

COUNCIL MEETING AGENDA

Date	Wednesday, 17 February 2021
Time	1.00pm
Venue	<i>Administration Office, 218-232 Molesworth Street, Lismore (Level 4) Also via 'Zoom'</i>

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. Apologies and Leave of Absence

4. Confirmation of minutes of previous meetings

- i). Ordinary Council meeting 16 December 2020 1-7

5. Disclosure of Interest

6. Notice of Rescission Motion

- i). Future Water Project 2060 8

7. General Manager report - Nil

8. Group Manager Corporate and Commercial reports

- i). Loan restructure assessment 9-11
 ii). Quarterly budget review statement for the quarter ending 31 December 2020 12-36
 iii). Water usage charges write-off 37-38

9. Group Manager Planning and Delivery report

- i). Deferral and refund of bulk headworks charges – Ballina Surf Lifesaving Club 39-43

10. Policies

- i). Risk Management (updated).....44-76
- ii). Policies for revocation - various77-99

11. Information reports (cover report) 100

- i). Investments - January 2021.....101-107
- ii). Fluoride dosing plant performance report – October to December 2020: Q4108-119
- iii). Delivery program/Operational plan – July to December 2020 Yr 4.....120-130
- iv). Debt write-off information summary131-132
- v). Reports/actions pending133-134

12. Matters of urgency

13. Questions on Notice

14. Close of business



Phillip Rudd
General Manager



Rous County Council

MNIUTES OF ORDINARY COUNCIL MEETING

16 December 2020

1. OPENING OF THE MEETING

Meeting commenced at 1.09pm

Preamble

In accordance with clause 5.21 of the Local Government Act 1993, attendees at the Council meeting were advised by the Chair that the meeting was being live streamed. The following points were noted by the Chair:

- *All speakers should refrain from making any defamatory comments or releasing any personal information about another individual without their consent.*
- *Council accepts no liability for any damage that may result from defamatory comments made by persons attending meetings. All liability will rest with the individual who made the comments.*
- *This meeting must not be recorded by others without the prior written consent of the Council in accordance with Council's Code of Meeting Practice.*

In attendance:

Councillors (at Molesworth Street, Administration Office, Lismore, NSW):

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

Staff (at Molesworth Street, Administration Office, Lismore, NSW):

Phillip Rudd (General Manager), Guy Bezrouchko (Group Manager Corporate and Commercial), Helen McNeil (Group Manager People and Performance), Andrew Logan (Group Manager Planning and Delivery), Adam Nesbitt (Group Manager Operations) and Noeline Smith (minute taker).

The Chairperson acknowledged and thanked those that provided deputations during the Public Forum held prior to the Council meeting:

- Cindy Roberts (speaking against - Agenda item 7i)
- Bianca Urbina (speaking against - Agenda item 7i)
- Duncan Dey (speaking against - Agenda item 7i)

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. APOLOGIES AND LEAVE OF ABSENCE

Nil.

4. CONFIRMATION OF MINUTES

i). **Ordinary Council meeting 21 October 2020**

RESOLVED [56/20] (Cadwallader/Cameron) that the minutes of the ordinary meeting held 21 October 2020 be confirmed as presented.

5. DISCLOSURE OF INTEREST

Nil.

6. NOTICES OF MOTION

i). **Updating materials for the Northern Rivers Watershed Initiative**

RESOLVED [57/20] (Williams/Cadwallader) that Council contribute \$5,000 sourced from within the existing ARC Linkage budget allocation towards a joint project with Whian Whian Landcare and Southern Cross University (SCU) to update natural flood mitigation materials and references used to support the Northern Rivers Watershed Initiative (NRWI).

ii). **Barriers to rainwater tank installations**

RESOLVED [58/20] (Cadwallader/Richardson) that staff investigate and report back to Council the opportunities to maximise water savings associated with the residential rainwater tank rebate program. In particular, rebates for second water tanks with connections to toilets and washing machines, and also, connection to washing machines and toilets of existing tanks.

7. GENERAL MANAGER REPORT

i). **Rous Regional Water Supply – Integrated Water Cycle Management Strategy Adoption (Future Water Project 2060)**

MOVED (Ekins/Cameron) that Council:

1. Receive and note the public exhibition review document Rous County Council Future Water Project 2060 Public Exhibition Outcomes. Note that 90% of submissions opposed the Dunoon Dam and the receipt of the Traditional Owners statement of opposition. Note that submissions to the public exhibition process are available on the Rous County Council website.
2. Authorise the General Manager to cease all work on the Dunoon Dam and provide a report on the orderly exit from Dunoon Dam as an option in the Future Water Project, including revocation of zoning entitlements and disposal of land held for the purpose of the proposed Dunoon Dam.
3. Direct the General Manager to revise the draft Integrated Water Cycle Management (IWCM) to reflect the following preferred strategy:
 - a. Scenario 1 IWCM report - groundwater
4. Schedule a special meeting of Council on Wednesday, 17 March 2021 to consider the revised draft IWCM Strategy for public exhibition for a period of eight (8) weeks.
5. Authorise the transfer of \$200,000 from bulk water reserves for the 2020/21 financial year to progress the above.

6. Undertake the following actions as described in Section 4 of this report:

i) Immediate actions

- a) Water Loss Management Plan
- b) Smart Metering
- c) Marom Creek WTP and Alstonville groundwater site
- d) Marom Creek WTP upgrade
- e) Alstonville groundwater site
- f) Woodburn groundwater coastal sand scheme

ii) Ongoing action

- a) Enhanced demand management and water efficiency program

iii) Innovative action

- a) Progress Perradenya Estate pilot purified recycled water scheme and work with relevant stakeholders to design a long-term public education campaign to increase awareness and acceptance of indirect potable reuse (IPR) and direct potable reuse (DPR).
 - b) Investigate concurrently IPR and DPR schemes utilising effluent from Ballina, Lennox, south and east Lismore wastewater treatment plants (preferred options for water reuse identified in the CWT report).
7. Note that environmental, ecological, cultural heritage and economic impacts were identified during the development of the IWCM and were also raised as concerns during the public exhibition period and will remain key considerations going forward.
8. Note the progress of discussions with Ballina Shire Council regarding the potential transfer or lease of Marom Creek Water Treatment Plant (WTP) and that a further report will be provided.
9. Authorise the General Manager to write to the constituent councils inviting participation in the Rous Smart Metering project commencing 1 July 2021.
10. Seek a meeting with relevant State Government Ministers and Local MPs to expedite any regulatory and legislative or funding approvals required to implement IPR and DPR schemes.

MOVE INTO COMMITTEE OF THE WHOLE

RESOLVED [59/20] (Ekins/Cook) that Council move into Committee of the Whole (1.40pm).

MOVE OUT OF COMMITTEE OF THE WHOLE

RESOLVED [60/20] (Cameron/Cadwallader) that Council move out of Committee of the Whole (2.20pm).

The **MOTION** on being put to the meeting was **CARRIED**.

RESOLVED [61/20] (Ekins/Cameron) that Council:

1. Receive and note the public exhibition review document Rous County Council Future Water Project 2060 Public Exhibition Outcomes. Note that 90% of submissions opposed the Dunoon Dam and the receipt of the Traditional Owners statement of opposition. Note that submissions to the public exhibition process are available on the Rous County Council website.
2. Authorise the General Manager to cease all work on the Dunoon Dam and provide a report on the orderly exit from Dunoon Dam as an option in the future water project, including revocation of zoning entitlements and disposal of land held for the purpose of the proposed Dunoon Dam.
3. Direct the General Manager to revise the draft Integrated Water Cycle Management (IWCM) to reflect the following preferred strategy:
 - a. Scenario 1 IWCM report - groundwater
4. Schedule a special meeting of Council on Wednesday, 17 March 2021 to consider the revised draft IWCM Strategy for public exhibition for a period of eight (8) weeks.
5. Authorise the transfer \$200,000 from bulk water reserves for the 2020/21 financial year to progress the above.
6. Undertake the following actions as described in Section 4 of this report:
 - i) Immediate actions
 - a) Water Loss Management Plan
 - b) Smart Metering
 - c) Marom Creek WTP and Alstonville groundwater site
 - d) Marom Creek WTP upgrade
 - e) Alstonville groundwater site
 - f) Woodburn groundwater coastal sand scheme
 - ii) Ongoing action
 - a) Enhanced demand management and water efficiency program
 - iii) Innovative action
 - a) Progress Perradenya Estate pilot purified recycled water scheme and work with relevant stakeholders to design a long-term public education campaign to increase awareness and acceptance of indirect potable reuse (IPR) and direct potable reuse (DPR).
 - b) Investigate concurrently IPR and DPR schemes utilising effluent from Ballina, Lennox, south and east Lismore wastewater treatment plants (preferred options for water reuse identified in the CWT report)
7. Note that environmental, ecological, cultural heritage and economic impacts were identified during the development of the IWCM and were also raised as concerns during the public exhibition period and will remain key considerations going forward.
8. Note the progress of discussions with Ballina Shire Council regarding the potential transfer or lease of Marom Creek WTP and that a further report will be provided.

-
9. Authorise the General Manager to write to the constituent councils inviting participation in the Rous Smart Metering project commencing 1 July 2021.
 10. Seek a meeting with relevant State Government Ministers and Local MPs to expedite any regulatory and legislative or funding approvals required to implement IPR and DPR schemes.

Voting against: Crs Cadwallader, Humphrys and Mustow.

Meeting adjourned at 3.19pm. Meeting resumed at 3.25pm.

8. GROUP MANAGER CORPORATE AND COMMERCIAL REPORTS

i). Retail water customer account assistance

RESOLVED [62/20] (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). Interest on overdue water charges

RESOLVED [63/20] (Cook/Cadwallader)

1. Approve the interest rate of 0.0% on overdue water charges for the period 1 January 2021 to 25 March 2021 to align with COVID-19 pandemic - recovery of unpaid rates covered under section 747AB of the *Local Government Act 1993*; and
2. Approve further extension of the 0.0% interest on overdue water charges should the NSW Office of Local Government further extend the prescribed period for COVID-19 pandemic - recovery of unpaid rates.

9. GROUP MANAGER PLANNING AND DELIVERY REPORT

i). Deferral and refund of developer contributions – Friends of the Lismore Botanic Gardens

RESOLVED [64/20] (Cadwallader/Ekins) that Council, under clause 2.5 of Council's Development Servicing Plan 2016, approve the deferral and refund of the Rous County Council developer contributions levied to Friends of the Lismore Botanic Gardens Inc. in relation to DA 5.2019.348.1.

10. GROUP MANAGER OPERATIONS REPORT

i). St. Helena trunk main upgrade Stage 2 – Supply and Delivery of Pipes and Materials Contract

RESOLVED [65/20] (Cadwallader/Humphrys) that Council:

1. Accept the tender submitted by Steel Mains Pty Ltd, in the Recommended Tender Amount of \$758,810 (excluding GST).
2. Approve an additional amount of \$113,822 (excluding GST) – being 15% of the contract amount, as an allowance for Schedule of Rate items and/or variation due to unforeseen circumstances.

11. GROUP MANAGER PEOPLE AND PERFORMANCE REPORT

i). Audit, Risk and Improvement Committee – meeting update October and November 2020

RESOLVED [66/20] (Cameron/Cook) that Council:

1. Receive and note the attached minutes of the Audit, Risk and Improvement Committee meeting of 19 October 2020 and 23 November 2020.
2. Approve the revised Audit, Risk and Improvement Committee Charter at Attachment 3.

12. INFORMATION REPORTS

RESOLVED [67/20] (Cadwallader/Mustow) that Council receive and note the following information reports:

1. Investments – November 2020
2. Water production and usage – October and November 2020
3. Reports/actions pending
4. Annual 'Model Code of Conduct Complaints Statistics' report
5. Debt write-off information summary

13. CONFIDENTIAL REPORTS

MOVE INTO CLOSED COUNCIL

RESOLVED [68/20] (Cook/Cadwallader) that Council move into Closed Council to consider the following matter and the meeting be closed to members of the public and press based on the grounds detailed below:

Report	St. Helena trunk main augmentation – Stage 2 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 proposed 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 [69/20] (Mustow/Cameron) that Council move to Open Council.

The General Manager read the following resolution of Council:

i). St. Helena trunk main augmentation – Stage 2 construction contract

RESOLVED [70/20] (Cadwallader/Cook) that Council:

1. Accept the tender submitted by Ledonne Constructions Pty Ltd, in the Recommended Tender Amount of \$11,721,268.64 (excluding GST) with the inclusion of the Optional Additional Work for the Coopers Creek Crossing.

-
2. Accept the cost saving of \$24,000.00 (excluding GST) offered by Ledonne Constructions Pty Ltd if the Letter of Award is issued prior to the completion of Stage 1 by Ledonne Constructions.
 3. Approve an additional amount of \$1,758,190.00 (excluding GST) – being 15% of the contract amount, as contingency for additional Schedule of Rate items and/or variations due to latent conditions/unforeseen circumstances.

14. MATTERS OF URGENCY

Nil.

15. QUESTIONS ON NOTICE

Nil.

16. CLOSE OF BUSINESS

There being no further business the meeting closed at 3.55pm.

Notice of Rescission Motion

Council meeting 17 February 2021

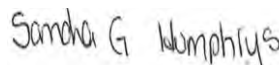
Subject: Future Water Project 2060

The Council rescinds resolution 61/20 and replaces with the following motion:

1. That Council:
 - a) Receives and notes the public exhibition review document Rous County Council Future Water Project 2060 Public Exhibition Outcomes.
 - b) Acknowledges the deep significance of the land in and around the proposed Dunoon Dam site to traditional owners and to the local community.
 - c) Notes that 1298 submissions were received with 90% of respondents to the exhibition having concerns regarding the Dunoon Dam and 56% of respondents expressing concerns regarding groundwater options.
2. Directs the General Manager to:
 - a) Provide a report on the orderly exit from Dunoon Dam as an option in the Future Water Project.
 - b) Commence work on the exit strategy once the long-term viability of Scenario 1 Groundwater has been confirmed.
3. - 10. same as original motion.



Cr Robert Mustow



Cr Sandra Humphrys



Cr Sharon Cadwallader

Date: 18 December 2020

Loan restructure assessment

(D20/8625)

Business activity priority	Results and sustainable performance
Goal 7	Sustainable performance

Recommendation

That Council:

1. Note that no action is proposed in terms of the early repayment of existing Council loans.
2. Receive and note the report.

Background

This report is to advise Council of the outcomes of an assessment conducted by staff in respect to existing Council loans. The aim of the assessment was to determine whether there is opportunity to reduce the cost of existing loans by taking advantage of the current low interest rate environment.

Council has six loans outstanding and the four largest loans were assessed. The loans were raised in 2007 and 2008 to \$10 million each and were taken up to fund the Wilson's River source. The loans have interest rates ranging from 6.37% to 6.85% for 20 years at a fixed interest rate.

At the time the fixed rate was chosen because it provided surety from a budgeting perspective for both Rous and the constituent councils. Also, it was considered that the rates accepted at the time were very competitive.

Since 2007 there has been a Global Financial Crisis and the COVID19 pandemic. Interest rates have fluctuated, generally downward, to the point where rates are the lowest on record.

It was considered prudent to test whether there was any potential for Council to reduce expense associated with its loans.

The assessment focussed on whether Council could reduce the total expense associated with four existing loans. There was no desire to extend borrowing periods, which will reduce annual expense, but increase the total cost of the loans.

Two of the outstanding loans are held by the National Australia Bank, one by the Commonwealth Bank and one by a company called Dexia Credit Local. Dexia is a Paris based company that is not looking to generate new business, but rather cease to trade via a strategic and gradual closure of business. *(Note: This loan was originally raised through the Toronto Dominion Bank- Australia branch. It was later sold to Lehman Brothers Bank (Grange Securities) then to Dexia Credit Local Asia Pacific then to Dexia Credit Local Paris).*

Each of the Rous County Council loans contain clauses that require Council to pay break costs if the loan is repaid early. The break cost payable by Council is a complicated calculation that factors in swap rates applicable at the time the loan is raised compared to current swap rates. The swap rate considers the banks cost of funds, bank profit and the lending rate.

At the time the loans were taken out (2006/2007) the bank's profit margin was considerably greater than current profit margins. The banks advised that this scenario means that it was unlikely that there is any opportunity for Council to improve its position.

Despite this advice staff asked for each organisation to provide the break costs that would be payable if Council wished to change existing arrangements, such as early repayment. Staff also asked each organisation whether they would be interested in acquiring the loan/s held by the other loan owners.

There was little to no appetite for one bank to acquire the loan held by another. Each bank cited that the break costs would preclude any opportunity for a new mutually beneficial arrangement. All banks advised that by extending the term they could improve the cash flow however this outcome resulted in additional interest expense to Rous.

Break costs ranged from \$855,000 to \$1,337,500, depending on time to maturity and the agreed interest rate. Each bank provided a quote to provide a new loan which consisted of the current principal outstanding plus the break costs. The new loan was timed to expire at the same time as the existing loans expire to enable a fair comparison.

Table 1: Comparison of existing loan to potential new loan with break costs

Loan Number	Existing Loan					New loan			Existing less new
	Original Amount \$	Year Commenced	Loan Term	Interest Rate %	Amount payable to complete \$	Existing principal plus break costs \$	New loan indicative rate %	Total repayments \$	Extra Cost to break existing \$
1	10,000,000	2006	20 years	6.37	5,349,564	5,242,280	1.43	5,486,976	(137,412)
2	10,000,000	2007	20 years	6.4	5,808,777	5,699,533	1.43*	5,998,418	(189,641)
3	10,000,000	2007	20 years	6.735	5,983,720	5,916,500	1.25	6,136,000	(152,280)
4	10,000,000	2008	20 years	6.853	6,493,413	6,424,264	1.25	6,678,000	(184,587)

*This company did not provide a new rate. The rate shown is based on quotes by another bank

The final column on the right-hand side of Table 1 shows the amount payable under the existing loan (principle plus interest) less the total repayments due under a new loan. In each instance despite a favourable interest rate for the new loan, once break costs are included, the new loan had a higher cost to Council.

It was determined that the new loans would need to be raised with an interest rate no greater than 0.2% to 0.5% to break even with the existing loans. Even with the current historic low rates and access to TCorp it is not possible to raise a new loan at a rate anywhere near this figure. The cost to break existing loans exceeds any benefit to be derived from the current low interest rate environment. Hence the best option for Council is to continue paying the existing loans to maturity.

Governance

Finance

Finance comment is contained within the body of this report.

Consultation

This report was researched and prepared by Finance staff. Information and advice were provided by the banks and companies holding the loans.

Conclusion

Despite there being no opportunity to improve Council's position it is considered that the assessment was worthwhile. It is important that Council performs due diligence to ensure that it does not miss an opportunity to reduce expense.

There were several factors that resulted in an unfavourable outcome including the fact that the interest rate was fixed for 20 years. Also, as mentioned, the profit margins available to the banks when the loans were taken out, before the Global Financial Crisis, were well in excess of the current time.

Guy Bezrouchko
Group Manager Corporate and Commercial

Quarterly Budget Review Statement for the quarter ending 31 December 2020

(D21/2790)

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 2020 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 2020/21 budget was adopted on 17 June 2020 as part of the 2020/21 Operational Plan and the 2017/21 Delivery Program.

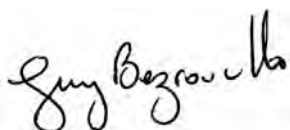
Governance

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 2020 indicates that Council's projected financial position at 30 June 2021 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

Table 1: Summary of proposed changes whole organisation – December 2020

BUDGET ITEMS	Original Budget 2020/21	2019/20 Carryovers	September	December	Projected year end result 2020/21
			30-Sep-20	31-Dec-20	
			Quarter	Quarter	
Operating Income					
Flood	1,194,900	(5,000)	27,500	0	1,217,400
Weeds	1,379,100	0	33,600	500,000	1,912,700
Retail	2,804,500	0	0	17,500	2,822,000
RWL	821,000	0	0	0	821,000
Commercial Property	269,200	0	0	(14,400)	254,800
Fleet	93,400	0	0	0	93,400
Bulk	18,438,100	156,000	0	(131,500)	18,462,600
TOTAL OPERATING REVENUES	25,000,200	151,000	61,100	371,600	25,583,900
Operating Expenses					
Flood	2,346,400	166,800	27,500	0	2,540,700
Weeds	1,425,500	19,400	33,600	511,600	1,990,100
Retail	3,051,100	0	0	17,500	3,068,600
RWL	815,900	0	0	0	815,900
Commercial Property	367,800	0	0	0	367,800
Fleet	93,800	0	0	0	93,800
Bulk	20,153,600	658,900	0	294,500	21,107,000
TOTAL OPERATING EXPENSES	28,254,100	845,100	61,100	823,600	29,983,900
OPERATING RESULT	(3,253,900)	(694,100)	0	(452,000)	(4,400,000)
Exclude depreciaton	7,107,800	0	0	0	7,107,800
Cash result	3,853,900	(694,100)	0	(452,000)	2,707,800
Add: Capital Income	20,750,100	0	0	0	20,750,100
Less: Capital Expense	20,069,000	5,474,400	0	(3,332,600)	22,210,800
Transfer from/(to) Reserve	(1,339,100)	6,168,500	0	(2,880,600)	1,948,800
Less: Loan Repayments	3,195,900	0	0	0	3,195,900
Estimated cash movement	0	0	0	0	0

Commentary on proposed adjustments – December 2020 (Table 1)

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

Flood Mitigation Fund

(QBR2) Income & Expenses - Flood

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income						
Interest Income / Sundry	14,500	0	0	0	14,500	9,600
Lismore Loan Repayments	3,800	0	0	0	3,800	4,316
Operating Contributions	815,400	(5,000)	0	0	810,400	370,200
Operating Grants	361,200	0	27,500	0	388,700	0
Total Operating Income	1,194,900	(5,000)	27,500	0	1,217,400	384,116
Operating Expense						
Administration Expenses	201,100	0	0	0	201,100	94,922
Building/Depot Expenses	16,700	0	0	0	16,700	5,303
Fleet Hire Expense	70,200	0	0	0	70,200	33,730
Training & Staff	7,500	0	0	0	7,500	1,595
Insurance	3,800	0	0	0	3,800	4,316
Salaries & Wages	445,900	0	0	0	445,900	228,190
Operations Purchases	766,600	166,800	27,500	0	960,900	182,510
Depreciation	834,600	0	0	0	834,600	392,236
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	2,346,400	166,800	27,500	0	2,540,700	942,802
Operating Result	(1,151,500)	(171,800)	0	0	(1,323,300)	(558,686)
Less Depreciation	834,600	0	0	0	834,600	392,236
Operating Result Excl. Non Cash	(316,900)	(171,800)	0	0	(488,700)	(166,450)
Add Capital Income	0	0	0	0	0	0
Less Capital Expenses	171,600	0	0	0	171,600	88,307
Transfer from/(to) Reserve	488,500	171,800	0	0	660,300	254,757
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 2020 no funds have been received in relation to approved operating grants. These funds are usually received after works are completed, with funding expected by May 2021.

Weed Biosecurity Fund

(QBR2) Income & Expenses - Weeds

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income						
Interest Income / Sundry	24,600	0	0	(11,600)	13,000	8,505
Operating Contributions	809,000	0	0	40,000	849,000	404,500
Operating Grants	545,500	0	33,600	471,600	1,050,700	307,702
Total Operating Income	1,379,100	0	33,600	500,000	1,912,700	720,707
Operating Expense						
Administration Expenses	297,500	0	0	0	297,500	137,676
Building/Depot Expenses	18,700	0	0	0	18,700	8,308
Fleet Hire Expense	140,000	0	0	0	140,000	68,890
Training & Staff	19,700	0	0	0	19,700	1,776
Salaries & Wages	887,100	0	(27,500)	0	859,600	370,021
Operations Purchases	41,800	19,400	61,100	511,600	633,900	43,174
Depreciation	20,700	0	0	0	20,700	16,133
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	1,425,500	19,400	33,600	511,600	1,990,100	645,978
Operating Result	(46,400)	(19,400)	0	(11,600)	(77,400)	74,729
Less Depreciation	20,700	0	0	0	20,700	16,133
Operating Result Excl. Non Cash	(25,700)	(19,400)	0	(11,600)	(56,700)	90,862
Add Capital Income	0	0	0	0	0	0
Less Capital Expenses	225,000	0	0	0	225,000	26,179
Transfer from/(to) Reserve	250,700	19,400	0	11,600	281,700	(64,683)
Net Cash Movement	0	0	0	0	0	0

Investment interest

The original budget for investment interest of \$24,600 was based on a forecast average held balance of \$1.2M with a 2% rate of return. The actual rate of return has decreased to 1.4% and the portfolio size of funds held has decreased to \$950,000.

Based on these factors and considering anticipated cash flow requirements, the adjusted forecast investment interest for 30 June 2021 is expected to reach \$13,000. A budget reduction of \$11,600 is required to revenue and the Weeds reserve.

This adjustment will reduce the forecast operating result, which will in effect reduce the forecast reserves balance by the same amount, thus maintaining a zero net cash movement for the year.

Operating income	Investment revenue	Interest	\$11,600
Reserves	Weeds unrestricted reserve		\$11,600
		Impact on cash surplus	(\$11,600)

Byron Shire project – Tropical Soda Apple

Byron Shire Council has been successful in obtaining additional funding through the Federal Governments Drought grant that they are required to apply on control works for Tropical Soda Apple (TSA).

Rous has been engaged to undertake these TSA control activities, which will involve a cycle of four site visits across 25 properties over a 12-month period. In addition to control, Rous will dispose of all plant remnants and develop 'Individual Biosecurity Undertakings' with landholders.

A budget allocation of \$40,000 is required to recognise the additional operating revenue and operating expenditure (via supervised contractors).

This adjustment has no impact on the forecast operating result.

Operating revenue	Contributions	TSA control – Byron Shire	(\$40,000)
Operating expenditure	Salary and wages	TSA control – Byron Shire	\$40,000
		Impact on cash surplus	\$0

Grant funding

Weeds Action Program (WAP)

In December 2020, Local Land Services (LLS) released the 2020/21 WAP funding split for the first year of the five-year grant.

The original budget for WAP funds was estimated at \$524,900. The advice now received provides recognition for an increase of \$117,600, bringing total WAP funding for 2020/21 to \$642,500. The new Funding Deed, has WAP revenue increasing each year, over the remaining four years

In line with the Funding Deed, expenditure is allocated across the 15 objectives as specified in the project plan. These activities relate to the NSW Invasive Species Plan. Additional contract resources will be procured to perform these works as part of the 2020/21 work plan.

Accordingly, operating budgets are required to be adjusted in recognising the actual grant funding received.

Operating income	Grants and contributions	GC-WAP Grant	\$117,600
Operating expenditure	Materials and contracts	GC-WAP Grant	(\$117,600)
		Impact on cash surplus	\$0

Parthenium weed

RCC was successful in obtaining \$15,000 from the NSW Department of Primary Industries (DPI) under its new incursion grant funding to assist with parthenium weed control activities.

Parthenium weed is a prohibited matter species that has previously never been recorded in the Northern Rivers. As the local control authority, Rous has a duty to ensure this plant does not spread and is controlled as soon as practicable and that all surrounding high risk sites are inspected to determine the extent of the incursion.

DPI requires Rous to contribute \$5,000 in-kind from existing Weeds expenditure, taking the total funds available to \$20,000. A budget allocation of \$15,000 to revenue, \$20,000 to contractors with a corresponding \$5,000 transfer from WAP expenditure is required.

This adjustment has no impact on the forecast operating result.

Operating income	Grants and contributions	GC-Parthenium Grant	\$15,000
Operating expenditure	Materials and contracts	GC-Parthenium Grant	(\$20,000)
	Materials and contracts	GC-WAP	\$5,000
Impact on cash surplus			\$0

Frogbit

An area of Frogbit (*Limnobium sp*) has been identified following an enquiry by a member of the public and a subsequent inspection from our Weed Biosecurity officers.

The plant is listed as a state-wide prohibited matter and is classified as one of the state's highest priorities.

RCC has been successful in obtaining \$15,000 grant funding from DPI to undertake control treatment and extra inspections of downstream waterways over the next 6 months.

DPI require RCC to contribute \$10,000 in-kind from existing Weeds expenditure, taking the total funds available to \$25,000. A budget allocation of \$15,000 to revenue, \$25,000 to contractors with a corresponding \$10,000 decrease to WAP expenditure is required.

This adjustment has no impact on the forecast operating result.

Operating income	Grants and contributions	GC-Frogbit Grant	\$15,000
Operating expenditure	Materials and contracts	GC-Frogbit Grant	(\$25,000)
	Materials and contracts	GC-WAP	\$10,000
Impact on cash surplus			\$0

Bushfire recovery stimulus W1 - Tropical Soda Apple (TSA)

The NSW Bushfire Recovery Stimulus 2020/2021 is a NSW Government initiative to assist bushfire impacted communities recover from the devastating and unprecedented 2019/20 fire season. This funding directly supports recovery of impacted properties and the community by providing Councils with a means to engage additional staff to undertake additional property inspections and landholder engagement in fire affected areas to identify and manage TSA.

RCC was successful in obtaining grant funding from LLS of \$39,000 and a further \$35,000 from NSW DPI under the Bushfire Recovery Stimulus. The conditions of the grant require RCC to contribute \$22,000 in-kind from existing Weeds expenditure, taking the total funds available to \$97,000.

A budget allocation of \$74,000 to revenue, \$96,000 to wages with a corresponding \$22,000 decrease to WAP expenditure, is required.

This adjustment has no impact on the forecast operating result.

Operating income	Grants and contributions	GC-TSA W1 Bushfire recovery	\$74,000
Operating expenditure	Materials and contracts	GC-TSA W1 Bushfire recovery	(\$96,000)
	Materials and contracts	GC-WAP	\$22,000
Impact on cash surplus			\$0

Bushfire recovery stimulus W2 - Tropical Soda Apple (TSA)

RCC was successful in obtaining \$250,000 in grant funding from NSW DPI under the Bushfire Recovery Stimulus funding to assist with TSA. DPI require RCC to contribute \$22,000 in-kind from existing Weeds expenditure, taking the total funds available to \$272,000.

This funding will be used for direct on-ground control of TSA across eligible properties (eligible properties are those within 50km of the fire scar with TSA present). The funding will also help stimulate the economy by employing two (2) fulltime weed control operators on a 12-month contract.

A budget allocation of \$250,000 to revenue, \$272,000 to contractors with a corresponding \$22,000 decrease to WAP expenditure, is required.

This adjustment has no impact on the forecast operating result.

Operating income	Grants and contributions	GC-TSA W2 Bushfire recovery	\$250,000
Operating expenditure	Materials and contracts	GC-TSA W2 Bushfire recovery	(\$272,000)
	Materials and contracts	GC-WAP	\$22,000
Impact on cash surplus			\$0

Retail Fund

(QBR2) Income & Expenses - Retail

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income						
Water Sales	2,761,000	0	0	17,500	2,778,500	1,647,569
Interest Income / Sundry	43,500	0	0	0	43,500	30,384
Operating Grants	0	0	0	0	0	0
Total Operating Income	2,804,500	0	0	17,500	2,822,000	1,677,953
Operating Expense						
Administration Expenses	174,300	0	0	0	174,300	98,698
Administration - Bulk Water Cost	1,904,300	0	0	0	1,904,300	952,700
Fleet Hire Expense	81,900	0	0	0	81,900	39,930
Salaries & Wages	525,600	0	0	0	525,600	212,108
Operations Purchases	167,600	0	0	17,500	185,100	76,733
Depreciation	197,400	0	0	0	197,400	99,466
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	3,051,100	0	0	17,500	3,068,600	1,479,635
Operating Result	(246,600)	0	0	0	(246,600)	198,318
Less Depreciation	197,400	0	0	0	197,400	99,466
Operating Result Excl. Non Cash	(49,200)	0	0	0	(49,200)	297,784
Add Capital Income	0	0	0	0	0	4,000
Less Capital Expenses	241,500	50,900	0	304,300	596,700	98,232
Transfer from/(to) Reserve	290,700	50,900	0	304,300	645,900	(203,552)
Net Cash Movement	0	0	0	0	0	0

Water carriers

Annual revenue from permit fees for bulk water carriers is in excess of the original budget by \$17,500. It is proposed to use the additional income to establish a budget allocation for filling station processing fees. This is the first year the processing fee has arisen.

Over the past six months, RCC has been transitioning water carriers to an online self-service portal to manage their own pre-paid accounts, without requiring RCC staff to process credit card transactions. AVDATA, the provider of the filling station control units and payment processing, charges RCC a fee for the online self-service portal, based on total revenue through the filling station network. The decision by RCC staff to move to this model was based on a positive cost-benefit ratio when staff time for processing credit card payments was considered.

A budget allocation of \$17,500 to revenue and processing fees is required.

This adjustment has no impact on the forecast operating result.

Operating revenue	Water revenue	Water carrier permits	\$17,500
Operating expenditure	Materials and contracts	Processing fees	(\$17,500)
		Impact on cash surplus	\$0

Capital works

Reticulation upgrades – Grace Road

The Grace Road reticulation upgrade was planned for completion in 2019/20 at a cost of \$200,000, but was not undertaken due to the higher priority of other more critical reticulation projects at the time. An amount of \$25,700 was carried forward to 2020/21. Following preliminary site evaluation and concept design, the revised estimate for Grace Road is \$300,000.

It is proposed to transfer \$274,300 from the Reticulation Fund reserve to complete this project.

This adjustment has no impact on the forecast operating result.

Capital expenditure	Contractors	CE-Retic – Grace Rd	(\$274,300)
Reserves	Reticulation fund		\$274,300
		Impact on cash surplus	\$0

Reticulation upgrades – unplanned

Expenditure has been required on three separate reticulation main upgrades that were not included in the original 2020/21 budget allocation. It is proposed to transfer all budget funds from Carney Place reticulation (\$80,000) and Muldoon Road reticulation (\$26,000) into Gulgan, Old Tintenbar and Woodford reticulation works. The reticulation renewal program has been updated and Carney Place and Muldoon Road have been deferred.

The additional expenditure on these projects is attributed to latent ground conditions encountered during construction and failure of existing infrastructure. Significant rock was encountered at Old Tintenbar during directional drilling, resulting in the contractor having to open trench a section of the road and dispose of large boulders. A failing stop valve prevented a required shutdown and was subsequently replaced. An additional \$30,000 from the Reticulation Fund reserve is required to cover final expenses at Old Tintenbar Road reticulation renewals.

It is proposed that from the 2021/22 budget onwards, the reticulation upgrade budget will initially be reported as a lump sum to cover the range of works expected to be completed in the financial year. Following a criticality assessment and a scoping exercise, each individual project will commence and draw on the lump sum budget, with the next project to commence only when the previous one is complete.

This adjustment has no impact on the forecast operating result.

Capital expenditure	Contractors	CE-Retic - Gulgan	(\$12,500)
	Contractors	CE-Retic – Old Tintenbar	(\$117,900)
	Contractors	CE-Retic - Woodford	(\$5,600)
	Contractors	CE-Retic – Carney	\$80,000
	Contractors	CE-Retic – Muldoon	\$26,000
Reserves	Reticulation fund		\$30,000
		Impact on cash surplus	\$0

Richmond Water Laboratory Fund

(QBR2) Income & Expenses - Richmond Water Laboratory

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income						
Laboratory Sales	814,600	0	0	0	814,600	359,858
Interest Income / Sundry	6,400	0	0	0	6,400	2,400
Total Operating Income	821,000	0	0	0	821,000	362,258
Operating Expense						
Administration Expenses	43,800	0	0	0	43,800	23,428
Building Expenses	58,800	0	0	0	58,800	19,792
Fleet Hire Expense	15,200	0	0	0	15,200	8,640
Salaries & Wages	484,200	0	0	0	484,200	228,253
Operations - Materials & Contractors	167,900	0	0	0	167,900	88,876
Operations - Licences/Accreditation	22,400	0	0	0	22,400	18,260
Operations - Equipment	8,700	0	0	0	8,700	2,096
Depreciation	14,900	0	0	0	14,900	9,697
Total Operating Expense	815,900	0	0	0	815,900	399,042
Operating Result	5,100	0	0	0	5,100	(36,784)
Less Depreciation	14,900	0	0	0	14,900	9,697
Operating Result Excl. Non Cash	20,000	0	0	0	20,000	(27,087)
Less Capital Expenses	109,500	37,500	0	0	147,000	4,995
Transfer from/(to) Reserve	89,500	37,500	0	0	127,000	32,082
Net Cash Movement	0	0	0	0	0	0

No budget adjustments are required this quarter.

Property Fund

(QBR2) Income & Expenses - Commercial Properties

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income						
Interest Income / Sundry	14,400	0	0	(14,400)	0	0
Property Income	254,800	0	0	0	254,800	125,128
Profit on Sale	0	0	0	0	0	0
Total Operating Income	269,200	0	0	(14,400)	254,800	125,128
Operating Expense						
Administration Expenses	46,800	0	0	0	46,800	23,400
Building - Maintenance	97,700	0	0	0	97,700	45,371
Building - Lease	69,500	0	0	0	69,500	35,965
Perradenya Estate Operations	61,200	0	0	0	61,200	19,799
Salaries & Wages	20,500	0	0	0	20,500	10,404
Operations Purchases	10,100	0	0	0	10,100	11,253
Depreciation	62,000	0	0	0	62,000	33,034
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	367,800	0	0	0	367,800	179,226
Operating Result	(98,600)	0	0	(14,400)	(113,000)	(54,098)
Less Depreciation	62,000	0	0	0	62,000	33,034
Operating Result Excl. Non Cash	(36,600)	0	0	(14,400)	(51,000)	(21,064)
Add Capital Income	3,250,100	0	0	0	3,250,100	0
Less Capital Expenses	2,527,300	1,950,000	0	0	4,477,300	1,415,334
Transfer from/(to) Reserve	(686,200)	1,950,000	0	14,400	1,278,200	1,436,398
Net Cash Movement	0	0	0	0	0	0

Investment interest

The original budget for investment interest of \$14,400 was based on a forecast average held balance of \$720,000 with a 2% rate of return. The actual rate of return has decreased to 1.4% and the portfolio size of funds held has decreased as construction of Perradenya Release 6 nears completion. Sales revenue is not expected until May 2021.

Based on these factors and considering anticipated cash flow requirements, the adjusted forecast investment interest for 30 June 2021 is expected to be zero. A budget reduction of \$14,400 is required to revenue and the Properties reserve.

This adjustment will reduce the forecast operating result.

Operating income	Investment revenue	Interest	\$14,400
Reserves	Properties reserve		\$14,400
		Impact on cash surplus	(\$14,400)

Fleet Fund

(QBR2) Income & Expenses - Fleet

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income						
Interest Income / Sundry	93,400	0	0	0	93,400	44,558
Profit on Sale	0	0	0	0	0	0
Total Operating Income	93,400	0	0	0	93,400	44,558
Operating Expense						
Fleet Operations	582,200	0	0	0	582,200	216,452
Fleet Hire Income	(948,800)	0	0	0	(948,800)	(429,640)
Salaries & Wages	63,100	0	0	0	63,100	27,234
Operations Purchases	0	0	0	0	0	847
Depreciation	397,300	0	0	0	397,300	208,885
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	93,800	0	0	0	93,800	23,778
Operating Result	(400)	0	0	0	(400)	20,780
Less Depreciation	397,300	0	0	0	397,300	208,885
Operating Result Excl. Non Cash	396,900	0	0	0	396,900	229,665
Add Capital Income	0	0	0	0	0	0
Less Capital Expenses	413,300	0	0	0	413,300	210,609
Transfer from/(to) Reserve	16,400	0	0	0	16,400	(19,056)
Net Cash Movement	0	0	0	0	0	0

No budget adjustments are required this quarter.

Bulk Water Fund

(QBR2) Income & Expenses - Bulk

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income						
Water Sales	17,923,300	0	0	0	17,923,300	8,961,646
Interest Income / Sundry	495,000	0	0	(131,500)	363,500	247,069
Property Income	17,600	0	0	0	17,600	9,477
Operating Contributions	0	5,000	0	0	5,000	6,350
Operating Grants	0	151,000	0	0	151,000	0
Profit on Sale	2,200	0	0	0	2,200	0
Total Operating Income	18,438,100	156,000	0	(131,500)	18,462,600	9,224,542
Operating Expense						
Administration Expenses	499,900	0	0	0	499,900	268,512
Administration - Retail Water Cost	(1,904,300)	0	0	0	(1,904,300)	(952,700)
Finance Costs	1,908,100	0	0	0	1,908,100	417,795
Building/Depot Expenses	529,300	0	0	0	529,300	251,502
Fleet Hire Expense	571,300	0	0	0	571,300	246,480
Training & Staff	327,800	0	0	0	327,800	124,273
Insurance	298,700	0	0	0	298,700	272,266
Members Expenses	180,600	0	0	0	180,600	56,104
Salaries & Wages	6,645,000	0	(91,500)	(12,000)	6,541,500	3,142,910
Operations Purchases	5,516,300	658,900	91,500	306,500	6,573,200	2,556,801
Depreciation	5,580,900	0	0	0	5,580,900	2,575,683
Loss on Sale	0	0	0	0	0	0
Total Operating Expense	20,153,600	658,900	0	294,500	21,107,000	8,959,626
Operating Result	(1,715,500)	(502,900)	0	(426,000)	(2,644,400)	264,916
Less Depreciation	5,580,900	0	0	0	5,580,900	2,575,683
Operating Result Excl. Non Cash	3,865,400	(502,900)	0	(426,000)	2,936,500	2,840,599
Add Capital Income	17,500,000	0	0	0	17,500,000	2,070,675
Less Capital Expenses	16,380,800	3,436,000	0	(3,636,900)	16,179,900	5,390,772
Transfer from/(to) Reserve	(1,788,700)	3,938,900	0	(3,210,900)	(1,060,700)	1,854,615
Less Loan Repayments	3,195,900	0	0	0	3,195,900	1,375,117
Net Cash Movement	0	0	0	0	0	0

Investment interest

The original budget for investment interest of \$440,000 was based on a forecast average held balance of \$22M with a 2% rate of return. The actual rate of return has decreased to 1.4% and the portfolio size of funds held has remained at \$27M but expected to decrease as substantial capital works programs continue.

Based on these factors and considering anticipated cash flow requirements, the adjusted forecast investment interest for 30 June 2021 is expected to reach \$308,500. A budget reduction of \$131,500 is required to revenue and the Bulk reserve.

This adjustment will reduce the forecast operating result.

Operating income	Investment revenue	Interest	\$131,500
Reserves	Unrestricted reserve		\$131,500
		Impact on cash surplus	(\$131,500)

Contract staff

Labour hire personnel have been engaged to temporarily fill a vacant position. This has resulted in a budget saving to salary and wages, but an increase to contractors. A reallocation of \$12,000 from salary and wages to contractors is required.

This adjustment has no impact on the forecast operating result.

Operating expenditure	Materials and contracts	CO labour hire	(\$12,000)
	Salary and wages	CO labour hire	\$12,000
		Impact on cash surplus	\$0

Northern Rivers Watershed Initiative (NRWI)

At the December 2020 Council meeting it was resolved [57/20] to contribute \$5,000 sourced from within an existing budget allocation towards a joint project with Whian Whian Landcare and Southern Cross University (SCU). This funding is to update natural flood mitigation materials and references used to support the NRWI.

A reallocation of \$5,000 from ARC Linkage to contributions is required to meet this future commitment.

This adjustment has no impact on the forecast operating result.

Operating expenditure	Materials and contracts	NRWI project	(\$5,000)
	Materials and contracts	ARC Linkage project	\$5,000
		Impact on cash surplus	\$0

Nightcap Water Treatment Plant (NCWTP) master plan

Funding of \$80,000 was allocated in the 2020/21 financial year to deliver Activity 2.4.10.6 from the Delivery Program \ Operational Plan to "Undertake a strategic review of Nightcap Water Treatment Plant (NCWTP) to develop a 20-year master plan of renewals and upgrades."

After better defining the scope to understand the overall process performance of the plant, its condition and capacity, and better inform long-term infrastructure planning decisions to meet future water strategy requirements, additional funds are required to implement this project. The total revised budget required is \$192,500.

It is proposed to transfer an additional \$82,500 from the Bulk fund – assets and programs reserve and \$30,000 from an associated project, NCWTP - Saturator Investigations.

This adjustment has no impact on the forecast operating result.

Operating expenditure	Materials and contracts	NCWTP master plan – reallocation	(\$30,000)
	Materials and contracts	NCWTP master plan – additional	(\$82,500)
Capital expenditure	Contractors	NCWTP – saturator investigations	\$30,000
Reserves	Bulk fund	Assets and programs	\$82,500
		Impact on cash surplus	\$0

Dam Safety Management System (DSMS)

The Dams Safety Regulation 2019 set out requirements that need to be in place by 1 November 2021. To comply with current and future obligations, there are a number of documents which need to be in place, including the development of a new DSMS. Funding of \$50,000 was allocated in the 2020/21 financial year to develop a DSMS for Rocky Creek Dam and Emigrant Creek Dam.

On review of the DSMS guideline released by Dams Safety NSW in December 2020, it is expected that the cost for the development of the documentation will exceed the current budget. The total revised budget required is \$80,000.

It is proposed to transfer \$30,000 from the Bulk fund – assets and programs reserve.

This adjustment has no impact on the forecast operating result.

Operating expenditure	Materials and contracts	DSMS project	(\$30,000)
Reserves	Bulk fund	Assets and programs	\$30,000
		Impact on cash surplus	\$0

Future Water Project 2060

At the December 2020 Council meeting, Council resolved [61/20] to transfer \$200,000 from the Bulk fund – assets and programs reserve to commence several assessments and consultation as detailed in the 'Rous regional water supply – integrated water cycle management strategy adoption (Future water project 2060)' report.

It is proposed to transfer \$200,000 from the Bulk Fund – Assets and programs reserve to commence these investigations.

This adjustment has no impact on the forecast operating result.

Operating expenditure	Materials and contracts	Future water project 2060	(\$200,000)
Reserves	Bulk fund	Assets and programs	\$200,000
		Impact on cash surplus	\$0

Capital Works

Pipeline Corrosion Repairs and Painting

A budget reallocation of \$37,000 is required from the St Helena Corrosion Painting project to the Lismore 900 Corrosion Repair project for minor and final contract variations. The Lismore 900 Corrosion Repair project is now complete.

This adjustment has no impact on the forecast operating result.

Capital expenditure	Contractors	Corrosion project	(\$37,000)
	Contractors	St Helena corrosion painting	\$37,000
		Impact on cash surplus	\$0

Brunswick 375 water main upgrade – access track

The Brunswick 375 water main near Tandy's Lane was upgraded in 2019. The main traverses a historically wet area, where a small amount of rain can prevent access for water operators to carry out inspections and repairs. At the time of the main upgrade, the region was in a drought, so the need for an improved access track was not immediately evident. The upgraded track provides an appropriate, safe and all-weather access along the water main alignment for ongoing inspections and maintenance.

It is proposed to transfer \$28,600 from the Bulk Fund – Assets and programs reserve to capital expenditure.

This adjustment has no impact on the forecast operating result.

Capital expenditure	Contractors	Brunswick 375	(\$28,600)
Reserves	Bulk fund	Assets and programs	\$28,600
		Impact on cash surplus	\$0

Coraki 225 Water Main renewal

As part of the investigations into the renewal of the Coraki 225 pipeline, Council had been undertaking a relining trial on a section of the pipeline south of Wyrallah. During installation, significant rainfall was received which caused failure of a trench wall and adjoining bank. To maintain integrity of the adjacent Wyrallah Road, RCC staff instructed the relining contractor to reinstate the bank through benching and importation of stabilising rock.

It is proposed to transfer \$14,500 from the Bulk fund – assets and programs reserve to capital expenditure.

This adjustment has no impact on the forecast operating result.

Capital expenditure	Contractors	Coraki 225 project	(\$14,500)
Reserves	Bulk fund	Assets and programs	\$14,500
		Impact on cash surplus	\$0

St Helena 300/600 upgrade

At the December 2020 Council meeting, the 'St. Helena trunk main augmentation' report identified budget savings available due to the successful tender being below project estimates. Council resolved [70/20] to place budget savings back into reserves for reallocation to other projects. Total savings over a two-year period amount to \$5,000,000.

- 2020/21 - \$3,700,000
- 2021/22 - \$1,300,000

It is proposed to transfer \$3,700,000 to the Bulk fund – assets and programs reserve in 2020/21 and adjust the 2021/22 year in the long-term financial model to recognise the project savings.

This adjustment has no impact on the forecast operating result.

Capital expenditure	Contractors	St Helena 300/600 upgrade	\$3,700,000
Reserves	Bulk fund	Assets and programs	(\$3,700,000)
		Impact on cash surplus	\$0

Budget review for the quarter ended 31 December 2020

(QBR3) Capital Budget

	Original Budget 2020/21	2019/20 Carryovers	Approved changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Capital Funding:						
Capital grants & contributions	0	0	0	0	0	0
Internal restrictions						
- renewals	9,043,750	3,079,500	0	(1,497,100)	10,626,150	1,138,208
- new assets	8,521,850	474,900	0	(1,835,500)	7,161,250	1,172,462
External restrictions						
- infrastructure	0	0	0	0	0	0
Other capital funding sources						
- operating revenue	0	0	0	0	0	0
Income from sale of assets						
- plant and equipment	2,100	0	0	0	2,100	0
- land and buildings	2,501,300	1,920,000	0	0	4,421,300	0
Total capital funding	20,069,000	5,474,400	0	(3,332,600)	22,210,800	2,310,670
Capital Expenditure:						
New assets						
- office equipment	701,300	313,000	0	0	1,014,300	137,698
- inventory (land)	2,501,300	1,920,000	0	0	4,421,300	133,139
- infrastructure	7,299,850	124,400	0	(1,835,500)	5,588,750	728,139
- land and buildings	0	0	0	0	0	0
- plant and equipment	522,800	37,500	0	0	560,300	173,486
Renewals (replacement)						
- land and buildings	26,000	162,000	0	0	188,000	5,690
- infrastructure	9,017,750	2,917,500	0	(1,497,100)	10,438,150	1,132,518
Total capital expenditure	20,069,000	5,474,400	0	(3,332,600)	22,210,800	2,310,670

Budget review for the quarter ended 31 December 2020

(QBR4) Cash & Investments

	Opening Balances 2020/21	Original Budget 2020/21	2019/20 Carryovers	Approved changes Sept Review	Recommend changes for Council Resolution	Projected year end result 2020/21
Unrestricted:						
Flood mitigation	99,000	0	0	0	0	99,000
Weeds biosecurity	84,500	0	0	0	(11,600)	72,900
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	(100,000)	0	(14,400)	(14,400)
Fleet	50,000	0	0	0	0	50,000
Bulk water	986,300	0	0	0	(131,500)	854,800
Total unrestricted	1,429,800	0	(100,000)	0	(157,500)	1,172,300
Externally restricted:						
Flood grants	201,100	(20,000)	(153,300)	0	0	27,800
Weeds grants	8,500	0	(8,500)	0	0	0
Weeds other	56,300	0	(56,300)	0	0	0
Bulk water other	2,950,000	0	0	0	0	2,950,000
Total externally restricted	3,215,900	(20,000)	(218,100)	0	0	2,977,800
Internally restricted:						
Flood mitigation	804,900	(488,500)	(3,000)	0	0	313,400
Weeds biosecurity	842,800	(250,700)	(10,900)	0	0	581,200
Retail water	2,602,000	(290,700)	(50,900)	0	(304,300)	1,956,100
Richmond water laboratories	448,900	(89,500)	(37,500)	0	0	321,900
Commercial properties	1,033,200	686,200	(1,719,400)	0	0	0
Fleet	933,400	(16,400)	0	0	0	917,000
Bulk water						
- Buildings & structures	265,700	0	(132,000)	0	0	133,700
- Assets & programs	19,159,100	1,788,700	(3,683,900)	0	3,342,400	20,606,300
- Employee leave entitlement	2,090,300	0	0	0	0	2,090,300
- Electricity	2,577,100	0	0	0	0	2,577,100
- Office equipment & computer	1,125,600	0	(306,900)	0	0	818,700
- Greenhouse gas abatement	94,800	0	(94,000)	0	0	800
Total internally restricted	31,977,800	1,339,100	(6,038,500)	0	3,038,100	30,316,500
Total restricted	35,193,700	1,319,100	(6,256,600)	0	3,038,100	33,294,300

Investment and cash bank 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. Council's bank statement has been reconciled up to and including 31 December 2020.

Reconciliation

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

	\$
Cash at Bank (as per bank statements)	155,827
Investments on Hand	31,646,007
Reconciled Cash at Bank & Investments	<u>31,801,834</u>

(QBR5) Contractors

Contractor	Contract details & purpose	Contract value (\$)	Comm. date	Duration of contract	Budgeted (Y/N)
JHA Recruitment & Staff	Secretarial support staff	50,255	1/12/2020	6mths	N
Ledonne Construction	Bencluna lane access track - St Helena stage 2	901,016	12/12/2020	2mths	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	\$48,915	Y
Legal Fees	\$2,237	Y

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

Legal fees		
	Planning & Delivery - St Helena Stage 1 advice	\$660
	People & Performance – Legal retainer	\$1,577
Consultancies		
	Operations – Drinking Water Management System	\$3,500
	Planning & Delivery – Flood Review	\$23,590
	General Manager - RAP cultural awareness training	\$12,050
	Corporate & Commercial - Flood infrastructure revaluation	\$9,775

Statement of expenses for councillors

Councillor expenses for the quarter ending 31/12/2020

	Other expenses	Official business of Council - excluding professional development	Official business of Council - professional development	Total by Councillor (Q1)
Councillor Cadwallader	0	246	0	246
Councillor Cameron	0	0	0	0
Councillor Cook	0	731	0	731
Councillor Ekins	0	515	0	515
Councillor Humphrys	0	550	0	550
Councillor Mustow	0	0	0	0
Councillor Richardson	0	0	0	0
Councillor Williams	0	576	0	576
Total per expense type	0	2,619	0	2,619

	Q1	Q2	Q3	Q4	Total by Councillor YTD
Councillor Cadwallader	98	246		0	344
Councillor Cameron	325	0		0	325
Councillor Cook	206	731		0	937
Councillor Ekins	61	515		0	576
Councillor Humphrys	0	550		0	550
Councillor Mustow	0	0		0	0
Councillor Richardson	0	0		0	0
Councillor Williams	0	576		0	576
Total per expense type	689	2,619	0	0	3,308

Budget 2020/21 FY 75,500

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	2020/21 Budget Review	(1,323,300)	(77,400)	(246,600)	5,100	(113,000)	(400)	(2,644,400)	(4,400,000)	Surplus
		2019/20 Actual	(921,247)	(106,924)	1,285,251	70,911	(47,463)	38,607	1,285,251	4,024,030	
2	Current Ratio	2020/21 Budget Review	44.02	65.41	82.24	41.49	(0.29)	48.35	6.01	6.73	> 1.5
		2019/20 Actual	115.95	151.55	902.30	8.20	6.01	88.73	4.09	5.43	
3	Debt Service Cover Ratio	2020/21 Budget Review	-	-	-	-	-	-	1.80	2.08	> 2
		2019/20 Actual	-	-	-	-	-	-	1.45	1.80	
4	Own Source Operating Revenue Ratio	2020/21 Budget Review	2%	1%	100%	100%	100%	100%	51%	52%	> 60%
		2019/20 Actual	2%	2%	100%	100%	100%	100%	80%	76%	
5	Building and Infrastructure Renewals Ratio	2020/21 Budget Review	0.26 : 1	-	-	-	9.99 : 1	-	1.59 : 1	1.48 : 1	> 1:1
		2019/20 Actual	0.08 : 1	-	-	-	0.00 : 1	-	1.12 : 1	0.96 : 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 \$3,253,900.

Original budgeted deficit	(\$3,253,900)
Projected year end result 2020/21	(\$4,400,000)
	(\$1,146,100)

The increase can be attributed to carry over works (\$694k) reinstated from 2019/20, operating expenses (\$885k) and a reduction to interest (\$157k) offset by revenue from grant funding (\$573k) and filling stations (\$17k).

Carryovers / reinstatements	(\$694,100)
Expenses	(\$884,700)
Revenue	\$432,700
	(\$1,146,100)

Note: Operating results include depreciation of \$7,107,800 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 \$6.73 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 totals are GST exclusive

Grant name	Fund	Synopsis	Funding body	Program	Project length	Total project value	Grant funding	Council funding	Total expenditure to date	Balance of approved funds to spend
New Grants that have been approved										
Parthenium Weed Rapid Response	Weeds	Rapid response to control prohibited Matter species – parthenium weed	NSW DPI	New weed incursion	12mths	20,000	15,000	5,000	-	20,000
2020-2021 NSW Weeds Action Program – New Weed Incursion – Frogbit Rapid Response	Weeds	Support essential first response treatments of new incursions of prohibited weeds	NSW DPI	NSW Weeds Action Program – State Priority Weeds Coordination and Response	12mths	25,000	15,000	10,000	3,934	21,066
Bushfire Recovery Stimulus -W2 Strategic Weed Control	Weeds	Control of high priority weeds in the region. Focus on Tropical Soda Apple control in areas that are on fire affected properties or located within high risk pathways.	LLS	NSW Bushfire Recovery Stimulus	12mths	272,000	250,000	22,000	4,234	267,766
North Coast Bushfire Recovery – Delivery of – W1 Tropical Soda Apple landholder engagement project in the North Coast	Weeds	Tropical Soda Apple Landholder Engagement and Compliance Program – delivery of 210 property inspections	LLS & DPI	NSW Bushfire Recovery Stimulus	12mths	96,000	74,000	22,000	13,155	82,845
Grant variation request pending a determination										
Coastal Management Plan	Flood	Stage one of the Richmond River Coastal Management program scoping study	DPIE	Floodplain management grants scheme	18mths	100,000	50,000	50,000	157	99,843
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	12mths	816,000	151,000	665,000	892,037	(76,037)
Water Quality Monitoring 2019-22	Flood	Richmond River water quality monitoring project	DPIE	Coastal & estuary grants program	36mths	199,768	99,884	99,884	22,268	177,500
Voluntary House Raising	Flood	Facilitate the voluntary house raising of 2 homes in the Lismore area.	DPIE	Floodplain management grants scheme	12mths	187,900	187,900	-	26,012	161,888
Flood Maintenance 2018-22	Flood	Third year of a four year grant. Each year \$169,200 is available to spend	DPIE	Floodplain management grants scheme	60mths	676,800	84,600 p.a.	84,600 p.a.	130,030	148,570
Review of the Lismore FRMP post March 2017 Flood	Flood	Review flood modelling post March 2017 flood event.	DPIE	Floodplain management grants scheme	18mths	206,000	104,000	102,000	214,955	(8,955)
Weeds Action Program 2015-20	Weeds	Funding allocated annually	LLS	North Coast weeds action program 2015-20	12mths	1,257,500	642,500	615,000	446,662	810,838
Miconia 2018-21	Weeds	Miconia weed surveillance and control services in Northern NSW	QLD Ag & Fisheries	Miconia Weed Eradication	36mths	61,740	61,740	-	44,363	17,377
Alligator Weed - Evans Catchment	Weeds	Funded under new weed incursion program	NSW DPI	WAP - New weed incursion	12mths	41,500	32,000	9,500	36,471	5,029
WAP variation Alligator Weed Swan Bay	Weeds	Funding for equipment purchase	LLS	North Coast weeds action program 2018-19	12mths	30,000	30,000	-	27,300	2,700
Community Landcare LGA	Weeds	North Coast Regional strategic weed management plan 2017-22.	NCLLS	Community Landcare	6mths	56,300	56,300	-	56,300	0
Tropical Soda Apple control in high risk pathways	Weeds	Assist Council to control TSA in newly infested high risk pathways in the Tweed and Kyogle Local Government Areas.	LLS	New weed incursion	9mths	33,660	33,660	-	4,397	29,263

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 2020/21 Operational Plan.

Guy Bezrouchko
Group Manager Corporate and Commercial

Water usage charges write-off

(D21/3335)

Business activity priority	Strategy and planning
Goal 2	Align strategic direction to core functions and sustainability

Recommendation

That Council approve the write-off of \$1,024.28 in water charges from L Hannigan and S Nye's water account in relation to a property at 170 Lagoon Grass Road, Lagoon Grass, due to reasons outlined in the report.

Background

Due to the failure of a ball valve supplying 170 Lagoon Grass Road, Lagoon Grass (property), owned by L Hannigan and S Nye (property owners), staff are seeking to reduce water usage charges to average usage and write-off the remaining amount.

The proposal has been assessed against the write-off criteria under clause 131 of the *Local Government (General) Regulation 2005* and it satisfies the requirements of that provision.

Key points

- 14 August 2020: property owner received their quarterly water account from Council and found that water usage appeared on the bill. This was unusual, as the property owner never uses the water.
- Property owner contacted Council by phone to advise that water was passing through the meter, even though the meter was turned off.
- Council staff attended the property to check the fitting and determined the ball valve was faulty.
- The meter history for the property shows no water consumption since prior to 2009.
- The usage data that is captured in the remote reading device located on the top of the water meter showed the water usage began increasing in late January 2020 and continued until August 2020.

Council is responsible for repair and maintenance of all pipes and fittings from the water supply pipeline up to and including the meter. Therefore, as the leak occurred at the ball valve (prior to the water meter) and the additional usage registered through the water meter was charged to the property owner, an account reduction to average usage is warranted.

The total water charges for the period are \$1,024.28. As the property owner's water usage charges are usually nil, it is proposed that all water usage charges be written off.

Governance

Finance

The write-off of \$1,024.28 in water charges will be expensed to other direct costs in the water operations budget area.

Consultation

This report was prepared in consultation with the Operations Engineering Manager, Water Operations Team Leader, Finance Manager and Finance Team Leader Accounts.

Conclusion

It is proposed that Council approve the write-off of \$1,024.28 in water charges from L Hannigan and S Nye's water account in relation to a property at 170 Lagoon Grass Road, Lagoon Grass.

Guy Bezrouchko
Group Manager Corporate and Commercial

Deferral of developer contributions – Brunswick Heads Surf Life Saving Club

(D21/3341)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Recommendation

That Council, under clause 2.5 of its Development Servicing Plan for Bulk Water Supply 2016, approve the deferral of the Rous County Council developer contributions levied to Brunswick Heads Surf Life Saving Club in relation to DA 10.2018.486.1.

Background

The purpose of the report is to recommend to Council that it approve the deferral of the bulk water developer contributions in relation to Byron Shire Council Development Application No: 10.2018.486.1.

The proposed development by the Brunswick Heads Surf Life Saving Club is the redevelopment of the club, which includes demolition works and the construction of a new surf club building containing training rooms, storage areas, canteen, amenities, bar area, kitchen cool room, function area and deck, at South Beach Road, Brunswick Heads (Lot 427 DP729272).

Town Planning Studio Pty Ltd (Joe Davidson Town Planning), town planning consultant for the Brunswick Heads Surf Life Saving Club, emailed Rous County Council on 10 December 2020 requesting a deferral of bulk water developer contributions (24.35ET) (Attachment 1).

The Rous County Council Development Servicing Plan for Bulk Water Supply 2016 makes provision for Council to defer developer contributions in certain circumstances. The applicable clause in the Plan is reproduced below:

“2.5 Exemption

Rous Water may defer developer contributions where the proponent demonstrates to Rous Water’s satisfaction that it is a non-profit and charitable organisation, which by virtue of carrying out such development, is considered by Rous Water to be making a significant and positive contribution to the community and is unable to recover the charge from the end user”.

Brunswick Heads Surf Life Saving Club is a non-profit, community-based organisation registered with the Australian Charities and Not-for-profits Commission. The organisation’s Australian Business Number is 95760856051. The publicly available information on the organisation, from the Australian Charities and Not-for-profits Commission website, is included as Attachment 2.

In 2019, Byron Shire Council, under their Development Serving Plans, granted a waiver of developer contributions for water (24.35ET) and sewer (35.31 ET) for the Brunswick Heads Surf Life Saving Club being a non-profit and charitable organisation that make a significant and positive contribution to the community.

Governance**Finance**

Council's Development Servicing Plan for Bulk Water Supply 2016 provides for the deferral of developer contributions for a non-profit and charitable organisation (clause 2.5).

Based on the Brunswick Heads Surf Lifesaving Club's non-profit and charitable status and considering the organisation's significant and positive contribution to the community, the request satisfies the deferral requirements.

Historically, the number of requests received, and subsequent financial impact of deferrals granted has been low and is considered insignificant in terms of impact on Council's overall financial position.

Legal

Refer to comments in the body of the report.

Consultation

Consultation has occurred between Rous County Council staff, Byron Shire Council staff, Mr Ray Linabury, Chairperson Rebuilding Committee Brunswick Surf Club, and Mr Joe Davidson, Town Planning Studio Pty Ltd.

Conclusion

It is recommended that the developer contributions, payable to Rous County Council be deferred, in accordance with clause 2.5 of the Rous County Council Development Servicing Plan for Bulk Water Supply 2016, in relation to Development Application No: 10.2018.486.1 for the Brunswick Heads Surf Life Saving Club located at South Beach Road, Brunswick Heads (Lot 427 DP729272).

Andrew Logan

Group Manager Planning and Delivery

Attachments:

1. Email from Mr Joe Davidson (Town Planning Studio Pty Ltd.), town planning consultant for the Brunswick Heads Surf Life Saving Club. (D21/3342)
2. Australian Charities and Not-for-profits Commission Information Form - Brunswick Heads Surf Life Saving Club. (D21/3343)

David Patch

From: Joe Davidson <joe@jdtownplanning.com.au>
Sent: Thursday, 10 December 2020 10:30 AM
To: David Patch
Cc: 'Baulch, Dean'
Subject: Formal request to waive Bulk Water Levies from Byron Shire Council Development Consent No. 10.2018.486.2 - Brunswick Heads Surf Club
Attachments: Charity Confirmation - Brunswick Surf Life Saving Club.pdf; 10.2018.486.2 s4.55 Brunswick Heads Surf Life Saving Club Stamped Plans_PAN-11758.PDF; Town Planning Studio Pty Ltd - 10.2018.486.2 - Notice of Determination a.PDF; Agenda of Ordinary Meeting - 22 August 2019.pdf; Agenda of Planning Meeting - 20 June 2019.pdf

CYBER SECURITY WARNING – This message is from an external sender – be cautious, particularly with hyperlinks and/or attachments.

David,

Following our phone conversation this morning I spoke with the Building Committee for the Brunswick Heads Surf Club. Please accept this email as a formal request to have the 24.35ET Bulk Water Contributions levied within the attached development consent waived for this community organisation. For your information I attach:

- A copy of the recently modified development consent for the redevelopment of the surf club.
- A copy of the approved plans for the development.
- Documentation confirming that the Brunswick Surf Life Saving Club is a registered charity.
- A copy of the Council Reports that resulted in the approval of the redevelopment of the surf club and Byron Shire Council's waiver of water and sewer levies.

The reasons for a waiver of the Bulk Water contributions are:

- Brunswick Heads Surf Club is a volunteer based organisation that provides safety to the community by patrolling local beaches. The club also responds to emergencies in association with other community groups. The building to be redeveloped will bring much needed and improved facilities to the existing club. The club saves lives. It is a registered charity. It provides training for junior lifesavers (Nippers) and senior members. It is unreasonable to levy over \$216K on an organisation that provides an immeasurable benefit to the community.

I have left a message with Dean Baulch from Byron Shire Council and have copied him into this email. I have requested that Dean provide a copy of Council's calculations on how the 24.35ET levy was determined. For your reference, below is a copy of the Council Resolution where Byron Shire Council water and sewer levies are waived:

STAFF REPORTS - SUSTAINABLE ENVIRONMENT AND ECONOMY

Report No. 13.22 **PLANNING -10.2018.486.1 Redevelopment of Brunswick Heads Surf Life Saving Club - Deferred**
File No: I2019/1169

19-405 Resolved:

1. That pursuant to Section 4.16 of the Environmental Planning & Assessment Act 1979, Development Application 10.2018.486.1 for redevelopment of Brunswick Heads Surf Life Saving Club, be granted consent subject to conditions in Attachment 2 (E2019/56291).
2. That under the Byron Shire Council Development Servicing Plans for Water Supply and Sewerage Adopted Plan (E2016/82468) 07 September 2016, a waiver to developer contributions is granted for the Brunswick Heads Surf Life Saving Club being a non-profit and charitable organisation that makes a significant and positive contribution to the community. (Spooner/Hackett)

The motion was put to the vote and declared carried.

As discussed over the phone, we require a Section 307 Certificate from Byron Shire Council prior to the issue of a Construction Certificate for this project.

I am formally applying for this Certificate from Byron Shire Council today. Can you please confirm that a Section 307 Certificate can be granted whilst this request for a waiver is being considered by Rous Water?

Is it possible that you could accept a bond or some other security whilst the waiver is under consideration?

Regards

Joe Davidson

JOE DAVIDSON
TOWN PLANNING

Town Planning Studio Pty Ltd
e. joe@jdtownplanning.com.au
w. www.jdtownplanning.com.au
p. PO Box 238, Brunswick Heads NSW 2483
t. 0402 405 555

12/10/2020

Brunswick Surf Life Saving Club | Australian Charities and Not-for-profits Commission



BRUNSWICK SURF LIFE SAVING CLUB

- ✔ Charity is registered
- ✔ Charity reporting is up to date

Charity details

ABN:

95760856051

Address:

Australia

Address For Service email:

admin@brunswickslsc.org

Website:

www.brunswickslsc.org

Charity Size:

Medium

Who the charity helps:

Males
Females
Families
Children - aged 6 to under 15

Date established:

1949

Last reported:

14 October 2020

Next report due:

31 December 2021

Financial Year End:

30/06

Summary of activities

We patrol the beach at Brunswick Heads to prevent or lesson the threat of harm to community members whilst swimming. We provide education to both the Community and via the Nippers and through the Club. We provide community engagement and emergency services where requested.

Charity programs

PROGRAM NAME

CLASSIFICATION

<https://www.acnc.gov.au/charity/1d10b0385c81b51bb3d8b2f1c7ed7776>

1/4

Risk Management policy (updated)

(D21/4392)

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

Recommendation

That Council:

1. Revoke the following policies and any policy revived because of the revocation:
 - (a) Risk Management (Rous) dated 15 April 2015.
 - (b) Risk Management (FNCW) dated 20 April 2015.
 - (c) Risk Management (RRCC) dated 20 April 2015.
2. Approve the attached draft Risk Management policy.

Background

This policy is developed using the NSW Treasury Risk Management Toolkit (the 'Toolkit') for the NSW Public Sector, which has been recommended for use by the NSW Office of Local Government. The Toolkit is a comprehensive guide to the international risk management standard AS ISO31000 and is designed to support the public sector to develop effective and integrated risk management frameworks and processes.

In 2016, the NSW Government made it a requirement under the *Local Government Amendment (Governance and Planning) Act 1993* that councils have an Audit, Risk and Improvement Committee. This requirement is due to take effect from March 2022. Councils are also required to proactively manage any risks they face under the new guiding principles of the Act.

The NSW Government is consulting on the proposed regulatory framework that will support the operation of these committees, and the establishment of a risk management framework and internal audit function within councils. As such, the policy will be revised as and when the new regulatory framework comes into effect.

Key points:

- (a) The proposed policy will replace the following policies made in 2015:
 1. Risk Management (Rous)
 2. Risk Management (FNCW)
 3. Risk Management (RRCC)
- (b) The key purposes of the proposed policy are to: confirm a commitment to risk management consistent with the principles of the Australian Risk Management Standard; set a risk appetite; and define the responsibilities of the governing body, management, and staff. It is also designed to outline a series of key aims for Council's Risk Management Strategy:
 1. Embedding risk management in all organisational activities
 2. Developing a common understanding of risk and risk management
 3. Measuring controls and monitor risk.
 4. Continuous improvement in risk management practice.

- (c) The policy includes an Annual Risk Management Plan which details the activities to be undertaken to implement Council's Risk Management Strategy. The Plan is an overview of the work we will do each year to embed and sustain a positive risk culture. It is also a point of reference for the General Manager and Audit Risk and Improvement Committee who will receive progress updates throughout the year.
- (d) The Risk Management Plan includes an annual review requirement. This means the proposed policy will be reviewed annually, as opposed to two yearly, which is the review frequency of the current policies.

Comment

The review and update of the Risk Management policy has been a planned activity and among other things closes out legacy policies in place from the former Far North Coast County Council and Richmond River County Council.

Finance

Not applicable.

Legal

Not applicable.

Consultation

A proposed update to the policy was discussed with Council's Leadership Team in September 2020. The updated policy was approved by Council's Audit Risk and Improvement Committee at its November 2020 meeting and by Council's Leadership Team in December 2020.

Conclusion

The proposed Risk Management policy is submitted for Council approval.

Helen McNeil

Group Manager Planning and Performance

Attachments:

1. Risk Management policy (for adoption)
2. Risk Management policy (Rous) for revocation
3. Risk Management policy (FNCW) for revocation
4. Risk management policy (RRCC) for revocation

Policy



Risk management

Approved by Council: / /

To articulate, at a high level, the ways in which Rous County Council manages risk across its operations and meets requirements under the Risk Management and Internal Audit Framework for local councils in NSW¹.

Safety

Teamwork

Accountability

Respect

Background

This policy is developed using the NSW Treasury Risk Management Toolkit (the Toolkit) for the NSW Public Sector, which has been recommended for use by the NSW Office of Local Government. The Toolkit is a comprehensive guide to the international risk management standard AS ISO31000 and is designed to support the public sector to develop effective and integrated risk management frameworks and processes.

In 2016, the NSW Government made it a requirement under the *Local Government Amendment (Governance and Planning) Act 1993* that councils have an Audit, Risk and Improvement Committee. This requirement is due to take effect from March 2022. Councils are also required to proactively manage any risks they face under the new guiding principles of the Act.

The NSW Government is consulting on the proposed regulatory framework that will support the operation of these committees, and the establishment of a risk management framework and internal audit function within councils. As such, the policy will be revised as and when the new regulatory framework comes into effect.

Policy statement

Council has a risk management framework modelled on the Australian Risk Management Standard AS ISO 31000:2018. It satisfies [Core requirement 2](#) of the proposed Risk Management and Internal Audit Framework for local councils in NSW².

Council's Risk Management Strategy aims to ensure that risk is managed effectively. This means:

1. Embedding risk management in all organisational activities
 - We need to confirm Council has mechanisms in place to manage risk at all levels of operations.
2. Developing a common understanding of our risks and their management
 - We need to ensure that our approach to managing risk is consistently applied across Council. This requires:
 - An approach that meets the needs of our organisation
 - Strong leadership at all levels
 - Effective communication about risk

¹ This framework is still to be finalised by the NSW Office of Local Government.

² Core requirement 2 is due to be met in 2024.

3. Measuring controls and monitor our risks
 - We need to ensure that our process for managing risk is clearly defined, repeatable and based on appropriate information.
4. Continuously improve risk management practices
 - We need to acknowledge the level of risk management maturity that is current in the Council and understand the level of work required to improve that.

Staff will implement the Risk Management Strategy through a risk management plan (Appendix A) which will be revised annually as well as when significant new risks emerge or due to legislation changes.

Risk Appetite Statement

Council has zero tolerance for death or serious injury and therefore has in place a Work Health and Safety Management System that meets Safe Work Australia and international standards.

Council has zero tolerance for fraud and corruption and subjects our systems and processes to both internal and external audits on a regular basis. Council also promotes the use of confidential reporting services outside the organisation.

Council has a low appetite for risks to its operations and uses an annual risk management plan to evidence and measure the implementation of the Risk Management Strategy.

Council has a positive appetite for innovation across all areas of Council operations. It is accepted that there is a risk when seeking solutions to improve both efficiency and effectiveness of operations in a time of increasing cost pressures and regulation.

Responsibilities

- Councillors

Ensure sufficient resourcing to implement appropriate and effective risk management.

Regularly review and provide feedback on risk management reporting that is supplied via the Audit Risk and Improvement Committee.

- Audit Risk and Improvement Committee

Assist the governing body to fulfil its organisational governance responsibilities through oversight and assurance activities with key support provided by Council's Internal Audit function.

- General Manager

Embed a positive risk management culture across and throughout the organization, promoting and supporting the roll-out of Council's annual risk management plan. Confirm in each annual report whether Council has complied with all requirements of the endorsed Risk Management Plan.

- Group Managers

Manage risks across operational areas they oversee. Support the roll out of the Risk Management Plan and ensure staff have the training and resources they need to identify, assess, and report on risks in their work areas.

- Staff

Abide by Council policies and procedures and proactively provide feedback on effectiveness and suggestions for improvements.

- **Contractors and section 355 volunteers**

Abide by Council policies and procedures while performing services e.g., Code of Conduct and Work Health and Safety procedures.

Contact Officer

Enterprise Risk Manager

Related documents

Policies

Code of Conduct
 Fraud and Corruption Control policy
 Procurement policy

Legislation

Local Government Act 1993 (NSW)

Other

Business Continuity Plan
 Emergency Management Manual and Response Plans
 Risk Management procedure
 Work Health and Safety Management System

<i>Office use only</i>		Next review date: 2023	
Version	Purpose and description	Date adopted by Council	Resolution no.
1.0	To articulate, at a high level, the ways in which Rous County Council manages risk across its operations and meets requirements under the Risk Management and Internal Audit Framework for local councils in NSW ³ .		

³ This framework is still to be finalised by the NSW Office of Local Government.

Annual Risk Management Plan

The Plan is an overview of the work we will do each year to embed and sustain a positive risk culture. It is also a point of reference for the General Manager and Audit Risk and Improvement Committee who will receive progress updates throughout the year.

Risk Management Plan 2021*	
Initiative	Task
Risk Management policy	<ul style="list-style-type: none"> - Ensure Council Risk Management Policy and Plan are appropriate for the operating environment. - Include a risk appetite statement in the Policy. - Review the Policy and Plan at least annually and revise as required for legislative changes.
Risk Management roles	<ul style="list-style-type: none"> - Review/revise position descriptions to ensure they reflect risk management roles. - Review/revise delegations to ensure they reflect risk management roles. - Review committee charters to ensure risk management responsibilities are clearly articulated.
Risk Leadership	<ul style="list-style-type: none"> - Ensure Group Managers and the Leadership Group become familiar with the Risk Management policy and Plan.
Risk Management guide	<ul style="list-style-type: none"> - Develop a risk management guide that explains Council risk management processes, including risk assessments. - Test the risk management process using feedback from staff, internal audit and project management risk assurance activities.
Cascade Risk Management process	<ul style="list-style-type: none"> - Create a Strategic Risk Register focused on Council's business objectives and use risk reporting from business groups to develop the register. - Undertake risk assessments of operational objectives for each Team / Group within Council. - Use risk assessments to inform the Internal Audit Plan. - Develop an agreed process for risk reporting at each level of Council management.
Risk Tolerance	<ul style="list-style-type: none"> - Develop risk tolerances during the risk assessment process for Groups.
Integrate Audit and Risk Management	<ul style="list-style-type: none"> - Clarify audit and risk management roles and responsibilities.
Context	<ul style="list-style-type: none"> - Identify legislative and compliance requirements. - Undertake environmental scans (internal and external) focusing on risks to Council operations using the Political. Economic. Social. Technological. Legal. Environmental methodology as a guide. Update the scans on an ongoing basis.

Risk Management Plan 2021*	
Initiative	Task
Risk culture	<ul style="list-style-type: none"> - Undertake an annual risk culture survey, including all staff. - Undertake a Risk Maturity Analysis twice a year and develop strategies to close any gaps using the NSW Internal Audit Office Risk Maturity assessment tool to self-assess.
Risk Management capability	<ul style="list-style-type: none"> - Undertake a risk management training needs analysis and target training as required.
Risk Management communications Plan	<ul style="list-style-type: none"> - Develop a risk management communications plan that includes reporting, risk assessment workshops, training, and internal communications. - Communicate our Councillors' and General Manager's commitment to risk management at regular intervals.

*An operational version of the Plan will be updated throughout the year and used for reporting and attestation purposes.

ROUS WATER POLICY	Risk management		
OVERVIEW	To ensure that Council effectively manages risk by identifying, analysing, evaluating and treating risks likely to impact on Council business goals and operations and to establish roles and responsibilities for risk management.		
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW
	15/04/2015	Separate policy	Separate policy
REVIEW DATE	Every two years or earlier if a change in business practice or industry standard occurs warranting a review		
FILE	172	843	1294

BACKGROUND

Risk is the chance of anything happening that would impact on Council's ability to supply the region with potable water. 'Risk management' refers to the architecture (principles, framework and process) for managing risk effectively. 'Managing risk' refers to applying risk management to particular risks. Council's risk management program, while not designed to achieve ISO certification, will be consistent with industry best practice and the risk management principles, risk management framework and risk management process of ISO 31000:2009 (Attachment 1).

Council's approach to managing risk is influenced by a range of external factors such as:

1. The social and cultural, political, legal, regulatory, financial, technological, economic, natural and competitive environment (whether international, national, regional or local).
2. Key drivers and trends impacting on Council's objectives.
3. Relationships with, and perceptions and values of, external stakeholders.

Likewise the evaluation of risk depends on a range of internal factors such as:

1. Governance, organisational structure, roles and accountabilities.
2. Policies, objectives, and the strategies that are in place to achieve them.
3. Capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, processes, systems and technologies).
4. Information systems, information flows and decision making processes (both formal and informal).
5. Relationships with, and perceptions and values of, internal stakeholders.
6. Council's culture.
7. Standards and guidelines adopted by Council.
8. The form and extent of contractual relationships.

Council recognises that risk exists across all areas of its operations. As such, this policy is designed to define risk management roles and responsibilities and the process and standard of risk management to be applied by Council and its workers.

Secretarial use only		Version 4.0 15/04/2015
Authorised Rous: 19/10/2005; 15/12/2010; 20/03/2013; 15/04/2015	Authorised RRCC: 08/12/2010 20/04/2015	Authorised FNCW: 02/03/2011 20/04/2015

POLICY

Council and its workers will routinely exercise risk management. The aim is to enhance probity, improve decision making and optimise business continuity and emergency preparedness so as to:

1. Maintain continuity and quality of service.
2. Protect assets. For example, cash and investments, property (including information), infrastructure, people, environment and reputation.
3. Minimise exposure to fraud and corruption.
4. Minimise legal liability.
5. Minimise loss from unplanned, unexpected events.

In terms of risk management in the context of emergency response, Council's approach is based on the following priorities:

1. Maintain the safety of employees and the public.
2. Protect the quality of the water supply.
3. Protect the environment.
4. Protect continuity of supply.
5. Protect landowner and community property.
6. Protect Council assets and infrastructure.
7. Maintain Council's reputation.

Risk appetite

While it would be desirable to determine and set one tolerated residual risk level applicable to all risks across Council, this is not reasonably practicable based on the feasibility and cost of controlling or eliminating certain risks. Therefore any risk with a risk rating of **high** or **very high** must have adequate controls documented to ensure the overall residual risk rating can be reduced to a level that is 'as low as reasonably practicable'.

Resourcing

Council commits, so far as is reasonably practicable, to make the necessary resources available to assist those accountable and responsible for managing risk, including the provision of training. Where competing priorities exist, Council will as a minimum consider during the decision making process, risk assessment information, in particular risk rating, and cost benefit analysis information.

Performance measurement and reporting

Regularly assessing and testing the effectiveness of Council's risk management systems is essential. Programmed internal audit is to be conducted at least annually and Council's emergency prevention, preparedness, response and recovery arrangements are to be assessed and tested through simulated emergency exercises at a frequency of at least two exercises per year.

Secretarial use only		Version 4.0 15/04/2015
Authorised Rous: 19/10/2005; 15/12/2010; 20/03/2013; 15/04/2015	Authorised RRCC: 08/12/2010 20/04/2015	Authorised FNCW: 02/03/2011 20/04/2015

Responsibilities

Risk management is a responsibility of every person, including Councillors and workers:

- **Council**

Key responsibilities:

1. Exercise strategic, accountable and informed decision making.
2. Set the standards and expectations of workers with respect to ethical conduct and probity.
3. Ensure adequate budgetary provision for the implementation and maintenance of the Risk Management Policy, particularly training.
4. Establish the Risk and Audit Committee and approve its charter.
5. Receive and consider reports from the Risk and Audit Committee.
6. Identify and manage strategic and governance risks at a policy level and determine Council's risk appetite as required (i.e. the amount of risk exposure that Council is prepared to take).
7. Allocate resources for risk management initiatives having been informed by the risk assessment process and, in particular, assessed levels of exposure.

- **Risk and Audit Committee ('RAC')**

The role of the Risk and Audit Committee is, independently of management, to report to Council and provide appropriate advice and recommendations on matters identified by the Risk and Audit Committee Charter.

The RAC's primary function is to assist Council to ensure that:

1. Business systems and procedures have been established by management and are effective.
2. Appropriate risks and exposures are effectively managed.
3. A culture of adherence to Council policies and procedures is promoted.
4. Statutory compliance is promoted and monitored.
5. The audit processes (both internal and external) are effective.
6. The external reporting is objective and credible.

The RAC is also responsible for establishing the Internal Audit Plan.

- **General Manager**

Key responsibilities:

1. Implement the Risk Management Policy and ensure that risk management and audit processes comply with policy and procedures.
2. Attend RAC meetings and provide advice as required.
3. Support the RAC to enable it to conduct its activities efficiently and effectively.
4. Monitor the internal and external audit processes and ensure that any identified compliance issues are managed.

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5. Ensure that policies and procedures are followed by staff reporting to the General Manager.
6. Ensure that procedures are implemented to ensure that:
 - (a) staff are aware of and accountable for their responsibilities in managing risk.
 - (b) staff reporting to the General Manager maintain the currency of the risk register relevant for their area of responsibility.
7. Monitor the risk register and ensure that the staff responsible for the areas where there are **high** or **very high** risks prioritise those risks and prepare and implement risk treatments accordingly.
8. Ensure that review dates for monitoring and reviewing the risk register (including the review of controls and the reassessment of risks) are set and adhered to by staff reporting to the General Manager.

- **Technical Services Director (Rous Water)**

Key responsibilities:

1. Ensure that policies and procedures are followed by staff reporting to the Technical Services Director.
2. Ensure that within the Technical Services Director's area of responsibility the risk management process, policy and procedures are being implemented and used in day to day operations.
3. Implement processes to ensure that staff reporting to the Technical Services Director maintain the currency of the risk register relevant for their area of responsibility.
4. Monitor the risk register and ensure that the staff responsible for the areas where there are **high** or **very high** risks prioritise those risks and prepare and implement risk treatments accordingly.
5. Ensure that review dates for monitoring and reviewing the risk register (including the review of controls and the reassessment of risks) are set and adhered to by staff reporting to the Technical Services Director.
6. Ensure that any risk exposures that the Technical Services Director is made aware of outside of the Technical Services area (i.e. controls are or appear to be inadequate) are documented and referred to the area responsible for controlling the risk for action.

- **Team Leader, Supervisor, Co-ordinator and Manager**

Key responsibilities:

1. Ensure that within their area of responsibility the risk management process, policy and procedures are being implemented and used in day to day operations.
2. Ensure that any risk exposures that the position holder is made aware of outside their area of responsibility (i.e. controls are or appear to be inadequate) or that is outside their delegation or competency is documented and referred to the position holder's Manager.

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3. Ensure that the risk register content relevant for their area of responsibility is maintained.
4. Identify and assess risks that may influence the achievement of Council objectives and, in particular, risks relevant for their area of responsibility.
5. Develop and apply treatment plans and monitor and review the effectiveness of risk treatments, including any secondary risks arising therefrom.
6. Provide systems of ongoing risk review for their area of responsibility that are capable of responding promptly to new and evolving risks.
7. Ensure that any **high** or **very high** emerging or residual risks are reported to the position holder's Manager.

- **Workers**

Key responsibilities:

1. Comply with policy, procedure and Standards as appropriate.
2. Identify and assess risk (and secondary risk) and assist with the process of risk treatment.
3. Document risk.
4. Monitor the effectiveness of risk treatment options.
5. Ensure that any risk exposure that workers are aware of outside their area of responsibility (i.e. controls are or appear to be inadequate) is documented and referred to the worker's Manager.
6. Maintain an awareness of the risks that relate to Council's operations and remain vigilant and alert to changes in critical processes and business practices.
7. Ensure that the risk management standards and practices of contractors engaged by them are appropriate for the tasks being undertaken by the contractor and that the contractor complies with them.
8. Participate as a member of the Emergency Management Team, as required.

- **Workers that are contractors**

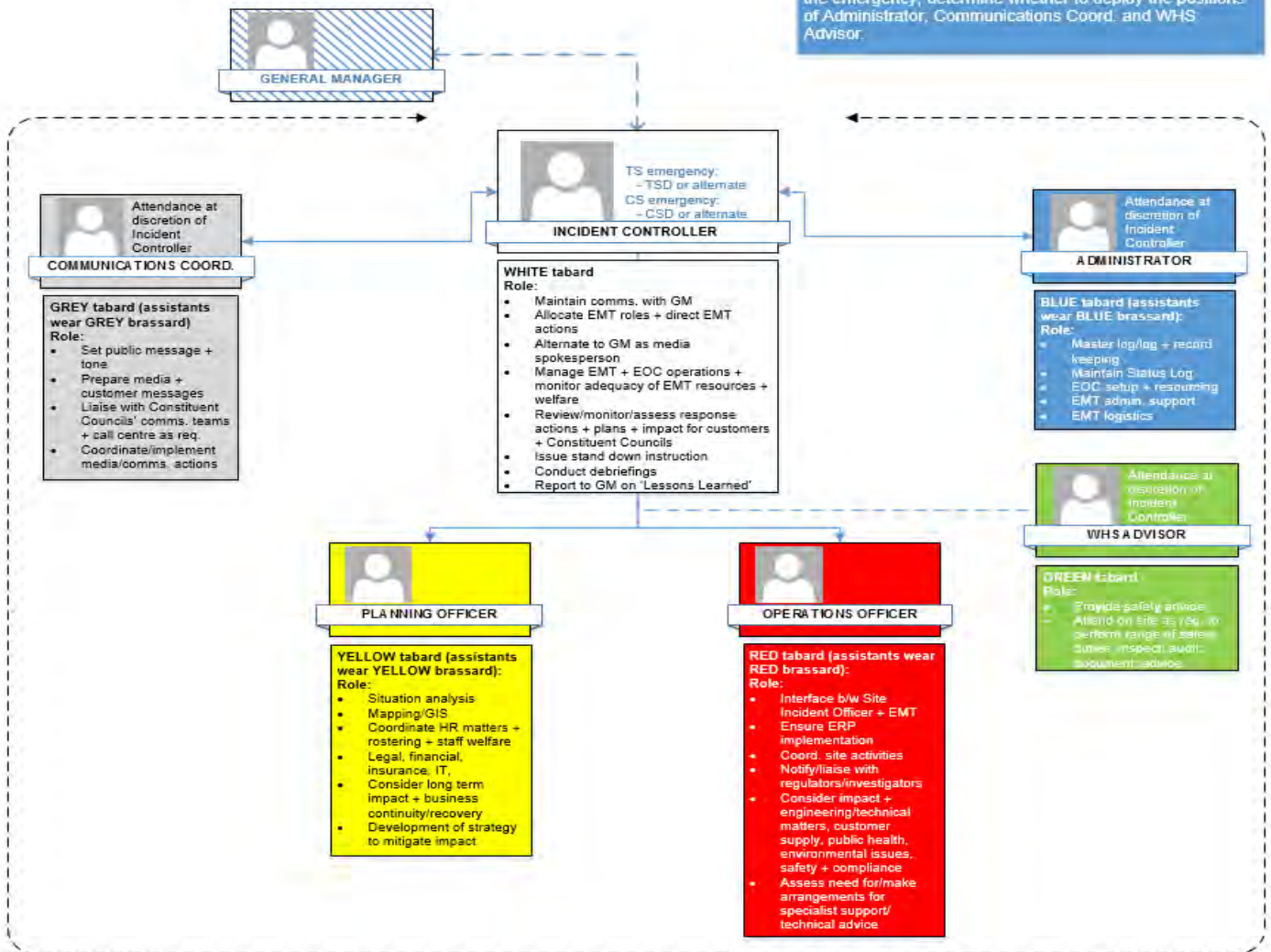
Key responsibilities:

1. Adopt and exercise effective risk management standards and practices appropriate for the tasks being undertaken by them.
2. Have current Safe Work Method Statements appropriate for the tasks being undertaken by them and comply with those Safe Work Method Statements.
3. Have insurance coverage in place of a type and level specified by Council and appropriate for the tasks being undertaken by the contractor.
4. When undertaking work for Council, permit Council to undertake a site work health and safety audit, either scheduled or random.

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- Emergency management team members

Note: The Incident Controller will, based on the scale of the emergency, determine whether to deploy the positions of Administrator, Communications Coord. and WHS Advisor.



Additional key responsibilities:

1. Keep abreast of changes to and remain familiar with emergency response plans.
2. Participate in emergency preparedness activities as required.

PROCEDURES

Risk Management.

Emergency Management Manual.

Emergency Response Plans:

- (a) Water Infrastructure (emergency response + business continuity)
- (b) Administration Infrastructure (business continuity only)
- (c) Site Evacuation (emergency response only)
- (d) Contacts (emergency response + business continuity).

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LEGISLATION

Competition and Consumer Act 2010 (Cth)
Disability Discrimination Act 1992 (Cth)
Environment Protection and Biodiversity Conservation Act 1999 (Cth)
Civil and Administrative Tribunal Act 2013 (NSW)
Competition Policy including Competition Policy Reform (New South Wales) Act 1995 (NSW)
Contaminated Land Management Act 1997 (NSW)
Crown Lands Act 1989 (NSW)
Dams Safety Act 1978 (NSW)
Environmental Planning and Assessment Act 1979 (NSW)
Environmentally Hazardous Chemicals Act 1985 (NSW)
Fair Trading Act 1987 (NSW)
Fisheries Management Act 1994 (NSW)
Government Information (Public Access) Act 2009 (NSW)
Health Records and Information Privacy Act 2002 (NSW)
Heritage Act 1977 (NSW)
Independent Pricing and Regulatory Tribunal Act 1992 (NSW)
Local Government Act 1993 (NSW)
Local Land Services Act 2013 (NSW)
National Parks and Wildlife Act 1974 (NSW)
Native Vegetation Act 2003 (NSW)
Noxious Weeds Act 1993 (NSW)
Ozone Protection Act 1989 (NSW)
Plumbing and Drainage Act 2011 (NSW)
Pesticides Act 1999 (NSW)
Protection of the Environment Operations Act 1997 (NSW)
Public Health Act 2010 (NSW)
Public Interest Disclosures Act 1994 (NSW)
Privacy and Personal Information Protection Act 1998 (NSW)
Rural Fires Act 1997 (NSW)
State Records Act 1998 (NSW)
Threatened Species Conservation Act 1995 (NSW)
Waste Avoidance and Resource Recovery Act 2001 (NSW)
Water Act 1912 (NSW)
Water Management Act 2000 (NSW)
Work Health and Safety Act 2011 (NSW)
Workers Compensation Act 1987 (NSW)
Workplace Surveillance Act 2005 (NSW)

RELATED DOCUMENTS

Business Impact Analyses/Failure Mode and Effects Analyses, risk assessments and risk register.

Code of Conduct and Code of Conduct Procedures.

Integrated Planning and Reporting Framework.

'Internal Audit Guidelines' September 2010 guidelines under section 23A of the *Local Government Act 1993*.

International and Australian Standards:

- (a) AS 3745-2010 – Planning for emergencies in facilities (records considerations).
- (b) AS 3745-2010 – Planning for emergencies in facilities.
- (c) AS/NZS 1015:2011 – Records management – Physical storage.

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- (d) AS/NZS 5050:2010 – Business continuity – Managing disruption-related risk.
 - (e) AS/NZS ISO 31000:2009 – Risk management – Principles and guidelines.
 - (f) HB 221:2004 – Business Continuity Management.
 - (g) ISO/IEC 24762:2008 – Information technology – Security techniques – Guidelines for information and communications technology disaster recovery services.

Risk and Audit Committee Charter.

Risk Management Document Hierarchy.

Delegations.

Work Health and Safety Management System.

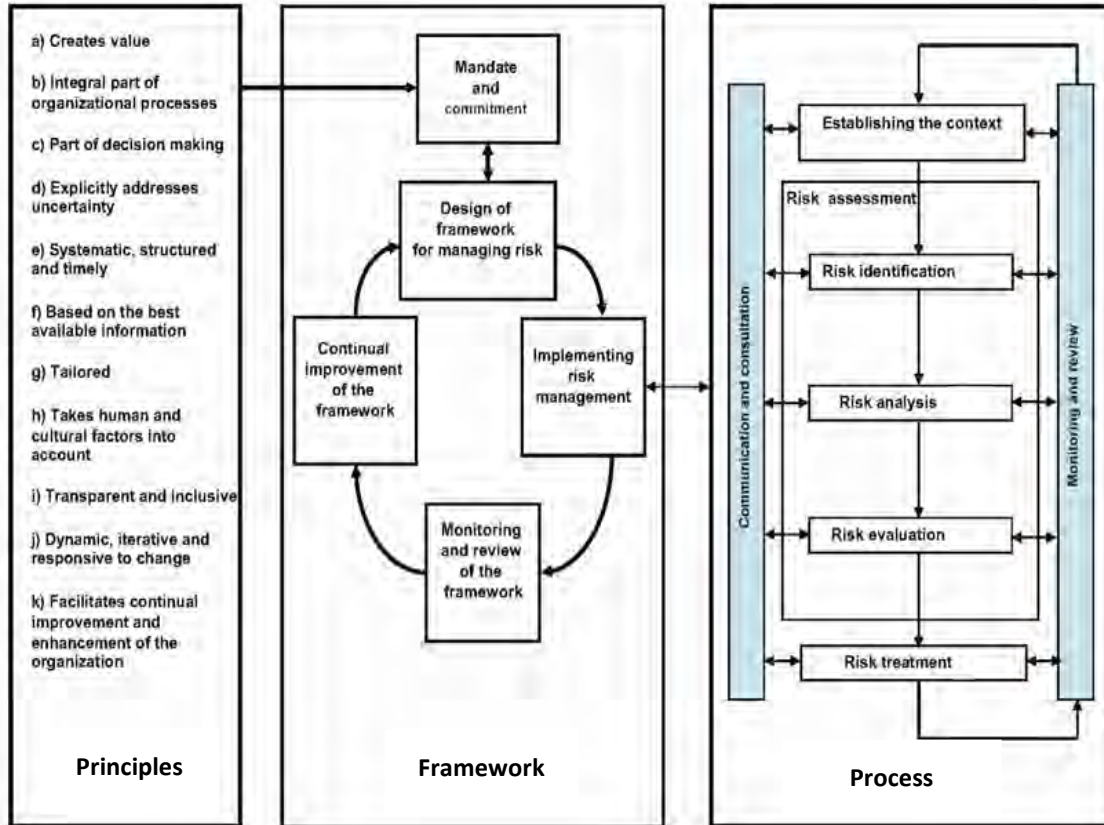
CONTACT OFFICER

Manager Governance.

Secretarial use only		Version 4.0 15/04/2015
Authorised Rous: 19/10/2005; 15/12/2010; 20/03/2013; 15/04/2015	Authorised RRCC: 08/12/2010 20/04/2015	Authorised FNCW: 02/03/2011 20/04/2015

Attachment 1

The risk management principles, risk management framework and risk management process integrate as depicted below:



(Acknowledgement: ISO 31000:2009)

Secretarial use only		Version 4.0 15/04/2015
Authorised Rous: 19/10/2005; 15/12/2010; 20/03/2013; 15/04/2015	Authorised RRCC: 08/12/2010 20/04/2015	Authorised FNCW: 02/03/2011 20/04/2015

POLICY	Risk management		
OVERVIEW	To ensure that Council effectively manages risk by identifying, analysing, evaluating and treating risks likely to impact on Council business goals and operations and to establish roles and responsibilities for risk management.		
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW
			20/04/2015
REVIEW DATE	Every two years or earlier if a change in business practice or industry standard occurs warranting a review		
FILE	172	843	1294

BACKGROUND

Risk is the chance of anything happening that would impact on Council's ability to supply the region with potable water. 'Risk management' refers to the architecture (principles, framework and process) for managing risk effectively. 'Managing risk' refers to applying risk management to particular risks. Council's risk management program, while not designed to achieve ISO certification, will be consistent with industry best practice and the risk management principles, risk management framework and risk management process of ISO 31000:2009 (Attachment 1).

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- The social and cultural, political, legal, regulatory, financial, technological, economic, natural and competitive environment (whether international, national, regional or local).
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- Relationships with, and perceptions and values of, external stakeholders.

Likewise the evaluation of risk depends on a range of internal factors such as:

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- Policies, objectives, and the strategies that are in place to achieve them.
- Capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, processes, systems and technologies).
- Information systems, information flows and decision making processes (both formal and informal).
- Relationships with, and perceptions and values of, internal stakeholders.
- Council's culture.
- Standards and guidelines adopted by Council.
- The form and extent of contractual relationships.

Council recognises that risk exists across all areas of its operations. As such, this policy is designed to define risk management roles and responsibilities and the process and standard of risk management to be applied by Council and its workers.

Secretarial use only	Policy History		Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:	
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.	

POLICY

Council and its workers will routinely exercise risk management. The aim is to enhance probity, improve decision making and optimise business continuity and emergency preparedness so as to:

- Maintain continuity and quality of service.
- Protect assets. For example, cash and investments, property (including information), infrastructure, people, environment and reputation.
- Minimise exposure to fraud and corruption.
- Minimise legal liability.
- Minimise loss from unplanned, unexpected events.

In terms of risk management in the context of emergency response, Council's approach is based on the following priorities:

1. Maintain the safety of employees and the public.
2. Protect the quality of the water supply.
3. Protect the environment.
4. Protect continuity of supply.
5. Protect landowner and community property.
6. Protect Council assets and infrastructure.
7. Maintain Council's reputation.

Risk appetite

While it would be desirable to determine and set one tolerated residual risk level applicable to all risks across Council, this is not reasonably practicable based on the feasibility and cost of controlling or eliminating certain risks. Therefore any risk with a risk rating of **high** or **very high** must have adequate controls documented to ensure the overall residual risk rating can be reduced to a level that is 'as low as reasonably practicable'.

Resourcing

Council commits, so far as is reasonably practicable, to make the necessary resources available to assist those accountable and responsible for managing risk, including the provision of training. Where competing priorities exist, Council will as a minimum consider during the decision making process, risk assessment information, in particular risk rating, and cost benefit analysis information.

Performance measurement and reporting

Regularly assessing and testing the effectiveness of Council's risk management systems is essential. Programmed internal audit is to be conducted at least annually and Council's emergency prevention, preparedness, response and recovery arrangements are to be assessed and tested through simulated emergency exercises at a frequency of at least two exercises per year.

Responsibilities

Risk management is a responsibility of every person, including Councillors and workers:

- **Council**

Key responsibilities:

1. Exercise strategic, accountable and informed decision making.
2. Set the standards and expectations of workers with respect to ethical conduct and probity.

Secretarial use only	Policy History	Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.

3. Ensure adequate budgetary provision for the implementation and maintenance of the Risk Management Policy, particularly training.
4. Establish the Risk and Audit Committee and approve its charter.
5. Receive and consider reports from the Risk and Audit Committee.
6. Identify and manage strategic and governance risks at a policy level and determine Council's risk appetite as required (i.e. the amount of risk exposure that Council is prepared to take).
7. Allocate resources for risk management initiatives having been informed by the risk assessment process and, in particular, assessed levels of exposure.

- **Risk and Audit Committee ('RAC')**

The role of the Risk and Audit Committee is, independently of management, to report to Council and provide appropriate advice and recommendations on matters identified by the Risk and Audit Committee Charter.

The RAC's primary function is to assist Council to ensure that:

1. Business systems and procedures have been established by management and are effective.
2. Appropriate risks and exposures are effectively managed.
3. A culture of adherence to Council policies and procedures is promoted.
4. Statutory compliance is promoted and monitored.
5. The audit processes (both internal and external) are effective.
6. The external reporting is objective and credible.

The RAC is also responsible for establishing the Internal Audit Plan.

- **General Manager**

Key responsibilities:

1. Implement the Risk Management Policy and ensure that risk management and audit processes comply with policy and procedures.
2. Attend RAC meetings and provide advice as required.
3. Support the RAC to enable it to conduct its activities efficiently and effectively.
4. Monitor the internal and external audit processes and ensure that any identified compliance issues are managed.
5. Ensure that policies and procedures are followed by staff reporting to the General Manager.
6. Ensure that procedures are implemented to ensure that:
 - (a) staff are aware of and accountable for their responsibilities in managing risk.
 - (b) staff reporting to the General Manager maintain the currency of the risk register relevant for their area of responsibility.
7. Monitor the risk register and ensure that the staff responsible for the areas where there are **high** or **very high** risks prioritise those risks and prepare and implement risk treatments accordingly.
8. Ensure that review dates for monitoring and reviewing the risk register (including the review of controls and the reassessment of risks) are set and adhered to by staff reporting to the General Manager.

Secretarial use only	Policy History	Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.

- **Technical Services Director (Rous Water)**

Key responsibilities:

1. Ensure that policies and procedures are followed by staff reporting to the Technical Services Director.
2. Ensure that within the Technical Services Director's area of responsibility the risk management process, policy and procedures are being implemented and used in day to day operations.
3. Implement processes to ensure that staff reporting to the Technical Services Director maintain the currency of the risk register relevant for their area of responsibility.
4. Monitor the risk register and ensure that the staff responsible for the areas where there are **high** or **very high** risks prioritise those risks and prepare and implement risk treatments accordingly.
5. Ensure that review dates for monitoring and reviewing the risk register (including the review of controls and the reassessment of risks) are set and adhered to by staff reporting to the Technical Services Director.
6. Ensure that any risk exposures that the Technical Services Director is made aware of outside of the Technical Services area (i.e. controls are or appear to be inadequate) are documented and referred to the area responsible for controlling the risk for action.

- **Team Leader, Supervisor, Co-ordinator and Manager**

Key responsibilities:

1. Ensure that within their area of responsibility the risk management process, policy and procedures are being implemented and used in day to day operations.
2. Ensure that any risk exposures that the position holder is made aware of outside their area of responsibility (i.e. controls are or appear to be inadequate) or that is outside their delegation or competency is documented and referred to the position holder's Manager.
3. Ensure that the risk register content relevant for their area of responsibility is maintained.
4. Identify and assess risks that may influence the achievement of Council objectives and, in particular, risks relevant for their area of responsibility.
5. Develop and apply treatment plans and monitor and review the effectiveness of risk treatments, including any secondary risks arising therefrom.
6. Provide systems of ongoing risk review for their area of responsibility that are capable of responding promptly to new and evolving risks.
7. Ensure that any **high** or **very high** emerging or residual risks are reported to the position holder's Manager.

- **Workers**

Key responsibilities:

1. Comply with policy, procedure and Standards as appropriate.
2. Identify and assess risk (and secondary risk) and assist with the process of risk treatment.
3. Document risk.
4. Monitor the effectiveness of risk treatment options.
5. Ensure that any risk exposure that workers are aware of outside their area of responsibility (i.e. controls are or appear to be inadequate) is documented and referred to the worker's Manager.
6. Maintain an awareness of the risks that relate to Council's operations and remain vigilant and alert to changes in critical processes and business practices.

Secretarial use only	Policy History	Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.

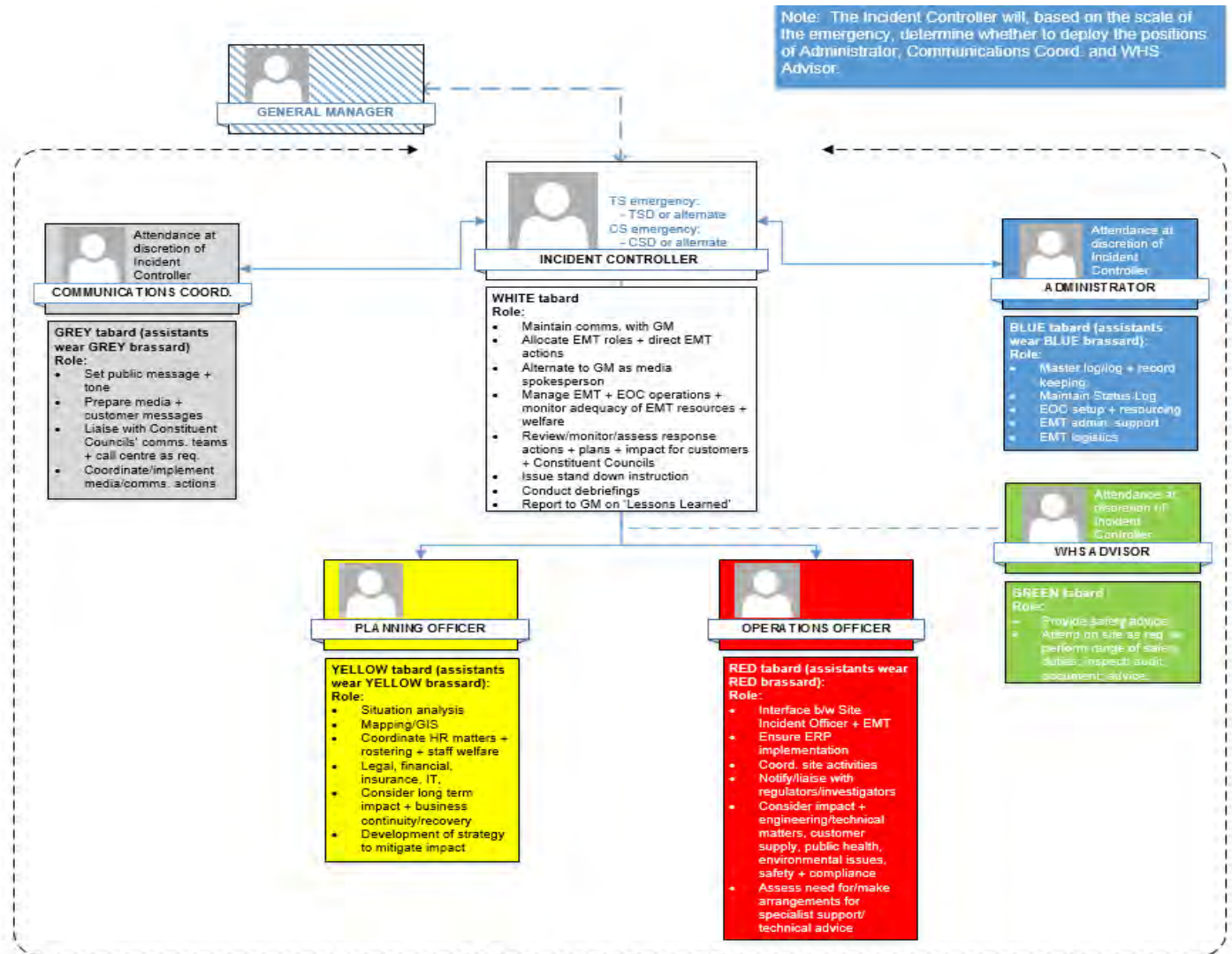
7. Ensure that the risk management standards and practices of contractors engaged by them are appropriate for the tasks being undertaken by the contractor and that the contractor complies with them.
8. Participate as a member of the Emergency Management Team, as required.

• **Workers that are contractors**

Key responsibilities:

1. Adopt and exercise effective risk management standards and practices appropriate for the tasks being undertaken by them.
2. Have current Safe Work Method Statements appropriate for the tasks being undertaken by them and comply with those Safe Work Method Statements.
3. Have insurance coverage in place of a type and level specified by Council and appropriate for the tasks being undertaken by the contractor.
4. When undertaking work for Council, permit Council to undertake a site work health and safety audit, either scheduled or random.

• **Emergency management team members**



Secretarial use only	Policy History	Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.

Additional key responsibilities:

1. Keep abreast of changes to and remain familiar with emergency response plans.
2. Participate in emergency preparedness activities as required.

PROCEDURES

Risk Management.

Emergency Management Manual.

Emergency Response Plans:

- (a) Water Infrastructure (emergency response + business continuity)
- (b) Administration Infrastructure (business continuity only)
- (c) Site Evacuation (emergency response only)
- (d) Contacts (emergency response + business continuity).

LEGISLATION

Competition and Consumer Act 2010 (Cth)

Disability Discrimination Act 1992 (Cth)

Environment Protection and Biodiversity Conservation Act 1999 (Cth)

Civil and Administrative Tribunal Act 2013 (NSW)

Competition Policy including Competition Policy Reform (New South Wales) Act 1995 (NSW)

Contaminated Land Management Act 1997 (NSW)

Crown Lands Act 1989 (NSW)

Dams Safety Act 1978 (NSW)

Environmental Planning and Assessment Act 1979 (NSW)

Environmentally Hazardous Chemicals Act 1985 (NSW)

Fair Trading Act 1987 (NSW)

Fisheries Management Act 1994 (NSW)

Government Information (Public Access) Act 2009 (NSW)

Health Records and Information Privacy Act 2002 (NSW)

Heritage Act 1977 (NSW)

Independent Pricing and Regulatory Tribunal Act 1992 (NSW)

Local Government Act 1993 (NSW)

Local Land Services Act 2013 (NSW)

National Parks and Wildlife Act 1974 (NSW)

Native Vegetation Act 2003 (NSW)

Noxious Weeds Act 1993 (NSW)

Ozone Protection Act 1989 (NSW)

Plumbing and Drainage Act 2011 (NSW)

Pesticides Act 1999 (NSW)

Protection of the Environment Operations Act 1997 (NSW)

Public Health Act 2010 (NSW)

Public Interest Disclosures Act 1994 (NSW)

Privacy and Personal Information Protection Act 1998 (NSW)

Rural Fires Act 1997 (NSW)

State Records Act 1998 (NSW)

Threatened Species Conservation Act 1995 (NSW)

Waste Avoidance and Resource Recovery Act 2001 (NSW)

Water Act 1912 (NSW)

Water Management Act 2000 (NSW)

Work Health and Safety Act 2011 (NSW)

Workers Compensation Act 1987 (NSW)

Workplace Surveillance Act 2005 (NSW)

Secretarial use only	Policy History	Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.

RELATED DOCUMENTS

Business Impact Analyses/Failure Mode and Effects Analyses, risk assessments and risk register.

Code of Conduct and Code of Conduct Procedures.

Integrated Planning and Reporting Framework.

'Internal Audit Guidelines' September 2010 guidelines under section 23A of the *Local Government Act 1993*.

International and Australian Standards:

- (a) AS 3745-2010 – Planning for emergencies in facilities (records considerations).
- (b) AS 3745-2010 – Planning for emergencies in facilities.
- (c) AS/NZS 1015:2011 – Records management – Physical storage.
- (d) AS/NZS 5050:2010 – Business continuity – Managing disruption-related risk.
- (e) AS/NZS ISO 31000:2009 – Risk management – Principles and guidelines.
- (f) HB 221:2004 – Business Continuity Management.
- (g) ISO/IEC 24762:2008 – Information technology – Security techniques – Guidelines for information and communications technology disaster recovery services.

Risk and Audit Committee Charter.

Risk Management Document Hierarchy.

Delegations.

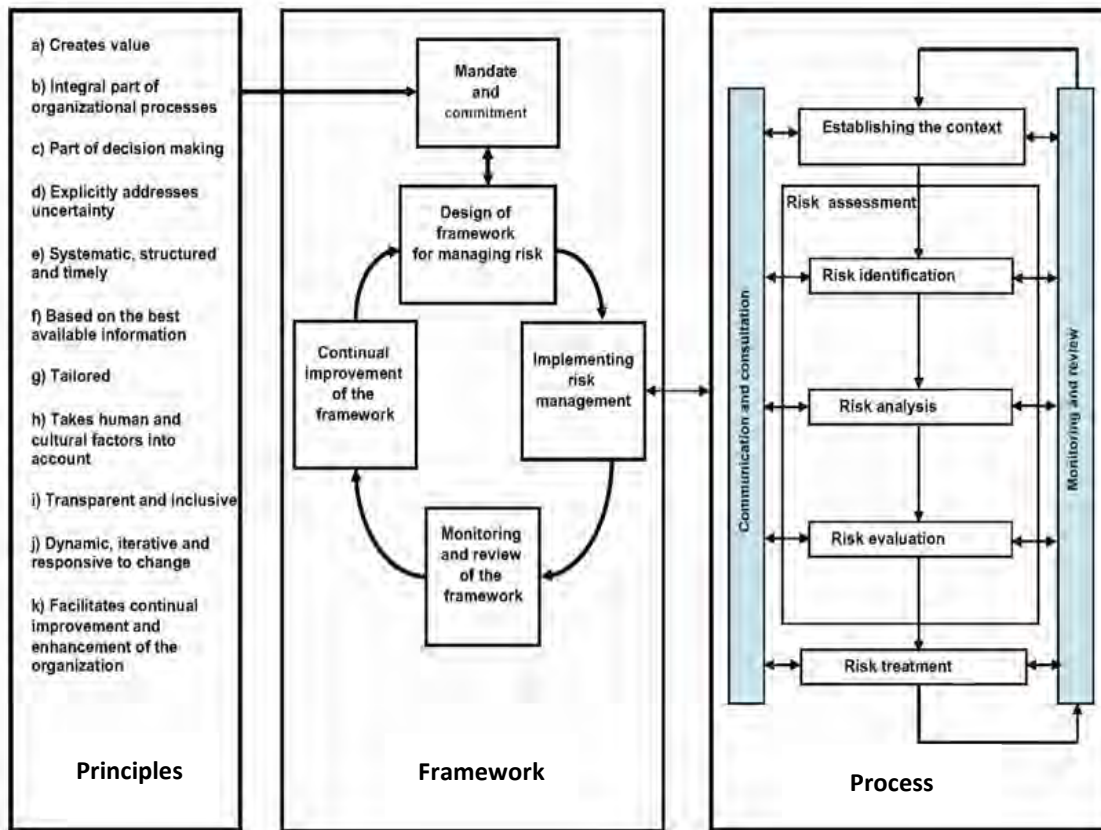
Work Health and Safety Management System.

CONTACT OFFICER

Manager Governance.

Secretarial use only	Policy History		Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:	
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.	

The risk management principles, risk management framework and risk management process integrate as depicted below:



(Acknowledgement: ISO 31000:2009)

Secretarial use only	Policy History	Version 3.0 20/04/2015
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council: 19/10/2005; 15/12/2010; 20/03/2013	Authorised Council: 08/12/2010.	Authorised Council: 02/03/2011; 20/04/2015.

POLICY	Risk management		
OVERVIEW	To ensure that Council effectively manages risk by identifying, analysing, evaluating and treating risks likely to impact on Council business goals and operations and to establish roles and responsibilities for risk management.		
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW
		20/04/2015	
REVIEW DATE	Every two years or earlier if a change in business practice or industry standard occurs warranting a review		
FILE	172	843	1294

BACKGROUND

Risk is the chance of anything happening that would impact on Council's ability to supply the region with potable water. 'Risk management' refers to the architecture (principles, framework and process) for managing risk effectively. 'Managing risk' refers to applying risk management to particular risks. Council's risk management program, while not designed to achieve ISO certification, will be consistent with industry best practice and the risk management principles, risk management framework and risk management process of ISO 31000:2009 (Attachment 1).

Council's approach to managing risk is influenced by a range of external factors such as:

1. The social and cultural, political, legal, regulatory, financial, technological, economic, natural and competitive environment (whether international, national, regional or local).
2. Key drivers and trends impacting on Council's objectives.
3. Relationships with, and perceptions and values of, external stakeholders.

Likewise the evaluation of risk depends on a range of internal factors such as:

1. Governance, organisational structure, roles and accountabilities.
2. Policies, objectives, and the strategies that are in place to achieve them.
3. Capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, processes, systems and technologies).
4. Information systems, information flows and decision making processes (both formal and informal).
5. Relationships with, and perceptions and values of, internal stakeholders.
6. Council's culture.
7. Standards and guidelines adopted by Council.
8. The form and extent of contractual relationships.

Council recognises that risk exists across all areas of its operations. As such, this policy is designed to define risk management roles and responsibilities and the process and standard of risk management to be applied by Council and its workers.

Secretarial use only		Version 3.0 20/04/2015
Authorised Rous: 19/10/2005; 15/12/2010; 20/03/2013; 15/04/2015	Authorised RRCC: 08/12/2010 20/04/2015	Authorised FNCW: 02/03/2011; 20/04/2015

POLICY

Council and its workers will routinely exercise risk management. The aim is to enhance probity, improve decision making and optimise business continuity and emergency preparedness so as to:

1. Maintain continuity and quality of service.
2. Protect assets. For example, cash and investments, property (including information), infrastructure, people, environment and reputation.
3. Minimise exposure to fraud and corruption.
4. Minimise legal liability.
5. Minimise loss from unplanned, unexpected events.

In terms of risk management in the context of emergency response, Council's approach is based on the following priorities:

1. Maintain the safety of employees and the public.
2. Protect the quality of the water supply.
3. Protect the environment.
4. Protect continuity of supply.
5. Protect landowner and community property.
6. Protect Council assets and infrastructure.
7. Maintain Council's reputation.

Risk appetite

While it would be desirable to determine and set one tolerated residual risk level applicable to all risks across Council, this is not reasonably practicable based on the feasibility and cost of controlling or eliminating certain risks. Therefore any risk with a risk rating of **high** or **very high** must have adequate controls documented to ensure the overall residual risk rating can be reduced to a level that is 'as low as reasonably practicable'.

Resourcing

Council commits, so far as is reasonably practicable, to make the necessary resources available to assist those accountable and responsible for managing risk, including the provision of training. Where competing priorities exist, Council will as a minimum consider during the decision making process, risk assessment information, in particular risk rating, and cost benefit analysis information.

Performance measurement and reporting

Regularly assessing and testing the effectiveness of Council's risk management systems is essential. Programmed internal audit is to be conducted at least annually and Council's emergency prevention, preparedness, response and recovery arrangements are to be assessed and tested through simulated emergency exercises at a frequency of at least two exercises per year.

Responsibilities

Risk management is a responsibility of every person, including Councillors and workers:

- **Council**

Key responsibilities:

1. Exercise strategic, accountable and informed decision making.
2. Set the standards and expectations of workers with respect to ethical conduct and probity.
3. Ensure adequate budgetary provision for the implementation and maintenance of the Risk Management Policy, particularly training.
4. Establish the Risk and Audit Committee and approve its charter.
5. Receive and consider reports from the Risk and Audit Committee.
6. Identify and manage strategic and governance risks at a policy level and determine Council's risk appetite as required (i.e. the amount of risk exposure that Council is prepared to take).
7. Allocate resources for risk management initiatives having been informed by the risk assessment process and, in particular, assessed levels of exposure.

- **Risk and Audit Committee ('RAC')**

The role of the Risk and Audit Committee is, independently of management, to report to Council and provide appropriate advice and recommendations on matters identified by the Risk and Audit Committee Charter.

The RAC's primary function is to assist Council to ensure that:

1. Business systems and procedures have been established by management and are effective.
2. Appropriate risks and exposures are effectively managed.
3. A culture of adherence to Council policies and procedures is promoted.
4. Statutory compliance is promoted and monitored.
5. The audit processes (both internal and external) are effective.
6. The external reporting is objective and credible.

The RAC is also responsible for establishing the Internal Audit Plan.

- **General Manager**

Key responsibilities:

1. Implement the Risk Management Policy and ensure that risk management and audit processes comply with policy and procedures.
2. Attend RAC meetings and provide advice as required.
3. Support the RAC to enable it to conduct its activities efficiently and effectively.
4. Monitor the internal and external audit processes and ensure that any identified compliance issues are managed.

5. Ensure that policies and procedures are followed by staff reporting to the General Manager.
6. Ensure that procedures are implemented to ensure that:
 - (a) staff are aware of and accountable for their responsibilities in managing risk.
 - (b) staff reporting to the General Manager maintain the currency of the risk register relevant for their area of responsibility.
7. Monitor the risk register and ensure that the staff responsible for the areas where there are **high** or **very high** risks prioritise those risks and prepare and implement risk treatments accordingly.
8. Ensure that review dates for monitoring and reviewing the risk register (including the review of controls and the reassessment of risks) are set and adhered to by staff reporting to the General Manager.

- **Technical Services Director (Rous Water)**

Key responsibilities:

1. Ensure that policies and procedures are followed by staff reporting to the Technical Services Director.
2. Ensure that within the Technical Services Director's area of responsibility the risk management process, policy and procedures are being implemented and used in day to day operations.
3. Implement processes to ensure that staff reporting to the Technical Services Director maintain the currency of the risk register relevant for their area of responsibility.
4. Monitor the risk register and ensure that the staff responsible for the areas where there are **high** or **very high** risks prioritise those risks and prepare and implement risk treatments accordingly.
5. Ensure that review dates for monitoring and reviewing the risk register (including the review of controls and the reassessment of risks) are set and adhered to by staff reporting to the Technical Services Director.
6. Ensure that any risk exposures that the Technical Services Director is made aware of outside of the Technical Services area (i.e. controls are or appear to be inadequate) are documented and referred to the area responsible for controlling the risk for action.

- **Team Leader, Supervisor, Co-ordinator and Manager**

Key responsibilities:

1. Ensure that within their area of responsibility the risk management process, policy and procedures are being implemented and used in day to day operations.
2. Ensure that any risk exposures that the position holder is made aware of outside their area of responsibility (i.e. controls are or appear to be inadequate) or that is outside their delegation or competency is documented and referred to the position holder's Manager.
3. Ensure that the risk register content relevant for their area of responsibility is maintained.

4. Identify and assess risks that may influence the achievement of Council objectives and, in particular, risks relevant for their area of responsibility.
5. Develop and apply treatment plans and monitor and review the effectiveness of risk treatments, including any secondary risks arising therefrom.
6. Provide systems of ongoing risk review for their area of responsibility that are capable of responding promptly to new and evolving risks.
7. Ensure that any **high** or **very high** emerging or residual risks are reported to the position holder's Manager.

- **Workers**

Key responsibilities:

1. Comply with policy, procedure and Standards as appropriate.
2. Identify and assess risk (and secondary risk) and assist with the process of risk treatment.
3. Document risk.
4. Monitor the effectiveness of risk treatment options.
5. Ensure that any risk exposure that workers are aware of outside their area of responsibility (i.e. controls are or appear to be inadequate) is documented and referred to the worker's Manager.
6. Maintain an awareness of the risks that relate to Council's operations and remain vigilant and alert to changes in critical processes and business practices.
7. Ensure that the risk management standards and practices of contractors engaged by them are appropriate for the tasks being undertaken by the contractor and that the contractor complies with them.
8. Participate as a member of the Emergency Management Team, as required.

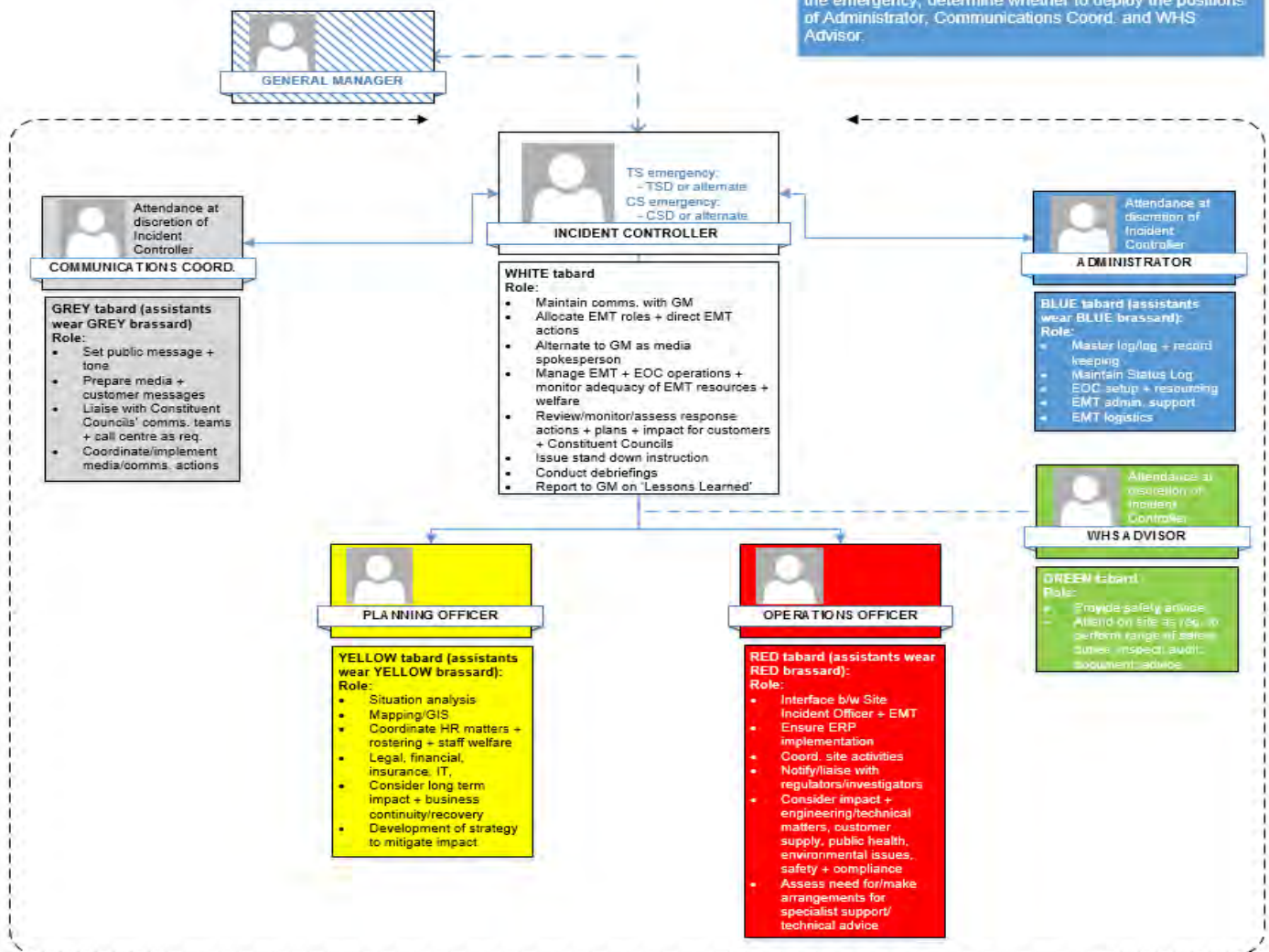
- **Workers that are contractors**

Key responsibilities:

1. Adopt and exercise effective risk management standards and practices appropriate for the tasks being undertaken by them.
2. Have current Safe Work Method Statements appropriate for the tasks being undertaken by them and comply with those Safe Work Method Statements.
3. Have insurance coverage in place of a type and level specified by Council and appropriate for the tasks being undertaken by the contractor.
4. When undertaking work for Council, permit Council to undertake a site work health and safety audit, either scheduled or random.

- Emergency management team members

Note: The Incident Controller will, based on the scale of the emergency, determine whether to deploy the positions of Administrator, Communications Coord. and WHS Advisor.



Additional key responsibilities:

1. Keep abreast of changes to and remain familiar with emergency response plans.
2. Participate in emergency preparedness activities as required.

PROCEDURES

Risk Management.

Emergency Management Manual.

Emergency Response Plans:

- (a) Water Infrastructure (emergency response + business continuity)
- (b) Administration Infrastructure (business continuity only)
- (c) Site Evacuation (emergency response only)
- (d) Contacts (emergency response + business continuity).

LEGISLATION

Competition and Consumer Act 2010 (Cth)
Disability Discrimination Act 1992 (Cth)
Environment Protection and Biodiversity Conservation Act 1999 (Cth)
Civil and Administrative Tribunal Act 2013 (NSW)
Competition Policy including Competition Policy Reform (New South Wales) Act 1995 (NSW)
Contaminated Land Management Act 1997 (NSW)
Crown Lands Act 1989 (NSW)
Dams Safety Act 1978 (NSW)
Environmental Planning and Assessment Act 1979 (NSW)
Environmentally Hazardous Chemicals Act 1985 (NSW)
Fair Trading Act 1987 (NSW)
Fisheries Management Act 1994 (NSW)
Government Information (Public Access) Act 2009 (NSW)
Health Records and Information Privacy Act 2002 (NSW)
Heritage Act 1977 (NSW)
Independent Pricing and Regulatory Tribunal Act 1992 (NSW)
Local Government Act 1993 (NSW)
Local Land Services Act 2013 (NSW)
National Parks and Wildlife Act 1974 (NSW)
Native Vegetation Act 2003 (NSW)
Noxious Weeds Act 1993 (NSW)
Ozone Protection Act 1989 (NSW)
Plumbing and Drainage Act 2011 (NSW)
Pesticides Act 1999 (NSW)
Protection of the Environment Operations Act 1997 (NSW)
Public Health Act 2010 (NSW)
Public Interest Disclosures Act 1994 (NSW)
Privacy and Personal Information Protection Act 1998 (NSW)
Rural Fires Act 1997 (NSW)
State Records Act 1998 (NSW)
Threatened Species Conservation Act 1995 (NSW)
Waste Avoidance and Resource Recovery Act 2001 (NSW)
Water Act 1912 (NSW)
Water Management Act 2000 (NSW)
Work Health and Safety Act 2011 (NSW)
Workers Compensation Act 1987 (NSW)
Workplace Surveillance Act 2005 (NSW)

RELATED DOCUMENTS

Business Impact Analyses/Failure Mode and Effects Analyses, risk assessments and risk register.

Code of Conduct and Code of Conduct Procedures.

Integrated Planning and Reporting Framework.

'Internal Audit Guidelines' September 2010 guidelines under section 23A of the *Local Government Act 1993*.

International and Australian Standards:

- (a) AS 3745-2010 – Planning for emergencies in facilities (records considerations).
- (b) AS 3745-2010 – Planning for emergencies in facilities.
- (c) AS/NZS 1015:2011 – Records management – Physical storage.

- (d) AS/NZS 5050:2010 – Business continuity – Managing disruption-related risk.
- (e) AS/NZS ISO 31000:2009 – Risk management – Principles and guidelines.
- (f) HB 221:2004 – Business Continuity Management.
- (g) ISO/IEC 24762:2008 – Information technology – Security techniques – Guidelines for information and communications technology disaster recovery services.

Risk and Audit Committee Charter.

Risk Management Document Hierarchy.

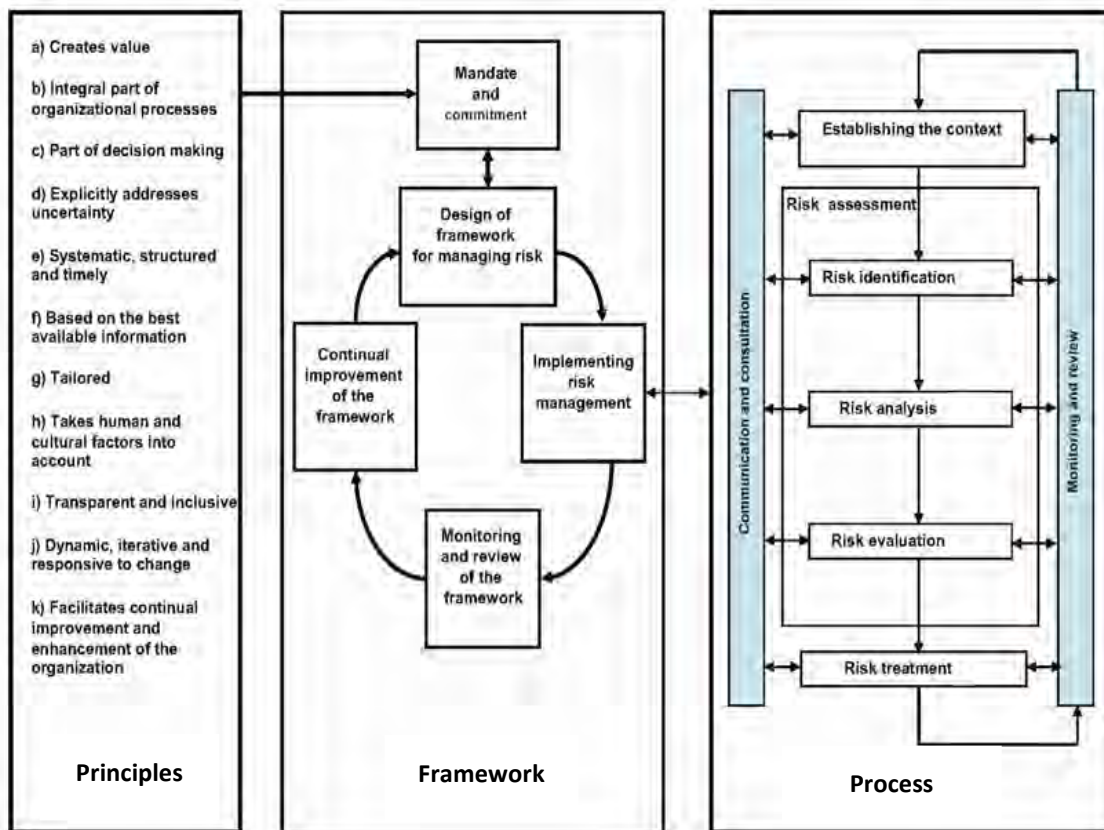
Delegations.

Work Health and Safety Management System.

CONTACT OFFICER

Manager Governance.

The risk management principles, risk management framework and risk management process integrate as depicted below:



(Acknowledgement: ISO 31000:2009)

Policies for revocation - various

(D21/2613)

Business activity priority

Information and knowledge

Goal 3

Create value through applying knowledge

Recommendation

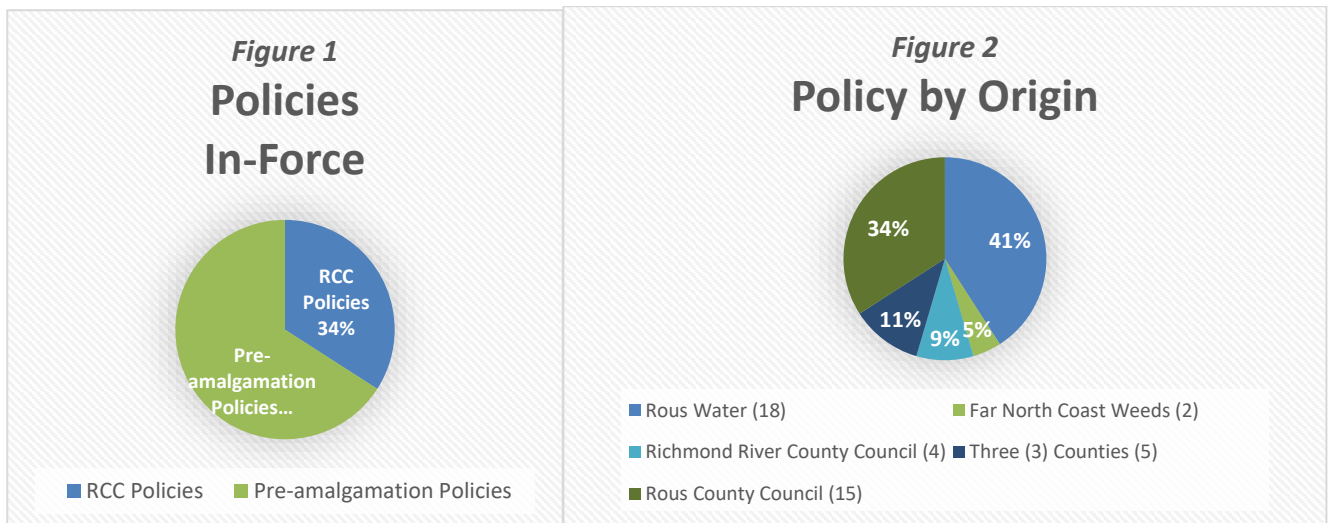
That Council revoke the following policies attached to this report and any policy revived as a result of the revocation:

1. Representation of elected councillors dated 16 February 2005;
2. Delegates to Floodplain Management Authorities of NSW dated 21 October 2002;
3. Policy and procedure development dated 4 March 2009;
4. Interview and relocation expenses dated 20 June 2007;
5. Procurement dated 16 February 2015 (FNCW); and
6. Procurement dated 16 February 2015 (RRCC).

Background

Council's policies are continually reviewed for suitability and currency to promote and deliver against Council's commitment to continuous improvement and legislative compliance.

More than half of Council's 44 in-force policies remain pre-amalgamation documents with the majority originating from Rous Water: see Figures 1 and 2 below.



An objective of the on-going policy review is to ensure that Rous County Council policies are current, effective and address organisation needs. In furtherance of this objective, the following policies have been identified as redundant or unnecessary and are recommended for revocation:

1. Representation of elected councillors (Rous Water)

Purpose: To provide equity in representation by member Councils.

Rationale for revocation: This policy is redundant as the proportions of elected representatives to Rous County Council's governing body is established by proclamation dated 29 September 1999 (**attached**) - being two (2) representatives from each constituent Council. The policy was adopted at the Council meeting held on 21 October 1998 as a means of conveying Council's position on Councillor representation to the State Government and the Department of Local Government (as it was then known) in order to inform the Minister's final decision on the matter.

The proclamation effective 1 July 2016 (2016 proclamation) amended, but did not revoke, the proclamations in force constituting or varying the constitution of Rous County Council to account for the dissolution of the Far North Coast County Council and the Richmond River County Council and the transfer of their functions, assets and liabilities to Rous County Council. The amendments established by this 2016 proclamation did not touch on or seek to amend the proportions of elected representatives to Rous County Council's governing board.

2. Delegates to Floodplain Management Authorities of NSW (RRCC)

Purpose: To nominate Council representatives to the Floodplain Management Authorities of NSW.

Rationale for revocation: This is a pre-amalgamation legacy document that is unnecessary. The Department of Planning, Industry and Environment ('DPIE') is now the primary government agency in NSW that has a role in floodplain management. This role is primarily one of support, including development of policies and guidelines, to enable councils to manage floodplains and flood risk. It is not a requirement of the DPIE for councils to have appointed standing delegates to attend meetings. If a delegate is required to attend a meeting this can be determined if and when it arises.

3. Policy and procedure development (3 Counties)

Purpose: To ensure consistent and effective policy and procedure development in line with Council's Management Plan as part of Council's approach to risk management.

Rationale for revocation: This is a pre-amalgamation legacy document that is superfluous. Council's approach to risk management is captured within the proposed Risk Management Policy recommended for approval under cover of the report submitted to Council at this meeting. The content of this policy is more appropriately captured within a Council procedure or guideline.

4. Interview and relocation expenses (Rous Water)

Purpose: To clarify what expenses may be paid to applicants for positions at Council

Rationale for revocation: This is a pre-amalgamation legacy document that is now redundant. Given Council's ability to accommodate remote attendance at interviews, it is unlikely that reimbursement of interview expenses will arise. As to relocation expenses, which are limited to reimbursement of removalist fees, it is proposed that this be provided for in the existing Recruitment procedure approved by the General Manager.

5. Procurement (FNCW and RRCC)

Purpose: To establish a framework governing Council's procurement practices.

Rationale for revocation: This is a pre-amalgamation legacy document that is unnecessary. Council currently has three (3) identical procurement policies in force originating from Rous Water, Richmond River County Council and Far North Coast Weeds. The Rous Water procurement policy will be retained in the interim until it is updated. The update of this policy is expected to be informed by the recommendations to be made as a result of the Procure to Pay internal audit currently being finalised.

Comment

The priority of the policy review is ensuring individual policies are reviewed for accuracy and currency when they become due each four-year anniversary. This review may not previously have necessitated the updating of the policy, particularly if no changes were identified as necessary, which may be a reason for the high percentage of pre-amalgamation policies still in-force as depicted in figures 1 and 2 above. It should be noted that the percentage of pre-amalgamation documents only has the capacity to decrease and it is anticipated that at least seven further pre-amalgamation policies will be put forward for revocation at a Council meeting in the first half of this year as a result of the development of a new consolidated Land Management Policy currently under development.

Consultation

Consultation in relation to the recommendations was undertaken between the Governance Advisor and internal policy owners to ensure the revocations are appropriate.

Conclusion

Relevant content contained in the above policies has or will be largely captured within other governance documents, for example: proportions of elected officials captured within the attached proclamation, policy and procedure development to be captured within a user-friendly procedure or guidance material and relocation expenses to be captured within the Recruitment procedure.

Each policy has been separately reviewed in consultation with relevant staff. As a result, it is proposed that the policies be revoked.

Helen McNeil

Group Manager People and Performance

Attachments:

1. Proclamation dated 29 September 1999.
2. Representation of elected councillors (Rous Water) dated 16-02-2005 (for revocation).
3. Delegates to Floodplain Management Authorities of NSW (RRCC) 21-10-2002 (for revocation).
4. Policy and procedure development (3 Counties) 04-03-2009 (for revocation).
5. Interview and relocation expenses (Rous Water) 20-06-2007 (for revocation).
6. Procurement (FNCW) 16-02-2015 (for revocation).
7. Procurement (RRCC) 16-02-2015 (for revocation).

HOUSING ACT 1976

Dedication of Land as Public Reserve

THE New South Wales Land and Housing Corporation by its delegate declares pursuant to the provisions of sections 15 (3) and 15 (4) of the Housing Act 1976 that the land described in the Schedule below is dedicated as Public Reserve and vested in the Council of the City of Blacktown.

Dated this 14th day of September 1999.

B. JAMIESON, General Manager,
Resitech.

SCHEDULE

The Public Reserve shown as Lot 107 on the plan of land at Tregar in the City of Blacktown, Parish of Rooty Hill, County of Cumberland, registered in the Land Titles Office as Deposited Plan No. 241853.

LOCAL GOVERNMENT ACT 1993

PROCLAMATION

(L.S.) G. SAMUELS, Governor.

I, the Honourable GORDON SAMUELS, A.C., Governor of the State of New South Wales, with the advice of the Executive Council and in pursuance of section 397 of the Local Government Act 1993, hereby amend the Proclamations in force constituting or varying the constitution of the Rous County Council as constituted under the said Act by:

- (1) varying the number of persons that comprise the County Council's governing body from nine to eight so that each of the constituent councils shall have two representatives on the County Council; and
- (2) declaring that the change is to be effective as from the date of issue of this Proclamation; and
- (3) declaring that any election by the Lismore City Council of members to the County Council's governing body held after the ordinary elections of councillors on 11 September 1999 and before the issue of this Proclamation ceases to have effect.

Signed and sealed at Sydney, this 29th day of September 1999.

By His Excellency's Command,

HARRY WOODS, M.P.,
Minister for Local Government

GOD SAVE THE QUEEN!

LOCAL GOVERNMENT ACT 1993

PROCLAMATION

(L.S.) G. SAMUELS, Governor.

I, the Honourable GORDON SAMUELS, A.C., Governor of the State of New South Wales, with the advice of the Executive Council, and in pursuance of section 218B of the Local Government Act 1993, do hereby alter the boundaries of the Areas of Dumaresq and Guyra as described by Proclamation in *Government Gazette* No. 94 of 19 June 1998,

and the boundaries of the Areas of Uralla and Walcha as described by Proclamation in *Government Gazette* No. 66 of 4 June 1999, by:

- (a) taking the part of the Area of Dumaresq described in Schedule "A" hereto and adding it to the Area of Guyra;
- (b) taking the part of the Area of Guyra described in Schedule "B" hereto adding it to the Area of Dumaresq;
- (c) taking the part of the Area of Uralla described in Schedule "C" hereto and adding it to the Area of Dumaresq; and
- (d) taking the part of the Area of Walcha described in Schedule "D" hereto and adding it to the Area of Dumaresq;

so that the boundaries of the Areas of Dumaresq, Guyra, Uralla and Walcha shall be as respectively described in Schedules "E", "F", "G" and "H" hereto. (FF99/0127).

Signed and sealed at Sydney, this 29th day of September 1999.

By His Excellency's Command,

HARRY WOODS, M.P.,
Minister for Local Government

GOD SAVE THE QUEEN!

SCHEDULE A

Land to be transferred from Area of Dumaresq to Area of Guyra

Area about 26.55 hectares. Being Portions 110 and 156. Parish of Exmouth, County of Sanden.

SCHEDULE B

Land to be transferred from Area of Guyra to Area of Dumaresq

Area about 10.06 hectares. Being that part of Lot 5, D.P. 878309 within the Area of Guyra.

SCHEDULE C

Land to be transferred from Area of Uralla to Area of Dumaresq

Area about 58.98 hectares. Being Lot 51, D.P. 657847.

SCHEDULE D

Land to be transferred from Area of Walcha to Area of Dumaresq

Area about 201.64 hectares. Being that part of Lot 13, D.P. 704004 within the Area of Walcha.

SCHEDULE E

Area of Dumaresq (as altered)

Area about 4170.76 square kilometres: Commencing at the confluence of Macleay River and Blue Mountain Creek; and bounded thence by that river downwards and Kunderang Brook, Fitzroy Creek and Trap Creek upwards

(For revocation)**Attachment 2**

Rous Water			
POLICY 5.4	Representation of Elected Councillors		
AREA	Councillors		
OVERVIEW	Equity in representation by member Council		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	16/02/2005		
REVIEW DATE	Term of Council		
FILE	172	843	1294

POLICY

That the number of persons comprising Rous Water's governing body be eight – two from each member Council – and be:

- Ballina Council 2
- Byron Council 2
- Lismore City Council 2
- Richmond Valley 2

PROCEDURES**LEGISLATION****RELATED DOCUMENTS****CONTACT OFFICER**

General Manager

Secretarial use only	Policy History	Version 3.0: 16/2/2005
Rous Policy No: 5.4	RRCC Policy No:	FNCW Policy No:
Authorised Council: 15/7/1998; 21/10/1998; 16/02/2005	Authorised Council:	Authorised Council:

(For revocation)**Attachment 3**

Richmond River County Council			
POLICY	Delegates to Floodplain management Authorities of NSW		
AREA	General Manager.		
OVERVIEW	Nomination Council representative to the Floodplain Management Authorities.		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	N/A	21/10/2002	N/A
REVIEW DATE	Term of Council.		
FILE	172	843	1294

POLICY

That the Chairman and General Manager and one other Councillor be appointed Councils' delegates to the Floodplain Management Authorities of NSW, with the latter delegate rotating between members and subject to their availability to attend meetings of the Floodplain Management Authorities.

PROCEDURES**LEGISLATION****RELATED DOCUMENTS****CONTACT OFFICER**

Secretarial use only	Policy History	Version 1.0: 21/10/2002
Rous	RRCC	FNCW
Authorised Council: N/A	Authorised Council: 21/10/2002	Authorised Council: N/A

(For revocation)**Attachment 4**

POLICY	Policy and Procedure development			3/09
AREA	Risk Management.			
OVERVIEW	To ensure consistent and effective policy and procedure development in line with Council's Management Plan.			
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW	
	19/11/2008	10/12/2008	04/03/2009	
REVIEW DATE	Term of Council.			
FILE	172	843	1294	

BACKGROUND and POLICY

As part of Council's approach to risk management and achieving best practice in corporate governance it recognises the importance of policy development occurring in an integrated standardised manner and on a whole-of-Council basis. By regulating policy and procedure development in this way Council is committed to:

- (a) satisfying its administrative, legislative and other compliance requirements in a timely manner;
- (b) ensuring that all policy and procedure is:
 - consistent, integrated, practical and easy to implement and understand;
 - appropriately approved and adopted; and
 - routinely reviewed.

Staff must familiarise themselves with and act in accordance with Council's policies and procedures particularly where those policies and procedures relate directly to their work.

PROCEDURES

PROCEDURE NO.: 2/09 Version Control.

RELATED PROCEDURES

PROCEDURE NO.: 6/09 Policy and Procedure Development.

LEGISLATION

Local Government Act 1993 (NSW).

RELATED DOCUMENTS

Public Access to Council Documents.

CONTACT OFFICER

General Manager; Business and Corporate Services Manager; Governance Officer.

Secretarial use only	Policy History	Version 1.0 25/02/2009
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council:	Authorised Council:	Authorised Council:

(For revocation)**Attachment 5**

Rous Water			
POLICY 9.27	Interview and Relocation Expenses		
AREA	Human Resources		
OVERVIEW	To clarify what expenses may be paid to applicants for positions at Council		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	20/06/2007		
REVIEW DATE	As required		
FILE	172	843	1294

POLICY**Policy Statement**

Applicants for positions who are called for interview may be reimbursed reasonable out of pocket expenses and in addition, consideration may be given to providing assistance with relocation expenses to successful candidates.

Applicability

- Generally, professional positions in Band 3, Level 2 and above (Grades 12 - 21) will be considered.
- Other positions may be considered, subject to the General Manager's approval.

Related Material

Interview and Relocation Expenses Procedure

PROCEDURES**LEGISLATION****RELATED DOCUMENTS****CONTACT OFFICERS**

General Manager
Human Resources Manager

Secretarial use only	Policy History	Version 2.0 20/06/2007
Rous Policy No: 9.27	RRCC Policy No:	FNCW Policy No:
Authorised Council: 18/10/2006; 20/06/2007	Authorised Council:	Authorised Council:

(For revocation)**Attachment 6**

POLICY	Procurement		
OVERVIEW	To establish a framework governing Council's procurement practices		
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW
	Separate Policy	-	16/02/2015
REVIEW DATE	Annually.		
FILE	172	843	1294

BACKGROUND

Good governance and risk management in procurement requires transparency, accountability and honesty at all points of the process pre and post purchase or engagement; from when a business need is identified through to the end of the useful life of an asset or end of a service contract.

The active management of the procurement process is critical to ensure that Council achieves and maximises procurement outcomes. This requires clearly defining and communicating procurement standards and principles, monitoring behaviour to ensure that expectations are met and that instances of non-compliance are reported and actioned.

This Policy applies to all procurement by Council:

- including the procurement of labour resources from labour hire suppliers,
- but excluding employment contracts (including term appointments).

POLICY

Council supports open competition in procurement as a matter of good public policy and general good business. By implementing this Policy and adopting a strategic and consistent approach to procurement Council aims to achieve and maintain integrity in the procurement process through transparency, good management practices, prevention of misconduct, accountability and control including performance monitoring and review.

A key enabler to achieving the aims of this Policy is to develop and enhance procurement capability through learning and development. A responsibility of management is to ensure that staff understand their roles and responsibilities in the procurement process and that training and professional development opportunities are provided accordingly.

Council's procurement is to be carried out in accordance with the requirements of the *Local Government Act 1993*.

Definitions

In this Policy the following words have the meaning ascribed to them below:

local means:

- (a) located within the local government area of Ballina, Byron, Lismore and Richmond Valley, or
- (b) if for any reason goods and services cannot be sourced within or are required to be supplied outside the area referred to in paragraph (a), located within the local government regional area of Ballina, Byron, Kyogle, Lismore, Richmond Valley and Tweed.

local content means goods or services offered in a tender or bid which can be identified as being sourced locally.

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

local content plan means the part of Council's tender document which requires information about the goods or services offered which can be identified as being sourced locally.

tender means the process of making an offer, bid or proposal, or expressing interest in response to an invitation or request for tender whether or not the invitation is required under section 55 of the *Local Government Act 1993*.

PROCUREMENT ADMINISTRATION

The timely and accurate documentation of the procurement process is critical to achieving the aims of this Policy. Staff with a role in procurement are responsible for ensuring that an audit trail of the administration of the procurement process is made and maintained within Council's records management system. This is fundamental to risk management pre and post procurement.

Documentation will enable staff to ensure, among other things, that goods delivered match order specifications and service delivery reflects service agreement requirements and expectations.

It is the responsibility of the procuring staff member to actively monitor and manage service agreement expenditure and contractual service provider risk to protect against service delivery failure. It is also their responsibility post procurement to review the process undertaken in order to identify any continuous improvement opportunities.

Contractor/consultant performance evaluation

Contractor/consultant performance will be evaluated as part of Council's procurement process. Council reserves the right to use information gathered from the performance evaluation process to inform future procurement decisions.

PROCUREMENT REVIEW

Procurement, tendering and contract management and administration will be the subject of review through Council's Internal Audit program.

PROCUREMENT STANDARD

Council will have regard to the following principles when conducting procurement activities:

Principle 1: Value for money

The objective of Principle 1 is to ensure that procurement for the carrying out of works, goods or services represents the best return and performance for the money spent from a 'total cost of ownership' or 'whole-of-life costs' perspective.

Value for money does not mean accepting the lowest price.

The assessment of value for money may include:

1.1 Non-cost related factors

- (a) Conformance with specifications, fitness for purpose, quality, services and support.
- (b) Value of any associated safety and or environmental benefits.
- (c) Technical compliance issues.
- (d) Previous experience.
- (e) Availability of local servicing/technical support.

1.2 Cost related factors:

- (a) Whole-of-life costs including cost of acquisition, operation, maintenance and disposal.
- (b) Transaction costs.
- (c) Internal administration costs including planning for the procurement, processing payments, contract and supplier performance management.

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

Principle 2: Local sourcing

The objective of Principle 2 is to provide a mechanism that recognises that overall value for money is about broader economic benefits to the local area; not just lowest price. Economic benefits flow to all local businesses where Council maximises opportunities for local suppliers to compete for its business on the basis of value for money. Benefits include accessibility to deliver local servicing support, knowledge of and experience with local conditions, the creation of local employment opportunities. These benefits contribute to the overall social and economic growth of the region. Council's aim is to proactively support local businesses and industry without restricting competition.

The principles to be applied will vary depending on the value of the procurement concerned:

2.1 Procurement < \$10K

For procurement < \$10K, where two or more quotes (being both local and non-local) are otherwise equivalent on non-price and price criteria, Council's preference will be to procure locally.

2.2 Procurement ≥\$10K but excluding procurement by tender described at 2.3 below

For procurement ≥\$10K which is not conducted by tender in accordance with the process prescribed in the *Local Government Act 1993*, local content will be scored as part of the 'Price' criteria based on details submitted by a supplier with their offer.

Council will provide template documentation that suppliers can complete and submit with their offers. It is the responsibility of the supplier to provide sufficient information to evidence their claim of local content.

2.3 Procurement by tender to be conducted in accordance with the *Local Government Act 1993*

For procurement by tender to be conducted in accordance with the process prescribed in the *Local Government Act 1993*, local content will form part of the 'Price' criteria % (refer to the section titled 'TENDERS' on page 7). A local content plan will be used to calculate the price of local content being offered in a tender as a percentage of the total price of that tender. This will produce a local preference score.

Local content weighting

For the purpose of price comparison, local content will be represented by applying a local content weighting during the assessment process:

Expected price range	Local content weighting
≥ \$10K < \$50K general items (excluding motor vehicles)	5% capped at \$2K
≥ \$10K < \$50K motor vehicles	3% capped at \$1,500
≥ \$50K < \$150K	4% capped at \$5,250
≥ \$150K < \$500K	3.5% capped at \$15K
≥ \$500K < \$1M	3% capped at \$20K
≥ \$1M	2% capped at \$50K

The following example is provided to show how the methodology is applied:

In response to a request for tender, a business submits a tender to Council offering to provide goods for a total amount of \$148,000. The business can demonstrate that the goods to be provided which are locally sourced (ie. the 'local content') account for 90% of the total tender price (ie. the 'local preference score'). Using the local content weighting methodology table, the local content weighting for a contract of \$148,000 is 4% (capped at \$5,250) which is applied as follows:

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

$$\begin{aligned}
 &= \text{local content weighting (\%)} \times \text{local preference score (\%)} \times \text{total tender price (\$)} \\
 &= 0.04 \times 0.90 \times \$148,000 \\
 &= 4\% \text{ of } \$133,200 \\
 &= \$5,328
 \end{aligned}$$

However, the effect of the cap means that for the purposes of the tender assessment process the local content weighting maximum of \$5,250 applies.

The tender value is therefore assessed as being: \$148,000 - \$5,250 = **\$142,750**

Local content and verification by Council

Council reserves the right to make such enquiries as are necessary to verify a claim of local content including the right to reject such a claim if it cannot be verified.

Report of costs to be incurred if local content weighting applied

When reporting to Council the result of a tender evaluation, any proposed application of the local content weighting will be clearly referred to. Detail will be provided regarding any additional costs to be incurred by Council where a tender of higher price is preferred over a lower priced tender which would have otherwise been successful except for application of the local content methodology.

Arrangements to apply where procurement is funded by an external body

Unless otherwise agreed between the organisation and Council, where funds are provided by an external organisation the procurement rules of that organisation will apply.

Review

The operation of the local sourcing principle will be reviewed on an annual basis to ensure that it is not operating to substantially restrict non-local competition. Should Council become aware at any point in time that the application of the local sourcing principle is substantially restricting non-local competition, then Council will immediately suspend the use of the principle until such time as this Policy is amended to rectify the issue.

Principle 3: Risk management

The objective of Principle 3 is to mitigate risk and provide greater certainty that the proposed procurement will have successful outcomes.

3.1 Insurance

The type and level of insurance required in relation to the provision of works or services will be determined based on the identified risk exposure associated with the procurement.

3.2 Quality assurance

Quality assurance is a system of planning and operational activities which suppliers can put in place to provide assurance that a buyers' requirements will be met for the whole of the intended life of the works, goods or services procured.

The need for a quality assurance process will depend on:

- The likelihood and potential consequences of the risks involved;
- The value of the procurement; and
- Whether requiring quality assurance will add value.

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Authorised Council:	Authorised Council:	Authorised Council:	

Quality assurance may take different forms such as: certification of conformance to the AS/NZS/ISO9000:2000 series; product certification; partial implementation of the AS/NZS/ISO9001:2000 quality management system standard; or normal commercial and industry practice.

3.3 Work Health and Safety

The weighting attributed to work health and safety in the procurement process should be proportionate to the level of risk identified during the planning and design phases of the project concerned. Prior to the selection and/or purchase of goods, particularly plant and equipment, an evaluation for work health and safety and Australian Standard compliance must be undertaken. This is to ensure that unacceptable risks are not inadvertently created and that no expensive modifications or hazard-mitigation measures are required post purchase.

All plant and equipment purchased must comply with the Australian Standard applicable at the time of purchase.

3.4 Environmental protection

Environmental protection is about maintaining a commitment to environmental quality and safety. Suppliers of works and services will be required to adhere to best practice to promote and protect the environment and minimise environmental harm. They must ensure that their activities do not cause or contribute to significant adverse environmental impacts.

Every individual has a duty of care to the environment. This means that Council and anyone that it does business with is expected to:

- Take all reasonable steps to prevent pollution and protect the environment;
- Show that everything that could have been done to prevent an incident from occurring, has been done; and
- Ensure that all necessary pollution control measures are in place and are regularly checked and maintained to minimise the risk of an environmental incident.

To assess a supplier's environmental protection credentials they may be requested to provide sufficient information to enable Council to undertake an evaluation of issues relative to environmental protection. This may include furnishing evidence of licenses/permits/certifications relevant to the proposed works or services. Environmental risk assessments may need to be carried out to identify the likelihood and consequence of environmental impacts associated with proposed works or services.

Principle 4: Sustainability

The objective of Principle 4 is to procure works, goods or services that have reduced impacts on the environment compared with competing products and services that achieve the same function and value for money outcomes. Works, goods or services should achieve value for money on a whole-of-life basis in terms of generating benefits not only to Council, but also to society and the economy.

When buying works, goods or services Council will have regard to the eco-efficiency principle and consider strategies to:

- Avoid unnecessary consumption and manage demand:
 - (a) Encourage and prefer eco-friendly products which are more power efficient.
 - (b) Select energy, fuel and water efficient products and technology.
 - (c) Purchase from a source which is less polluting or uses clean technology.

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Authorised Council:	Authorised Council:		Authorised Council:

- Minimise whole-of-life impact of the works, goods or services:
 - (a) Consider the provision of re-usable products and recycling as part of the project planning process, including the consideration of whole-life costs (rather than just initial cost) and end-of-life disposal considerations.
 - (b) Use recycled/part recycled products to optimise consumption and stimulate demand for recycled products, providing an example to business, industry and the community in promoting the use of environmentally responsible products and services and the collection and reprocessing of waste.

Principle 5: Probity, ethical behaviour and fair dealing

The objective of Principle 5 is to ensure that any person with procurement responsibilities (including staff with a financial delegation) act with integrity and in accordance with Council's Code of Conduct and its corporate values. It is a condition of engagement of any person contracted by Council to undertake procurement activities for and on its behalf that they adhere to these requirements (and such other requirements as notified by Council to the person).

High standards of professionalism in procurement activities, in particular the treatment and handling of gifts, benefits and bribes, will be promoted at all levels throughout Council. Suppliers are essential to continuity of Council operations and it is expected that they will be treated fairly and respectfully at all times. This includes ensuring that payments are made according to terms of trade and that any commercially-confidential information and/or intellectual property that Council is privy to is safeguarded and kept secure.

TENDERS

Where in accordance with the *Local Government Act 1993* Council must invite a tender before entering into a contract, or where Council is not required to invite a tender before entering into a contract but determines to do so, such tenders will contain 'Mandatory', 'Non-price' and 'Price' criteria:

- Conformance with 'Mandatory' criteria is assessed as 'yes' or 'no' i.e. absolute conformance is required; non-conforming bids are disqualified.
- Non-price is weighted at 40%.
- Price is weighted at 60% and will include local content.

The % allocated to 'Non-price' and 'Price' may be adjusted subject to written approval from the General Manager.

Tenders will not be called unless there is a firm intention of proceeding to contract.

E-tendering is the preferred method for conducting tenders

The use of contemporary technologies in the procurement process is encouraged and the preferred method for conducting tenders is e-procurement.

Reporting of tenders to Council

Tenders will be reported to Council at an open meeting unless the *Local Government Act 1993* provides that the matter should be considered in closed Council.

Tender Evaluation Plan

A Tender Evaluation Plan is mandatory for all tenders. The Tender Evaluation Plan will include a Code of Conduct component and declaration of conflicts of interest or material interests.

Secretarial use only	Policy History		Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy	
Authorised Council:	Authorised Council:	Authorised Council:	

Tender Review Committee

Prior to the letting of a contract which, according to the *Local Government Act 1993*, requires the conduct of a tender, a Tender Review Committee will be established to perform a check of the selection process. This requirement does not apply where the conduct and management of the tender is outsourced.

GENERAL**NSW Procurement Board contracts or preferred supplier panels**

Procurement is encouraged through regional or industry projects or panels including State and local government panel agreements.

Requirements under the *Government Information (Public Access) Act 2009*

Pursuant to the *Government Information (Public Access) Act 2009* contracts over a prescribed monetary value will be entered into Council's contracts register. The register is located on Council's website. Furthermore, it is a condition of engagement that contractors, regardless of the value of the relevant contract, agree to Council requirements with respect to access to information contained in records held by the contractor in relation to the engagement.

RELATED PROCEDURES

Gathering Information.
 Gifts, Benefits and Bribes.
 Procurement.
 Tenders.

LEGISLATION

Competition and Consumer Act 2010 (Cth) (formerly the Trade Practices Act 1974)
Dangerous Goods (Road and Rail Transport) Act 2008
Environmentally Hazardous Chemicals Act 1985
Fair Trading Act 1987
Forestry Act 2012
Government Information (Public Access) Act 2009
Local Government Act 1993
Ozone Protection Act 1989
Pesticides Act 1999
Protection of the Environment Operations Act 1997
Public Interest Disclosures Act 1994
Soil Conservation Act 1938
Threatened Species Conservation Act 1995
Waste Avoidance and Resource Recovery Act 2001
Water Act 1912
Water Management Act 2000
Work Health and Safety Act 2011

RELATED DOCUMENTS

Code of Conduct.
 Customer Service Charter.
Competition Principles Agreement signed by Commonwealth, State, Territory Governments in April 1995.
 Gifts and Benefits declaration form.
 Gifts and Benefits Register.
 Secondary employment application form.
 Staff delegations.
 Tendering Guidelines for NSW Local Government (October 2009).
 Values statement.

CONTACT OFFICER: General Manager

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

(For revocation)**Attachment 7**

POLICY	Procurement		
OVERVIEW	To establish a framework governing Council's procurement practices.		
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW
	Separate Policy	16/02/2015	-
REVIEW DATE	Annually.		
FILE	172	843	1294

BACKGROUND

Good governance and risk management in procurement requires transparency, accountability and honesty at all points of the process pre and post purchase or engagement; from when a business need is identified through to the end of the useful life of an asset or end of a service contract.

The active management of the procurement process is critical to ensure that Council achieves and maximises procurement outcomes. This requires clearly defining and communicating procurement standards and principles, monitoring behaviour to ensure that expectations are met and that instances of non-compliance are reported and actioned.

This Policy applies to all procurement by Council:

- including the procurement of labour resources from labour hire suppliers,
- but excluding employment contracts (including term appointments).

POLICY

Council supports open competition in procurement as a matter of good public policy and general good business. By implementing this Policy and adopting a strategic and consistent approach to procurement Council aims to achieve and maintain integrity in the procurement process through transparency, good management practices, prevention of misconduct, accountability and control including performance monitoring and review.

A key enabler to achieving the aims of this Policy is to develop and enhance procurement capability through learning and development. A responsibility of management is to ensure that staff understand their roles and responsibilities in the procurement process and that training and professional development opportunities are provided accordingly.

Council's procurement is to be carried out in accordance with the requirements of the *Local Government Act 1993*.

Definitions

In this Policy the following words have the meaning ascribed to them below:

local means:

(a) located within the local government area of Ballina, Byron, Lismore and Richmond Valley, or

(b) if for any reason goods and services cannot be sourced within or are required to be supplied outside the area referred to in paragraph (a), located within the local government regional area of Ballina, Byron, Kyogle, Lismore, Richmond Valley and Tweed.

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

local content means goods or services offered in a tender or bid which can be identified as being sourced locally.

local content plan means the part of Council's tender document which requires information about the goods or services offered which can be identified as being sourced locally.

tender means the process of making an offer, bid or proposal, or expressing interest in response to an invitation or request for tender whether or not the invitation is required under section 55 of the *Local Government Act 1993*.

PROCUREMENT ADMINISTRATION

The timely and accurate documentation of the procurement process is critical to achieving the aims of this Policy. Staff with a role in procurement are responsible for ensuring that an audit trail of the administration of the procurement process is made and maintained within Council's records management system. This is fundamental to risk management pre and post procurement.

Documentation will enable staff to ensure, among other things, that goods delivered match order specifications and service delivery reflects service agreement requirements and expectations.

It is the responsibility of the procuring staff member to actively monitor and manage service agreement expenditure and contractual service provider risk to protect against service delivery failure. It is also their responsibility post procurement to review the process undertaken in order to identify any continuous improvement opportunities.

Contractor/consultant performance evaluation

Contractor/consultant performance will be evaluated as part of Council's procurement process. Council reserves the right to use information gathered from the performance evaluation process to inform future procurement decisions.

PROCUREMENT REVIEW

Procurement, tendering and contract management and administration will be the subject of review through Council's Internal Audit program.

PROCUREMENT STANDARD

Council will have regard to the following principles when conducting procurement activities:

Principle 1: Value for money

The objective of Principle 1 is to ensure that procurement for the carrying out of works, goods or services represents the best return and performance for the money spent from a 'total cost of ownership' or 'whole-of-life costs' perspective.

Value for money does not mean accepting the lowest price.

The assessment of value for money may include:

1.1 Non-cost related factors

- (a) Conformance with specifications, fitness for purpose, quality, services and support.
- (b) Value of any associated safety and or environmental benefits.
- (c) Technical compliance issues.
- (d) Previous experience.
- (e) Availability of local servicing/technical support.

1.2 Cost related factors:

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

- (a) Whole-of-life costs including cost of acquisition, operation, maintenance and disposal.
- (b) Transaction costs.
- (c) Internal administration costs including planning for the procurement, processing payments, contract and supplier performance management.

Principle 2: Local sourcing

The objective of Principle 2 is to provide a mechanism that recognises that overall value for money is about broader economic benefits to the local area; not just lowest price. Economic benefits flow to all local businesses where Council maximises opportunities for local suppliers to compete for its business on the basis of value for money. Benefits include accessibility to deliver local servicing support, knowledge of and experience with local conditions, the creation of local employment opportunities. These benefits contribute to the overall social and economic growth of the region. Council's aim is to proactively support local businesses and industry without restricting competition.

The principles to be applied will vary depending on the value of the procurement concerned:

2.1 Procurement < \$10K

For procurement < \$10K, where two or more quotes (being both local and non-local) are otherwise equivalent on non-price and price criteria, Council's preference will be to procure locally.

2.2 Procurement ≥\$10K but excluding procurement by tender described at 2.3 below

For procurement ≥\$10K which is not conducted by tender in accordance with the process prescribed in the *Local Government Act 1993*, local content will be scored as part of the 'Price' criteria based on details submitted by a supplier with their offer.

Council will provide template documentation that suppliers can complete and submit with their offers. It is the responsibility of the supplier to provide sufficient information to evidence their claim of local content.

2.3 Procurement by tender to be conducted in accordance with the *Local Government Act 1993*

For procurement by tender to be conducted in accordance with the process prescribed in the *Local Government Act 1993*, local content will form part of the 'Price' criteria % (refer to the section titled 'TENDERS' on page 7). A local content plan will be used to calculate the price of local content being offered in a tender as a percentage of the total price of that tender. This will produce a local preference score.

Local content weighting

For the purpose of price comparison, local content will be represented by applying a local content weighting during the assessment process:

Expected price range	Local content weighting
≥ \$10K < \$50K general items (excluding motor vehicles)	5% capped at \$2K
≥ \$10K < \$50K motor vehicles	3% capped at \$1,500
≥ \$50K < \$150K	4% capped at \$5,250
≥ \$150K < \$500K	3.5% capped at \$15K
≥ \$500K < \$1M	3% capped at \$20K
≥ \$1M	2% capped at \$50K

The following example is provided to show how the methodology is applied:

Secretarial use only	Policy History		Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy	
Authorised Council:	Authorised Council:	Authorised Council:	

In response to a request for tender, a business submits a tender to Council offering to provide goods for a total amount of \$148,000. The business can demonstrate that the goods to be provided which are locally sourced (ie. the 'local content') account for 90% of the total tender price (ie. the 'local preference score'). Using the local content weighting methodology table, the local content weighting for a contract of \$148,000 is 4% (capped at \$5,250) which is applied as follows:

$$\begin{aligned}
 &= \text{local content weighting (\%)} \times \text{local preference score (\%)} \times \text{total tender price (\$)} \\
 &= 0.04 \times 0.90 \times \$148,000 \\
 &= 4\% \text{ of } \$133,200 \\
 &= \$5,328
 \end{aligned}$$

However, the effect of the cap means that for the purposes of the tender assessment process the local content weighting maximum of \$5,250 applies.

*The tender value is therefore assessed as being: \$148,000 - \$5,250 = **\$142,750***

Local content and verification by Council

Council reserves the right to make such enquiries as are necessary to verify a claim of local content including the right to reject such a claim if it cannot be verified.

Report of costs to be incurred if local content weighting applied

When reporting to Council the result of a tender evaluation, any proposed application of the local content weighting will be clearly referred to. Detail will be provided regarding any additional costs to be incurred by Council where a tender of higher price is preferred over a lower priced tender which would have otherwise been successful except for application of the local content methodology.

Arrangements to apply where procurement is funded by an external body

Unless otherwise agreed between the organisation and Council, where funds are provided by an external organisation the procurement rules of that organisation will apply.

Review

The operation of the local sourcing principle will be reviewed on an annual basis to ensure that it is not operating to substantially restrict non-local competition. Should Council become aware at any point in time that the application of the local sourcing principle is substantially restricting non-local competition, then Council will immediately suspend the use of the principle until such time as this Policy is amended to rectify the issue.

Principle 3: Risk management

The objective of Principle 3 is to mitigate risk and provide greater certainty that the proposed procurement will have successful outcomes.

3.1 Insurance

The type and level of insurance required in relation to the provision of works or services will be determined based on the identified risk exposure associated with the procurement.

3.2 Quality assurance

Quality assurance is a system of planning and operational activities which suppliers can put in place to provide assurance that a buyers' requirements will be met for the whole of the intended life of the works, goods or services procured.

The need for a quality assurance process will depend on:

Secretarial use only	Policy History		Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy	
Authorised Council:	Authorised Council:	Authorised Council:	

- The likelihood and potential consequences of the risks involved;
- The value of the procurement; and
- Whether requiring quality assurance will add value.

Quality assurance may take different forms such as: certification of conformance to the AS/NZS/ISO9000:2000 series; product certification; partial implementation of the AS/NZS/ISO9001:2000 quality management system standard; or normal commercial and industry practice.

3.3 Work Health and Safety

The weighting attributed to work health and safety in the procurement process should be proportionate to the level of risk identified during the planning and design phases of the project concerned. Prior to the selection and/or purchase of goods, particularly plant and equipment, an evaluation for work health and safety and Australian Standard compliance must be undertaken. This is to ensure that unacceptable risks are not inadvertently created and that no expensive modifications or hazard-mitigation measures are required post purchase.

All plant and equipment purchased must comply with the Australian Standard applicable at the time of purchase.

3.4 Environmental protection

Environmental protection is about maintaining a commitment to environmental quality and safety. Suppliers of works and services will be required to adhere to best practice to promote and protect the environment and minimise environmental harm. They must ensure that their activities do not cause or contribute to significant adverse environmental impacts.

Every individual has a duty of care to the environment. This means that Council and anyone that it does business with is expected to:

- Take all reasonable steps to prevent pollution and protect the environment;
- Show that everything that could have been done to prevent an incident from occurring, has been done; and
- Ensure that all necessary pollution control measures are in place and are regularly checked and maintained to minimise the risk of an environmental incident.

To assess a supplier's environmental protection credentials they may be requested to provide sufficient information to enable Council to undertake an evaluation of issues relative to environmental protection. This may include furnishing evidence of licenses/permits/certifications relevant to the proposed works or services. Environmental risk assessments may need to be carried out to identify the likelihood and consequence of environmental impacts associated with proposed works or services.

Principle 4: Sustainability

The objective of Principle 4 is to procure works, goods or services that have reduced impacts on the environment compared with competing products and services that achieve the same function and value for money outcomes. Works, goods or services should achieve value for money on a whole-of-life basis in terms of generating benefits not only to Council, but also to society and the economy.

Secretarial use only	Policy History		Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy	
Authorised Council:	Authorised Council:	Authorised Council:	

When buying works, goods or services Council will have regard to the eco-efficiency principle and consider strategies to:

- Avoid unnecessary consumption and manage demand:
 - (a) Encourage and prefer eco-friendly products which are more power efficient.
 - (b) Select energy, fuel and water efficient products and technology.
 - (c) Purchase from a source which is less polluting or uses clean technology.
- Minimise whole-of-life impact of the works, goods or services:
 - (a) Consider the provision of re-usable products and recycling as part of the project planning process, including the consideration of whole-life costs (rather than just initial cost) and end-of-life disposal considerations.
 - (b) Use recycled/part recycled products to optimise consumption and stimulate demand for recycled products, providing an example to business, industry and the community in promoting the use of environmentally responsible products and services and the collection and reprocessing of waste.

Principle 5: Probity, ethical behaviour and fair dealing

The objective of Principle 5 is to ensure that any person with procurement responsibilities (including staff with a financial delegation) act with integrity and in accordance with Council's Code of Conduct and its corporate values. It is a condition of engagement of any person contracted by Council to undertake procurement activities for and on its behalf that they adhere to these requirements (and such other requirements as notified by Council to the person).

High standards of professionalism in procurement activities, in particular the treatment and handling of gifts, benefits and bribes, will be promoted at all levels throughout Council. Suppliers are essential to continuity of Council operations and it is expected that they will be treated fairly and respectfully at all times. This includes ensuring that payments are made according to terms of trade and that any commercially-confidential information and/or intellectual property that Council is privy to is safeguarded and kept secure.

TENDERS

Where in accordance with the *Local Government Act 1993* Council must invite a tender before entering into a contract, or where Council is not required to invite a tender before entering into a contract but determines to do so, such tenders will contain 'Mandatory', 'Non-price' and 'Price' criteria:

- Conformance with 'Mandatory' criteria is assessed as 'yes' or 'no' i.e. absolute conformance is required; non-conforming bids are disqualified.
- Non-price is weighted at 40%.
- Price is weighted at 60% and will include local content.

The % allocated to 'Non-price' and 'Price' may be adjusted subject to written approval from the General Manager.

Tenders will not be called unless there is a firm intention of proceeding to contract.

E-tendering is the preferred method for conducting tenders

The use of contemporary technologies in the procurement process is encouraged and the preferred method for conducting tenders is e-procurement.

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

Reporting of tenders to Council

Tenders will be reported to Council at an open meeting unless the *Local Government Act 1993* provides that the matter should be considered in closed Council.

Tender Evaluation Plan

A Tender Evaluation Plan is mandatory for all tenders. The Tender Evaluation Plan will include a Code of Conduct component and declaration of conflicts of interest or material interests.

Tender Review Committee

Prior to the letting of a contract which, according to the *Local Government Act 1993*, requires the conduct of a tender, a Tender Review Committee will be established to perform a check of the selection process. This requirement does not apply where the conduct and management of the tender is outsourced.

GENERAL**NSW Procurement Board contracts or preferred supplier panels**

Procurement is encouraged through regional or industry projects or panels including State and local government panel agreements.

Requirements under the *Government Information (Public Access) Act 2009*

Pursuant to the *Government Information (Public Access) Act 2009* contracts over a prescribed monetary value will be entered into Council's contracts register. The register is located on Council's website. Furthermore, it is a condition of engagement that contractors, regardless of the value of the relevant contract, agree to Council requirements with respect to access to information contained in records held by the contractor in relation to the engagement.

RELATED PROCEDURES

Gathering Information.
Gifts, Benefits and Bribes.
Procurement.
Tenders.

LEGISLATION

Competition and Consumer Act 2010 (Cth) (formerly the Trade Practices Act 1974)
Dangerous Goods (Road and Rail Transport) Act 2008
Environmentally Hazardous Chemicals Act 1985
Fair Trading Act 1987
Forestry Act 2012
Government Information (Public Access) Act 2009
Local Government Act 1993
Ozone Protection Act 1989
Pesticides Act 1999
Protection of the Environment Operations Act 1997
Public Interest Disclosures Act 1994
Soil Conservation Act 1938
Threatened Species Conservation Act 1995
Waste Avoidance and Resource Recovery Act 2001
Water Act 1912
Water Management Act 2000
Work Health and Safety Act 2011

RELATED DOCUMENTS

Code of Conduct.
Customer Service Charter.
Competition Principles Agreement signed by Commonwealth, State, Territory Governments in April 1995.

Secretarial use only	Policy History		Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy	
Authorised Council:	Authorised Council:	Authorised Council:	

Gifts and Benefits declaration form.
 Gifts and Benefits Register.
 Secondary employment application form.
 Staff delegations.
 Tendering Guidelines for NSW Local Government (October 2009).
 Values statement.

CONTACT OFFICER

General Manager.

Secretarial use only	Policy History	Version 2.0 16/02/2015
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council:	Authorised Council:	Authorised Council:

Information reports

(D21/4815)

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 2021
- ii). Fluoride dosing plant performance report: October to December 2020 - Q4
- iii). Delivery program/Operational plan – July to December 2020
- iv). Debt write-off information summary
- v). Reports/actions pending

Background

Copies of the following reports are attached for information:

- i). Investments – January 2021
- ii). Fluoride dosing plant performance report: October to December 2020 - Q4
- iii). Delivery program/Operational plan – July to December 2020
- iv). Debt write-off information summary
- v). Reports/actions pending

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 2021

(59/12)

Business activity priority	Results and sustainable performance
Goal 7	Sustainable performance

Recommendation

That Council receive and note the investments for January 2021.

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 for 31 January 2021.

Governance

Finance

RBA cash rate

At the RBA's February meeting it was decided to leave the cash rate at 0.10%. The 90-day average bank bill swap rate (BBSW) decreased to 0.01%. The low rate will continue to put pressure on interest yields in the foreseeable future.

Total funds invested for January was \$31,667,425

This is a decrease of \$477,462 compared to the November 2020 figure. This is primarily due to one semi-annual loan repayment.

Return for January was 1.15%

The weighted average return on funds invested for the month of January was 1.15%. This represents a decrease of 15 basis point compared to the November result (1.30%) and is 114 basis points above Council's benchmark (the average 90-day BBSW rate of 0.01%) (Refer: Graph D2).

Interest earned for January was \$27,802.

Interest earned for January was \$27,802, resulting in 'Year to Date' interest income earned of \$269,572 compared to the original pro-rata budget of \$320,500 resulting in an unfavourable budget variance of \$50,677 (Refer: Attachment A). The primary reason for the variance is that actual interest rates available in the market are well below that used in the estimates, last April.

The original budget has been reviewed, based on current market rates and the forecast available portfolio balance, with the adjusted forecast investment interest for 30 June 2021 reduced by \$157,500 for a revised budget estimate of \$391,500.

A decrease of \$11,600 for Weeds, \$14,400 for Property and \$131,500 for Bulk Water will be processed through the December Quarterly Budget Review.

Cheque account balance as at 31 January 2021 was \$973,870

Ethical holdings represent 53.68% of the total portfolio.

Current holdings in Ethical Financial Institutions equals \$17,000,000. 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).

Summary of indebtedness as at 31 January 2021

Information	Loan #1	Loan #2	Loan #3	Loan #4	Loan #5	Loan #6	Total
Institution	CBA	CBA	CBA	Dexia	NAB	NAB	
Principal Borrowed	\$ 2,000,000	\$ 3,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	\$ 45,000,000
Date Obtained	9-Jun-04	31-May-05	31-May-06	21-Feb-07	31-May-07	25-Sep-07	
Term (Years)	20	20	20	20	20	20	
Interest Rate	6.82%	6.25%	6.37%	6.40%	6.74%	6.85%	
Date Due	10-Jun-24	31-May-25	31-May-26	21-Feb-27	31-May-27	25-Sep-27	
Annual Commitment	\$ 184,785	\$ 264,921	\$ 891,595	\$ 893,507	\$ 917,390	\$ 925,933	\$ 4,078,130
Principal Repaid LTD	\$ 1,433,184	\$ 1,974,605	\$ 5,916,913	\$ 5,605,907	\$ 5,221,587	\$ 4,911,919	\$ 25,064,116
Interest Incurred LTD	\$ 1,615,770	\$ 2,131,665	\$ 7,011,216	\$ 6,905,305	\$ 7,163,172	\$ 7,125,205	\$ 31,952,334
Principal Outstanding	\$ 566,816	\$ 1,025,395	\$ 4,083,087	\$ 4,394,093	\$ 4,778,413	\$ 5,088,082	\$ 19,935,884
Interest Outstanding	\$ 79,932	\$ 166,749	\$ 820,686	\$ 967,855	\$ 1,205,318	\$ 1,405,337	\$ 4,645,876

Implications of borrowing from New South Wales Corporation (Tcorp)

Council staff continue aligning the existing maturing term deposit investments with Tcorp investment guidelines. The below table shows the movement between rating categories:

Investment category rating	January 2021 term deposit %	November 2020 term deposit %	Increase/ (decrease)
All A –	49.47%	34.67%	42.68%
BBB+, BBB, BBB-	41.05%	49.77%	(17.52%)
Unrated	9.47%	15.55%	(39.09%)

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 2021, investments total \$31,667,425 and the average rate of return is estimated at 1.15%.

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 2021

Attachment A

Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 Jan 21 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
CBA Business Online Saver	AA-	CBA-BOS	No	At call		17.90	5,667,425.30	1.20	1,519.07	12,914.86
Newcastle Permanent Bldg Soc	BBB	TD	Yes	19/2/2019	16/2/2021	1.58	500,000.00	2.95	1,252.74	8,688.36
Newcastle Permanent Bldg Soc	BBB	TD	Yes	8/3/2019	2/3/2021	3.16	1,000,000.00	2.85	2,420.55	16,787.67
Auswide Bank Ltd	BBB+	TD	Yes	3/5/2019	4/5/2021	3.16	1,000,000.00	2.55	2,165.75	15,020.55
Firstmac Ltd	UNRATED	TD	Yes	3/5/2019	11/5/2021	1.58	500,000.00	2.75	1,167.81	8,099.32
Auswide Bank Ltd	BBB+	TD	Yes	8/10/2019	12/10/2021	1.58	500,000.00	1.65	700.68	4,859.59
Auswide Bank Ltd	BBB+	TD	Yes	22/10/2019	19/10/2021	1.58	500,000.00	1.65	700.68	4,859.59
Auswide Bank Ltd	BBB+	TD	Yes	29/10/2019	26/10/2021	1.58	500,000.00	1.65	700.68	4,859.59
Police Credit Union SA	UNRATED	TD	Yes	20/1/2020	2/2/2021	1.58	500,000.00	1.70	721.92	5,006.85
ING Bank Aust Ltd	A	TD	No	3/2/2020	9/2/2021	1.58	500,000.00	1.65	700.68	4,859.59
ING Bank Aust Ltd	A	TD	No	11/2/2020	16/2/2021	3.16	1,000,000.00	1.65	1,401.37	9,719.18
ING Bank Aust Ltd	A	TD	No	18/2/2020	23/2/2021	1.58	500,000.00	1.60	679.45	4,712.33
MyState Bank Limited	BBB+	TD	Yes	3/3/2020	9/3/2021	3.16	1,000,000.00	1.65	1,401.37	9,719.18
Auswide Bank Ltd	BBB+	TD	Yes	28/4/2020	23/3/2021	1.58	500,000.00	1.55	658.22	4,565.07
Auswide Bank Ltd	BBB+	TD	Yes	28/4/2020	13/4/2021	1.58	500,000.00	1.55	658.22	4,565.07
Bank of Queensland	BBB+	TD	Yes	30/6/2020	22/6/2021	3.16	1,000,000.00	1.05	891.78	6,184.93
Bank of Queensland	BBB+	TD	Yes	21/7/2020	20/7/2021	1.58	500,000.00	0.90	382.19	2,404.11
National Australia Bank Limited	AA-	TD	No	28/7/2020	27/7/2021	1.58	500,000.00	0.80	339.73	2,060.27
National Australia Bank Limited	AA-	TD	No	11/8/2020	10/8/2021	1.58	500,000.00	0.80	339.73	1,906.85
National Australia Bank Limited	AA-	TD	No	11/8/2020	17/8/2021	1.58	500,000.00	0.80	339.73	1,906.85
Bank of Queensland	BBB+	TD	Yes	18/8/2020	24/8/2021	1.58	500,000.00	0.80	339.73	1,830.14
National Australia Bank Limited	AA-	TD	No	25/8/2020	31/8/2021	1.58	500,000.00	0.78	331.23	1,709.59
National Australia Bank Limited	AA-	TD	No	25/8/2020	7/9/2021	1.58	500,000.00	0.78	331.23	1,709.59
Commonwealth Bank of Australia	AA-	TD	N/A	25/8/2020	25/5/2021	1.58	500,000.00	0.67	284.52	1,468.49
Westpac Banking Corporation	AA-	TD	No	8/9/2020	14/9/2021	1.58	500,000.00	0.74	314.25	1,480.00
Auswide Bank Ltd	BBB+	TD	Yes	22/9/2020	23/3/2021	1.58	500,000.00	0.75	318.49	1,356.16
National Australia Bank Limited	AA-	TD	No	22/9/2020	21/9/2021	3.16	1,000,000.00	0.70	594.52	2,531.51
Auswide Bank Ltd	BBB+	TD	Yes	29/9/2020	30/3/2021	1.58	500,000.00	0.75	318.49	1,284.25
MyState Bank Limited	BBB+	TD	Yes	29/9/2020	28/9/2021	1.58	500,000.00	0.80	339.73	1,369.86
Commonwealth Bank of Australia	AA-	TD	N/A	6/10/2020	5/10/2021	3.16	1,000,000.00	0.67	569.04	2,166.03
MyState Bank Limited	BBB+	TD	Yes	20/10/2020	19/10/2021	1.58	500,000.00	0.60	254.79	854.79
The Mutual Bank (Maitland Mutual)	UNRATED	TD	Yes	27/10/2020	2/2/2021	1.58	500,000.00	0.47	199.59	624.52
Warwick Credit Union	UNRATED	TD	Yes	27/10/2020	2/2/2021	1.58	500,000.00	0.47	199.59	624.52
Bendigo & Adelaide Bank Ltd (Rural Bank Div)	BBB+	TD	Yes	3/11/2020	16/3/2021	3.16	1,000,000.00	0.55	467.12	1,356.16
AMP Bank	BBB	TD	No	3/11/2020	2/11/2021	1.58	500,000.00	0.60	254.79	739.73

Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 Jan 21 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
Summerland Credit Union	UNRATED	TD	Yes	10/11/2020	9/11/2021	1.58	500,000.00	0.70	297.26	795.89
AMP Bank	BBB	TD	No	13/11/2020	16/11/2021	1.58	500,000.00	0.75	318.49	821.92
Bank of Sydney Ltd	UNRATED	TD	Yes	17/11/2020	15/6/2021	1.58	500,000.00	0.70	297.26	728.77
AMP Bank	BBB	TD	No	17/11/2020	16/11/2021	1.58	500,000.00	0.75	318.49	780.82
Westpac Banking Corporation	AA-	TD	No	5/1/2021	4/1/2022	1.58	500,000.00	0.45	166.44	166.44
Commonwealth Bank of Australia	AA-	TD	N/A	18/1/2021	18/1/2022	3.16	1,000,000.00	0.43	164.93	164.93
National Australia Bank Limited	AA-	TD	No	18/1/2021	11/1/2022	3.16	1,000,000.00	0.40	153.42	153.42
Bank of Queensland	BBB+	TD	Yes	20/10/2020	18/10/2022	1.58	500,000.00	0.80	339.73	1,139.73
MATURED TDs									1,486.30	110,015.21
						100.00	31,667,425.30	1.15	27,801.81	269,572.26
Total Investment Holdings						100.00	31,667,425.30		27,801.81	269,572.26

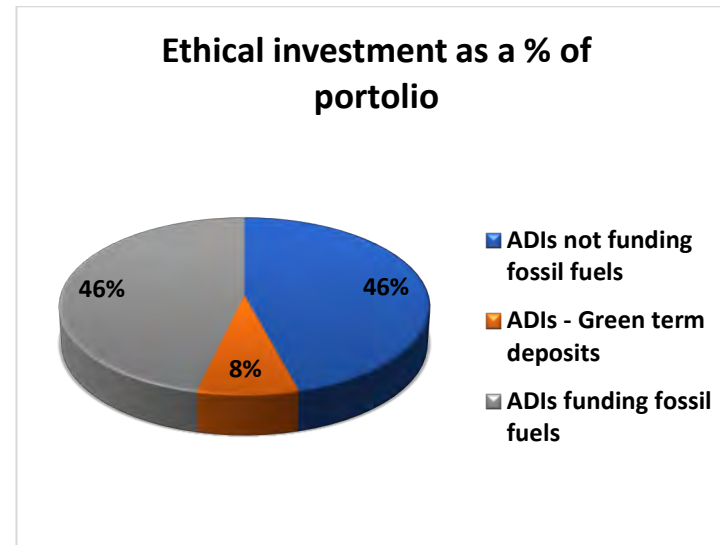
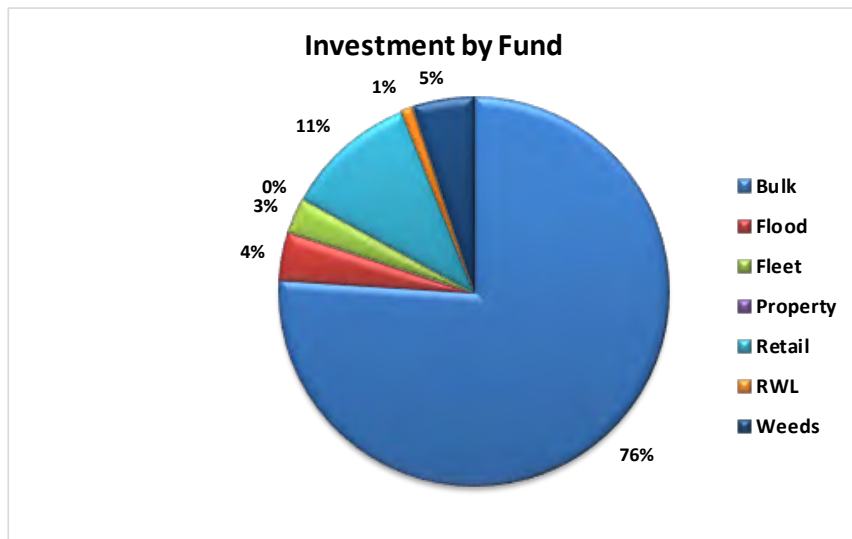
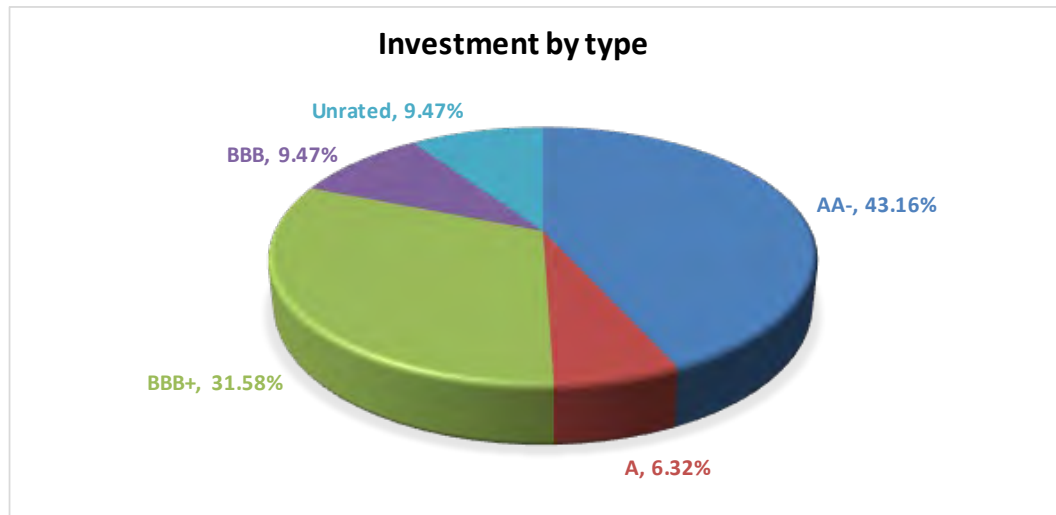
Total YTD Interest **269,572.26**

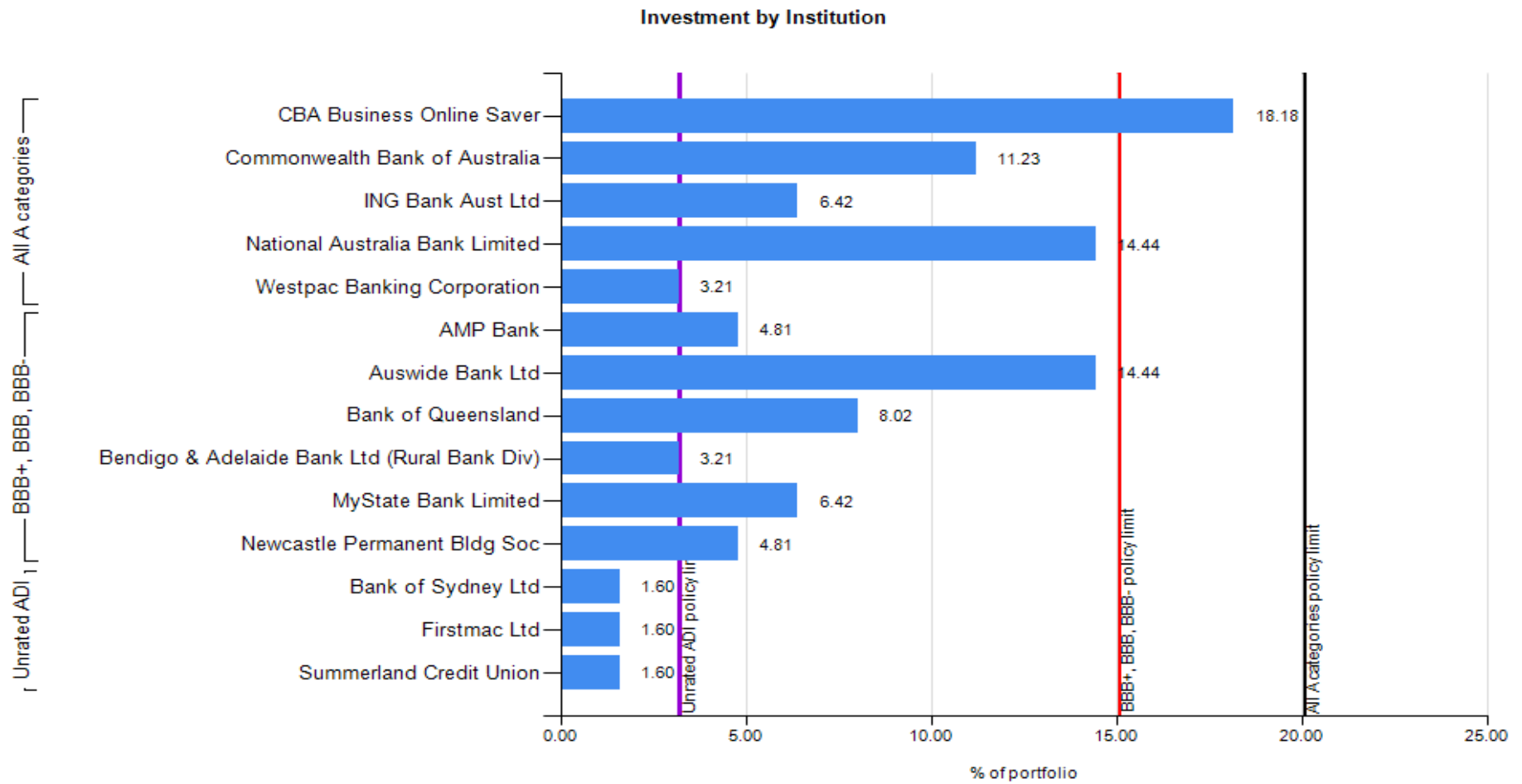
Deposits with Australian Deposit-taking institutions (ADI) are Government.

Budget Interest @ 31 Jan 21 **320,250.00**

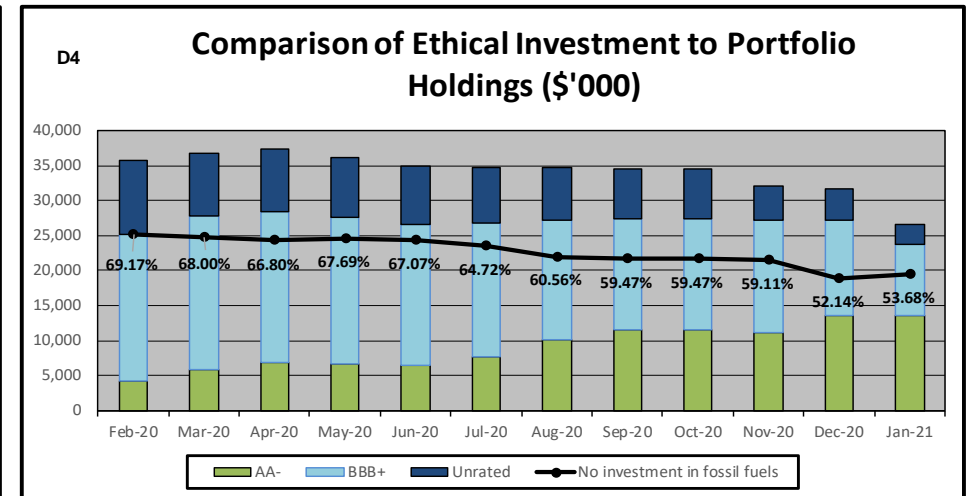
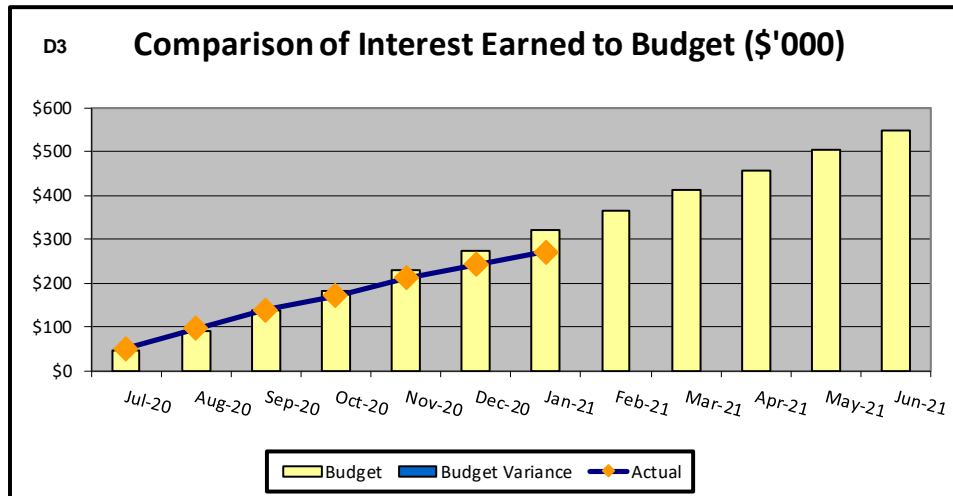
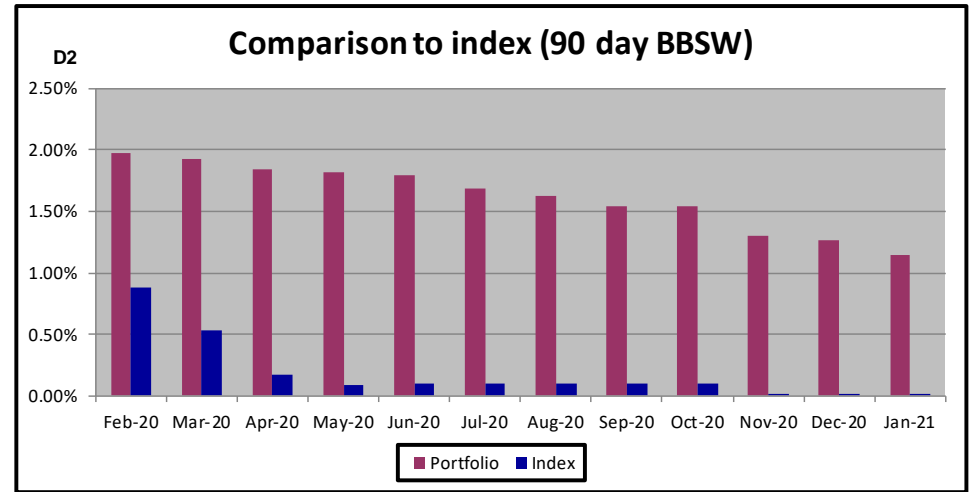
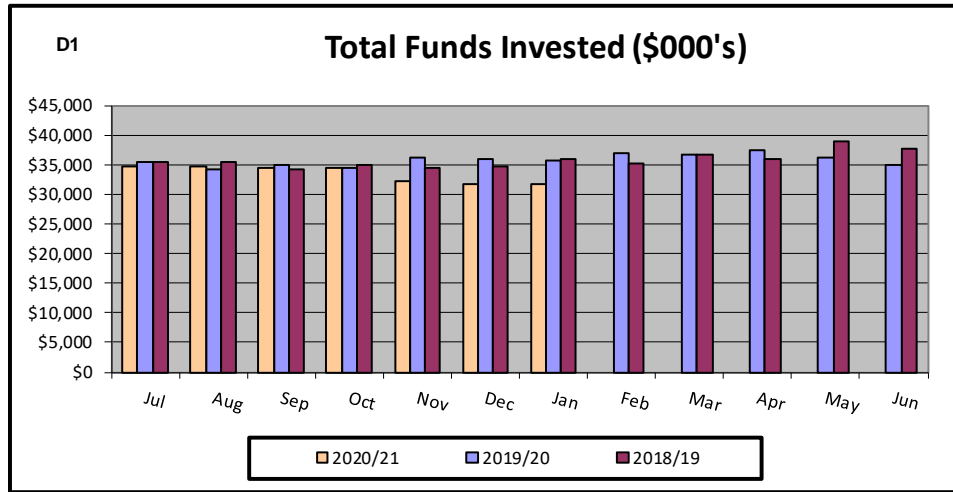
Guaranteed for balances totalling up to \$250,000 per customer, per institution.

Budget variance **(50,677.74)**





Note: Institutions shown with "****" and in red are in breach of council policy.



Fluoride Plant Dosing Performance Report: October to December 2020 – Q4

(D21/5009)

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

Recommendation

That Council note and receive the Fluoride Plant Dosing Performance Report: October to December 2020 – Q4.

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 2020 quarter (Q4).

Fluoride plants' performance

Plant performance is measured against three criteria:

1. Australian Drinking Water Guidelines (ADWG) Health guideline value upper limit of 1.5 mg/L.
2. NSW Health Code of Practice for Fluoridation of Public Water Supplies ('Code') - target over a calendar year that > 95% of **all results** (dosed water and distribution) are between 0.9 and 1.5 mg/L; and
3. The Code - consistently achieve an overall fluoride dose of between 0.95 to 1.05 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 fluoride above the ADWG guideline value of 1.5 mg/L.
2. Monthly 95th Percentile results for **all results** collected (dosed water and distribution) during the quarter are shown in Charts 1, 3, 5 and 7. Results were within the Code's target range of 0.9 to 1.5 mg/L with the exceptions listed below:
 - a. Chart 1: There is no December 2020 result for Clunes fluoride because the plant was out of service due to a faulty online analyser.
3. Monthly 95th Percentile results for **dosed water** at each fluoride plant is shown in charts 2, 4, 6 and 8. Results were within the Code's dosing range of 0.95 to 1.05 mg/L with exceptions listed below:
 - a) Chart 2: There is no December 2020 result for Clunes fluoride because the plant was out of service due to a faulty online analyser.

Fluoride deliveries

During Q4, there were two deliveries of Sodium Fluorosilicate as per the table below. Fluoride deliveries were supplied and tested in accordance with Council's specifications. A conforming certificate of analysis for the product supplied is included as Attachments 5 and 6.

Supplier	Chemical	Date received	Batch no.	Purchase order no.	Delivered to	Total quantity received (kg)	Certificate of analysis received and meets spec?
DKSH	Sodium Fluorosilicate	02/12/2020	2017114A	PO14029	Corndale	2000	Yes
DKSH	Sodium Fluorosilicate	27/10/2020	2017093C	PO14029	Knockrow	1000	Yes

Governance

Finance

Not applicable.

Legal

Not applicable.

Consultation

Not applicable.

Conclusion

For the period 1 October to 31 December 2020, the four fluoride plants operated by Council have met the doing targets prescribed in the Australian Drinking Water Guidelines and the targets range within the NSW Health Code of Practice for Fluoridation of Public Water Supplies.

Adam Nesbitt

Group Manager Operations

Attachments 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

Attachments 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

Attachments 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

Attachments 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

Attachments 5:

Certificate of Analysis for Sodium Fluorosilicate batch 2017114A

Attachments 6:

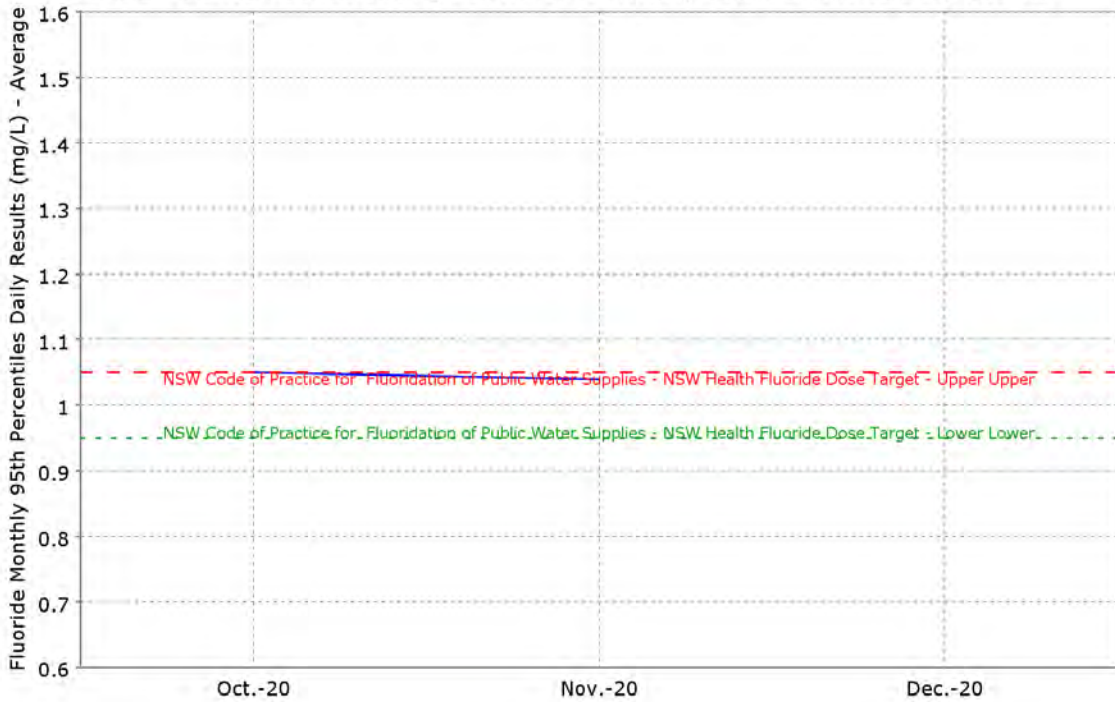
Certificate of Analysis for Sodium Fluorosilicate batch 2017093C

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



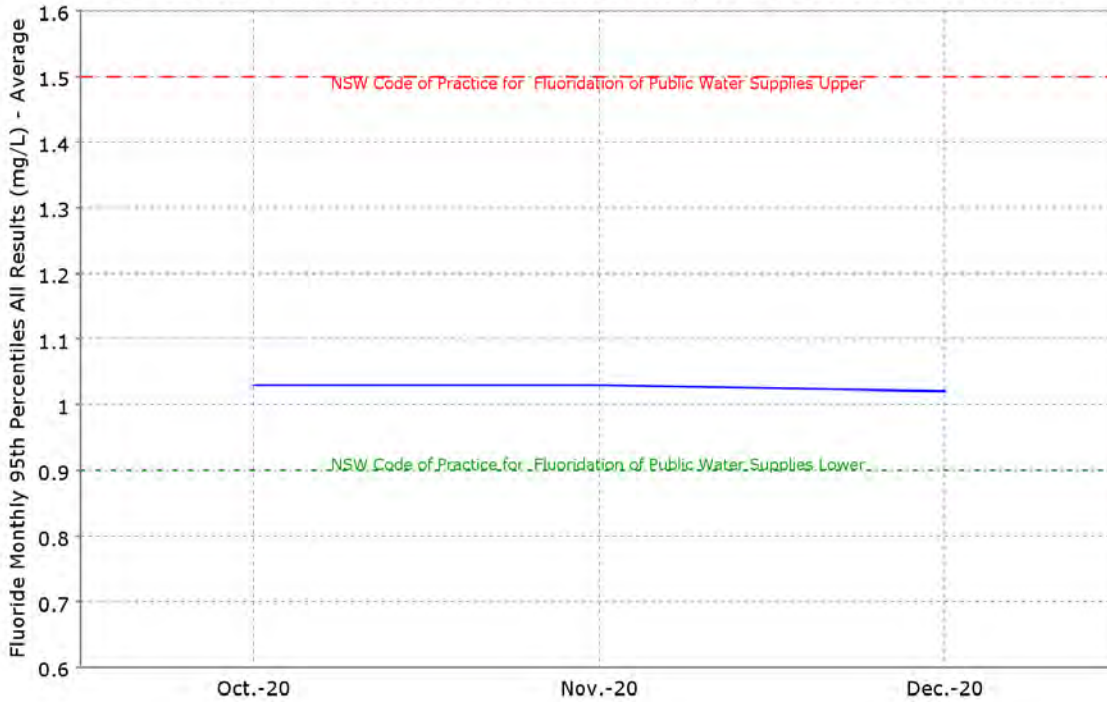
Clunes Meter Pit

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



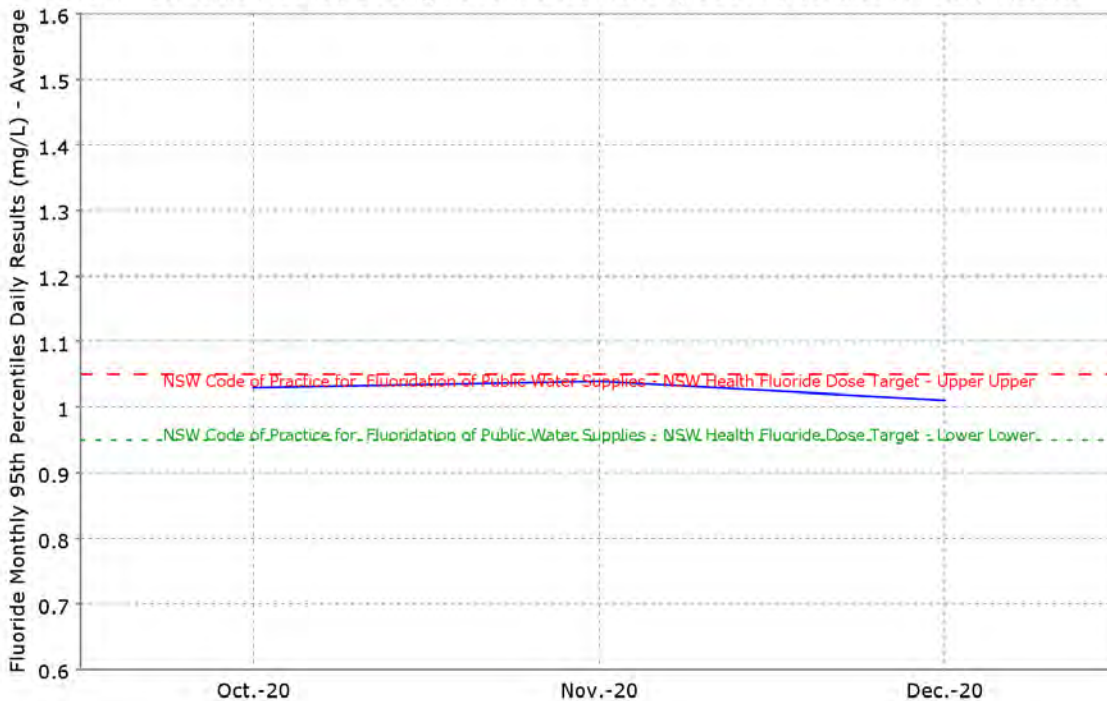
Clunes Meter Pit

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



— Corndale Fluoride

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



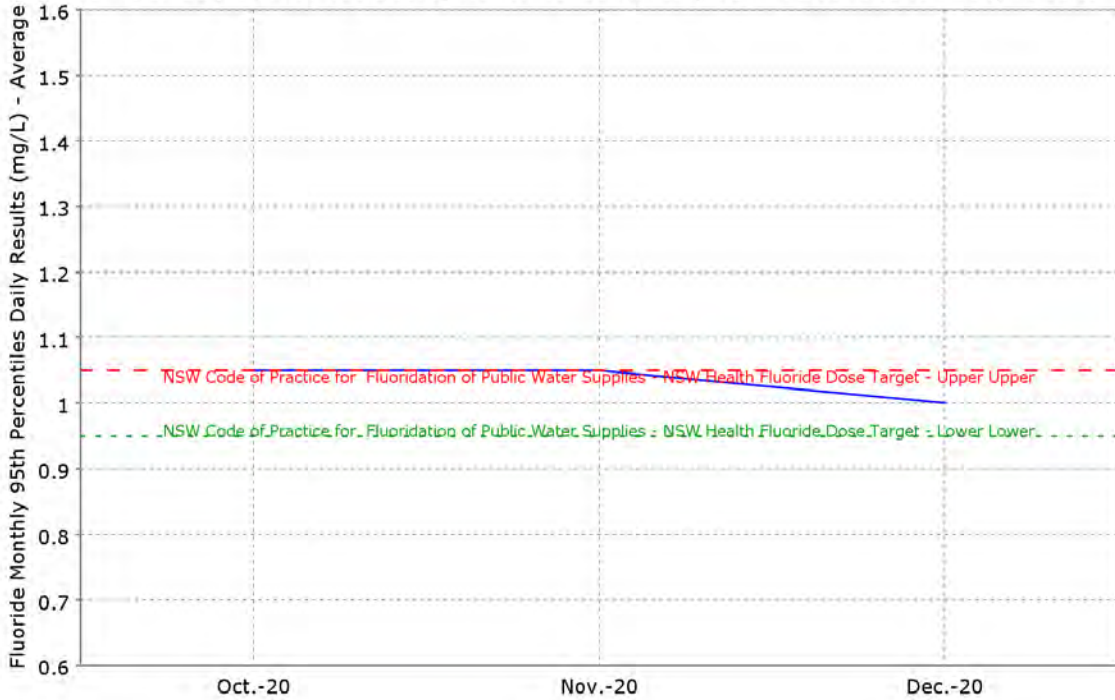
— Corndale Fluoride

Chart 5 - Dorrroughby Fluoride Dosing Performance Monthly 95th Percentiles for All Results



— Dorrroughby Fluoride

Chart 6 - Dorrroughby Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results



— Dorrroughby Fluoride

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

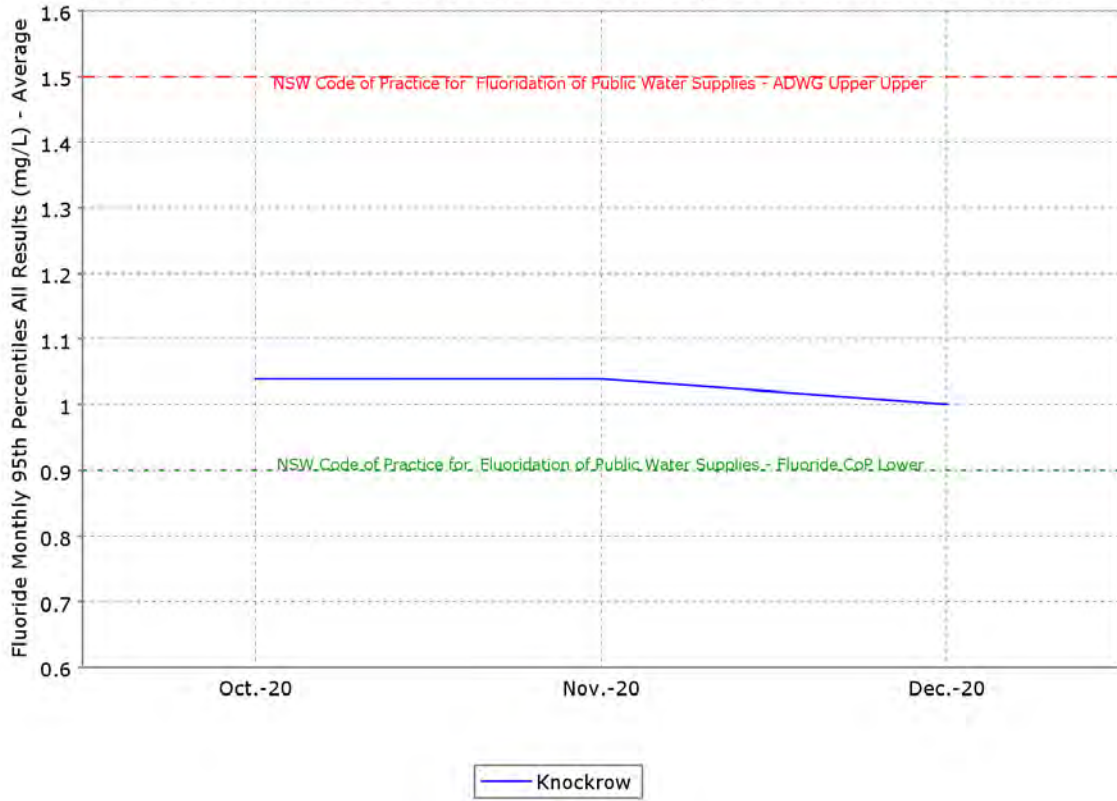
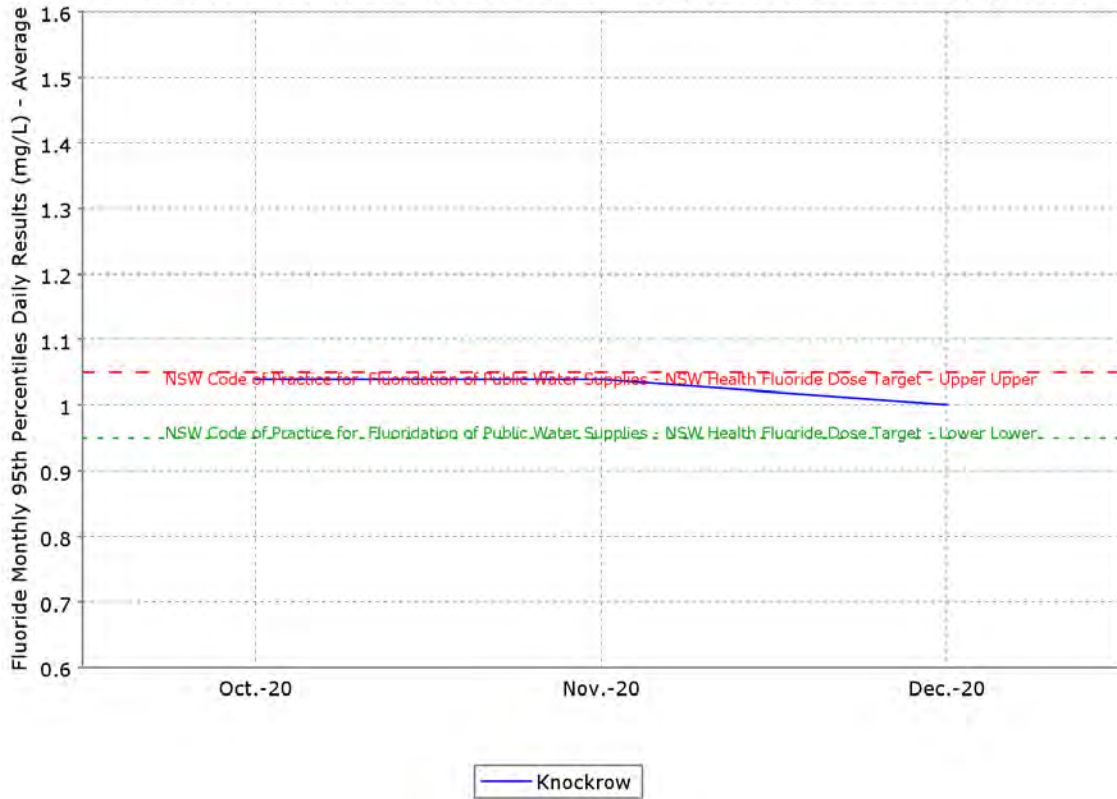


Chart 8 - Knockrow Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results



Attachment 5 – Certificate of Analysis for Sodium Fluorosilicate batch 2017114A**Symbio LABORATORIES****CERTIFICATE OF ANALYSIS**

Certificate Number	B952890-A [R00]	Page	1/3
Client	Axio Operations (Australia) Pty Ltd	Registering Laboratory	Brisbane
Contact	Devinder Singh	Contact	Customer Service Team
Address	Level 3, 35 Cotham Road Kew VIC 3101	Address	52 Brandl Street, Eight Mile Plains, QLD 4113
Telephone	61 3 9208 6804	Email	admin@symbiolabs.com.au
Order Number	---	Telephone	1300 703 166
Project ID	Other - Sodium Fluorosilicate	Date Samples Received	02/10/2020
Sampler	Dwayne	Date Analysis Commenced	02/10/2020
Client Job Reference	2017114A	Issue Date	14/10/2020
No. of Samples Registered	1 Sampler: Dwayne	Receipt Temperature (°C)	Room Temperature
Priority	Normal	Storage Temperature (°C)	Ambient (25 °C)
		Quote Number	---



Accreditation No: 2455
Accredited for compliance
with ISO/IEC 17025 - Testing

This report supersedes any previous revision with this reference. This document must not be reproduced, except in full. If samples were provided by the customer, results apply only to the samples 'as received' and responsibility for representative sampling rests with the customer. Water results are reported on an 'as is' basis. Soil and sediment results are reported on a 'dry weight' basis. For other matrices the basis of reporting will be confirmed in the 'Report Comments' section. Measurement Uncertainty is available upon request or via www.symbiolabs.com.au/login. If the laboratory was authorised to conduct testing on samples received outside of the specified conditions, all test results may be impacted. Details of samples received outside of the specified conditions are mentioned in the sample description section of this test report.

Definitions

| <: Less Than | >: Greater Than | RP: Result Pending | MPN: Most Probable Number | CFU: Colony Forming Units | ---: Not Received/Not Requested | NA: Not Applicable | ND: Not Detected | LOR: Limit of Reporting | [NT]: Not Tested |
| ~: Estimated | ^ Subcontracted Analysis | TBA: To Be Advised | + Client Specified Limit | ** Potential Holding Time Concern | * Test not covered by NATA scope of accreditation | # Result derived from a calculation and includes results equal to or greater than the LOR |

Authorised By

Name	Position	Accreditation Category
Glen Rangott	Environmental Laboratory Manager, Brisbane	Environmental Chemistry
Hongmei Kuang	Chemistry Laboratory Manager, Brisbane	Environmental and Food Chemistry

Sample Information - Client/Sampler Supplied

Sample ID	B952890-A/1
Sample Description	Sodium Fluorosilicate, Batch: 2017114A, Axio Reference: 35210
Sample Matrix	Other - Sodium Fluorosilicate

APPROVED *Andrew Graczyk*
By Andrew at 10:58 am, Oct 15, 2020

Client Axieo Operations (Australia) Pty Ltd
 Certificate Number B952890-A [R00]
 Page 2/3

Project ID Other - Sodium Fluorosilicate
 Sampler Dwayne
 Order Number ---



Analytical Results

Client Sample Description				Sodium Fluorosilicate, Batch: 2017114A, Axieo Reference: 35210	
Client Sampling date/time				---	
Compound/Analyte	LOR	Limit Range+	Units	B952890-A/1	
				Results	
IND31.1 NaSiF for Quantum					
CF005.1 - Determination of Moisture Content by Air Oven					
Moisture (air)	0.1	<0.5	%w/w	0.2	✓
CF065.B - Particle Size - Industrial					
Sieve (<0.425mm)*	1	>98	% w/w	99.5	✓
Sieve (<0.045mm)*	1	<25	% w/w	9.81	✓
CF090.1 - Water Insoluble Residue					
Water Insoluble Residue	0.1	<0.5	%w/w	0.3	✓
IND031.1 - Fluoride in Sodium Fluorosilicate					
Sodium Fluorosilicate	0.1	>98	%w/w	98.9	✓
Fluoride #	---	>59.4	%w/w	60.0	✓
IND041 - Metals in Soil - ICP-AES					
Antimony (Sb)*	2	<100	mg/kg	<2.0	✓
Arsenic (As)	5	<100	mg/kg	<5.0	✓
Barium (Ba)	1	<100	mg/kg	<1	✓
Beryllium (Be)	1	<100	mg/kg	<1	✓
Cadmium (Cd)	0.5	<50	mg/kg	<0.5	✓
Chromium (Cr)	1	<100	mg/kg	1.2	✓
Copper (Cu)	1	<100	mg/kg	5.8	✓
Lead (Pb)	2	<100	mg/kg	<2.0	✓ ✓
Mercury (Hg)	2	<20	mg/kg	<2.0	✓ ✓
Nickel (Ni)	1	<100	mg/kg	<1	✓
Selenium (Se)	5	<100	mg/kg	<5.0	✓

Client Axieo Operations (Australia) Pty Ltd
Certificate Number B952890-A [R00]
Page 3/3

Project ID Other - Sodium Fluorosilicate
Sampler Dwayne
Order Number ---



Analytical Results

Client Sample Description				Sodium Fluorosilicate, Batch: 2017114A, Axieo Reference: 35210	
Client Sampling date/time				---	
Compound/Analyte	LOR	Limit Range+	Units	B952890-A/1	
				Results	
IND31.1 NaSiF for Quantum - Continued					
IND041 - Metals in Soil - ICP-AES - Continued					
Thallium (Tl)*	2	<70	mg/kg	<2.0	✓
Uranium (U)*	2	<920	mg/kg	4	✓

Analysis Location

All in-house analysis was completed by Symbio Laboratories - Brisbane.

Attachment 6 – Certificate of Analysis for Sodium Fluorosilicate batch 2017093C**Symbio LABORATORIES****CERTIFICATE OF ANALYSIS**

Certificate Number	B931164-C [R00]	Page	1/3
Client	Axio Operations (Australia) Pty Ltd	Registering Laboratory	Brisbane
Contact	Devinder Singh	Contact	Customer Service Team
Address	Level 3, 35 Cotham Road Kew VIC 3101	Address	52 Brandl Street, Eight Mile Plains, QLD 4113
Telephone	61 3 9208 6804	Email	admin@symbiolabs.com.au
Order Number	POAU-034545	Telephone	1300 703 166
Project ID	Other - Sodium Fluorosilicate	Date Samples Received	30/07/2020
Sampler	Dwayne	Date Analysis Commenced	30/07/2020
Client Job Reference	2017093C	Issue Date	04/08/2020
No. of Samples Registered	1 Sampler: Dwayne	Receipt Temperature (°C)	Room Temperature
Priority	Urgent	Storage Temperature (°C)	Ambient (25 °C)
		Quote Number	---



Accreditation No: 2455
Accredited for compliance
with ISO/IEC 17025 - Testing

This report supersedes any previous revision with this reference. This document must not be reproduced, except in full. If samples were provided by the customer, results apply only to the samples 'as received' and responsibility for representative sampling rests with the customer. Water results are reported on an 'as is' basis. Soil and sediment results are reported on a 'dry weight' basis. For other matrices the basis of reporting will be confirmed in the 'Report Comments' section. Measurement Uncertainty is available upon request or via www.symbiolabs.com.au/login. If the laboratory was authorised to conduct testing on samples received outside of the specified conditions, all test results may be impacted. Details of samples received outside of the specified conditions are mentioned in the sample description section of this test report.

Definitions

| <: Less Than | >: Greater Than | RP: Result Pending | MPN: Most Probable Number | CFU: Colony Forming Units | ---: Not Received/Not Requested | NA: Not Applicable | ND: Not Detected | LOR: Limit of Reporting | [NT]: Not Tested |
| ~: Estimated | ^ Subcontracted Analysis | TBA: To Be Advised | + Client Specified Limit | ** Potential Holding Time Concern | * Test not covered by NATA scope of accreditation | # Result derived from a calculation and includes results equal to or greater than the LOR |

Authorised By

Name	Position	Accreditation Category
Glen Rangott	Environmental Laboratory Manager, Brisbane	Environmental Chemistry
Hongmei Kuang	Chemistry Laboratory Manager, Brisbane	Environmental and Food Chemistry

Sample Information - Client/Sampler Supplied

Sample ID	B931164-C/3
Sample Description	Sodium Fluorosilicate Powder, Batch No: 2017093C, Axio Ref: 34545
Sample Matrix	Other - Sodium Fluorosilicate

Client	Axieo Operations (Australia) Pty Ltd
Certificate Number	B931164-C [R00]
Page	2/3

Project ID	Other - Sodium Fluorosilicate
Sampler	Dwayne
Order Number	POAU-034545



Analytical Results

Client Sample Description				Sodium Fluorosilicate Powder, Batch No: 2017093C, Axieo Ref: 34545	
Client Sampling date/time				---	
Compound/Analyte	LOR	Limit Range+	Units	B931164-C/3	
				Results	
IND31.1 NaSiF for Quantum					
CF005.1 - Determination of Moisture Content by Air Oven					
Moisture (air)	0.1	<0.5	%w/w	0.3	✓
CF065.B - Particle Size - Industrial					
Sieve (<0.425mm)*	1	>98	% w/w	99.7	✓
Sieve (<0.045mm)*	1	<25	% w/w	13.5	✓
CF090.1 - Water Insoluble Residue					
Water Insoluble Residue	0.1	<0.5	%w/w	0.4	✓
IND031.1 - Fluoride in Sodium Fluorosilicate					
Sodium Fluorosilicate	0.1	>98	%w/w	99.1	✓
Fluoride #	---	>59.4	%w/w	60.1	✓
IND041 - Metals in Soil - ICP-AES					
Antimony (Sb)*	2	<100	mg/kg	<2.0	✓
Arsenic (As)	5	<100	mg/kg	<5.0	✓
Barium (Ba)	1	<100	mg/kg	<1	✓
Beryllium (Be)	1	<100	mg/kg	<1	✓
Cadmium (Cd)	0.5	<50	mg/kg	<0.5	✓
Chromium (Cr)	1	<100	mg/kg	1.4	✓
Copper (Cu)	1	<100	mg/kg	<1	✓
Lead (Pb)	2	<100	mg/kg	<2.0	✓
Mercury (Hg)	2	<20	mg/kg	<2.0	✓
Nickel (Ni)	1	<100	mg/kg	<1	✓
Selenium (Se)	5	<100	mg/kg	<5.0	✓

APPROVED *Andrew Graczyk*
By Andrew at 5:48 pm, Aug 06, 2020

Client	Axieo Operations (Australia) Pty Ltd
Certificate Number	B931164-C [R00]
Page	3/3

Project ID	Other - Sodium Fluorosilicate
Sampler	Dwayne
Order Number	POAU-034545



Analytical Results

Client Sample Description				Sodium Fluorosilicate Powder, Batch No: 2017093C, Axieo Ref: 34545	
Client Sampling date/time				---	
Compound/Analyte	LOR	Limit Range+	Units	B931164-C/3	
				Results	
IND31.1 NaSiF for Quantum - Continued					
IND041 - Metals in Soil - ICP-AES - Continued					
Thallium (Tl)*	2	<70	mg/kg	<2.0	✓
Uranium (U)*	2	<920	mg/kg	<2	✓

Analysis Location

All in-house analysis was completed by Symbio Laboratories - Brisbane.

Report Comments

Client Comment:

Methodologies employed to analyse sodium fluoride comply with the requirements of the American Water Works Association (AWWA) B701-11.

Methodologies employed to analyse sodium fluorosilicate comply with the requirements of the American Water Works Association (AWWA) B702-11.

AS 01/10/2019

Delivery program progress update 1 July 2020 to 31 December 2020

(D21/4814)

Business activity priority

Results and sustainable performance

Goal 7

Sustainable performance

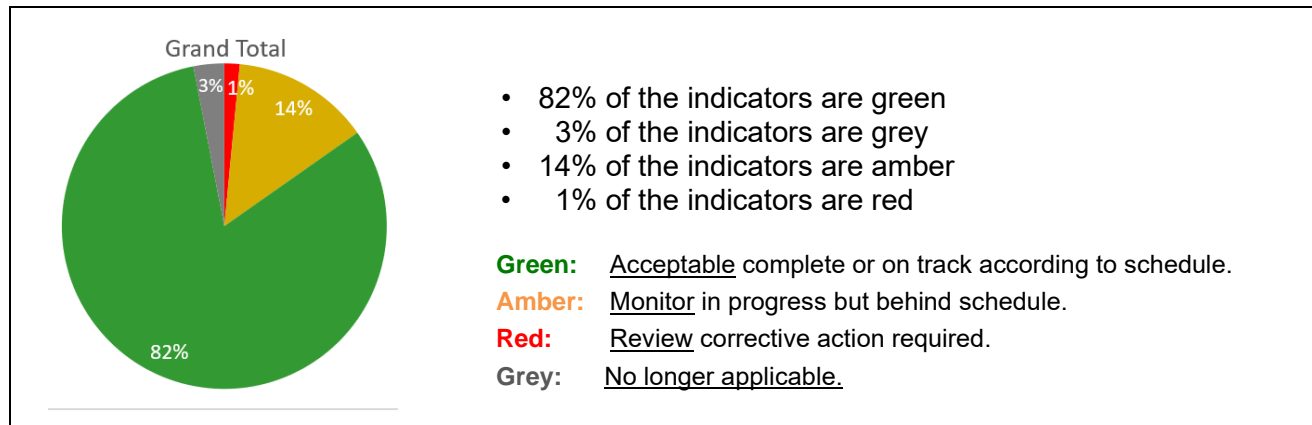
Recommendation

That Council receive and note this report and attachment regarding performance against delivery of the actions for Year 4 of the combined Delivery program/Operational plan for the period 1 July 2020 to 31 December 2020.

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 Y4.

• Overview of performance – 1 July 2020 to 31 December 2020



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 outlining progress against delivery of the activities detailed in the Delivery program.

Consultation

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

Conclusion

This report provides an update on the status of the actions due to be delivered between 1 July 2020 and 31 December 2020 as set out in the combined Delivery program | Operational plan.

Phillip Rudd

General Manager

Attachment: Delivery program | Operational plan - 1 July 2020 to 31 December 2020

What we will do in Y4: 2020/21

IP&R Delivery program / Operational plan

Reporting period: 1 July 2020 to 31 December 2020 - Yr. 4

LEADERSHIP

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 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 that contributes to building a constructive culture e.g. a staff recognition initiative.	WFMP		●
	Breaking down of organisational silos e.g. LiMe participants selected from different business units; LiMe cohort buddied with LiMe graduates and new cohort; mentoring with Group Manager from a different functional area; LiMe sessions to be held at a variety of Rous locations.	WFMP		●
	LiMe graduates and new cohort coordinate and lead an all staff meeting and/or business unit meetings.	WFMP		●
	LiME cohort delivering regular communications to the workforce about program activities, learnings and outcomes.	WFMP		●
	Assess effectiveness of the LiMe program to determine impact and contribution to culture change.	WFMP	LiMe program deferred for 12 months. Review of program effectiveness to be undertaken in Y5.	●
1.1.1.3 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		●
1.1.1.4 Participation in the Joint Organisation of Councils as an associate member.	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 leaders to connect with each other and operate as a team.	High-performing Leadership Group where members hold each other accountable, monitor performance metrics and work as a team to drive innovation and business improvement.	WFMP		●

Legend

Green: Acceptable. Complete or on track according to schedule (no comment)

Grey: Acceptable. Complete or on track according to schedule (incl comment)

Amber: Monitor. In progress but behind schedule (incl comment)

Red: Review. Corrective action required (incl comment)

What we will do in Y4: 2020/21

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
2.1.2.1 Develop new Integrated Planning and Reporting framework.	Integrated Planning and Reporting Framework adopted (including Resourcing Strategy consisting of Asset Management strategy and plan, Long term financial plan and Workforce Management plan.	AMP; LTFP; WFMP	In response to the COVID19 pandemic, the NSW State Government deferred the timing of development of a new Framework for 12 months. This activity is to be carried forward to Y5 for action.	●
2.1.5.1 Update on progress of the Future Water Strategy.	Develop and implement a plan for community re-engagement and communication.	FWS		●
2.1.5.2 Finalise the position regarding the Future Water Strategy (FWS) update (following consultation on the draft FWS	Complete the Integrated Water Cycle Management process for the Future Water Strategy update and develop a source water augmentation delivery plan.	FWS		●
2.1.5.3 Implement the source water augmentation delivery plan.	Implement key actions from the source water augmentation delivery plan.	FWS		●
2.1.5.4 Undertake hydraulic capacity assessment of water distribution network to develop augmentation capital works plan.	Hydraulic capacity assessment completed and works plan included in 30-year capital works plan.	AMP	This task was deferred while the Future Water Project was under consideration, as the location of Council's water sources is critical in the assessment. This activity is to be carried forward to the 2021/22 combined Delivery program Operational plan for action.	●
2.2.1.1 Progress implementation of the Coastal Zone Management Plan for the Richmond River catchment through the Coastal Zone Management Plan Implementation	Facilitate meetings of the Coastal Zone Management Plan Implementation Committee.	CZMP		●
2.2.3.1 Understand and evaluate our role as the Flood Mitigation Authority with each of our constituent councils within the Richmond River catchment.	Undertake individual workshops with senior staff and management of Lismore City, Ballina Shire and Richmond Valley councils.	BAU	This task has been deferred while internal discussions occur. This is to be carried forward to the 2021/22 combined Delivery program Operational plan for action.	●
	Outcomes of workshop considered within proclamation context, Long Term Financial Plan implications and Council position.	BAU	This task has been deferred while internal discussions occur. This is to be carried forward to the 2021/22 combined Delivery program Operational plan for action.	●
2.3.1.1 Implement Reconciliation Action Plan.	Actions for 2020/21 completed.	RAP		●
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		●
2.3.2.1 Develop a new Reconciliation Action Plan.	Reconciliation Action Plan endorsed by Reconciliation Australia.	RAP		●
2.3.4.1 Implement Greenhouse Gas Abatement Strategy.	Provide a status report to Council on the progress of implementation of the Greenhouse Gas Abatement Strategy.	GGAS		●
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		●
	Actively promote the Sustainable Water Partnership Program to targeted customers.	DMP		●
	Implement three (3) water saving projects identified in the water saving plans.	DMP		●
	Partner with constituent councils in the development of regional demand management promotional material.	DMP		●

What we will do in Y4: 2020/21

	Process all residential rainwater tank rebates within agreed timeframe, aiming for 65 rebates per annum.	DMP		●
	Develop and implement a communication and engagement program targeting high residential water users, to support the 160 Litre Challenge.	DMP		●
	Develop online home water audit tool to support the 160 Litre Challenge.	DMP		●
2.3.7.1 Strategic review of options for integrated lots and water reclamation at Perradenya.	Outcome of review reported to Council.	LTFP		●
2.4.1.1 Review Capital Works Plan.	Plan reviewed in conjunction with the development of the new Integrated Planning and Reporting framework (in particular the Asset Management Strategy and Plan).	AMP		●
2.4.2.1 Implement Capital Works Plan.	Project Management Framework (PMF) monthly reports completed on time (within 10 days of the end of the calendar month).	BAU	PMF monthly reports are not consistently completed on time.	●
	Key project delivered: Stage 1 - St Helena 600 pipeline.	CWP	>50% complete in December 2020 - project on track	●
	Key project : Stage 2 - St Helena 600 pipeline	CWP	Council resolved to award contract to Ledonne Constructions P/L at the December 2020 meeting.	●
	Key project delivered: Nightcap raw water pump upgrade.	CWP	Complete.	●
	Key project: Perradenya Release 7 (construction contract awarded).	CWP		●
	Key project : Rocky Creek Dam aerator upgrade completed.	CWP	The replacement of the destratification system has been a complicated project. While good progress has been made on design development, finalisation will occur in 2021/22.	●
	Key project : Grace Road reticulation renewal completed.	CWP	Due for completion this financial year.	●
2.4.3.1 Implement Disability Inclusion Action Plan.	Actions for 2020/21 completed.	AMP; LTFP; WFMP	Good progress has been made with these actions, however, the next phase of the works is under review due to its complexity and cost.	●
2.4.4.1 Review Disability Inclusion Action Plan.	Plan reviewed in conjunction with the development of the new Integrated Planning and Reporting framework.	AMP; LTFP; WFMP		●
2.4.6.1 Complete Rous' operational readiness actions as identified in the Drought Management Plan.	Review and finalise drought management plan templates, guidelines and resources for non-residential customers.	DMP		●
	Prepare a funding submission for constituent council consideration for a future temporary staff member within Rous County Council to manage water restrictions and exemption enquiries consistently.	DMP		●
	Review and update Drought Management Plan - adopted in August 2016.	DMP	This task was deferred while the Future Water Project was under consideration, as Council's new water sources may affect the DMP review. This activity is to be carried forward to the 2021/22 combined Delivery program Operational plan for action.	●
2.4.7.1 Finalise implementation plan and determine priority and budget impact.	Report to the Leadership Team and Council (if required) through Quarterly Budget Review Statement process.	AMS	Physical security review was undertaken in 2015 and prior to merger in 2016. It is therefore out of date and no longer fit for purpose. A number of items from the audit were implemented, however further review is required to determine if a new audit is necessary at this time.	●
2.4.9.1 Workforce planning sessions with Leadership Team (for forecasting, assessment, challenge and review, monitoring and succession planning).	Two workforce planning sessions per annum (including review of succession plan and business critical roles).	WFMP		●
	Biannual workforce report to Leadership Team.	WFMP		●

What we will do in Y4: 2020/21

2.4.10.1 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.	Draft of revised service levels and maintenance requirements prepared in advance of future changes to Service Level Agreements.	AMP	Flood Mitigation SLA has been rewritten - Maintenance program has been updated and is risk based. Water requires minor updates, to be completed in 3rd quarter 21 FY	●
2.4.10.2 Determine renewal requirements for flood mitigation assets.	Review and update Capital Works Plan for flood mitigation assets, following preparation of documented process for asset assessment	AMP	Flood mitigation asset renewal program updated. Strategic review of flood mitigation asset management underway to further refine ongoing renewal requirements.	●
2.4.10.3 Review and formal adoption of Asset Management strategic documents.	Adoption by LT of Asset Management Policy, Asset Management Strategy, Asset management Plan and Maintenance Management Strategy.	AMP		●
2.4.10.4 Develop and document process for asset management reporting.	Process developed and reporting underway.	AMP		●
2.4.10.5 Develop and document processes for the Asset Management System.	An electronic asset management manual accessible to all staff developed with links to processes added as developed.	AMP		●
2.4.10.6 Undertake strategic review of Nightcap Water Treatment Plant to develop 20-year master plan of renewals and upgrades.	Strategic review of Nightcap Water Treatment Plant completed, documented and reported to the Leadership Team.	AMP		●
2.4.11.1 Develop IT Strategic Plan 2021-25.	Adopted by Leadership Team.	ICT SP	Currently operating under the ICT Business Plan and developing a roadmap to deliver the ICT Strategic Plan 2021-25 for adoption by December 2021.	●
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.	Work progresses on Council owned buffer zone lands in line with the Maintenance Management Plan, as evidenced by end of year status report.	BRMMP		●
2.4.13.2 Prepare Rocky Creek Dam (including Whian Whian Falls) multi-year Master Plan.	Master Plan completed and endorsed by Council including a community values-based assessment of Rocky Creek Dam.	AMS		●
2.4.13.3 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		●
2.4.13.4 Complete an external audit report on Catchment Management Plan implementation and prepare a 5-year delivery plan.	Achieved.	DWMS		●
2.4.13.5 Year 1 actions from 5-year Catchment Management Plan Implementation Delivery Plan.	Implement catchment education and awareness activities aimed at rural land use, on-site sewage management and stormwater management issues.	DWMS		●
	Expand 6-monthly pesticide screening to include high risk chemicals.	DWMS		●
	Assess progress/current condition of Wilsons River Reach Plan areas and scope/plan additional work for subsequent delivery period.	DWMS		●
	Assess progress/current condition of Emigrant Creek River Reach Plan areas and scope/plan additional work for subsequent delivery period.	DWMS		●
2.4.14.1 Develop floodgate management plans/protocols for Rous' critical infrastructure sites as identified in the Rous County Council service level agreements (CZMP 4b).	100% of active floodgate management plans reviewed and current.	CZMP	Review is underway but occurring at a slower rate because of the time required to liaise with landowners and competing demands on FLO position. Target will be reviewed and amended.	●
	Training and active management of all section 355 committee members.	CZMP		●
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 Proceed to commence development of a Coastal Management Program (CMP) for the Richmond River estuary.	Stage 1: Scoping study completed.	CZMP	Tender for Stage 1 has been advertised and will be awarded in early 2021. Stage 1 will not be completed in 2020/21 and will be carried forward to 2021/22.	●

What we will do in Y4: 2020/21

2.4.17.1 Service level agreements revised and new agreements in place (constituent councils).	Agreements finalised and signed off.	BAU		●
2.4.20.1 Review Drought Management Plan.	Drought Management Plan reviewed and updated in consultation with constituent councils.	DMP	This task was deferred while the Future Water Project was under consideration, as Council's new water sources may affect the DMP review. This activity is to be carried forward to the 2021/22 combined Delivery program Operational plan for action.	●
2.4.21.1 Service level agreement revised and new agreement in place (Kyogle Council).	Agreement finalised and signed off.	BAU		●
2.4.24.1 Implement a targeted weed eradication and control plan.	Annual review, update, and implement a localised (Rous County Council local government 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 Implementation of Procurement, Properties and Fleet Business Plan.	Progress reports to Leadership Team regarding implementation of priorities identified in Business Plan.	BAU	Reporting behind schedule as there has been a delay in finalising the Business Plan. This is due to other immediate priorities taking precedence, including operational support throughout COVID-19 and the associated impact upon staff resourcing.	●
2.4.26.1 Implement maintenance planning improvement actions.	Maintenance activities not captured within Confirm identified and management process developed.	AMS/MMS		●
	Critical and non-critical maintenance identified with management process within Confirm.	AMS/MMS		●
	Defect capture within Confirm improved to include failure modes.	AMS/MMS		●
	Options for improved maintenance cost capture investigated.	AMS/MMS		●
	Agreed timeframes for attending to service requests and defects reviewed and documented.	AMS/MMS		●
	Condition assessment program for asset classes developed.	AMS/MMS		●
	Review of planned maintenance activities for asset classes completed.	AMS/MMS		●

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 Develop strategies and actions to manage and optimise use of GIS and Asset Information	Strategy finalised with identified improvement actions	AMS		●
3.1.2.1 Review the Emergency Management Manual, including Emergency Response Plans and supporting appendices to ensure currency.	Achieved.	ERP	All Operations plans reviewed - required actions may carry over to year 5.	●
3.1.3.3 Perform security-focused external review of a key Information Technology system.	Results reported to Leadership Team (including actions arising).	BAU		●
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 Develop a Risk and Assurance Strategy and implementation plan.	Draft reported to the Leadership Team by 30 November 2020 and endorsed by the Audit Risk and Improvement Committee by its first meeting in 2021.	BAU		●
	Quarterly report to the Leadership Team on progress against achievement of implementation plan.	BAU		●
	Evidence of regular and formalised risk and assurance performance monitoring and review, and risk mapping and scanning activities, engaging all levels of the business.	BAU		●
3.1.5.2 Implementation of electronic incident reporting and management (Vault).	Paper based event reporting and management phased out and replaced with Vault event reporting and management by 30 June 2021.	WHSMS		●
3.1.6.1 Review of policies and procedures for suitability and currency.	Progress reporting on status of policies and procedures to Audit, Risk and Improvement Committee.	BAU		●

What we will do in Y4: 2020/21

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.

Activity	How we will measure our performance	Links to*	Comment	STATUS
4.1.1.1 Conduct employee surveys.	Improvement initiatives/actions identified in initial (culture) survey achieved.	WFMP		●
	Engagement survey conducted and measured against initial (culture) 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		●
4.1.3.1 Develop a promotional video for Employee Value Proposition (EVP) and organisation (overall).	Video available on website and linked to all job adverts.	WFMP		●
	Digital analytics showing number of views and number of links to video clicked.	WFMP	EVP video scheduled to go live by 30-06-2021. Digital analytics to be undertaken in Y5.	●
4.2.1.1 WHS management reporting.	Officers (Leadership Team) informed of WHS performance and accountable for continuous improvement in workplace safety.	WHSMS		●
	Wellbeing program implemented and outcomes reported to Leadership Team.	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	Safety Hub completion rates at >90% are monitored by WHS Officer.	●
	More than 50% of workforce actively participate in a national safe work month activity.	WHSMS	COVID19 was the focus of National Safe Work month and Council continued their ongoing actions through our COVID19 Emergency Management Team.	●
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		●
	Work Health and Safety Management System reviewed and updated.	BAU/WHSMS	WHSMS reviewed and update due for completion Feb 2021.	●

What we will do in Y4: 2020/21

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 Provide regular flow of information to key stakeholders promoting Council activity and raising brand value and awareness	Active social media streams.	CESP		●
	Regular review of the function and effectiveness of feedback mechanisms.	CESP		●
	Active events calendar to identify appropriate events for stakeholder engagement.	CESP		●
5.1.1.2 Assess the effectiveness of the Customer Service Team trial and report recommendations to the Leadership Team.	Final position determined on the Customer Service Team and operation, including performance measures.	WFMP		●
5.1.2.1 Participation in NSW Audit Office performance audit reviews.	Achieved.	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
6.1.1.1 Implement electronic business paper agenda and minute system	Technology solution implementation phase commenced.	BAU		●
6.1.3.1 Review scope for Richmond Water Laboratories equipment renewal or purchase, layout changes.	By 30 June 2021.	BAU		●
6.1.4.1 Review Richmond Water Laboratories NATA accreditation and determine business requirements.	All NATA accredited tests reviewed.	BAU		●
6.1.8.1 Review and document Customer Service processes.	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 (focus area - Risk and Compliance and Governance).	BAU	Vacancies in key roles have impacted progress. Positions are now filled and planning is underway to deliver this activity.	●

What we will do in Y4: 2020/21

6.1.9.1 Implement Human Resources Information Management System (end to end technology solution) to reduce risk and optimise efficiencies.	Technology solution implementation phase commenced.	WFMP		●
6.1.11.1 Implement ICT Team action 1 - Well-defined and articulated operating model.	6-monthly status reports to LT.	BAU		●
6.1.11.2 Implement ICT Team action 2 - Clearly established 'Business as Usual' requirements.	6-monthly status reports to LT.	BAU		●
6.1.11.3 Implement Corporate action 3 - Content Manager.	Technology solution implementation phase commenced.	BAU		●
6.1.11.4 Implement Corporate action 4 - Customer Relationship Management (CRM).	Technology solution implementation phase commenced.	BAU		●
6.1.11.5 Implement Corporate action 5 - GIS Improvement Program	Adopted improvement program by LT.	BAU		
6.1.11.6 Implement Corporate action 6 - Asset Information Management System Improvement Program	Adopted improvement program by LT.	BAU		●
6.1.11.7 Implement Corporate action 10 - Project Management System	Technology solution implementation phase commenced.	BAU		●

What we will do in Y4: 2020/21

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 that 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		●
7.1.1.4 Install an active floodgate in Swan Bay to manage nutrient build up.	Long-term solution implemented for weed reduction in Swan Bay.	DP	Investigations continuing - Initial hydraulic report findings point to a significant cost and high risk civil works solution to meet project objectives.	●
7.1.1.5 Dam Safety Management System implemented and ongoing reviews and annual report conducted.	Annual report and gap analysis completed for compliance with new <i>Dam Safety Act 2015</i>	DP		●
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		●
7.2.1.1 Water quality monitoring report card for drinking water supply monitoring programs.	Report card produced and provided to NSW Health.	DWMS		●
7.2.2.1 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	An external audit is underway on progress of actions in Council's environmental action list. Will be reported to Council this financial year.	●

Debt write-off information summary

(D20/14087)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Recommendation

That Council receive and note the debt write-off information summary with debts written-off totalling \$4,590.02 for the period 1 July 2020 to 31 December 2020.

Background

Council's *'Debt Management and Financial Hardship'* policy requires an information summary report be submitted to Council on a bi-annual basis.

• Delegations

All debts above \$1,000.00 (ex-GST) may be written off only by Resolution of Council.

Council has delegated to the General Manager the power to write-off debts equal to or below the \$1,000.00 threshold.

The General Manager has provided delegated authority to write-off debts equal to or below:

- \$500.00 to the Group Manager Corporate and Commercial
- \$250.00 to the Finance Manager

Debts written off equal to or below \$1,000

Debts approved for write-off by Council staff were carried out under delegation and in accordance with clauses 131 or 213 of the *Local Government (General) Regulation 2005*.

Debts approved for write-off during the period 1 July 2020 to 31 December 2020 are tabled below:

Table 1

Customer type	Ref. number	Write-off amount	Background	Reason	Approved by
Retail water account	11478	\$78.43	Customer was impacted by the Old Tintenbar works in August 2020 on 2 different days - pressure from air in the line likely to have caused leaks on 04/08/20 and 21/08/20.	Debt not lawfully recoverable	FM
One master meter effecting two retail water accounts					
Retail water account	10670	\$18.98	Leak reported by property owner at water meter. Leak was found at meter union on private service line side of water meter and leak would have registered as usage on 1/9 & 2/9/20.	Debt not lawfully recoverable	FM
Retail water account	10672	\$18.98	Leak reported by property owner at water meter. Leak was found at meter union on private service line side of water meter and leak would have registered as usage on 1/9 & 2/9/20.	Debt not lawfully recoverable	FM

One master meter effecting five retail water accounts					
Retail water account	10267	\$894.24	RCC replaced main along Gulgan Road and at the same time relocated the master meter and replaced the tap. The property owners connected to the master meter system were not advised that the master meter was going to be moved to a new location or the tap would be replaced and the leak occurred within 7 days of RCC works undertaken.	Debt not lawfully recoverable	GM
Retail water account	10292	\$894.24		Debt not lawfully recoverable	GM
Retail water account	10294	\$894.24		Debt not lawfully recoverable	GM
Retail water account	10295	\$896.67		Debt not lawfully recoverable	GM
Retail water account	10296	\$894.24		Debt not lawfully recoverable	GM
	Total	\$4,590.02			

Debts written off above \$1,000

No debts were approved for write-off by Council resolution in accordance with clauses 131 or 213 of the *Local Government (General) Regulation 2005*.

Governance

Finance

Charges written off during the period 1 July 2020 and 31 December 2020 total \$4,590.02 and this amount will be included in the total amount reported in Council's Annual Report.

Legal

Clause 131(6) of the *Local Government (General) Regulation 2005* requires the General Manager to inform Council of any amounts written off under delegated authority.

Conclusion

The charges totalling \$4,590.02 were written-off under Council resolution and delegated authority pursuant to clauses 131 or 213 of the *Local Government (General) Regulation 2005*. The next debt write-off information summary report will be included in the August 2021 business paper.

Guy Bezrouchko
Group Manager Corporate and Commercial

Reports / actions pending

(D21/4322)

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.
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. 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. 	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.

Meeting	Resolution	Status
	<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>A review via way of survey to staff, customers and councillors, regarding the effectiveness of access measures and standards for Levels 2 and 4, will occur by 30 June 2021.</p>
11/12/19	Information reports	
	<p>A future report be provided to Council on Perradenya cycleway.</p>	<p>IN PROGRESS: Workshop presented at September 2020 workshop. Report to Council scheduled for April 2021.</p>
	<p>Richmond River Cane Growers' Association submission: <i>Review of Tuckombil Canal fixed weir (Letters 118585 / 53238)</i></p>	<p>IN PROGRESS: Staff engaged with Richmond Valley Council staff around their grant application for a Study to update their Richmond River Flood Model (2010). Their grant was successful, and they have commenced procurement of a modelling consultant. Rous has contributed \$10,000 towards the project. One of the secondary goals for their Study is to consolidate these models along the mid to lower Richmond, including the Evans River Model, the W2B Pacific Highway Upgrades and collect high resolution flood modelling information around the Tuckombil Canal and upstream.</p> <p>The updated model information will contribute to a future Rous led options study for the Tuckombil Canal. The Cane Growers Association was advised in April 2020 of the intentions with regards to Richmond Valley Council, and will be updated during December 2020 with the latest information.</p>
16/12/2020	Barriers to rainwater tank installations	Status
	<p>RESOLVED [58/20] (Cadwallader/Richardson) that staff investigate and report back to Council the opportunities to maximise water savings associated with the residential rainwater tank rebate program. In particular, rebates for second water tanks with connections to toilets and washing machines, and also, connection to washing machines and toilets of existing tanks.</p>	<p>IN PROGRESS: Staff have commenced an evaluation of the conditions of the rebate program. Report to Council scheduled for April 2021.</p>

Phillip Rudd
General Manager