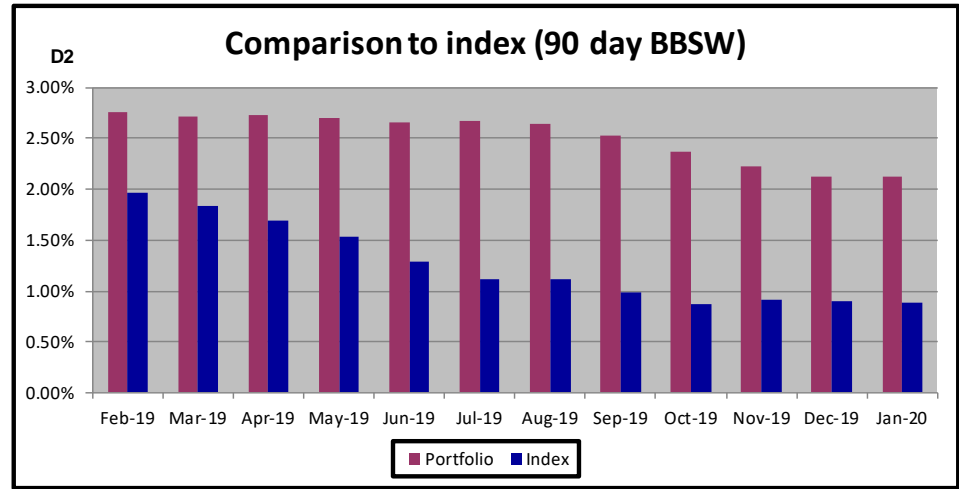
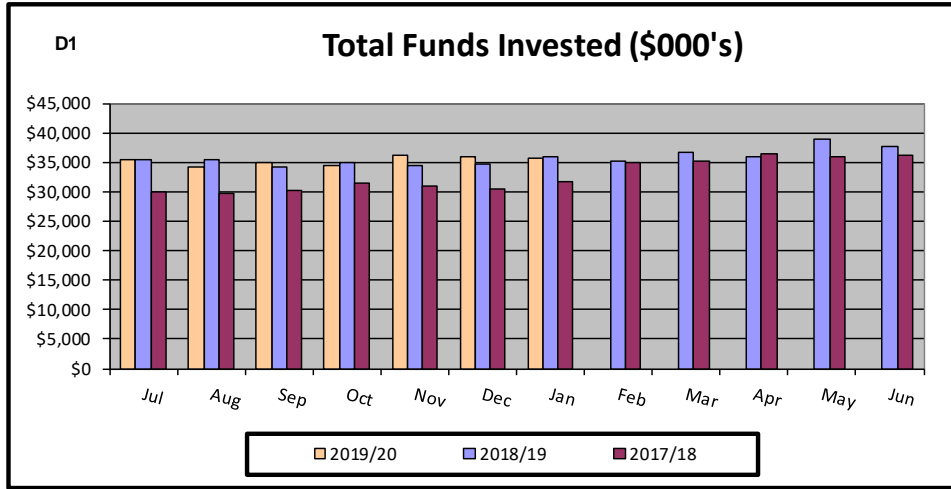
■ Fleet ■ Property ■ Retail ■ RWL ■ Water ■ Weeds
■ Flood

Ethical Investments as a % of Portfolio



■ Investment in fossil fuels ■ No investment in fossil fuels





Water production and usage - December 2019 and January 2020

(5/12)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Background

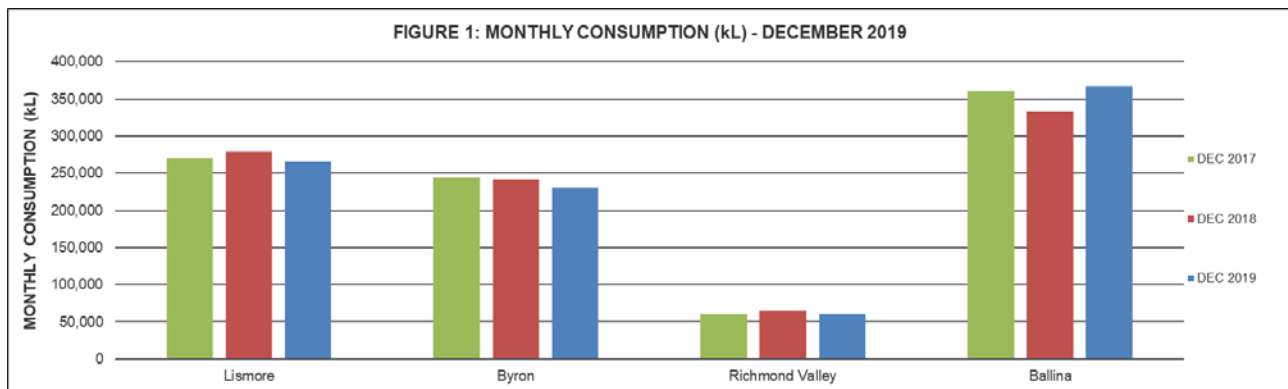
- Summary for December 2019**

The table below is the December 2019 bulk water sales to the constituent councils in kilolitres compared to November 2019 and the corresponding December for 2017 and 2018.

Council	Council area	Dec 2017	Dec 2018	Nov 2019	Dec 2019	Change on previous year %	% of Total
Lismore City Council	Dunoon/The Channon	12,121	15,507	20,861	14,690		
	Clunes	5,912	5,125	7,901	7,060		
	Pineapple Road	452	609	1,011	487		
	Holland Street	37,771	42,381	52,507	37,699		
	Ross Street	74,569	77,148	91,858	73,787		
	Tullera	2,294	1,984	2,602	1,626		
	No. 4 Reservoir	40,564	51,810	60,944	46,315		
	No. 9 Reservoir	91,236	78,134	90,448	79,106		
	Tanelawn	4,766	5,218	6,019	4,581		
	North Woodburn	756	844	1,090	947		
	TOTAL	270,441	278,760	335,241	266,298	↓ 4.47%	28.76
Byron Shire Council	Bangalow	19,198	15,668	21,218	15,820		
	Byron Bay	38,347	56,979	60,580	56,013		
	Coopers Shoot	107,324	93,973	97,873	83,518		
	Wategos Beach	5,301	4,526	4,913	5,111		
	Brunswick Heads	22,086	21,455	21,623	19,773		
	Ocean Shores	52,254	49,414	62,879	50,861		
	TOTAL	244,510	242,015	269,086	231,096	↓ 4.51%	24.96
Richmond Valley Council	Coraki	10,806	12,088	12,978	10,906		
	Woodburn	5,042	5,309	7,579	6,487		
	Broadwater	13,392	13,311	17,514	10,823		
	Evans Head	31,858	34,018	32,987	32,447		
	TOTAL	61,098	64,726	71,058	60,663	↓ 6.28%	6.55
Ballina Shire Council	Ballina 375mm main	93,496	84,946	78,988	78,080		
	Lennox Head 200mm main	2,026	2,660	7,283	3,654		
	Basalt Crt 450mm main	193,366	169,332	274,922	205,359		
	Ballina Heights	6,847	7,907	9,802	8,256		
	Sub-Total	295,735	264,845	370,995	295,349		
	Wollongbar 375mm main	65,349	67,906	96,676	72,414		
	Lumley Park Bore	0	0	0	0		
	Converys Lane Bore	0	0	0	0		
	Sub-Total	65,349	67,906	96,676	72,414		
	TOTAL	361,084	332,751	467,671	367,763	↑ 10.52%	39.72
TOTAL MONTHLY CONSUMPTION BY CONSTITUENT COUNCILS		937,133	918,252	1,143,056	925,820	↑ 0.82%	100.00

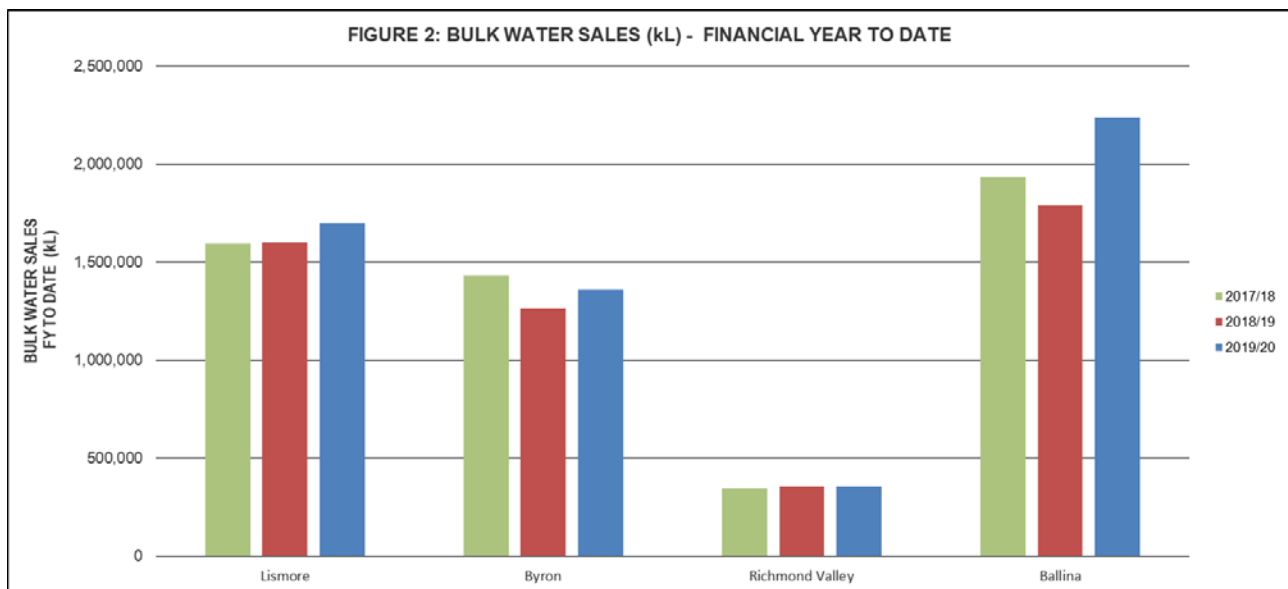
Monthly consumption by constituents

Figure 1 is the monthly consumption for each council area compared to the previous two years.



Sales to constituents – financial year to date

Figure 2 is the bulk water sales in kilolitres to the constituent councils for the financial year to date compared to previous financial years.



Source contribution

The table below is the source contributions in kilolitres for the month compared to the corresponding month of the previous two years.

Daily source usage for December 2019 averaged 33.558ML. This is a decrease from the November 2019 daily average of 41.583ML. Rocky Creek Dam as at 31 December 2019 was at 64.19% of full capacity.

Source	December 2017	December 2018	November 2019	December 2019	Change on previous year %	% of Total
Rocky Creek Dam	1,080,025	790,202	1,146,269	992,060		95.36
Wilson River	16,043	148,413	1,214	6,000		0.58
Emigrant Creek Dam	10,926	119,523	100,017	42,246		4.06
Alstonville Plateau Bores		0	0	0		
Coastal Sands Bores		0	0	0		
MONTHLY TOTAL	1,106,994	1,058,138	1,247,500	1,040,306	↓ 1.69	100.00
CALENDAR YEAR TO DATE TOTAL	10,359,061	9,556,495	11,120,617	12,160,923	↑ 27.25	

New connections

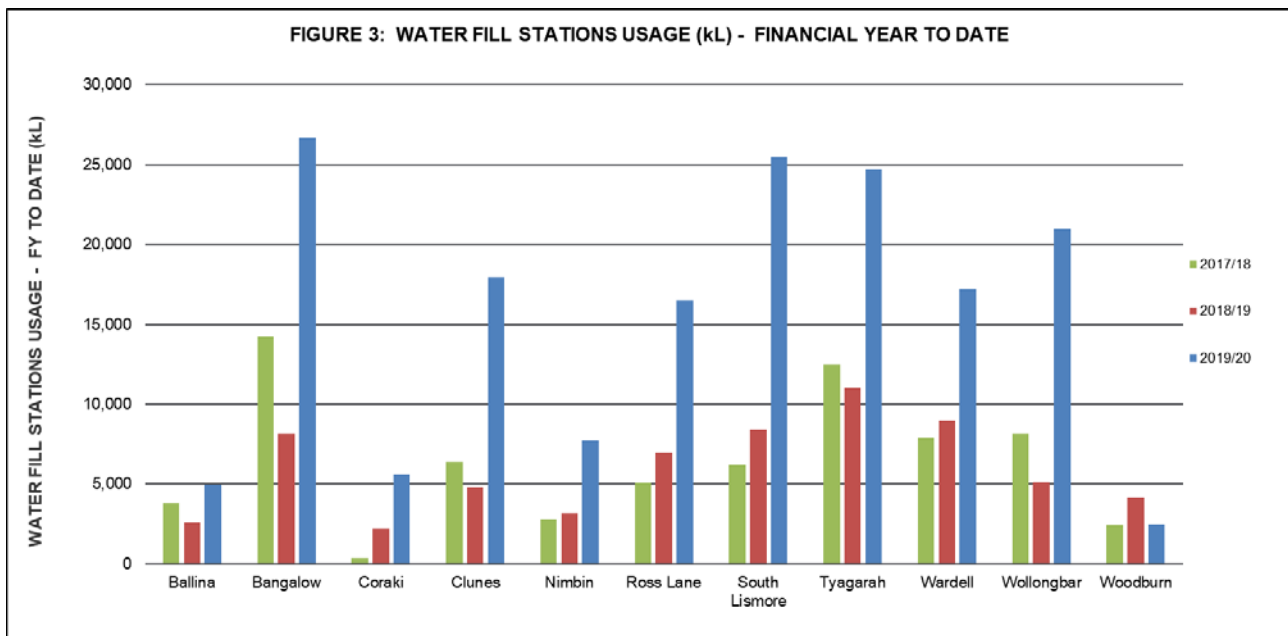
The table below is a summary of the new water connections for each council for the month. The kL/connection/day provides a comparison of the monthly consumption per connection per day.

Supply authority	New connections for month	Calendar year to date total	Total connections	kL/Connection/Day
Lismore City Council	4	54	14,022	0.61
Byron Shire Council	14	138	10,107	0.74
Richmond Valley Council	N/A	22	2,708	0.72
Ballina Shire Council	24	296	15,380	0.77
Rous County Council	1	15	2,122	0.91
TOTAL	43	525	44,339	

Water fill stations

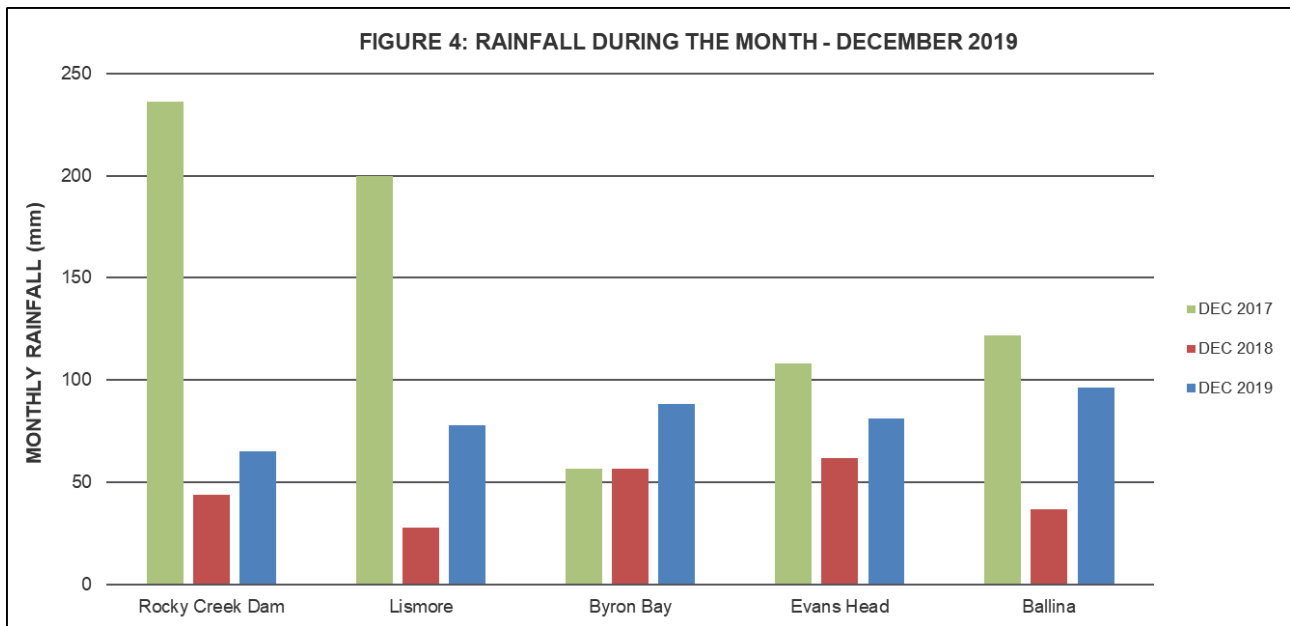
Figure 3 is the usage from the water fill stations for the financial year to date in kilolitres for each water fill station compared to previous financial years.

Total water usage for the water fill station network for December 2019 was 38,650kL, a decrease from 53,372kL in November 2019.



Rainfall by area

Figure 4 is the monthly rainfall for Rocky Creek Dam and council areas compared to the previous two years.



Note: The Rocky Creek Dam rainfall reading is from the rain gauge at Nightcap Water Treatment Plant. Other rainfall data is from the Bureau of Meteorology.

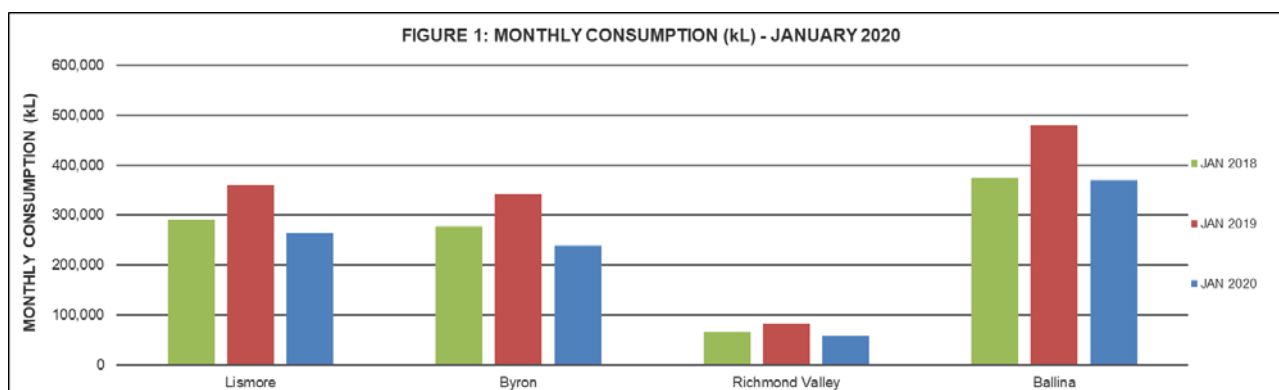
• Summary for January 2020

The table below is the January 2020 bulk water sales to the constituent councils in kilolitres compared to December 2019 and the corresponding January for 2018 and 2019.

Council	Council area	Jan 2018	Jan 2019	Dec 2019	Jan 2020	Change on previous year %	% of Total	
Lismore City Council	Dunoon/The Channon	13,836	23,375	14,690	12,460			
	Clunes	7,466	6,223	7,060	4,477			
	Pineapple Road	474	607	487	348			
	Holland Street	41,392	57,829	37,699	38,025			
	Ross Street	81,396	102,847	73,787	75,600			
	Tullera	1,761	2,704	1,626	1,691			
	No. 4 Reservoir	47,500	70,130	46,315	48,642			
	No. 9 Reservoir	92,120	88,864	79,106	78,020			
	Tanelawn	5,456	7,170	4,581	4,327			
	North Woodburn	859	1,189	947	882			
	TOTAL	292,260	360,938	266,298	264,472	↓ 26.73%	28.33	
Byron Shire Council	Bangalow	22,278	23,510	15,820	14,943			
	Byron Bay	47,361	78,605	56,013	61,361			
	Coopers Shoot	120,205	133,104	83,518	85,458			
	Wategos Beach	5,883	6,861	5,111	6,491			
	Brunswick Heads	24,231	29,277	19,773	21,997			
	Ocean Shores	57,116	70,337	50,861	49,594			
		TOTAL	277,074	341,694	231,096	239,844	↓ 29.81%	25.69
Richmond Valley Council	Coraki	11,378	13,662	10,906	10,270			
	Woodburn	5,356	7,422	6,487	5,598			
	Broadwater	12,952	16,286	10,823	9,112			
	Evans Head	37,245	46,019	32,447	33,613			
	TOTAL	66,931	83,389	60,663	58,593	↓ 29.74%	6.28	
Ballina Shire Council	Ballina 375mm main	92,806	90,188	78,080	81,990			
	Lennox Head 200mm main	2,146	3,219	3,654	2,919			
	Basalt Crt 450mm main	204,057	278,343	205,359	206,644			
	Ballina Heights	6,292	10,452	8,256	9,390			
		Sub-Total	305,301	382,202	295,349	300,943		
	Wollongbar 375mm main	69,235	96,481	72,414	69,675			
	Lumley Park Bore	0	0	0	0			
	Converys Lane Bore	0	0	0	0			
		Sub-Total	69,235	96,481	72,414	69,675		
		TOTAL	374,536	478,683	367,763	370,618	↓ 22.58%	39.70
TOTAL MONTHLY CONSUMPTION BY CONSTITUENT COUNCILS		1,010,801	1,264,704	925,820	933,527	↓ 26.19%	100.00	

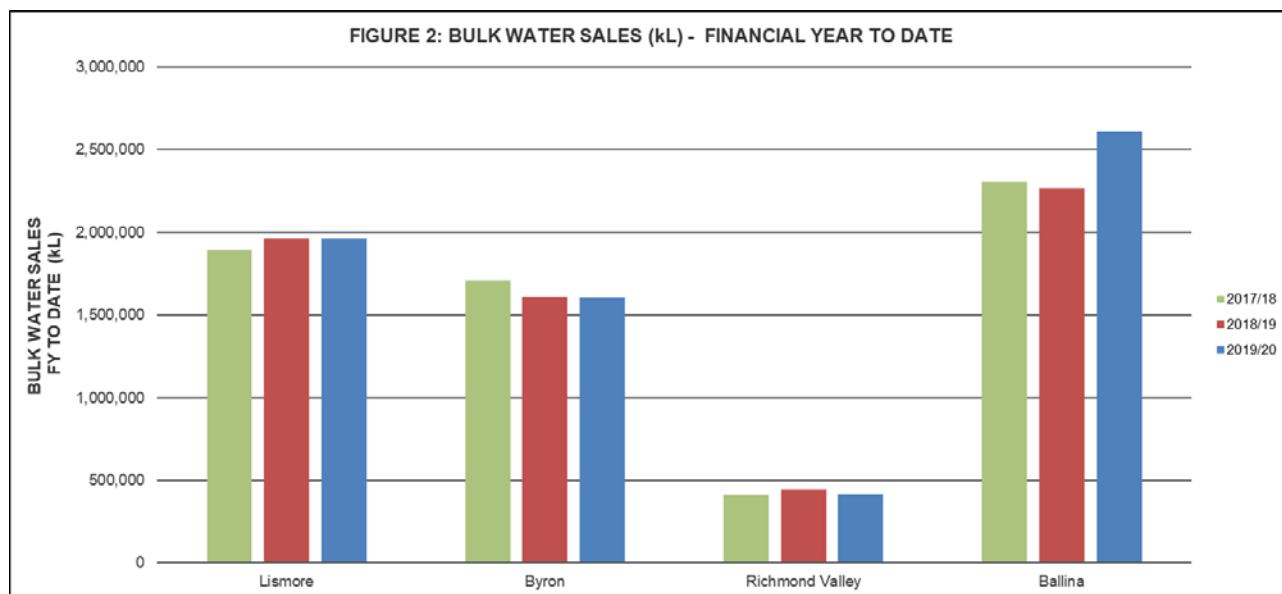
Monthly consumption by constituents

Figure 1 is the monthly consumption for each council area compared to the previous two years.



Sales to constituents – financial year to date

Figure 2 is the bulk water sales in kilolitres to the constituent councils for the financial year to date compared to previous financial years.



Source contribution

The table below are the source contributions in kilolitres for the month compared to the corresponding month of the previous two years.

Daily source usage for January 2020 averaged 31.452ML. This is a decrease from the December 2019 daily average of 33.558ML. Rocky Creek Dam as at 31 January 2020 was at 70.66% of full capacity.

Source	Jan 2018	Jan 2019	Dec 2019	Jan 2020	Change on previous year %	% of Total
Rocky Creek Dam	1,126,696	1,155,970	992,060	865,575		88.79
Wilson River	11,822	115,164	6,000	27,454		2.82
Emigrant Creek Dam	2,438	133,637	42,246	81,812		8.39
Alstonville Plateau Bores		0	0	0		
Coastal Sands Bores		0	0	0		
MONTHLY TOTAL	1,140,956	1,404,771	1,040,306	974,841	↓ 30.60	100.00
CALENDAR YEAR TO DATE TOTAL	1,140,956	1,404,771	12,160,923	974,841	↓ 30.60	

New connections

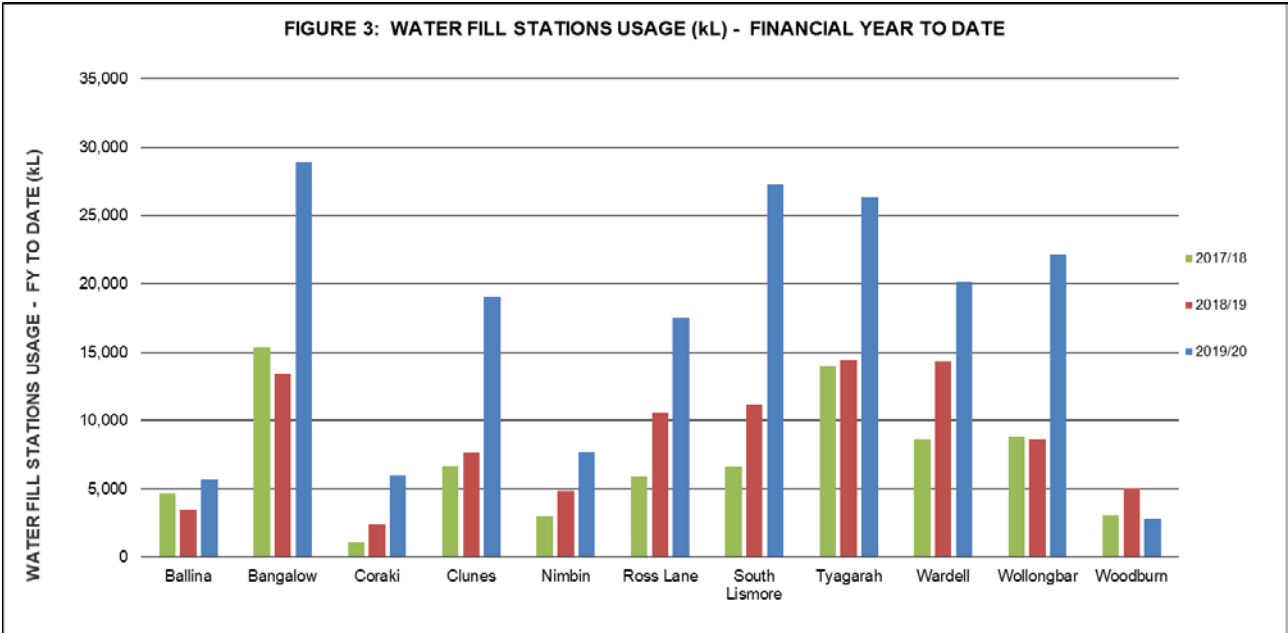
The table below is a summary of the new water connections for each council for the month. The kL/connection/day provides a comparison of the monthly consumption per connection per day.

Supply authority	New connections for month	Calendar year to date total	Total connections	kL/Connection/Day
Lismore City Council	8	62	14,030	0.61
Byron Shire Council	64	202	10,171	0.76
Richmond Valley Council	2	24	2,710	0.70
Ballina Shire Council	22	318	15,402	0.78
Rous County Council	1	16	2,123	0.91
TOTAL	97	622	44,436	

Water fill stations

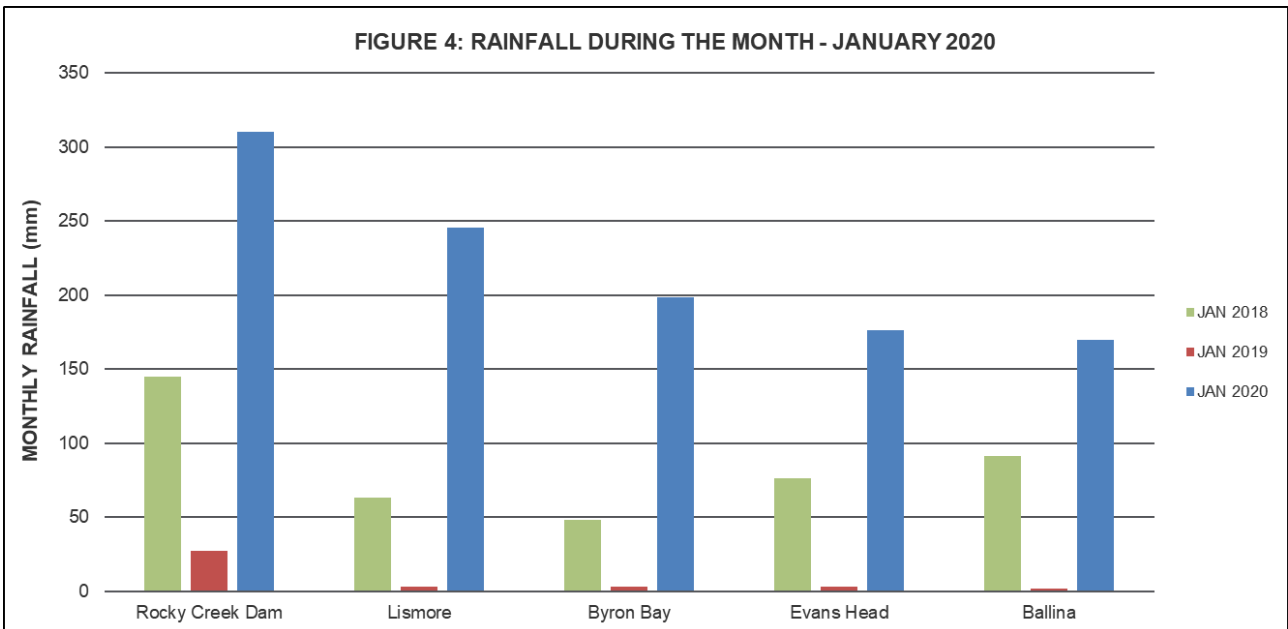
Figure 3 is the usage from the water fill stations for the financial year to date in kilolitres for each water fill station compared to previous financial years.

Total water usage for the water fill station network for January 2020 was 13,279kL which is a decrease from 38,650kL in December 2019.



Rainfall by area

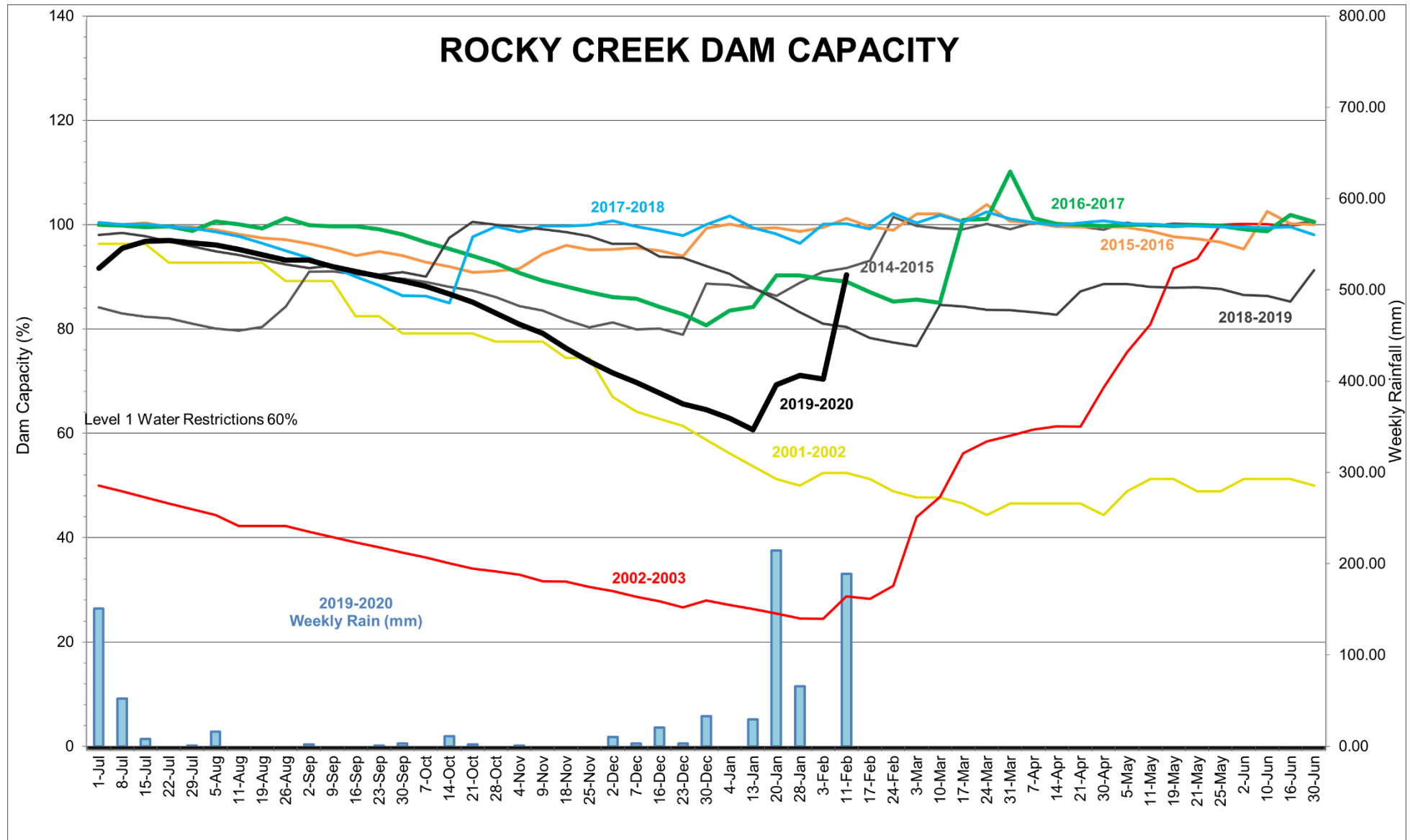
Figure 4 is the monthly rainfall for Rocky Creek Dam and council areas compared to the previous two years.



Note: The Rocky Creek Dam rainfall reading is from the rain gauge at Nightcap Water Treatment Plant. Other rainfall data is from the Bureau of Meteorology.

Andrew Logan
Planning Manager

Attachment: Rocky Creek Dam Capacity.



Delivery program progress update 1 July 2019 to 31 December 2019

(2092/10)

Business activity priority	Results and sustainable performance
Goal 7	Sustainable performance

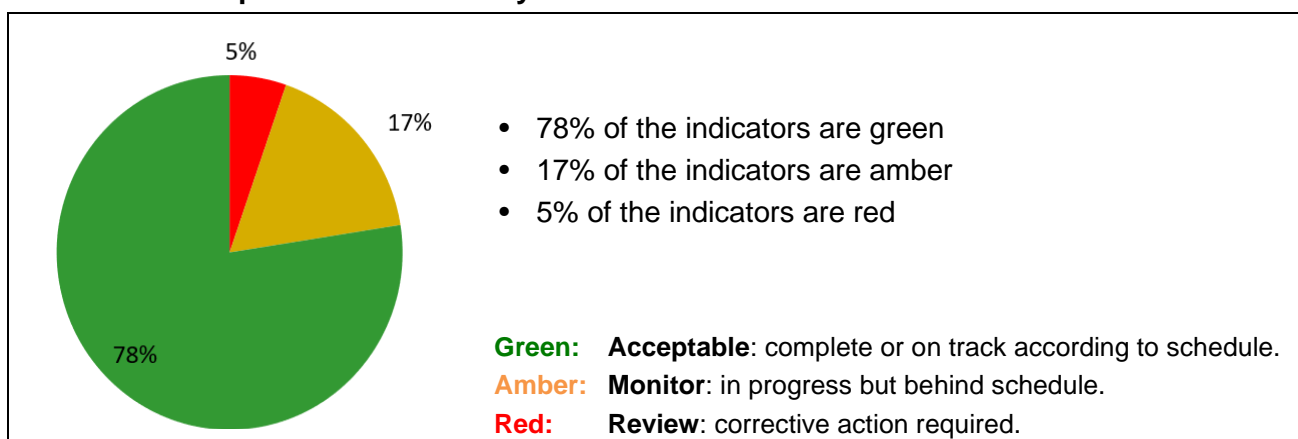
Recommendation

That Council receive and note this report and attachment regarding performance against delivery of the actions for Year 3 of the combined Delivery program/Operational plan for the period 1 July 2019 to 31 December 2019.

Background

This report relates to and provides information about Council's achievement of the performance targets in the Integrated Planning and Reporting Delivery program/ Operational plan for Y3 2019/20.

• Overview of performance – 1 July 2019 to 31 December 2019



Refer to the Attachment for a traffic light indicator performance report based on exception reporting.

Governance

Legal

In accordance with the *Local Government Act 1993*, the General Manager must ensure that regular reports (at least every six months) are provided to Council as to progress with respect to the achievement of the activities detailed in the Delivery program.

Consultation

This report has been compiled in consultation with management and staff.

Conclusion

This report provides a final update on the status of the actions that were to be delivered between 1 July 2019 and 31 December 2019 as set out in the combined Delivery program/Operational plan.

Phillip Rudd
General Manager

Attachment: IP&R Delivery program/Operational plan - 1 July 2019 to 31 December 2019

What we will do in Y3: 2019/20

IP&R Delivery program / Operational plan

Reporting period: 1 July 2019 to 31 December 2019 (Y3)

LEADERSHIP

Legend:

Green: Acceptable. Complete or on track according to schedule.

Amber: Monitor. In progress but behind schedule.

Red: Review. Corrective action required.

Our goal: 1. Values based leadership and culture.

What achieving our goal will look like:

1.1 Leaders are visible at all levels of the organisation and are supported to effectively lead and drive performance.

1.2 Leaders are responsible for their actions and proactive in building an accountability culture.

Activity	How we will measure our performance	Links to*	Comment	STATUS
1.1.1.1 Implement leadership program for the Leadership Team.	Improvement in leadership and management skills (assessed before, during and after undertaking the program).	WFMP		●
1.1.1.2 Develop leadership program for all supervisors	Identify minimum people and business management competencies for supervisors and devise a recurrent learning and development program including metrics.	WFMP		●
	Mandatory people and business management module/s for new supervisors incorporated into the induction and probation process.	WFMP		●
1.1.1.3 Rous Leaders lead and coordinate activities to ensure: - currency / relevance of signs and symbols; - 'above and below the line' behaviours across the organisation.	Legacy branding (signs and symbols) updated/replaced/ disposed (i.e. logos, pre-merger Council names Rous Water, Far North Coast Weeds, Richmond River County Council).	WFMP		●
	Review of corporate 'above and below the line' behaviours so they are tailored, meaningful and relevant for each team and working environment.	WFMP		●
1.1.1.4 Leader in Me (LiMe) cohort undertaking activities to drive and support culture transformation.	Current LiMe participants coordinate a specific, self-initiated, whole-of-Rous project to build a constructive culture.	WFMP		●
	Buddy system in place between LiMe graduates and new cohort.	WFMP		●
	LiMe graduates and new cohort coordinate and lead All Staff meeting.	WFMP		●
	LiMe graduates and new cohort provide input and support towards a peer recognition initiative (e.g. for end of year all staff function).	WFMP		●
	LiMe cohort delivering regular communications to the workforce about program activities.	WFMP		●
	Assess effectiveness of the LiMe program to determine continuation of the program.	WFMP		●
1.1.1.5 Performance planning and management processes include discussion of individual staff member alignment with Council values.	Individual mission, vision and values discussion held with all staff members at least 6-monthly.	WFMP		●
	Record of discussion made by the supervisor and reported to manager upon completion.	WFMP		●
1.1.1.6 Lead and coordinate the formation of an information sharing network pilot for county councils.	County council-specific network established for practitioners across the areas of governance, risk management, human services and work health and safety.	BAU		●
1.1.1.7 Participation in the Joint Organisation of Councils as an associate member.	Rous County Council interests represented in relation to matters related to or associated with core activities.	BAU		●
	General Manager performing the role of representative on the Natural Resources Management sub-committee and reporting back to the General Manager's group on the sub-committee's operations.	BAU		●
1.2.1.1 Establish a multi-purpose forum for supervisors to connect with each other and operate as a team.	High-performing supervisor level leadership team where members hold each other accountable, monitor performance metrics and work as a team to resolve problems.	WFMP		●

STRATEGY AND PLANNING

Our goal: 2. Align strategic direction to core functions and sustainability.

What achieving our goal will look like:

- 2.1 Being responsive to the impact of population growth on our core functions.
- 2.2 Strategic partnerships/relationships supportive of our mission and vision.
- 2.3 Business activity contributes to local and regional growth and optimal environmental outcomes.
- 2.4 Converting strategy into action plans that anticipate and accommodate change and allocate accountability.

Activity	How we will measure our performance	Links to*	Comment	STATUS
2.1.1.1 Develop Operational Plan for 2019/20.	Operational Plan adopted by 30 June 2020.	AMP; LTFP; WFMP		●
2.1.3.1 Undertake detailed investigation to assess the suitability of increased use of groundwater as a new water source.	Complete detailed assessment on the remaining 3 shortlisted ground water investigation areas for suitability as a new ground water source.	FWS		●
	Provide a report to Council on the outcome of the groundwater sources investigation as a future water strategy option.	FWS		●
2.1.4.1 Preliminary investigations of key action 3 (re-use).	Seek formal advice from regulators to confirm position on indirect potable re-use and approval process to assess risk to human health and environment.	FWS		●
	Assess feasibility and develop concepts for indirect potable reuse at Emigrant Creek Dam from the Ballina and Lennox Head Wastewater Treatment plants to provide an alternative water source.	FWS		●
	Assess feasibility and develop concepts for indirect potable reuse at Emigrant Creek Dam from Alstonville and Bangalow Wastewater Treatment plants to provide an alternative water source.	FWS		●
	Assess feasibility and develop concepts for indirect potable reuse for Lismore Wastewater Treatment plants to provide indirect potable reuse at the Wilsons River water source.	FWS	The necessary data to complete this feasibility assessment has not been supplied. Due to the target completion of the FWS update, this item has been deferred until after these works and only if indirect potable reuse forms part of the updated strategy.	●
	Twice yearly status updates to Council including recommendations on funding and timing for next steps on indirect potable re-use.	FWS	Due to the matters raised in the above item, the first status report will be delayed. However, the overall target will be achieved.	●
2.1.5.1 Update on progress of the Future Water Strategy.	Develop and implement a plan for community re-engagement and communication.	FWS		●
2.2.1.1 Progress implementation of the Coastal Zone Management Plan for the Richmond River catchment through the Coastal Zone Management Plan Implementation Committee.	Facilitate meetings of the Coastal Zone Management Plan Implementation Committee.	CZMP		●
2.3.1.1 Implement Reconciliation Action Plan.	Actions for 2019/20 completed.	RAP	Scheduled joint Rous Council, RAP Advisory Group and Ngulingah LALC meeting postponed in December. To be rescheduled in 2020.	●
2.3.1.2 Complete the Reconciliation Action Plan Impact Measurement Report.	Report to Reconciliation Australia annually on performance against key Reconciliation Action Plan targets to track and measure the broader impact of the Reconciliation Action Plan program.	RAP		●
Activity	How we will measure our performance	Links to*	Comment	STATUS
2.3.4.1 Implement Greenhouse Gas Abatement Strategy.	Install solar PV at Nighcap Water Treatment Plant.	GGAS	Installation complete at Emigrant Creek Treatment Plant.	●
	Provide a status report to Council on the progress of implementation of the Greenhouse Gas Abatement Strategy.	GGAS		●

What we will do in Y3: 2019/20

2.3.5.1 Enhanced Demand Management Plan actions.	Provide an end of year performance report to Council on the progress of the implementation of the Regional Demand Management Plan.	DMP		●
	Support the preparation and implementation of Water Loss Management Plans for each constituent council	DMP		●
	Implement the Rous County Council Water Loss Management Plan.	DMP	Some actions progressing through capital works program. Not all recommendations of the report provide value for money so they will be reviewed & may not be implemented.	●
	Actively promote the Sustainable Water Partnership Program to targeted customers.	DMP	Limited internal resources. Water Sustainability Officer role has been vacant, with new person to commence mid-February.	●
	Implement 3 water saving projects identified in the water saving plans.	DMP	Limited internal resources. Water Sustainability Officer role has been vacant, with new person to commence mid-February.	●
	Complete the Regional Smart Metering study and endeavour to secure regional agreement on the overall approach.	DMP		●
	Develop procedures for implementation of recycled water rebates and reporting requirements.	DMP	Limited internal resources. Water Sustainability Officer role has been vacant, with new person to commence mid-February.	●
	Partner with constituent councils in the development of regional demand management promotional material.	DMP		●
	Achieve 65 rainwater residential tank rebates per annum.	DMP		●
	Continue to implement promotional material and provide training programs for constituent council staff, plumbers and tank suppliers with respect to the rainwater residential rebate program.	DMP		●
	Continue to implement and undertake engagement activities for the 160 Litre Challenge.	DMP	Has been limited since completion of challenge in August 2019, mostly due to lack of resources. WSO role being recruited for mid-February commencement.	●
	2.4.2.1 Implement Capital Works Plan.	Quarterly Budget Review Statement report to Council includes financial reporting information for the Capital Works Plan.	LTFP	
Project Management Framework monthly reports completed on time (within 10 days of the end of the calendar month).		BAU	Not 100% of project reports are completed within the 10 days.	●
80% of Capital Works Plan delivered.		CWP		●
Key project delivered: Segment 1 - St Helena 600 pipeline.		CWP		●
Key project delivered: Stage 1 - Broadwater pipeline.		CWP	Contract to be awarded in Q4.	●
Key project delivered: Nightcap raw water pump upgrade.		CWP		●
Key project delivered: Elevated steel pipeline corrosion remediation.		CWP		●
Key project delivered: Nightcap Water Treatment Plant Ozone Dosing System Improvements.		CWP		●
Key project delivered: Nightcap Water Treatment Plant Chemical Storage Area final design documentation completed.		CWP		●
Key project delivered: Identified lower river flood levees and heavy maintenance items completed.		CWP		●
2.4.3.1 Review staff induction process to include access awareness.	All new staff inducted in Council's Disability Inclusion Action Plan, and how it relates to them and the community.	DIAP		●
2.4.3.2 Staff training in access awareness.	Develop training for implementation in Y4.	DIAP		●
2.4.3.3 Promote Council's Disability Inclusion Action Plan in local community.	Disability Inclusion Action Plan promoted on Council's website.	DIAP		●
2.4.3.4 Promote Council services and events that are inclusive/accessible.	Services and events promoted on Council's website.	DIAP		●
2.4.3.5 Review event management documents/practices.	Event management documents/practices current and include accessibility content.	DIAP		●
2.4.6.1 Complete Rous' operational readiness actions as identified in the Drought Management Plan.	Seek agreement for Constituent Councils to use standardised communication materials prepared by Rous County Council when applying restrictions to their own local water supplies.	DMP		●

What we will do in Y3: 2019/20

	Support the preparation and implementation of the Regional Drought Management Plan for each Constituent Council's local water supply scheme.	DMP		●
	Finalise drought management plan templates, guidelines and resources for non-residential customers.	DMP		●
2.4.7.1	Review security audit report and develop implementation plan.	AMS		●
2.4.7.2	Review Rocky Creek Dam security.	AMS		●
2.4.8.2	Install enterprise keying system in high risks sites in conjunction with planned works.	AMS		●
2.4.9.1	Workforce planning sessions with Leadership Team (for forecasting, assessment, challenge and review, monitoring and succession planning).	WFMP		●
	Biannual workforce report to Leadership Team.	WFMP		●
2.4.10.1	Develop a workflow/procedure for reporting on asset management activities and reporting metrics to assess improvements in asset management.	AMP		●
2.4.10.2	Identify Rous County Council's core flood mitigation responsibilities and management of other assets.	AMP	Preliminary modelling of flood mitigation assets completed to inform review. Project manager left Council in 2019 and is currently being recruited. Project team is reviewing project for path forward.	●
2.4.10.3	Undertake revaluation of flood mitigation assets.	AMP		●
2.4.10.4	Develop process for assessment of condition of flood mitigation assets considering remaining useful life, criticality and desired function.	AMP		●
	Inspect all assets and record information in asset management system.	AMP		●
2.4.10.5	Verify GIS mapping and stored data for all flood mitigation assets.	AMP		●
2.4.10.6	Develop revised levels of service and maintenance requirements in consultation with Constituent Councils based on a review of asset ownership and responsibilities, risk management, asset condition, maintenance, inspection and natural resource management requirements.	AMP	Planning for this activity should start in the 3rd quarter	●
2.4.10.7	Determine renewal requirements for flood mitigation assets.	AMP		●
	Review and update Capital Works Plan for flood mitigation assets, following preparation of documented process for asset assessment (to be completed following 2.4.10.6).	AMP		●
2.4.10.8	Develop a flood mitigation services funding model for consultation with constituent councils.	AMP	This activity is dependent upon the outcome of the strategic flood mitigation assets review and any resulting changes in asset ownership and service levels.	●
2.4.10.9	Determine the long term financial plan associated with the Lismore Levee.	AMP	Initial workshop held with Councillors. Full strategic urban flood mitigation review required.	●
	Memorandum of Understanding between Rous and Lismore City Council revised to reflect agreed position.	AMP	Dependant on 2.4.10.9.	●
2.4.12.1	Deliver ICT Business Plan 2019-21	BAU		●
2.4.13.1	Council owned areas of buffer zones/catchment lands are managed to meet identified objectives for water quality management purposes through ongoing maintenance effort.	BRMMP	Maintenance Management Plan being developed for Rous sites. Draft to be finalised in 3rd quarter.	●
2.4.13.2	River Reach Plan - Implement Year 3 works identified in riparian zone restoration partnerships with property owners in Emigrant Creek catchment.	DWMS		●
	Implement Year 3 maintenance of weed control/planting zones on 6 properties and conduct bed and bank stabilisation at 1 high priority site within the subject reach of Emigrant Creek catchment.	DWMS		●
2.4.13.3	Prepare Rock Creek Dam (including Whian Whian Falls) multi-year Master Plan.	AMS	Project delayed due to resourcing limitations. Now commencing 3rd quarter 19/20. Delivery will continue into 20/21.	●

What we will do in Y3: 2019/20

Activity	How we will measure our performance	Links to*	Comment	STATUS
2.4.13.4 Complete bush regeneration follow-up works on Wilsons River landowner sites and renew landholder agreements to establish a target date of 30 June 2021 for handing over ongoing maintenance.	Achieved.	AMS		●
2.4.13.5 Complete an external audit report on Catchment Management Plan implementation and prepare a 5-year delivery plan.	Achieved.	DWMS		●
2.4.14.1 Develop floodgate management plans/protocols for Rous County Council's critical infrastructure sites as identified in the Rous County Council service level agreements (CZMP 4b).	Complete 40 active floodgate management plans (out of total of 62).	CZMP	A number of emerging floodplain engagement needs has slowed progress, including the floodgate trial at Keith Hall which commenced in response to landowner and stakeholder concerns. A revised target of 24 completed plans has been determined.	●
2.4.14.2 Rehabilitate very high/high priority riparian restoration sites (CZMP 6a).	Implement riparian improvement works on 1 ha.	CZMP		●
2.4.14.3 Partner with Constituent Councils to develop educational collateral in relation to wastewater/onsite sewerage management and practices (CZMP 10b).	Rollout of educational collateral subject to successful funding application.	CZMP	As part of the regional partnership, funding application lodged with NSW Environmental Trust. Advice has now been received that this application has been unsuccessful. Following up with constituents to determine next steps.	●
2.4.14.4 Proceed to commence development of a Coastal Management Program (CMP) for the Richmond River estuary.	Stage 1: Scoping study completed.	CZMP	Advice of successful funding application received late October 2019. Work Plan to be submitted by end March 2020. Scoping Study will extend into 2020/2021.	●
2.4.15.1 Lead review on strategic and management plans for operational and commercial properties.	Strategic and management plans endorsed by Council.	LTFP	Rural properties (proposed FWS) management plans to be finalised and endorsed by LT. Strategic plan is dependant upon the FWS outcome. A review of operational and commercial properties has commenced, workshop to Council in Q4.	●
2.4.15.2 Conduct a preliminary 12 month triple bottom line assessment of Rocky Creek Dam, Emigrant Creek Water Walk, Whian Whian Falls.	Complete a preliminary financial, environmental and social assessment of the value of Rocky Creek Dam, Emigrant Creek Water Walk, Whian Whian Falls.	AMP	Limited internal resources and environmental factors impacting ability to progress with commencement of research. Study to commence July 2020.	●
	Review preliminary assessment and determine a position on progressing a detailed economic impact assessment in Y4.	AMP	Limited internal resources and environmental factors impacting ability to progress with commencement of research. Study to commence July 2020.	●
2.4.17.1 Service level agreements revised and new agreements in place (Constituent Councils).	Kick-off meetings held with Constituent Councils to discuss broad scope.	BAU		●
	Draft agreements presented to each Council.	BAU		●
2.4.23.1 Develop a program of works with research partners.	Complete the Lismore Flood Risk Management Study.	BAU	Project is delayed due to change in staff and complex floodplain. Expected to be finalised during the 19/20 FY.	●
	Support Lismore City Council with the Lismore Flood Risk Management Plan.	BAU	Plan will not commence in 19/20 as LCC did not receive grant funding.	●
2.4.23.2 Support the Constituent Councils by developing a flood intelligence portal/warehouse.	Seek grant and other funding opportunities to support a regional flood intelligence portal/warehouse.	BAU	Limited internal resources. Strategic Planning Engineer role, is currently vacant and is being recruited.	●
2.4.23.3 Assess the vulnerability and tolerability of Council infrastructure to the effects of climate change.	Seek funding through the NSW Office of Environment and Heritage to undertake a resilience and adaptation study for Council's infrastructure.	BAU	Funding was sought through OEH, now DPIE, and was not successful.	●
2.4.23.4 Develop a program of works with research partners targeting flood mitigation.	Agreed program of works for 2020/21 and commencement of priority projects.	BAU	Limited internal resources. Strategic Planning Engineer role, is currently vacant and is being recruited.	●
2.4.23.5 Support the revision of the Richmond Valley Council Flood Risk Management Plan (Casino and Mid-Richmond floodplain).	Contribute to a data gap analysis and compilation for the purpose of updating the Flood Risk Management Study.	BAU		●
2.4.24.1 Implement a targeted weed eradication and control plan.	Develop a localised (Rous area) weed control plan for reprioritisation of effort to achieve greatest return on investment in line with Regional and State priorities.	Regional priorities		●
2.4.25.1 Develop Procurement, Properties and Fleet Business Plan for 2019-21 period.	Adopted by Leadership Team.	BAU	Plan in development, anticipated endorsement by 30 June 2020.	●
2.4.25.2 Implementation of Procurement, Properties and Fleet Business Plan.	Progress reports to Leadership Team regarding implementation of priorities identified in Business Plan.	BAU	Subject to Plan's endorsement at 2.4.25.1 above.	●

INFORMATION AND KNOWLEDGE

Our goal: 3. Create value through applying knowledge.

What achieving our goal will look like:

3.1 We will better utilise the knowledge and expertise of our people and the knowledge embedded in our organisational systems to inform decision-making and enhance transparency, business continuity and resilience.

Activity	How we will measure our performance	Links to*	Comment	STATUS
3.1.1.1 Review field data capture software and hardware to ensure ongoing currency.	Project to review current situation, recommend hardware and software solutions, and implementation is completed by 1 July 2020.	ITSP	PMF and budget request for 20/21 submitted. Initial works expect to begin 3rd quarter	●
3.1.2.1 Review the Emergency Response Plans and supporting appendices to ensure currency.	Achieved.	ERP	Emergency Management Response Plans to be reviewed. This review is being led by the Planning Manager.	●
3.1.2.2 Partial field exercise.	Exercise completed.	ERP	Due to Mt Nardi bushfires in 2019 this exercise is now not relevant.	●
3.1.3.1 Use business analysis techniques to map key end to end processes/workflows (linked to merger transition plan).	Customer service business processes mapped.	WFMP		●
	Business efficiencies identified and implemented.	WFMP		●
3.1.3.2 Complete review and, if necessary, redraft of Risk Management Policy.	Risk Management policy reviewed and updated to reflect Council's risk appetite.	BAU		●
3.1.3.3 Perform security focused external review of a key Information Technology system.	Review result reported to Leadership Team (including actions arising).	BAU		●
3.1.3.4 Review and update internal communications framework.	Organisational performance results accessible to all staff and discussed at branch/team meetings.	WFMP		●
3.1.3.5 Investigate the use of technology to reduce operational risks.	Feasibility and needs analysis into the use of body camera technology to reduce risks of physical and verbal assaults against field staff.	BAU/ WHSMS	Project priority reassessed having regard to existing risk controls and availability of resourcing to lead and coordinate the project. As a result the project has been suspended indefinitely.	●
3.1.3.6 Investigate the expanded use of existing technology to reduce operational risks.	Feasibility study into the use of Unmanned Aerial Vehicles (currently used for property and biosecurity works) for high/very high risk activities.	BAU/ WHSMS	Initial internal discussions held in February 2020 to share knowledge and experience in the use of and potential application for the use of Unmanned Aerial Vehicles as a control for high / very high risk activities. The next step is to review the information gathered and define the scope of potential use (including resourcing requirements and any applicable regulatory considerations).	●
3.1.4.1 Identify and provide opportunities for employees to temporarily transfer to other positions in the organisation.	Arrangements for employees to relieve in temporarily vacant positions (including pending the permanent filling of a position, staff absences of >4 weeks and project-based work) are considered prior to a decision to externally recruit or a decision not to backfill.	BAU		●
3.1.5.1 Embed Governance Framework document into existing organisational systems.	Governance Framework (including supporting commentary) publicly available via the website and staff via the Rous Wiki.	BAU		●
	Governance induction updated to include an explanation of the Governance framework, and material developed for staff communications/ training.	BAU		●
3.1.5.2 Subject to sign-off by the Leadership Team following the initial trial of work health and safety mobile technology solution (Vault), expand the rollout to include existing features/functionality to assist with documenting operational risks.	Auditable evidence of the use of Vault.	WHSMS	The trial of Vault is yet to be completed. A final position is expected to be determined by the Project Team and a recommendation regarding Vault put to the Leadership Team no later than 29 February 2020.	●
	Staff trained and competent to use Vault.	WHSMS	Progress dependant on the outcome of the Leadership Team's decision on Vault (see above).	●
3.1.6.1 Ongoing review of policies and procedures for suitability and currency.	Quarterly progress report on renewal status of policies and procedures to Leadership Team.	BAU	Formal quarterly progress reporting yet to be designed and implemented with the Leadership Team. In the meantime, reporting on the renewal status of policies and procedures is occurring through the Audit, Risk and Improvement Committee.	●
3.1.7.1 Facilitate implementation of Compliance and Enforcement Framework and development of procedural documentation.	Provide assistance throughout the implementation phase by facilitating the development of Standard Operating Procedures and relevant supporting documentation.	BAU		●

PEOPLE

Our goal: 4. Organisational capability through our people.				
What achieving our goal will look like:				
4.1 A high performing team enriched through diversity.				
4.2 A workplace where safety and wellbeing come first.				
Our goal: 3. Create value through applying knowledge.	How we will measure our performance	Links to*	Comment	STATUS
4.1.1.1 Conduct employee 'pulse' surveys.	Improvements in employee engagement from initial survey results (measured using pulse survey).	WFMP		●
	Monthly employee communications using a variety of channels.	WFMP		●
4.1.2.1 Identify and provide opportunities for employees to acquire a wider skill set.	Performance review process incorporates employee skills development through informal professional development and training opportunities.	BAU		●
4.2.1.1 WHS management reporting.	Officers (Leadership Team) informed of WHS performance and accountable for continuous improvement in workplace safety.	WHSMS		●
4.2.1.2 Employee participation in in-house WHS training activities and national safe work month (October).	Program of safety, health and well being related awareness raising activities undertaken.	WHSMS		●
	All allocated SafetyHub training completed.	WHSMS	100% of modules completed up to October 2019. Rate of completion in some instances was impacted by the bush fire response effort. As at 5 February 2020: 4 staff members yet to complete October 2019 module; and 10 staff members yet to complete December 2019 module).	●
	More than 50% of workforce actively participate in a national safe work month activity.	WHSMS		●
4.2.3.1 Progress action plan following WHS internal audit.	Actions prioritised and progress against implementation reported to the Audit, Risk and Improvement Committee.	BAU/ WHSMS	Final WHS Internal Audit report (including management responses) to be reported to the March 2020 Audit, Risk and Improvement Committee.	●

What we will do in Y3: 2019/20

CUSTOMERS AND STAKEHOLDERS

Our goal: 5. Proactive management of relationships with member councils and key stakeholders.				
What achieving our goal will look like:				
5.1 Mutual understanding of needs, priorities, expectations, functions, operations, service standards, span of control and influence.				
5.2 Build and attract a diverse workforce.				
Activity	How we will measure our performance	Links to*	Comment	STATUS
5.1.1.1 Implement Communication and Engagement Strategy.	Actions for 2019/20 completed.	CESP		●
5.1.2.1 Participation in NSW Audit Office performance audit reviews.	Achieved.	CSP		●
5.1.2.2 Self-assessment audit of fraud control.	Fraud controls assessed against the Audit Office's Fraud Control Improvement Kit.	CSP		●
5.2.1.1 Establish service standards for key business processes to optimise attraction and retention.	Vacancies are filled within 90 business days of approval to recruit.	WFMP		●
	Less than or equal to 5% turnover for new employees within first 18 months post probation.	WFMP		●
	Recruitment and selection activities promote and comply with Equal Employment Opportunity principles.	WFMP		●
	As measured through employee pulse surveys, at least 90% of new employees are satisfied with the induction process.	WFMP		●

PROCESS MANAGEMENT, IMPROVEMENT AND INNOVATION

Our goal: 6. Continuous improvement through process management and innovative thinking.				
What achieving our goal will look like:				
6.1 Recognising and being open to opportunities for improvement through innovation.				
Activity	How we will measure our performance	Links to*	Comment	STATUS
6.1.2.1 Staged digitisation of paper records.	Plan for digitisation of paper records developed and costed.	BAU		●
6.1.5.1 Reevaluation of all positions and development of new position descriptions.	50% completed.	WFMP		●
	Position determined in relation to universal competencies and capability framework in position descriptions.	WFMP		●
6.1.6.1 Review 'Procurement' and 'Tenders' policies and procedures.	Relevant policies and procedures reviewed and updated.	BAU		●
	Enhanced opportunities for engaging disability employment providers.	DIAP		●
	Enhanced opportunities for engaging indigenous employment providers.	RAP		●
6.1.7.1 Project gateway process implemented.	All projects captured in the Project Management Framework assessed through a Prioritisation Framework.	BAU		●
6.1.8.1 Review and document Customer Service processes.	Commence implementation of endorsed recommendations from the Customer Service review.	BAU		●
6.1.8.2 Review and redefine People and Performance Group business processes.	Streamline internal business processes and reduce red tape across functional areas (Human Services/Risk and Compliance/Communications and Engagement).	BAU	HR business process review completed. Progress of the review for Risk and Compliance and Communications and Engagement has been suspended due to resourcing limitations and competing priorities.	●
6.1.9.1 Scope business needs for Human Resources Information Management System (end-to-end technology solution) to reduce risk and optimise efficiencies.	Specification to inform selection process for technology solution completed and timing of future implementation determined.	WFMP		●

RESULTS AND SUSTAINABLE PERFORMANCE

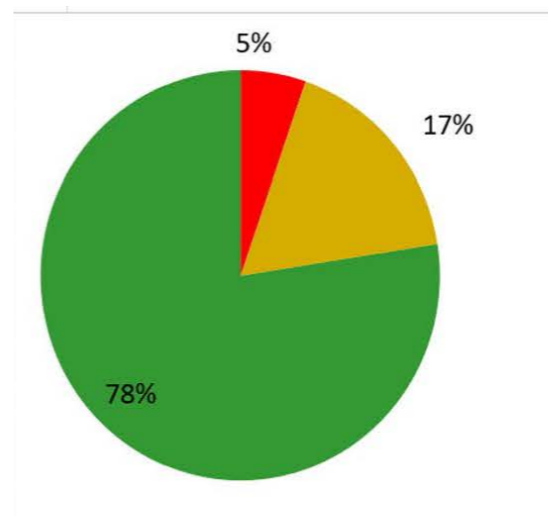
Our goal: 7. Sustainable performance.

What achieving our goal will look like:

7.1 We are recognised as a valued regional service provider and reliable cost effective deliverer of our core functions and operations.

7.2 Levels of service align with agreed priorities, financial and asset capability and long-term financial plans.

Activity	How we will measure our performance	Links to*	Comment	STATUS
7.1.1.1 Performance report issued to Service Level Agreement parties in relation to delivery of services subject to the agreement.	Copy of performance report issued with Delivery Program report.	DP		●
7.1.1.2 Performance report issued to Councillors in relation to delivery of services subject to Service Level Agreements as part of communications with General Managers.	Copy of performance report issued with Delivery Program report.	DP		●
7.1.1.3 Identified buffer zone areas which are privately owned or on school land reach 'maintenance standard', and are handed back to their owners.	Work has been carried out to bring affected land to the required standard and buffer zone areas are handed back to landowners for ongoing management.	BRMMP		●
7.1.2.1 Achieve or exceed adopted financial budget forecast in net profit (Richmond Water Laboratories).	Achieved.	LTFP		●
7.1.3.1 Deliver services according to service contracts in place (Richmond Water Laboratories).	Achieved.	RWLSP		●
7.1.5.1 Continue to progress design, cost and construction of Perradenya cycle path in negotiation with Lismore City Council.	Construction budget, timetable and way forward considered by Council.	BASP		●
7.1.5.2 Complete all development and construction requirements for the marketing of Perradenya Release 6.	Land title registration achieved for individual lots.	BASP		●
7.2.1.1 Water quality monitoring report card for Drinking water supply monitoring programs.	Report card produced and provided to NSW Health.	DWMS		●
7.2.3.1 Report on progress of actions to mitigate risk of environmental harm from activities (environmental action list).	Provide an update report to Council until actions on the action list are closed out.	BAU		●



Fluoride plant dosing performance report – Q4 2019

(150/19)

Business activity priority Create value through applying knowledge

Goal 3 Information and knowledge

Recommendation

That Council receive and note the *Fluoride plant dosing performance report for Quarter 4 2019*, which shows the four plants are dosing in accordance with relevant guideline values.

Background

In February 2019, it was resolved (6/19) that Council would receive a fluoride performance report incorporating chemical suppliers testing data and dosing plant performance on a quarterly basis. This report is for the 1 October to 31 December 2019 quarter (Q4).

- **Fluoride plants' performance**

Plant performance is measured against three criteria:

1. NSW Health Code of Practice for Fluoridation of Public Water Supplies ('Code') - target over a calendar year that > 95% of samples (treated and distribution) are between 0.9 and 1.5 mg/L;
2. The Code - consistently achieve an overall dosing of between 0.95 to 1.05 mg/L; and
3. Australian Drinking Water Guidelines (ADWG) Health guideline value upper limit of 1.5 mg/L.

Attachments 1 to 4 are charts presenting the results for each of the four fluoride plants, in comparison to the criteria above.

The results of the analysis of samples collected during the quarter show that:

1. None of the plants have dosed above the ADWG guideline value of 1.5mg/L.
2. Clunes, Corndale, Dorrroughby and Knockrow have all operated within the Code's target range of 0.9 to 1.5 mg/L, as demonstrated by the 95th percentile for all sample results.

- **Fluoride deliveries**

During Q4, there were no deliveries of Sodium Fluorosilicate or Sodium Fluoride.

Governance

Finance

Not applicable.

Legal

Not applicable.

Consultation

Not applicable.

Conclusion

For the period 1 October to 31 December 2019, the four fluoride plants operated by Council have met the dosing targets prescribed in the Australian Drinking Water Guidelines and the target range within the NSW Health Code of Practice for Fluoridation of Public Water Supplies.

Andrew Logan
Planning Manager

Attachment 1:

Chart 1 – Clunes Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results

Chart 2 – Clunes Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Attachment 2:

Chart 3 – Corndale Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results

Chart 4 – Corndale Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Attachment 3:

Chart 5 – Dorroughby Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results

Chart 6 – Dorroughby Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Attachment 4:

Chart 7 – Knockrow Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results

Chart 8 – Knockrow Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Chart 1 - Clunes Fluoride Dosing Performance Monthly 95th Percentiles for All Results

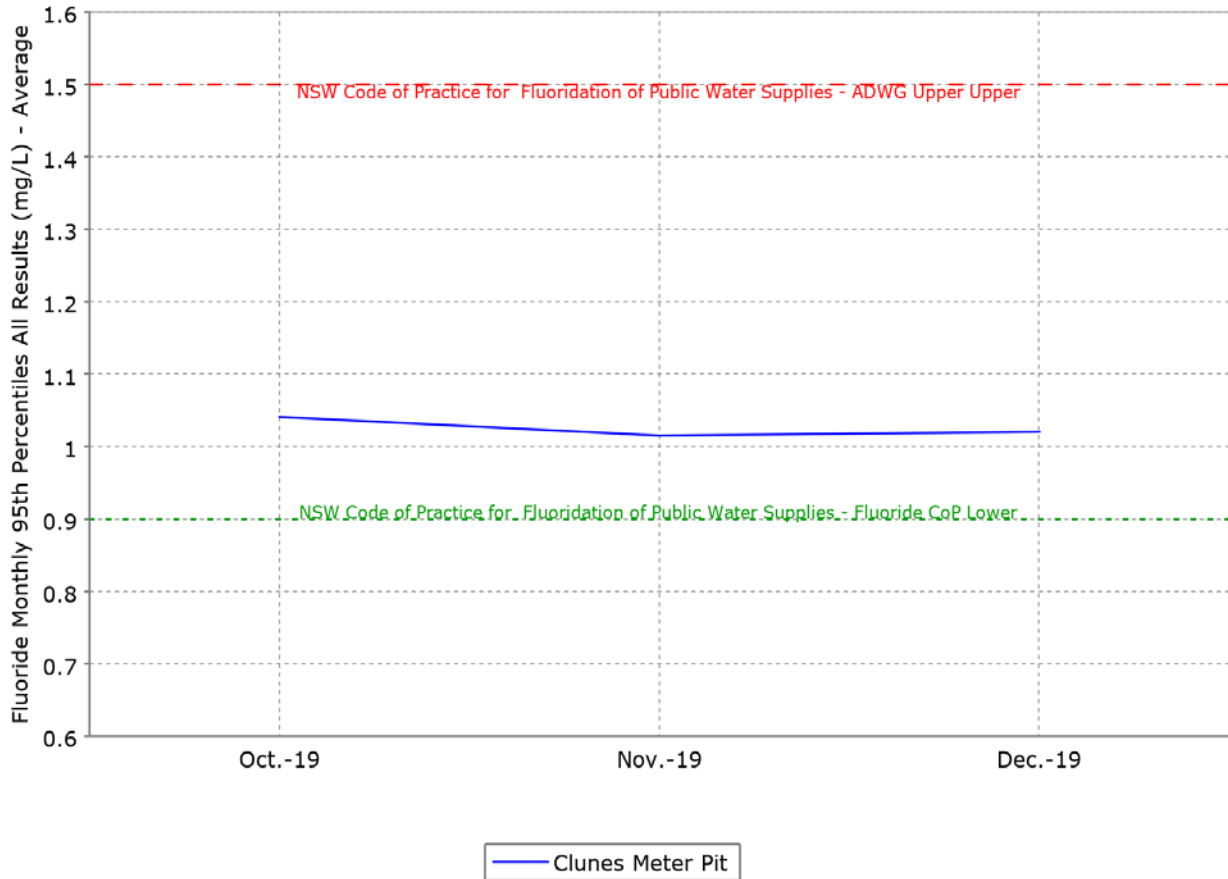
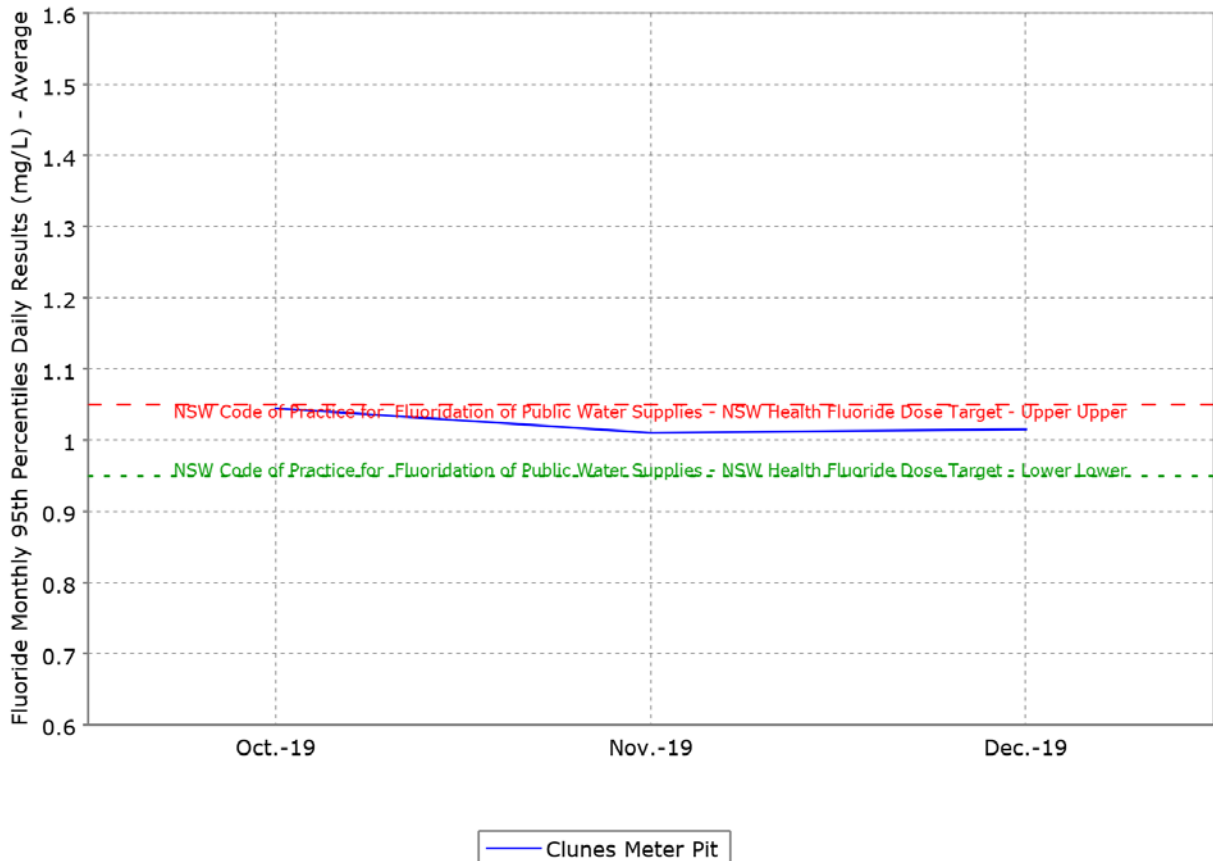
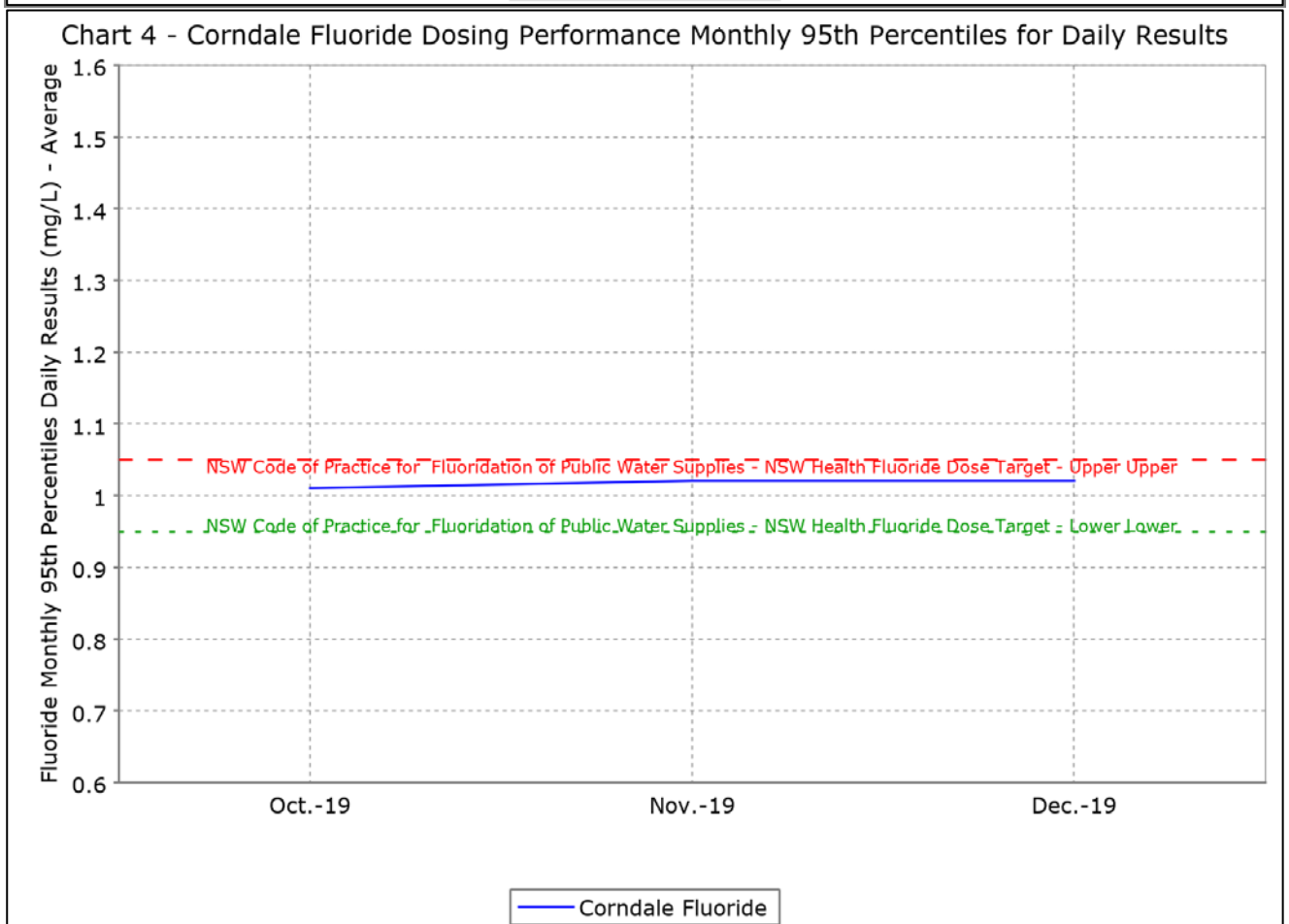
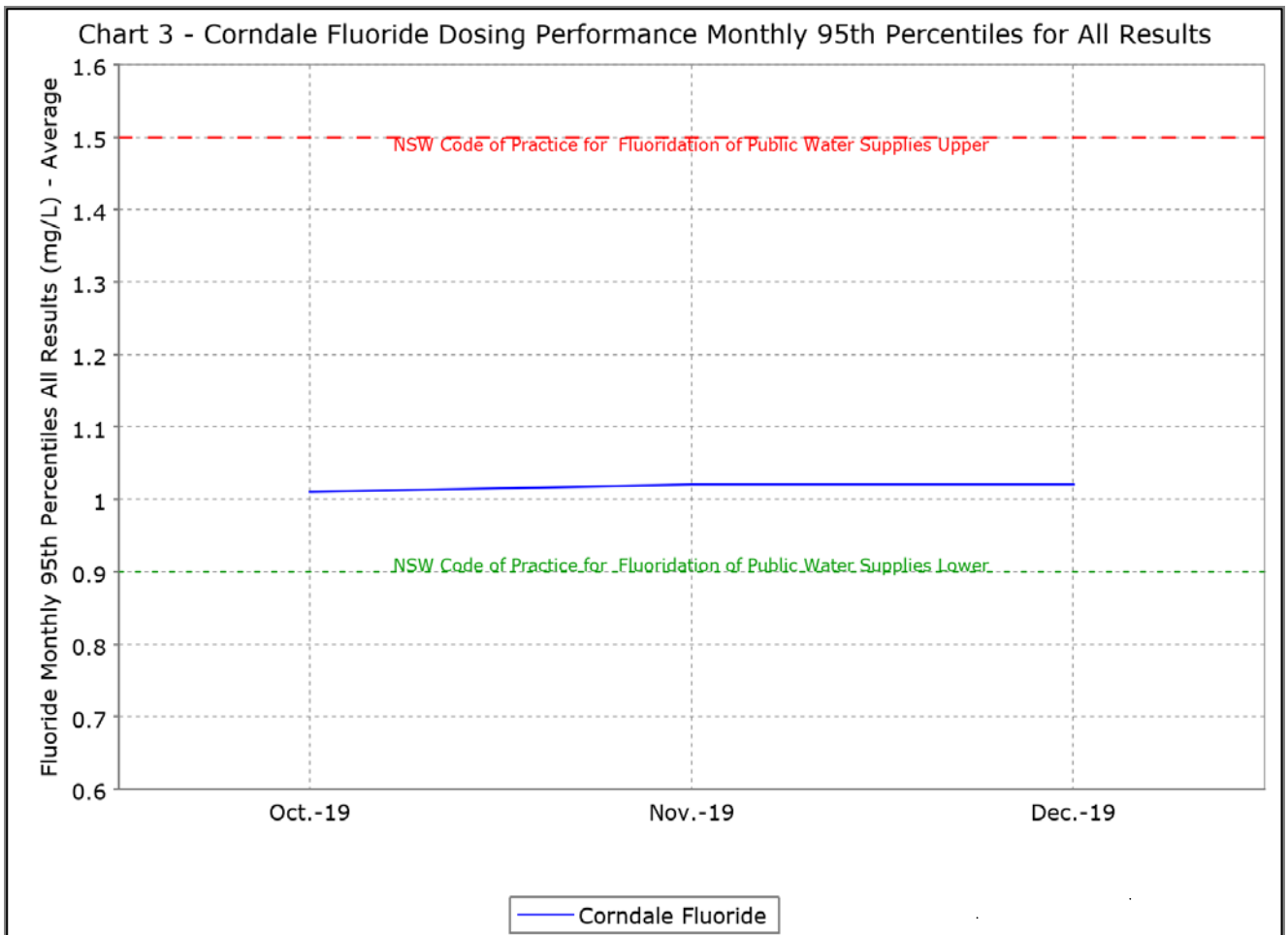
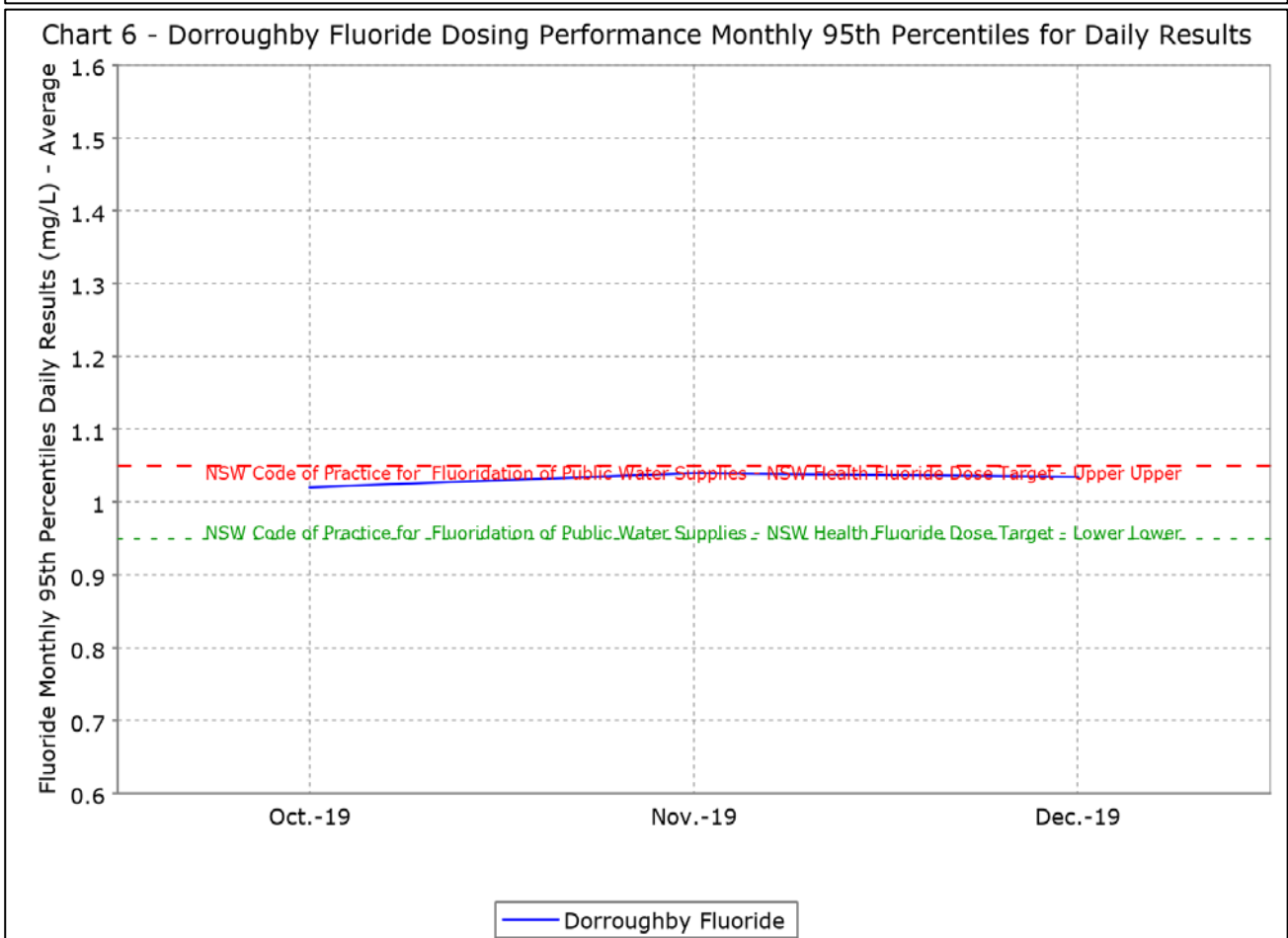
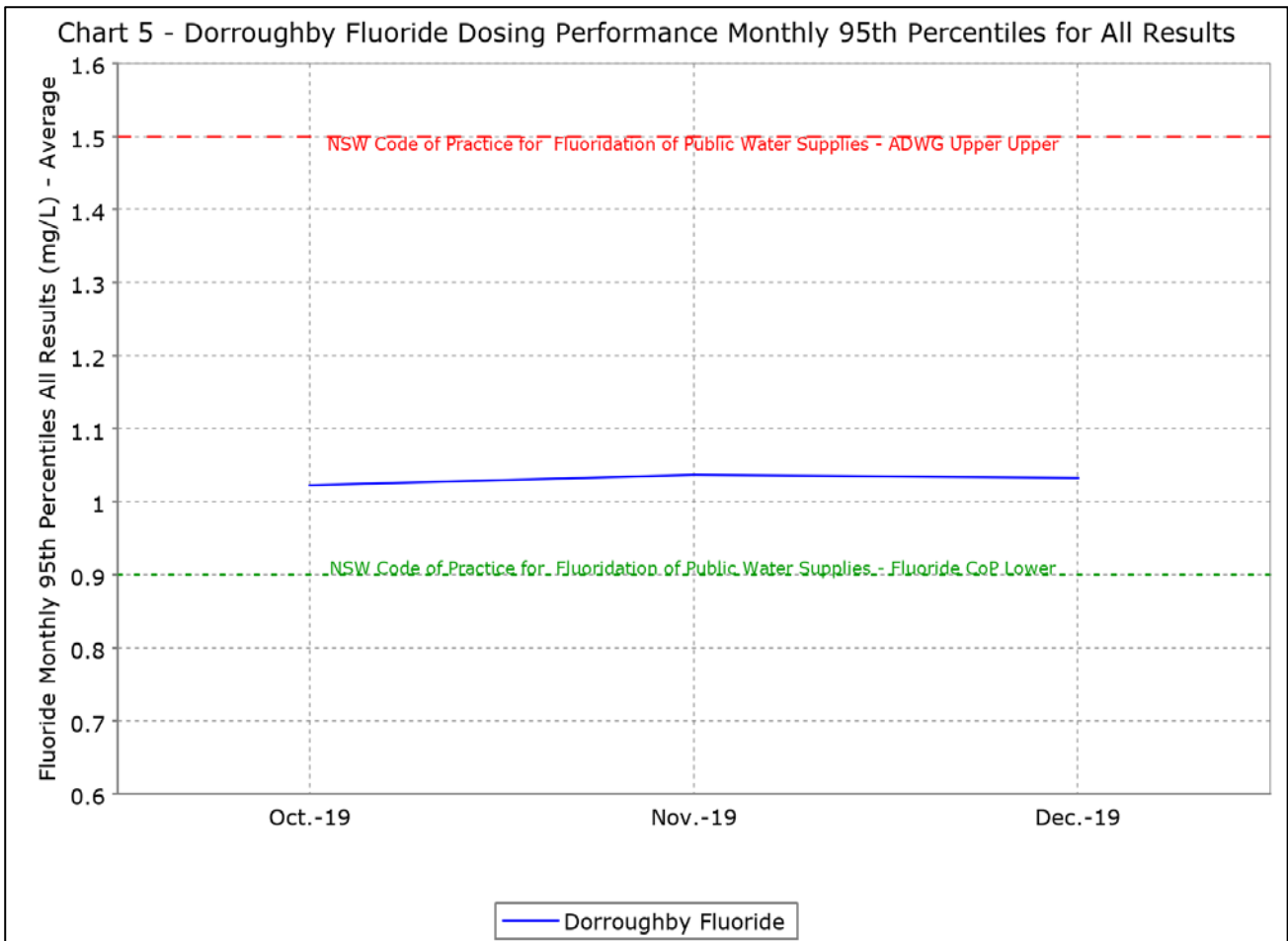
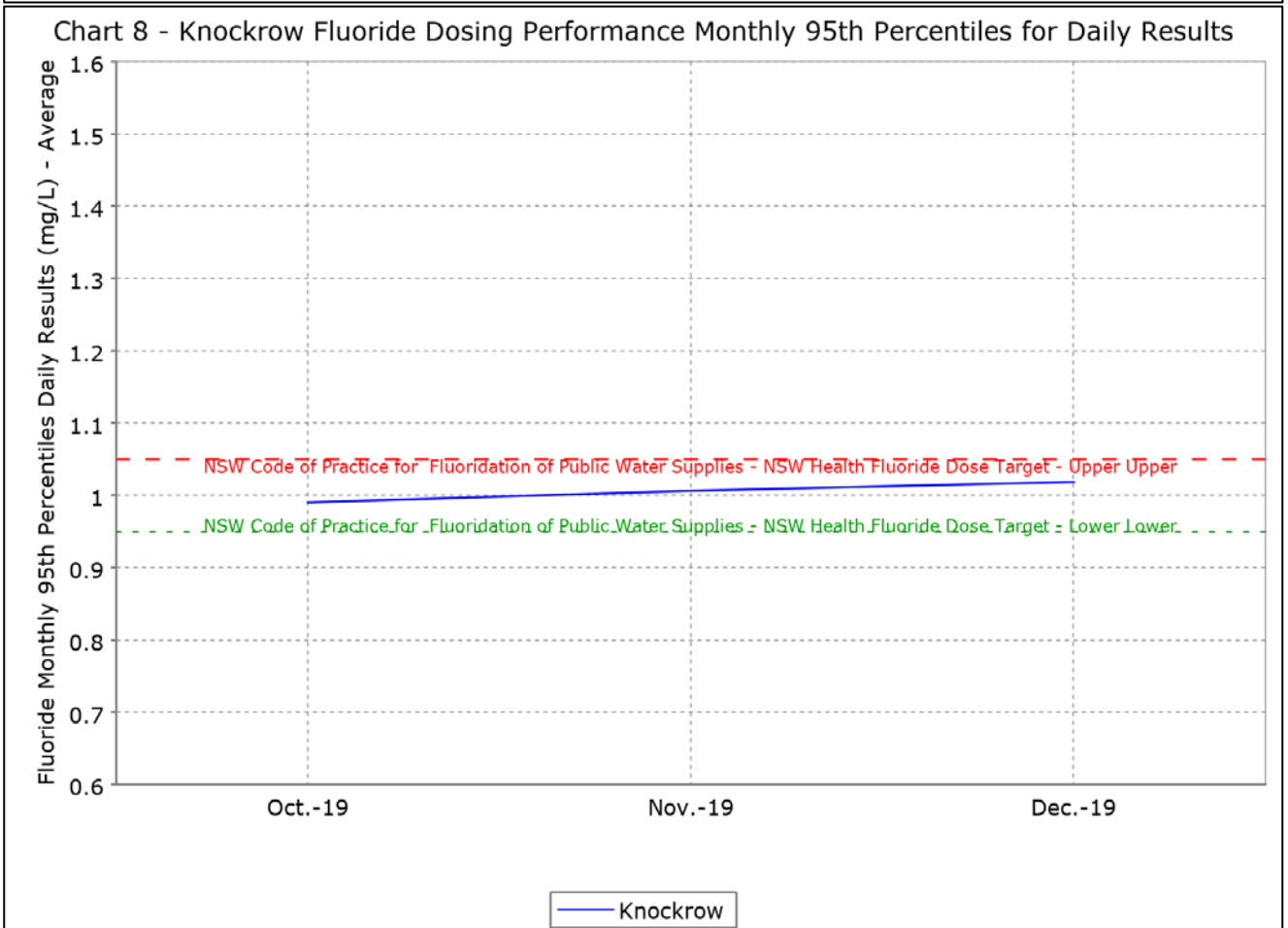
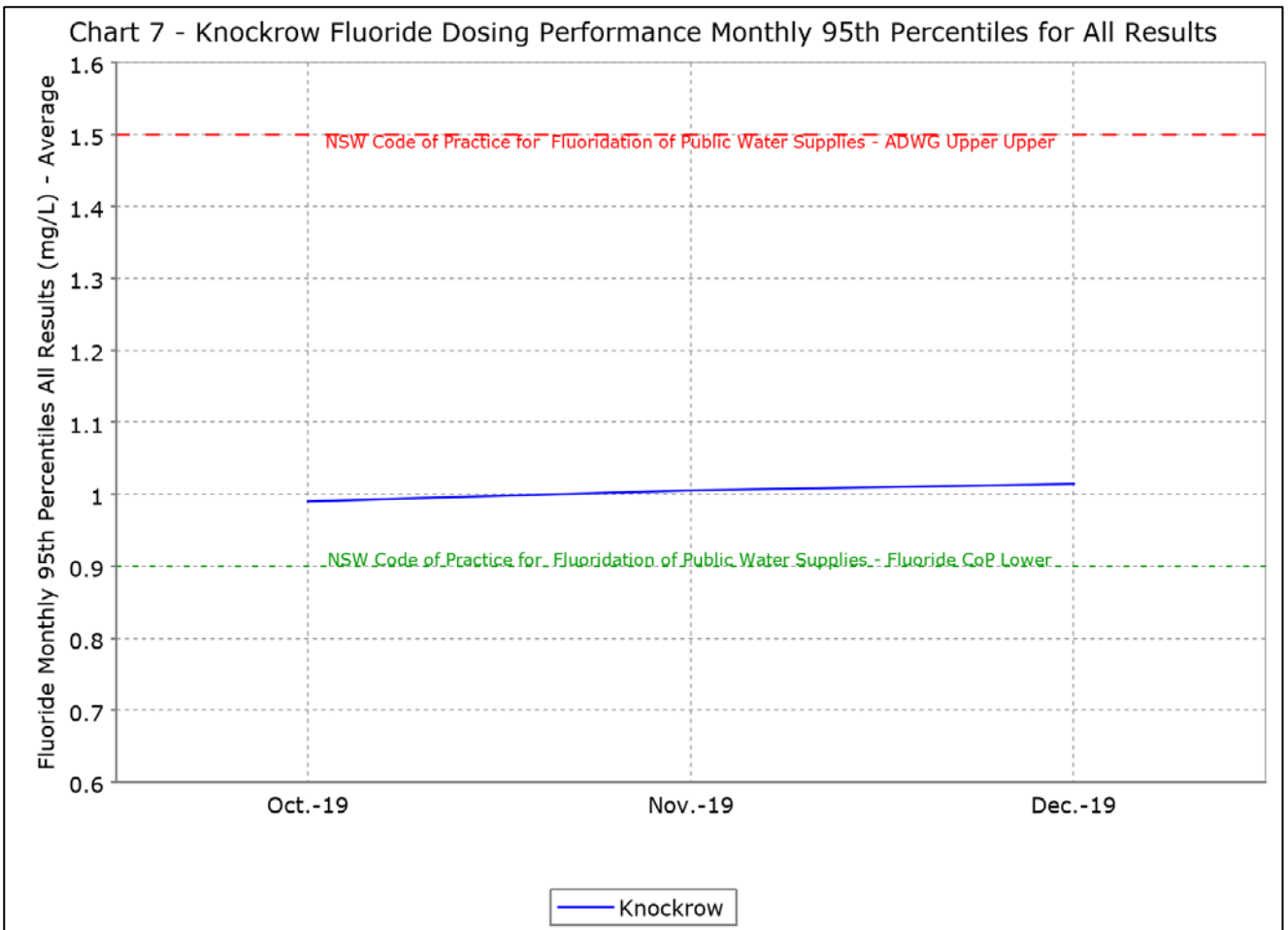


Chart 2 - Clunes Fluoride Dosing Performance Monthly 95th Percentiles Daily Results









Reports / actions pending

(1181/12)

Business activity priority Process management, improvement and innovation

Goal 6 Continuous improvement through process management and innovative thinking

Background

Following is a list of pending resolutions with individual comments provided on current position and expected completion date.

Meeting	Resolution	Status
20/02/19	Confidential report: Development Servicing Plan for Bulk Water Supply 2016 – request for deferred payment arrangement	
	<p>RESOLVED [13/19] (Mustow/Cadwallader) that Council:</p> <ol style="list-style-type: none"> 1. Receive and note this report; 2. Approve the request for deferred payment arrangements as set out in the report; 3. Receive a subsequent report on policy options for deferred payment arrangements having regard to the Development Servicing Plan for Bulk Water Supply and the policy positions of the constituent councils; and 4. Reject any further consideration of similar requests until point 3. is complete and a policy position is determined. 	Scheduled for review before the expiry of the current Development Servicing Plan in 2021.
20/02/19	Drinking water quality: annual report card	
	<p>RESOLVED [6/19] (Ekins/Cameron) that Council receive an annual public report card on overall drinking water quality results, including fluoride, commencing for the 2018/19 reporting year.</p>	The water quality annual report card is linked to the implementation of the water management database project. Due to several issues outside of Council's control, the 'go live' date for the Water Management Database has been delayed to late February 2020. The 2018/19 report card will be made available on Council's website by the end of February 2020.
21/08/19	Delivery program progress update: 1 January to 30 June 2019	
	<p>RESOLVED [55/19] (Cameron/Ekins) that Council:</p> <ol style="list-style-type: none"> 1. Receive and note the report and attachment. 2. Acknowledge that sound and effective governance requires that staff and councillors are able to participate fully in work tasks and decision making and that equitable access measures for all are essential for this and that consequently all Delivery Plan Actions be reviewed to determine that equitable access measures reflect this principle. 	

Meeting	Resolution	Status
	<p>3. In relation to Action 2.4.3.1, that customers, staff and councillors with a disability be invited to discuss their perspectives in the development of access awareness training.</p> <p>4. In relation to Action 2.4.3.2, customers, staff and councillors with a disability be invited to participate in the access training provided to staff.</p> <p>5. In relation to Actions 2.4.3.7/8, a review is initiated to determine the effectiveness of access measures and standards based on the feedback of staff, customers and councillors who use foyers 2 and 4.</p>	<p>COMPLETE (3 and 4). General Manager emailed Councillors 27/09/19 regarding Disability Awareness training, seeking feedback by 31/10/2019. The trialled training package has been rolled out to staff for completion. The release of the training coincided with the 'International Day of People with a Disability', which was on 3 December 2019.</p>
22/10/19	Audit, Risk and Improvement Committee report	
	<p>RESOLVED [85/19] (Cook/Cameron) that Council provide a submission to the proposed guidelines for Audit, Risk and Improvement Committees.</p>	<p>COMPLETE. A submission was lodged with the Office of Local Government in response to the consultation process. At the time of writing no further information has been provided by the Office of Local Government.</p>
11/12/19	Policies for revocation	
	<p>RESOLVED [94/19] (Cameron/Cadwallader) that, in relation to policy "<i>Public Access to Council Information</i>", Rous County Council's website be updated with a brief description of open access, proactive and formal release information.</p>	<p>IN PROGRESS. The information on the website has been reviewed and some minor amendments are proposed.</p>
11/12/19	Information reports	
	<p>A future report be provided to Council on Perradenya cycleway.</p>	<p>IN PROGRESS. Meeting scheduled with Lismore City Council 19 March 2020.</p>

Phillip Rudd
General Manager

Confidential matters

Recommendation

That Council move into Closed Council to consider the following matters and the meeting be closed to members of the public and press based on the grounds detailed below:

1. Report	St Helena trunk main augmentation – construction contract
Grounds for closure	Section 10A(2)(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.
Public interest	Public discussion would not be in the public interest due to disclosure of commercial information.
2. Report	Annual performance review: General Manager
Grounds for closure	Section 10A(2)(a) personal matters concerning particular individuals (other than councillors).
Public interest	Public discussion would not be in the public interest due to disclosure of commercial information.

Section 10A, Local Government Act, 1993:

A Council may close to the public only so much of its meeting as comprises the receipt or discussion of any of the following:

Section 10A(2):

- (a). personnel matters concerning particular individuals (other than councillors),
- (b). the personal hardship of any resident or ratepayer,
- (c). information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business,
- (d). commercial information of a confidential nature that would, if disclosed:
 - (i). prejudice the commercial position of the person who supplied it, or
 - (ii). confer a commercial advantage on a competitor of the Council, or
 - (iii). reveal a trade secret,
- (e). information that would, if disclosed, prejudice the maintenance of law,
- (f). matters affecting the security of the council, councillors, council staff or council property,
- (g). advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
- (h). information concerning the nature and location of a place or an item of Aboriginal significance on community land.

Section 10A(4):

Council may allow members of the public to make representations to or at a meeting before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.