

COUNCIL MEETING AGENDA

Date	Wednesday, 21 April 2021
Time	1.00pm
Venue	Administration Office, 218-232 Molesworth Street, Lismore (Level 4)

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

- Cr Cook on leave (as noted at the 17/02/2021 Council meeting).

4. Confirmation of minutes of previous meetings

- i). Ordinary Council meeting 17 February 2021 1-5
- ii). Extraordinary Council meeting 17 March 2021 6-9

5. Disclosure of Interest

6. Chair's minute

- i). General Manager's application for reappointment (*refer Item 12. i*)

7. General Manager reports - Nil

8. Group Manager Corporate and Commercial reports

- i). Endorsement of draft 'Rous County Council Innovate May 2021 - May 2023 Reconciliation Action Plan' 10-32
- ii). 2020/21 Loan Borrowing 33-34
- iii). Draft Delivery program / Operational plan and 2021/22 Budget 35-122
- iv). Quarterly Budget Review Statement for the quarter ending 31 March 2021 123-141

9. Policies

- i). Investments (reviewed) 142-153
- ii). Land Management 154-186



10. Information reports (cover report)	187
i). Investments - March 2021	188-194
ii). Fluoride Plant dosing performance report - January to March 2021 (Q1).....	195-203
iii). Audit, Risk and Improvement Committee - meeting update	204-208
iv). Reports/actions pending	209-210
11. Confidential (cover report)	211
i). Appointment of Independent External Member - Audit Risk and Improvement Committee	212-251
ii). Update: St Helena finance facility - NSW TCorp	252-294
iii). Chair's Minute: General Manager's application for reappointment	295
12. Matters of Urgency	
13. Questions on Notice	
14. Close of business	



Phillip Rudd
General Manager



Rous County Council

MINUTES OF ORDINARY COUNCIL MEETING

17 February 2021

1. OPENING OF THE MEETING

Meeting commenced at 1.16pm

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).

- *Staff (via video conferencing)*

Michael McKenzie (Future Water Project Manager), Natalie Woodhead-Tiernan (Finance Manager), Lauren Edwards (Governance Advisor), Paul Coore (Enterprise Risk Manager).

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

- Steve Smith (speaking against – Agenda item 6 i)
- Big Rob (speaking for – Agenda item 6 i)
- Richard Trevan (speaking for – Agenda item 6 i)
- Cindy Roberts (speaking against – Agenda item 6i)

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. APOLOGIES AND LEAVE OF ABSENCE

Nil.

Noted that Cr Cook will be on leave from 19-26 April 2021 and will be absent for the April 2021 Council meeting (will attend via 'Zoom' if access available).

4. CONFIRMATION OF MINUTES

i). Ordinary Council meeting minutes 16 December 2020

RESOLVED [1/21] (Cadwallader/Cook) that the minutes of the ordinary meeting held 16 December 2020 be confirmed as presented.

5. DISCLOSURE OF INTEREST

Nil.

6. NOTICE OF RESCISSION MOTION

i). Future Water Project 2060

MOVED (Mustow/Cadwallader) that 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. Direct the General Manager to revise the draft Integrated Water Cycle Management (IWCM) Strategy 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 actions

- 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.

Extension of speaking time

RESOLVED [2/21] (Humphrys/Richardson) that an extension of speaking time be granted to Cr Cadwallader.

Public submissions

General Manager provided an update on the number of letters received from the public since December 2020 in support/against the Rescission Motion.

The **RESCISSION MOTION** on being put to the meeting was **LOST**.

Voting for: Crs Mustow, Humphrys and Cadwallader.

Voting against: Crs Williams, Richardson, Ekins, Cook, Cameron.

Meeting adjournment

Meeting adjourned at 2.30pm and resumed at 2.46pm.

7. GENERAL MANAGER REPORTS

Nil.

8. GROUP MANAGER CORPORATE AND COMMERCIAL REPORTS

i). Loan restructure assessment

RESOLVED [3/21] (Cook/Richardson) 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.

ii). Quarterly budget review statement for the quarter ending 31 December 2020

RESOLVED [4/21] (Mustow/Humphrys) 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.

iii). Water usage charges write-off

RESOLVED [5/21] (Cadwallader/Cameron) 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.

9. GROUP MANAGER PLANNING AND DELIVERY REPORT

i). Deferral of bulk headworks charges – Brunswick Heads Surf Life Saving Club

RESOLVED [6/21] (Richardson/Cameron) 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.

10. POLICIES

i). Risk management

RESOLVED [7/21] (Mustow/Cadwallader) 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 draft Risk Management policy as presented.

ii). Policies for revocation - various

RESOLVED [8/21] (Cook/Mustow) that Council revoke the following policies attached to the report and any policy revived because of the revocation:

- a) Representation of elected councillors dated 16 February 2005
- b) Delegates to Floodplain Management Authorities of NSW dated 21 October 2002

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- c) Policy and procedure development dated 4 March 2009
 - d) Interview and relocation expenses dated 20 June 2007
 - e) Procurement dated 16 February 2015 (FNCW)
 - f) Procurement dated 16 February 2015 (RRCC).

11. INFORMATION REPORTS

i). Information reports

RESOLVED [9/21] (Cadwallader/Humphrys) that Council receive and note the following information reports:

- 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

12. MATTERS OF URGENCY

Nil.

13. QUESTIONS ON NOTICE

Cr Ekins requested information pertaining to the Council adoption of Project Reference Group (PRG) minutes with reference to the Ainsworth Heritage Report 2011.

14. CLOSE OF BUSINESS

There being no further business the meeting closed at 3.39pm.

Rous County Council

MINUTES OF THE EXTRAORDINARY COUNCIL MEETING

17 March 2021

1. OPENING OF THE MEETING

Meeting commenced at 1.04pm

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), Helen McNeil (Group Manager People and Performance), Guy Bezrouchko (Group Manager Corporate and Commercial), Andrew Logan (Group Manager Planning and Delivery), Adam Nesbitt (Group Manager Operations), Michael McKenzie (Future Water Strategy Project Manager), Luka Taylor (IT Support Officer) and Noeline Smith (minute taker).

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. PUBLIC ACCESS

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

- Big Rob (speaking against Agenda item 5i.)
- Richard Trevan (speaking against Agenda item 5i.)

4. APOLOGIES AND LEAVE OF ABSENCE

Nil.

5. GENERAL MANAGER REPORT

i). Revised draft Future Water Project – Integrated Water Cycle Management Strategy: public exhibition

MOVED (Ekins/Cook) that Council:

1. Receive and note this report and the attached revised draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' in response to resolution 61/20 point 3 from its meeting of 16 December 2020.
2. Approve the public exhibition of the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' from 1 April 2021 for a period of eight weeks.

3. Receive a further written report on the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' for proposed adoption at an extraordinary meeting in July 2021, including an overview of the feedback received during the public exhibition period and how that feedback has been considered.

An **AMENDMENT** was moved (Cadwallader/Humphrys) that Council:

1. Receive and note this report and the attached revised draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' in response to resolution 61/20 point 3 from its meeting of 16 December 2020.
2. Approve the public exhibition of the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' from 1 April 2021 for a period of eight weeks.
3. Receive a further written report on the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' for proposed adoption at an extraordinary meeting in July 2021, including an overview of the feedback received during the public exhibition period and how that feedback has been considered.
4. Concurrently investigate the Dunoon Dam proposal in addition to the development of scenario 1 of the revised draft IWCM with these investigations to include the following studies:
 - Explore options to mitigate known impacts
 - Complete the geotechnical investigations and geological mapping
 - Undertake further cultural heritage surveys and investigations, including consultation with the registered Aboriginal stakeholder group.
 - Update the ecological surveys and investigations based on the current legislative requirements
5. Direct the General Manager to delay the report to Council into the orderly exit from Dunoon Dam as an option in the FWP, including disposal of land for a period of 3 years.
6. Direct the General Manager to include the necessary funding for these studies in year 5 of the Delivery program/Operational plan.

Councillor Mustow proposed a **FORESHADOWED MOTION** to be considered if the **AMENDMENT** was lost or withdrawn.

The **AMENDMENT** on being put to the meeting was **LOST**.

Voting against: Crs Williams, Cameron, Richardson, Cook, Ekins.

The following **MOTION** foreshadowed earlier in the meeting was moved (Mustow/Cadwallader) that:

1. Council receive and note this report and the attached revised draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' in response to resolution 61/20 point 3 from its meeting of 16 December 2020.
2. Council approves the public exhibition of the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' from 1 April 2021 for a period of eight weeks.

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3. Council receives a further written report on the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' for proposed adoption at an extraordinary meeting in July 2021, including an overview of the feedback received during the public exhibition period and how that feedback has been considered.
 4. The General Manager prepare a report for Council's April meeting outlining the process associated with a community poll at the upcoming Local Government Elections.
 5. That the content of the poll question being asked to be along the lines of..... *"should further investigations associated with the pervious preferred and lowest whole of life cost option for the Dunoon Dam, form part of the Rous Future Water 2060 Strategy"*.

MOTION TO BE NOW PUT

Moved (Richardson/Cook) that the **MOTION** be now put.

RESOLVED (Richardson/Cook) the Motion be now put.

Voting against: Crs Mustow, Cadwallader, Humphrys.

FORESHADOWED MOTION (Mustow/Cadwallader) that:

1. Council receive and note this report and the attached revised draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' in response to resolution 61/20 point 3 from its meeting of 16 December 2020.
2. Council approves the public exhibition of the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' from 1 April 2021 for a period of eight weeks.
3. Council receives a further written report on the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' for proposed adoption at an extraordinary meeting in July 2021, including an overview of the feedback received during the public exhibition period and how that feedback has been considered.
4. The General Manager prepare a report for Council's April meeting outlining the process associated with a community poll at the upcoming Local Government Elections.
5. That the content of the poll question being asked to be along the lines of..... *"should further investigations associated with the pervious preferred and lowest whole of life cost option for the Dunoon Dam, form part of the Rous Future Water 2060 Strategy"*.

The **FORESHADOWED MOTION** on being put to the meeting was **LOST**.

Voting against: Crs Williams, Cameron, Richardson, Cook, Ekins.

The original **MOTION** was then put and voted on.

RESOLVED (Ekins/Cook) that Council:

1. Receive and note this report and the attached revised draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' in response to resolution 61/20 point 3 from its meeting of 16 December 2020.
2. Approve the public exhibition of the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' from 1 April 2021 for a period of eight weeks.

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3. Receive a further written report on the draft 'Future Water Project 2060 Integrated Water Cycle Management (IWCM) Strategy' for proposed adoption at an extraordinary meeting in July 2021, including an overview of the feedback received during the public exhibition period and how that feedback has been considered.

6. CLOSE OF BUSINESS

There being no further business the meeting closed at 2.22pm.

Endorsement of draft 'Rous County Council Innovate May 2021 to May 2023 Reconciliation Action Plan'

(D21/12210)

Business activity priority

Strategy and planning.

Goal 2

Align strategic direction to core functions and sustainability.

Recommendation

That Council endorse the draft 'Rous County Council Innovate May 2021 to May 2023 Reconciliation Action Plan' as presented.

Background

At its June 2019 meeting, Council endorsed its second reconciliation action plan, an 'Innovate RAP'.

Following on from Council's original 'Reflect' RAP, the 'Innovate RAP' seeks to build on our foundational relationships with first nations people and greater understanding and awareness of RAP objectives and indigenous history generally.

Reconciliation Australia advises that an **Innovate** RAP "...outlines actions that work towards achieving your organisation's unique vision for reconciliation. Commitments within this RAP allow your organisation to be aspirational and innovative in order to help your organisation to gain a deeper understanding of its sphere of influence and establish the best approach to advance reconciliation...".

Staff subsequently submitted the endorsed 'Innovate RAP' to Reconciliation Australia (RA) for formal certification. RA has suggested several alterations to the report to meet its requirements, before it approves the Innovate plan. Key points to note include:

- Inclusion of a Cultural Warning
- Inclusion of Rous County Council's Vision for Reconciliation
- Inclusion of key achievements from our Reflect RAP
- Innovate RAPs require a formal launch. It is proposed to launch the Innovate RAP in May 2021.

Since that time staff, together with the RAP Advisory Group, have continued to pursue the goals and objectives of the plan. Despite the inconvenience of COVID-19, valuable progress has been made in Rous' celebration, participation and promotion for National Reconciliation Week and NAIDOC Week, Rous' Cultural Awareness Training Kit and looking at other 'innovative' ideas such as our Expression of Interest regarding cultural, environmental and education opportunities.

Consultation

1. The updated Innovate RAP has been presented, discussed at the past two RAPAG meetings, being 20 December 2020 and 25 March 2021. Feedback from members has been incorporated into the plan. Notwithstanding, that feedback and advice from RAPAG members is always welcomed, the RAPAG agreed to present the 'Innovate RAP May 2021-May 2023' for endorsement at the April 2021 Council meeting.

2. RAP Advisory Group, K. Delaney - RAP Program Manager, Accreditation and Evaluation - Reconciliation Australia.
3. Rous staff as required.

Finance

Financial commitments are available from within recurrent budgets.

Conclusion

This report provides the draft 'Rous County Council Innovate May 2021 to May 2023 Reconciliation Action Plan' for endorsement.

Guy Bezrouchko
Group Manager Corporate and Commercial

Attachment:

Draft 'Rous County Council Innovate May 2021 to May 2023 Reconciliation Action Plan' (D21/12223)



ROUS COUNTY COUNCIL INNOVATE MAY 2021- MAY 2023 Reconciliation Action Plan (RAP)



Cultural Warning

With respect, People of Aboriginal or Torres Strait Islander descent please be aware that this document may contain images and names of people who are deceased.

About the Artist

Rous County Council acknowledges Sheldon Harrington Snr (1961-2015) as the artist for the images used in this document. Sheldon Harrington Snr is of Widjabal descendent and an artist. Sheldon played a key role in the development and execution of joint on-ground projects that protect and enhance natural and cultural values in water supply catchment areas (Water Walks and Reconnecting to Country), in association with Rous County Council, the Widjabal people, and the local communities. Through his work with Rous County Council, Sheldon integrated sustainability principles with local Aboriginal culture and best management practice for catchment lands, fulfilling a responsibility to contribute culturally appropriate material and content including lore, location-based information (not including sensitive site information) and other key messages.

Sheldon Harrington Snr was a key contributor to the partnership established between Rous County Council and the Widjabal people, which was established primarily to improve cultural awareness and to stress the importance of land and water to Country and people. The contract between Widjabal Elders and Rous County Council primarily deals with the need for all of us to look after land and water as people. This working relationship is about Rous County Council acknowledging the ancestry, heritage, Country, identity, and language of the people from this Country. Rous County Council acknowledges Sheldon as a proud Bundjalung man who contributed greatly to our joint community education and reconciliation projects. We are working together for future generations to make Australia a better place.



Our Vision for Reconciliation

Rous County Council's vision for a united nation ensures that we stand together with Aboriginal and Torres Strait Islander peoples, and that any work we (as a country) do is built on respect and understanding, with a willingness to learn from each other. To do this we must listen and learn about the true past of Australia: the pain, the strength, the sadness, the innovation, the loss, and the incredible resilience of an amazingly rich and diverse culture of the traditional peoples of this continent.

As an organisation that works with water and land, we acknowledge and value Aboriginal and Torres Strait Islander sustainability practices in land and culture and know that we must work together with the Traditional Custodians of current and future catchment and the natural resource areas managed by Rous County Council.

Bundjalung people have lived in the region for many thousands of years in a sustainable relationship with the natural environment. The water catchment areas managed by Rous County Council are a part of the natural landscape that forms the identity, culture, spirituality, and resource base for the Widjabal/Wiyabal people of the Bundjalung nation. Despite the significant changes of the past 200 years, the Widjabal/Wiyabal people still maintain a responsibility and deep relationship with the land and water. Rous County Council acknowledges this relationship and deeply values their traditional laws, knowledge and lessons about places and sustainability. Reconciliation aims to restore ecological, cultural, and social values that are unique to our region.

Rous County Council conducts all business activities in accordance with its values of **Integrity, Commitment, Trust, Social Responsibility** and **Accountability**. As an organisation, Rous County Council believes in the value of strong community engagement and is proud to have a respected and productive relationship with the Traditional Custodians of the land on which Rous County Council catchments sit. In 2002, through a collaborative partnership between Rous County Council and Traditional Custodians, two environmental sustainability projects, *Reconnecting to Country* and *Water Walk*, were delivered.



Our Business

Rous County Council (Rous) is a multi-purpose county council delivering bulk water, weed biosecurity and flood mitigation services. Rous also operates Richmond Water Laboratories located in Lismore, which provides professional sampling, testing and analysis of water quality to NSW councils, private entities, and the public. Our constituent councils are Lismore, Ballina, Byron, and Richmond Valley.

Bulk water: Rous is the regional water supply authority and provides bulk water from its principal supply source at Rocky Creek Dam, which services around 100,000 people.

Weed biosecurity: Rous is the local control authority for weed biosecurity. Its operations cover an area of more than a million hectares, covering the areas of Lismore, Ballina, Byron, Richmond Valley, Kyogle and Tweed Shire councils under service level agreements.

Our councillors:

Cr Keith Williams (Chair)	Ballina Shire Council nominee
Cr Sharon Cadwallader (Deputy Chair)	Ballina Shire Council nominee
Cr Basil Cameron	Byron Shire Council nominee
Cr Simon Richardson	Byron Shire Council nominee
Cr Darlene Cook	Lismore City Council nominee
Cr Vanessa Ekins	Lismore City Council nominee
Cr Sandra Humphrys	Richmond Valley Council nominee
Cr Robert Mustow	Richmond Valley Council nominee

Our staff:

Rous currently employs 90 staff, of which two identify as Aboriginal and/or Torres Strait Islander people.

RAPAG contact:

Guy Bezrouchko 02 6623 3800 guy.bezrouchko@rous.nsw.gov.au www.rous.nsw.gov.au

Rous County Council: Innovate 2021-2023

Overview

Our **Reconciliation Action Plan (RAP)** is lead from all levels within Rous, from councillors to management and staff who champion, participate, and believe strongly in all aspects of Reconciliation. Continuing from the previous Reflect Reconciliation Action Plan (RAP), Rous aims to work alongside the Aboriginal communities on whose Country they operate, and with Respect, move towards a more inclusive, mutually understood future.

Rous, together with our RAP Advisory Group members, have built a long-standing relationship over some years. We all agree to learn and share together for a better, stronger future in our region.

While the RAP is championed at all levels, the Group Manager Corporate and Commercial, Guy Bezrouchko, holds the designated role of RAP Secretary within Rous.

Reconciliation Action Plan Advisory Group (RAPAG)

Role of the RAPAG

The role of this group is to set the direction for reconciliation between Rous and the wider community. This group meets quarterly in Council Chambers, and once a year on Country. The agenda is set by the Chair and Secretary, however RAPAG members may make additions to the agenda at any time. The group works together in a respectful and passionate manner, and over the years, Rous has seen relationships grow between the community and its service, however, note there is much more to do.

Current members of the RAPAG:

Cr Vanesa Ekins	Chair (Rous)
Aunty Irene Harrington	Traditional Custodian of Council catchment area *
Roy Charles Gordon	Traditional Custodian of Council catchment area on behalf of Aunty June Gordon, Widjabal Elder *
Michael Ryan	Representative of the Bundjalung Elders Council *
CEO	Jali Local Aboriginal Land Council
CEO	Ngulingah Local Aboriginal Land Council *
Guy Bezrouchko	Secretary (Rous)
Phillip Rudd	General Manager (Rous)
Emma Walke	Consultant *
Kris Cook	Community *
Mick Roberts	Community *
Anthony Acret	NRM Planning Coordinator (Rous staff)
Helen McNeil	Group Manager People and Performance (Rous staff)
Michael McKenzie	Future Water Strategy Project Manager (Rous staff)
Andrew Logan	Group Manager Planning and Delivery (Rous staff)

* *Aboriginal and/or Torres Strait Islander RAPAG member.*

From time to time, Rous invites other people with content-specific knowledge and staff of partnering organisations such as land councils, to the RAPAG meetings.

Our **Innovate 2021-2023 RAP** begins to build on the foundations, goals, challenges and wins of the past three years, and aims to consolidate and also increase our engagement with Aboriginal and Torres Strait Islander peoples. We will focus on our relationships with an intent to increase representatives in the Advisory Group to ensure Aboriginal and Torres Strait Islander peoples from our recently increased areas have visibility and an opportunity to provide input into the work we do. Rous is continuing to encourage staff to become a part of the Advisory Group and learn and share alongside our Elders and community members.

New input will bring new ideas and new ways of doing things in the community.

Our focus areas

1. Respectful Community Involvement underpinned by shared understandings through cultural awareness and learning about our local Aboriginal and Torres Strait Islander peoples, lands, history and cultures.
2. Real Work on Land through understanding not only environmental aspects, but also cultural and historical aspects in the areas that Rous operates.
3. Strengthening the Tone of our relationship and building on our past successes through employment, training and commercial opportunities.

We are excited to aim higher and plan for new ideas and new input, which will strengthen Rous' place in the community alongside our Aboriginal and Torres Strait Islander partners towards reconciliation.

Key Achievements

Administration Traineeship – Chelsea Hippi



Ngulingah Aboriginal Land Council – Working on Country – Skills and Knowledge Sharing

As the region's bulk water, weed biosecurity and flood mitigation authority, Rous has a role in managing the region's natural resources and share this responsibility with Ngulingah Local Aboriginal Land Council (LALC). In 2019-2020, we had the opportunity to collaborate in a new way with Ngulingah by supporting the development of Ngulingah LALC's WHS policies and procedures.

This brought our staff together to form strong relationships and to recognise the synergy between our organisations. We explored how Rous bush regeneration and weed biosecurity officers can collaborate with Ngulingah LALC rangers to share knowledge and ideas for mutual growth. In June 2019, these rangers were invited to present at the Lismore Biosecurity Forum hosted by Rous.

NAIDOC 2019

Every year, Rous attends the Lismore NAIDOC day held in the Lismore Showgrounds, traditional lands of the Widjabul/Wyabul peoples in this region. In 2019, we took our Richmond and Brunswick Water Catchment Trailer, which is a 3D working diorama of the region's water supply and dam system. Several members of our staff attended the day to talk with the community about the region's water supply and to experience NAIDOC more generally.

More than 100 people visited the trailer, talking with our staff and interacting with the display; even though it rained. Rous also worked with NAIDOC organisers to supply food and beverages to Elders in the Elders tent during the day. It was a fantastic opportunity for Rous staff to meet and talk with Elders from Lismore and surrounds.

Relationships

To ensure that the work we are doing shows a strong respect for the history of the land and its people; strong relationships are vital. As an organisation, we want to work with the local Aboriginal peoples in reciprocal knowledge sharing, learning and celebrating national events and campaigns that benefit Aboriginal and Torres Strait Islander peoples; and forming partnerships built on mutual respect towards reconciliation.

Action	Deliverable	Timeline	Responsibility	Status	Comment
RAPAG actively monitors RAP development and implementation of actions, tracking progress and reporting.	RAPAG oversees the development, endorsement and launch of the RAP.	Ongoing. March 2022, 2023. June 2021, 2022. August 2021, 2022. November 2021, 2022.	Group Manager Corporate and Commercial.		
	Ensure Aboriginal and Torres Strait Islander peoples are represented on the RAPAG.				
	Review Terms of Reference for the RAPAG.				
	Continue to engage with key community stakeholders to join the RAPAG.				
	Meet at least four times per year to drive and monitor RAP implementation.				

Action	Deliverable	Timeline	Responsibility	Status	Comment
Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians.	Hold at least one internal event for NRW each year.	Annually. May 2021 - June 2022.	Group Manager Corporate and Commercial. Communications and Engagement Coordinator.		
	Register our NRW event via Reconciliation Australia's NRW website.				
	Support an external NRW event.				
	Ensure our RAPAG participates in an external event to recognise and celebrate NRW.				
	Extend an invitation to Aboriginal and Torres Strait Islander peoples to share their reconciliation experiences or stories.				
	Encourage staff to participate in external events to recognise and celebrate NRW.				
	Circulate NRW information to staff and invite comment/response.				
Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	Continue to implement the current engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders.	Ongoing. Reviewed monthly internally and discussed at RAPAG meetings quarterly. March 2022, 2023. June 2021, 2022. August 2021, 2022. November 2021, 2022.	Group Manager Corporate and Commercial.		
	Discuss engagement plan at each RAPAG meeting to ensure the plans in	March 2022, 2023. June 2021, 2022. August 2021, 2022.	Future Water Project Manager.		

Action	Deliverable	Timeline	Responsibility	Status	Comment
	place are still appropriate; change as required.	November 2021, 2022.			
	Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	Review: March 2021, 2022.			
	Explore and develop innovative ways to ensure Rous works collaboratively with Aboriginal knowledge-holders with the Rous' Future Water Strategy.	Additionally – as required (specifically when related to lands issues and sensitive or cultural issues.			
Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	Implement and review a strategy to communicate our RAP to all internal and external stakeholders.	March 2022, 2023. June 2021, 2022. August 2021, 2022. November 2021, 2022. December 2022.	Group Manager Corporate and Commercial.		
	Promote reconciliation through ongoing active engagement with all stakeholders.				
	Ensure the Innovate 2021-2023 RAP is included in Council's Community and Engagement Strategy.				
Promote positive race relations through anti-discrimination strategies.	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	To be completed by March 2022.	Human Resources Manager.		
	Develop, implement and communicate an anti-discrimination policy for our organisation.		Group Manager Corporate and Commercial.		

Action	Deliverable	Timeline	Responsibility	Status	Comment
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.				
	Educate senior leaders on the effects of racism.	March 2022.			
Work with Elders and Custodians of the lands within the four constituent council areas on planning and projects of cultural significance.	Consult with Widjabal/Wiyabal and Bundjalung Elders, local Aboriginal land councils, Aboriginal advisory groups, and relevant Aboriginal organisations on issues of cultural importance.	Ongoing. Reviewed quarterly at RAPAG. March 2022, 2023. June 2021, 2022. August 2021, 2022. November 2021, 2022.	Group Manager Corporate and Commercial.		
	Include local Aboriginal peoples, Elders and Traditional Custodians in planning and co-designing projects of cultural significance.		Future Water Project Manager.		

Respect

Rous' work relates to management of weed biosecurity and the management of the regional water supply. This work takes place on Aboriginal land. Rous acknowledges the importance of this land—traditionally, historically and culturally—to the Aboriginal people of the North Coast of NSW. We also acknowledge the unknown history of these lands, held by the communities on which our operations take place. Our future plans may also be affected and have an effect on these lands and peoples. We understand the effects of history and colonisation on Aboriginal and Torres Strait Islander peoples and endeavour to ensure that these atrocities are not repeated now or in any future work we undertake.

Action	Deliverable	Timeline	Responsibility	Status	Comment
Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning.	Develop, implement, and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	December 2021.	Group Manager Corporate and Commercial.		
	Review and if required, build on the current list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	June 2021, 2022.			
	Include an Acknowledgement of Country at the commencement of important internal and external meetings.	Review quarterly at RAPAG. March 2022, 2023. June 2021, 2022. August 2021, 2022. November 2021, 2022.			
	Invite Aboriginal people and Traditional Custodians into our office to explain the significance of Welcome to Country and Acknowledgement of Country.	March 2022, 2023.			
	Where possible, invite Traditional Custodians to deliver a Welcome to	Review quarterly at RAPAG.	Human Resources.		

Action	Deliverable	Timeline	Responsibility	Status	Comment
	Country at significant events.				
	Organise and display an Acknowledgment of Country plaque in our office/s or on our office building.	Review June 2021, 2022.			
Celebrate and recognise dates of significance with Aboriginal and Torres Strait Islander peoples	Add Aboriginal and Torres Strait Islander dates of significance to Council calendars	13 Feb 2021, 2022: Anniversary of the Apology.	Group Manager Corporate and Commercial.		
	Promote local community events recognising dates of significance to all staff.	May 2021, 2022: National Sorry Day Reconciliation Week. July 2021, 2022: NAIDOC.	All staff.		
Provide opportunities for Aboriginal and Torres Strait Islander staff to engage with their cultures and communities by celebrating NAIDOC Week.	Ensure all staff have the option to attend at least one NAIDOC Week event annually.	July 2021, 2022. November 2021.	Group Manager Corporate and Commercial		
	In consultation with Aboriginal and Torres Strait Islander peoples, hold an internal or external NAIDOC Week event. - Provide interactive stall at Lismore NAIDOC. - Hold an event (i.e. movie night for staff during NAIDOC).		Section Team leaders.		
	Support an external NAIDOC Week community event.	July 2021, 2022. November 2021.			

Action	Deliverable	Timeline	Responsibility	Status	Comment
	Contact our local NAIDOC Week Committee to discover events in our community.	June 2021, 2022.	Group Manager Corporate and Commercial.		
	Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	May 2021, 2022.	Human Resources.		
Engage employees in cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements.	Develop and implement a cultural awareness training strategy for our staff that defines cultural learning needs of employees in all areas of our business, and considers various ways cultural learning can be provided (online, face to face workshops, or cultural immersion).	Review: August 2021. March 2022.	Group Manager Corporate and Commercial.		
	Investigate opportunities to work with local Traditional Owners and/or Aboriginal and Torres Strait Islander consultants to develop cultural awareness training.				
	Provide opportunities for RAPAG members, RAP champions, HR managers and other key leadership staff to participate in cultural training.	March 2022, 2023.	Uncle Roy Gordon, Uncle Mick Ryan.		

Action	Deliverable	Timeline	Responsibility	Status	Comment
	Promote the Reconciliation Australia's Share Our Pride online tool to all staff.	Review quarterly after RAPAG meetings: April 2021, 2022. July 2021, 2022. September 2021, 2022. October 2021, 2022.	Group Manager Corporate and Commercial.		
	Walk on Country with Elders to learn from this knowledge and better understand the significance of the land.	March 2022, 2023.			

Opportunities

In line with respect and relationships, our plan ensures that Rous embeds strategies within its Strategic Plan to ensure opportunities for employment, capacity building and knowledge-sharing are sought at all levels, within all programs. The opportunities listed in our plan are evidence of the work we are doing with the knowledge-holders and community toward reconciliation.

Action	Deliverable	Timeline	Responsibility	Status	Comment
Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace.	Develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Strategy.	Ongoing and reviewed quarterly at RAPAG meetings. March 2022, 2023. June 2021, 2022. August 2021, 2022. November 2021, 2022.	HR/ Managers.		
	Engage with existing Aboriginal and Torres Strait Islander staff to consult on employment strategies, including professional development.	Ongoing. March 2022, 2023. August 2021, 2022.	HR/ Managers.		
	Advertise all vacancies in Aboriginal and Torres Strait Islander media.	As required. Reviewed quarterly (March/August).	HR/ Managers.		
	Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.		HR/ Managers.		
	Develop an Aboriginal and Torres Strait Islander professional development strategy.	March 2022, 2023. August 2021, 2022.	HR/ Managers.		

Action	Deliverable	Timeline	Responsibility	Status	Comment
	Include Aboriginal and/or Torres Strait Islander representation on recruitment and selection panels.	June 2021, 2022.	HR/ Managers.		
	Include in all job advertisements, 'Aboriginal and Torres Strait Islander peoples are encouraged to apply.'	Ongoing Review July 2021	HR/ Managers.		
	Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.	Ongoing Review July 2021.	HR/ Managers. All staff.		
Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation.	Review and update procurement policies and procedures to identify barriers to Aboriginal and Torres Strait Islander businesses to supply our organisation with goods and services.	Review: June 2021, 2022.	Procurement and Properties Coordinator.		
	Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services.	June 2021.	Group Manager Corporate and Commercial.		
	Develop one commercial relationship with an Aboriginal and/or Torres Strait Islander owned business.	June 2021.			

Action	Deliverable	Timeline	Responsibility	Status	Comment
	Investigate Supply Nation membership.	Review: December 2021.			
Continue to develop and implement Aboriginal and Torres Strait Islander employment pathways.	Provide one traineeship within the RAP period.	Traineeship- January 2021/2022 January 2022/2023	Human Resources.		
	Develop at least one School-based traineeship within the RAP period.	School-based Traineeship July 2021.	Group Manager Corporate and Commercial.		
	Develop a recruitment strategy to ensure, where practicable, continuing employment opportunities for trainee positions, or pathways into other opportunities within Rous.		Human Resources.		
Investigate opportunities to increase pro bono activities.	Work with local Aboriginal land councils (LALCs) to identify areas of collaboration.	Identify opportunities: February 2021.	Group Manager Corporate and Commercial.	Commenced.	
	Deliver at least three pro bono activities within the period with LALCs.	July 2021.			

Governance Tracking Progress and Reporting

Action	Deliverable	Timeline	Responsibility	Status	Comment
Report RAP achievements, challenges, and learnings to Reconciliation Australia.	Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2021, 2022.	General Manager.		
	Investigate participating in the Workplace RAP Barometer.	May 2021, 2022.			
	Continue to work with systems and capability needs to track, measure and report on RAP activities.	September 2021, 2022.			
Report RAP achievements, challenges, and learnings internally and externally.	Publicly report our RAP achievements, challenges, and learnings.	September 2021, 2022	General Manager		
	Use various outlets to report and promote Rous RAP achievements and challenges including: - RAPAG meetings - Rous Council meetings - Newsletters - Local 'grapevine' emails such as Lismore City Council - News stories, Koori Mail, etc.	Review annually at RAPAG. March 2022, 2023. June 2021, 2022. August 2021, 2022. November 2021, 2022.	In-house Media Team		
Review, refresh and update RAP.	Review, refresh, and update RAP based on learnings, challenges and achievements.	May 2022.	Group Manager Corporate and Commercial.		

Action	Deliverable	Timeline	Responsibility	Status	Comment
	Send draft RAP to Reconciliation Australia for formal feedback and endorsement.				

2020/21 Loan Borrowing

(D21-12267)

Business activity priority	Results and sustainable performance
Goal 7	Sustainable performance

Recommendation

That Council:

- a) Call for expressions of interest from different financial institutions to borrow \$13,500,000 over 20 years at a fixed rate of interest for the St Helena upgrade.
- b) Authorise the General Manager to negotiate with financial institutions to accept the best offer on the day that quotes are received.
- c) Authorise associated loan documentation to be completed under seal.

Background

Council, at its meeting 17 June 2020, resolved [25/20] to adopt the Delivery program | Operational plan and 2020/21 budget. The Delivery program identified that Council would borrow \$13,500,000 for capital works associated with the St Helena 600 upgrade.

Council informed the Office of Local Government of its proposed borrowings in the current financial year, through the annual Proposed Borrowings Return report submitted in August 2020.

Information

Staff have been monitoring spending on capital works and the estimated cash reserve balance at year end to confirm the need to borrow additional funds. At this stage the St Helena upgrade is slightly down on forecast expenditure and it may be possible to avoid borrowing this year.

On balance the preference is to proceed with the borrowing based on two matters. Firstly, fine weather is expected to see significant expenditure over the winter period which would necessitate the borrowing in the first half of the next financial year.

Secondly the Federal? Government is currently offering low interest loans (0.1% for 3 years) to financial institutions in an effort to stimulate the economy. i.e., the banks receive the funds at very low rates so they can loan this same cash at a slightly higher rate. This means that first tier banks will be competitive with TCorp and right now is an optimal time to secure a very good borrowing rate on behalf of the community.

It is proposed to call for expressions of interest before the end of this financial year and take up the best offer to borrow \$13,500,000 based on a 20-year term at a fixed interest rate. The fixed rate has been chosen due to the prevailing low interest rate environment.

Staff will gain an understanding of the standard terms, conditions and fees offered by different organisations prior to the day on which quotations are called. A day will then be nominated for quotations to be provided. The rates offered are typically valid for a matter of hours only, so it is necessary to assess the offers and accept on the day the one that affords the best advantage to Council.

In order to facilitate the loan, it is necessary for Council to:

- a) Provide the necessary delegated authority to the General Manager to negotiate with financial institutions to accept an offer, and
- b) Authorise associated loan documentation to be completed under seal.

Governance**Finance**

The consistently low interest rates in the current market have increased competition amongst financial lending institutions. Rous County Council will invite Institutions to quote via the tender process, designed to attract a competitive interest rate.

Legal

Section 621 of the Local government Act provides the auspice for council to borrow funds. The borrowing must be for any purpose allowed under the Act and it must not be from a source outside the Commonwealth of Australia.

Consultation

This report was prepared in consultation with the Project Accountant and relevant staff.

Conclusion

Council has a very large capital works program that is currently underway in the form of the St Helena upgrade. Council will require external borrowings to support the works program and it is currently an opportune time to obtain very competitive loan rates.

Based on this information it is recommended that Council call for expressions of interest to borrow \$13.5 million prior to the end of this financial year.

Guy Bezrouchko
Group Manager Corporate & Commercial

Draft Delivery program | Operational plan and 2021/22 Budget

(D21-11946)

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

Recommendation

That Council:

1. Approve the draft Delivery program | Operational plan and 'Revenue' policy attached to this report, for public exhibition.
2. Note that adjustments approved at this meeting as part of the March Quarterly Budget Review Statement report will be included in the exhibited document as appropriate.
3. At its June 2021 meeting:
 - a) Receive for information, public submissions (if any) lodged during the public consultation process and staff comment in respect to the submissions.
 - b) Receive for adoption the final draft Delivery program | Operational plan.

Draft Budget

This section of the report is presented with the following structure:

- Financial information on the organisation as one combined entity.
- Financial information in respect to each Fund: Flood Mitigation, Weed Biosecurity, Retail Water, Richmond Water Laboratories, Commercial Properties, Bulk Water and Fleet.

It is noted that the Long-Term Financial Plan (LTFP) presented in this report does not include budget adjustments presented to Council as part of the March 2021 quarterly budget review statement (see separate report). Those adjustments approved by Council will be included in the LTFP prior to advertising.

The report presents financial information in a consistent format for each of the Funds and the whole organisation. Detailed information is provided on each Fund in terms of assumptions on which the budget is based, including a breakdown of the main streams of income and expense for both operating and capital items.

The transfers to and from reserve represent the net cash movement for the Fund. The transfer to or from reserve is used to balance the cash movement to zero. This results in the cash surplus or loss being retained within the Fund.

Long-Term Financial Plan (LTFP) caveat

The financial plan is significantly impacted by the Future Water Project 2060 (FWP2060). The current LTFP is in accord with council's decision from the March 2021 extra ordinary meeting which looks to new groundwater supplies as the primary new water source to accommodate population growth and climate change influences over the next two decades, supplemented with a range of demand management actions and indirect and direct potable reuse investigations and projects.

The LTFP relies on estimates of significant capital and operating expenditure to construct and run new and expanded groundwater sites. To finance these costs the LTFP includes external borrowings and increases to the contributions required from constituent councils. The borrowings are significant and estimated loan rates exert a strong influence on the outcomes of the LTFP.

The viability and estimated costs of the new water source solutions continues to be investigated. It is possible, indeed likely, that core assumptions will change as investigations continue. Further the FWP2060, which is based on Groundwater, is on exhibition seeking public comment.

Therefore, the LTFP includes significant assumptions in respect to future capital works which are currently 'proposals' that continue to be actively investigated. The LTFP is presented based on the available information as of April 2021 and it reflects an organisation in the midst of generational decisions that are yet to be confirmed.

The whole organisation

The table below details the forecast Operating Performance of the organisation together with capital movements and estimated cash reserve.

Table 1: Whole organisation estimated Operating Performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Estimate	Estimate	Estimate						
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	25,583,900	26,402,400	27,913,500	29,724,100	31,653,000	33,566,500	35,569,400	37,532,900	39,247,700	41,059,300
Op Expense	29,539,300	30,066,900	30,675,000	31,316,300	33,131,200	34,984,300	37,268,900	38,160,500	39,273,500	40,771,000
Operating Result	(3,955,400)	(3,664,500)	(2,761,500)	(1,592,200)	(1,478,200)	(1,417,800)	(1,699,500)	(627,600)	(25,800)	288,300
Eliminate Depn	7,107,800	7,302,600	7,660,400	7,999,800	8,348,100	8,626,300	8,915,400	9,412,000	9,671,800	9,835,500
Cash result	3,152,400	3,638,100	4,898,900	6,407,600	6,869,900	7,208,500	7,215,900	8,784,400	9,646,000	10,123,800
Capital Income	20,750,100	5,766,400	55,848,400	18,545,000	45,830,000	4,417,000	49,505,000	4,595,000	19,691,000	4,781,000
Loan capital	2,718,500	3,414,400	5,447,200	6,078,500	7,614,100	7,709,300	8,794,200	6,360,300	7,102,700	7,340,300
Capital Expense	19,781,800	29,194,500	34,688,000	32,318,200	30,196,600	22,370,300	16,392,100	36,164,000	13,843,200	14,024,200
Transfer to Res	3,134,100	0	22,359,900	2,089,900	15,103,500	411,300	31,665,100	220,500	8,433,000	453,400
Trans from Res	1,731,900	23,204,400	1,747,800	15,534,000	214,300	18,865,400	130,500	29,365,400	41,900	6,913,100
Cash Movement	0	0	0	0						
Estimated Cash Reserve \$	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	36,595,962	13,391,562	34,003,662	20,559,562	35,448,762	16,994,662	48,529,262	19,384,362	27,775,462	21,315,762

The outlook depicts an organisation in transition. The operating result is poor in the early years but gradually improves to a surplus on the final year. Capital expense over the ten years is forecast to be just short of \$250 million supported by external borrowings of approximately \$173 million. Cash reserves fluctuate as funds are applied to capital works and then replenished by new borrowings.

It is not preferable to forecast nine years of operating deficits however it is sustainable because income from constituent council contributions for bulk water is elevated to match the new operating and capital expenses associated with the FWP. Some of the pressure is released in 2028 when existing loans expire. The outlook for the whole organisation tends to be dominated by Bulk Water Fund and more detailed information is provided in this section of the report.

Bulk Water

Caveat on Long-Term Financial Plan

Please refer to the discussion at the start of this report titled 'Caveat on the Long-Term Financial Plan'. Whilst this caveat is relevant to the organisation as a whole, it is specifically relevant to the Bulk Water Fund.

Future water Project

It is appropriate to commence the commentary of Bulk Water Fund with the FWP because it has a profound impact on the finances of the Fund. Modelling indicates that the County requires additional water supply to accommodate population growth and the effects of climate change. Demand will exceed secure yield by 2024.

Hence the need for the FWP2060 and associated expenditures. The table below shows the proposed capital works program to provide new water sources for the region.

Table 2: Future Water Project estimated expenditure

Task/cost		Total	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
	Cost	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Marom Creek	Capital	10,189	1040	1061	4003	4085	0	0	0	0	0	0
	Operating	6,889	0	0	0	0	1092	1114	1136	1159	1182	1206
Alstonville groundwater	Capital	28,270	520	7639	9954	10157	0	0	0	0	0	0
	Operating	5,397	0	0	0	0	856	872	890	908	926	945
Marom/Aville gwater Renewals	Renewals	588	0	0	0	0	93	95	97	99	101	103
Woodburn existing bore 3 + WTP	Capital	420	208	212	0	0	0	0	0	0	0	0
Woodburn new bores	Capital	2,874	868	886	1120	0	0	0	0	0	0	0
Tyagarah groundwater	Capital	49,944	936	955	1082	1104	5630	10332	21898	8007	0	0
	Operating	3,201	0	0	0	0	0	0	0	0	1585	1616
	Renewals	697	0	0	0	0	0	0	0	0	345	352
Groundwater source land acquisition	Capital	18870	520	7745	5085	5520	0	0	0	0	0	0
IPR investigations	Operating	1,072	260	265	271	276	0	0	0	0	0	0
Stage 3 source planning	Capital	3,208	0	0	0	0	0	0	0	0	1219	1989
DPR pilot scheme	Capital	6,370	624	637	649	2208	2252	0	0	0	0	0
	Operating	1,495	0	0	0	0	0	287	293	299	305	311
Dunoon Dam land disposal	Operating	531	156	159	216	0	0	0	0	0	0	0
Demand Management Recurrent spending	Operating	5,697	520	531	541	552	563	574	586	598	610	622
Water loss management	Operating	2,034	520	531	541	442	0	0	0	0	0	0
Smart metering	Capital	1,148	936	212	0	0	0	0	0	0	0	0
	Operating	929	0	0	108	110	113	115	117	120	122	124
Drought management planning	Operating	274	130	0	0	0	0	144	0	0	0	0
Demand forecasting (incl. data acquisition)	Operating	183	0	42	0	0	45	0	0	96	0	0
Secure yield assessment	Operating	172	0	0	54	0	0	57	0	0	61	0
IWCM Strategy review	Operating	1,405	0	0	0	221	0	0	586	598	0	0
	Capital	22,428	3054	3118	3010	2858	3480	1655	1766	1827	822	838
Totals		174,285	10,292	23,993	26,634	27,533	14,124	15,245	27,369	13,711	7,278	8,106

It is anticipated that these expenditures will assist to provide a secure yield of bulk water that will sustain the county until 2040. Note that the forecasts in the table have been adjusted for the estimated time value of money.

In the period 2022-2031 it is proposed to expend in the order of \$174 million on Marom Creek, Alstonville, Woodburn and Tyagarah Groundwater systems plus various demand management projects. This estimate includes both operating and capital expenses.

One of the costs is \$531,000 to dispose of land acquired for Dunoon Dam. The LTFP does not include any estimate of revenue at this time.

Further the proposal includes a project titled 'DPR Pilot Scheme' which translates to a wastewater reclamation plant at Perradenya Estate. In previous versions of the LTFP this expense was deemed to part of Property Fund, which includes income and expenses associated with this estate. This project has been relocated to Bulk Water Fund as it is considered that the water source augmentation aspect of the project supersedes land development.

As mentioned, the FWP2060 is currently on exhibition seeking public comment and will be considered by Council in light of that comment in July 2021.

Bulk Water Budget comments

The aim of this section of the report is to provide some basic information on the larger financial elements relating to the Fund. Unless otherwise stated the estimates refer to the 2021/22 year.

- Operating Income
 - the primary income source is contributions from constituent Councils with income forecast at \$19.8 million.
 - interest income from funds invested is estimated to return \$380,000. Income from this source will fluctuate as reserves are used to support capital works.
- Operating Expense
 - dams and treatment expense is forecast to exceed \$5.5 million.
 - interest on borrowings will be \$1.5 million.
 - depreciation is estimated at \$5.8 million.
- Capital Income
 - section 64 income is Council's second largest income stream. The amount of income received in any given year can vary significantly depending on the amount of development that occurs in the County. The 2022 forecast of \$4.1 million is based on previous years. However, this income source can be volatile and the influence of COVID-19 is another complicating factor.
 - External borrowings: the table below shows the proposed borrowings 2021-2030. The majority of the loans relate to the FWP and St Helena upgrade.

Table 3: Estimated borrowings 2021-2030

Year	2021	2023	2024	2025	2027	2029	Total
Amount \$	13,500,000	50,000,000	10,000,000	40,000,000	45,000,000	15,000,000	173,500,000
Est Rate	2.8	3.2	3.5	3.5	3.5	3.5	

Interest rates are predicted to increase over time however it is difficult to predict exactly just what will occur and when. The assumption has been that rates will remain quite low compared historical norms. The 2.8% for 2021 is based on recent advice from Tcorp.

All loans have been calculated based on a standard principal and interest repayment over 20 years. There was some debate internally as to the preferred length of the loans as you do not want the repayments to extend beyond the useful life of the asset to which they relate.

Given the quantum of borrowings proposed all of the assumptions in terms of rates and term have a big impact on the LTFP. No doubt these assumptions will be fine-tuned as the time draws closer.

Further, once the FWP is adopted, works schedules confirmed and estimates refined it is likely that Council may prefer to take out a loan facility that covers several projects rather than numerous one-off borrowings. This approach may also allow a lower rate to be locked in if rates do start to rise.

- Capital Expense

Forecast capital expenditure over the life of the model amounts to approximately \$228 million. Apart from the FWP detailed above major projects include:

- \$10.6 million various upgrades at Nightcap treatment plant
- \$25 million St Helena 300 bulk water main
- \$8.2 million St Helena 375 bulk water main
- \$8.8 million Knockrow 450 bulk water main
- \$6.3 million Coraki 450 bulk water main

A detailed list of the capital works program is included in the attachment to this report.

- Assets/Liabilities

- the fund has non-current assets valued at approximately \$408 million.
- debt currently stands at approximately \$21 million.
- new loans to \$13.5 million are forecast this financial year.

Council contributions

Four constituent Councils and RCC Retail Water Fund pay contributions to the Bulk Water Fund based on the previous year's water consumption. One of the key issues for the constituent Councils is having time to include accurate forecasts for the cost of Bulk Water in their Integrated Planning and Reporting frameworks.

The calculation to determine the annual contribution is based on water consumption for the twelve months ending in February. This allows constituent Councils to be advised of their exact annual contribution in early to mid-March each year. It is proposed to change this period to 1 January X0 to 31 December X0 to provide earlier advice on the price path to constituent councils.

The table below shows the forecast percentage increase to contributions to 2030. The percentage is the total increase including adjustment for inflation.

Table 4: Estimated % increase to constituent councils' contributions for Bulk Water

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
Percentage increase	7.00%	6.00%	6.00%	7.00%	7.00%	6.00%	6.00%	6.00%	5.00%

The forecast is greater than cost of living increases and they will be required for several years. The main issue driving the increase is the large capital works program and the increase to annual operational costs that comes with the new infrastructure.

It is considered that given the magnitude of the capital works program over the next decade, the proposed price increases, whilst not desirable, are reasonable. It suggests that the Fund is starting from a position of strength, which is supported by the fact that at the start of 2021 there was approximately \$28 million in reserves on hand that have been accumulated in advance for capital works.

It is also relevant to point out that the contribution increases for constituent Councils were confined to the rate peg increase from 2012/13 to 2018/19.

The following table shows the constituent Council contributions in the current year and the proposed contributions in 2021/22.

Table 5: Proposed Bulk Water contributions constituent council's and Retail Water

	2020/21	2021/22	Movement	Movement
	\$	\$	%	\$
Lismore City Council	5,441,400	6,011,000	10.5	569,600
Byron Council	4,479,300	4,861,500	8.5	382,200
Richmond Valley Council	1,159,100	1,204,000	3.9	44,900
Ballina Council	6,843,500	7,359,900	7.5	516,400
Rous Retail	1,904,300	1,779,100	(6.6)	(125,200)
Total	19,827,600	21,215,500	7.0	1,387,900

The above table identifies that while the total increase to income is 7%, there is considerable variance between the entities on a percentage basis. This is attributable to the gross water consumed in each local government area compared to each other and compared to what their relativities were in the previous year.

Rous retail had an above average year in 2019/20 (used for the 20/21 contribution calculation) due to drought conditions and roadworks at Woodburn. The following year consumption has returned to a more typical level.

Bulk Water operating performance

The Fund is forecast to make an operating loss for most of the decade. This occurs because expenses associated with new loans and new groundwater operations increased faster than additional contribution income.

The council contributions are increased on a relatively consistent price path over several years rather than one or two dramatic increases early in the period. This approach is preferred as it allows the constituent councils and their consumers an opportunity to build the increased expense into their budget over several years.

The Fund remains sustainable despite the recurrent deficits as external borrowings are used to keep cash reserves at an adequate level and the gradual increase to contributions results in an operating surplus being achieved by 2029.

An alternative pricing strategy would be to increase contributions by a massive amount early in the decade which would result in operating surpluses and less borrowings. However, this approach would create a significant burden (even greater than that proposed) on consumers in a short period at a time when many are particularly vulnerable since the COVID-19 pandemic.

Table 6: Bulk Water estimated operating performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	18,462,600	19,810,700	20,992,400	22,403,200	23,913,500	25,590,800	27,292,600	28,950,400	30,349,600	31,837,300
Op Expense	20,661,800	22,542,100	23,043,600	23,293,700	24,797,600	26,494,600	28,498,300	29,183,200	29,997,800	31,218,400
Operating Result	(2,199,200)	(2,731,400)	(2,051,200)	(890,500)	(884,100)	(903,800)	(1,205,700)	(232,800)	351,800	618,900
Eliminate Depn	5,580,900	5,872,100	6,210,300	6,528,900	6,856,100	7,113,000	7,380,400	7,855,000	8,092,500	8,233,600
Cash result	3,381,700	3,140,700	4,159,100	5,638,400	5,972,000	6,209,200	6,174,700	7,622,200	8,444,300	8,852,500
Capital Income	17,500,000	4,080,000	54,162,000	14,245,000	44,330,000	4,417,000	49,505,000	4,595,000	19,687,000	4,781,000
Loan capital	2,718,500	3,414,400	5,447,200	6,078,500	7,614,100	7,709,300	8,794,200	6,360,300	7,102,700	7,340,300
Capital Expense	16,179,900	24,488,400	30,528,900	29,260,000	29,112,700	21,640,100	15,533,700	35,189,600	12,714,700	13,168,500
Transfer to Res	1,983,300	0	22,345,000	0	13,575,200	0	31,351,800	0	8,313,900	0
Trans from Res	0	20,682,100	0	15,455,100	0	18,723,200	0	29,332,700	0	6,875,300
Cash Movement	0	0	0	0	0	0	0	0	0	0
Estimated Cash Reserve \$	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	29,802,488	9,120,388	31,465,388	16,010,288	29,585,488	10,862,288	42,214,088	12,881,388	21,195,288	14,319,988

The operating losses forecast in the first few years are influenced by numerous one-off projects with combined expenses greater than \$1 million. The costs are for projects such as plans, strategies, audits and reviews that cease once the project is completed.

The forecast result improves substantially in 2028 which is when existing loans for the Wilson's River Source are completed. Council is currently repaying just over \$4 million for these loans each year. Part of the contribution pricing strategy is to not inflate prices too much given that the Fund will receive a \$4 million annual benefit in 2028.

In summary there is a lot of activity in the fund and the model will be subject to change depending on many variables and assumptions that are likely to be adjusted as new and improved information becomes available.

The cash reserve fluctuates as existing reserves are consumed by the St Helena project and external borrowings are required to finance ongoing capital expenditure. The 'Reserves' policy has a target balance of approximately 50% of operating expenditure and the contributions pricing strategy and borrowing schedule are set to approximately meet this benchmark.

Flood Mitigation

Flood Mitigation Budget comments

This section provides some basic information on the larger financial elements relating to the Fund. Unless otherwise stated, the estimates refer to the 2022 year.

- Operating Income
 - contribution income of \$821,000 amounts to approximately 85% of total income. This includes contributions from constituent councils for Flood and Drainage.
 - maintenance grant of \$84,600 has not been increased by the State government since it was first provided in the 1980s and unfortunately there appears little likelihood of this grant being increased.
 - Other grants are also received that are random in nature and not predictable. Examples include voluntary house raising in flood prone areas, disaster recovery and strategy plans. The LTFP does not endeavour to predict these grants in future years. The grant conditions typically require the funds to be acquitted via additional expenditure such as contract labour and purchases. Hence the extra income is cancelled out by extra expense.
- Operating Expense
 - wages are estimated at approximately \$450,000.
 - majority of expense relates to maintenance and repair of infrastructure.
- Capital Expense
 - average annual expenditure over the life of the model is approximately \$200,000.
 - details of works are included in the enclosed attachment.
- Assets/Liabilities
 - infrastructure assets valued at some \$126 million.
 - the Fund has no net debt, and no new borrowings are envisaged.

Flood Mitigation has responsibility for maintaining an extensive network of infrastructure including floodgates, drains and levees. Staffing includes 5.5 full time equivalent.

Council contributions

The table below shows the projected price path of Flood Mitigation contributions. Note that this excludes contributions in respect of 'Drainage' (ex-Drainage Union Councils) which is proposed to be equal to rate peg increases. The percentages shown below include cost of living adjustment.

Table 7: Estimated price path for constituent council flood mitigation contributions

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
Proposed % increase	12	12	10	8	5	4	4	3	3

The following table shows the forecast contributions by the constituent councils (excludes drainage contribution) in a dollar form and the maximum dollar increase per council contribution is \$29,500 in 2023.

Table 8: Forecast dollar increase to Council Flood Mitigation contributions

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
Percentage increase	12	12	10	8	5	4	4	3	3
Total Flood contribution \$	737,100	825,600	908,200	980,900	1,029,900	1,071,100	1,113,900	1,147,300	1,181,700
Total contribution increase \$	78,900	88,500	82,600	72,700	49,000	41,200	42,800	33,400	34,400
Contribution per council \$	245,700	275,200	302,733	326,967	343,300	357,033	371,300	382,433	393,900
Increase per council \$	26,300	29,500	27,500	24,200	16,300	13,700	14,300	11,100	11,500

It is acknowledged that the proposed increases are significant, however the income base of the Fund is small and asset base is comparatively, quite large. The intent is to improve the operating result quite quickly because cash reserves are forecast to be significantly depleted this financial year and the Fund is facing recurrent operating deficits. If current service levels are to be maintained the proposed increases are necessary to remain sustainable.

The tables below show the council contributions in the current year compared to the proposed 2021/22 contribution for both flood and drainage. The proposed increase from 2021 to 2022 is in 12%.

Table 9: Proposed Flood Mitigation council contributions

Service Area	2020/21	2021/22	Increase
Ballina Shire Council	219,400	245,700	26,300
Lismore City Council	219,400	245,700	26,300
Richmond Valley Council	219,400	245,700	26,300
Totals	658,200	737,100	78,900

Table 10: Proposed drainage council contributions

Service Area	2020/21	2021/22	Increase
Ballina Shire Council	39,200	40,000	800
Lismore City Council	39,200	40,000	800
Richmond Valley Council	3,800	3,900	100
Totals	82,200	83,900	1,700

Flood Mitigation operating performance

The table below shows the estimated operating performance of Flood Mitigation for ten years including the current year. The table also shows capital movements, reserve transfers and the estimated cash reserve balance at year's end.

Table 11: Flood Mitigation estimated operating performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	1,217,400	950,100	1,005,900	1,091,900	1,167,800	1,223,900	1,271,000	1,319,600	1,356,200	1,392,400
Op Expense	2,541,300	1,613,000	1,542,200	1,573,700	1,640,700	1,638,500	1,671,700	1,705,500	1,740,000	1,775,100
Operating Result	(1,323,900)	(662,900)	(536,300)	(481,800)	(472,900)	(414,600)	(400,700)	(385,900)	(383,800)	(382,700)
Eliminate Depn	834,600	685,000	695,300	705,700	716,300	727,000	737,900	749,000	760,200	771,600
Cash result	(489,300)	22,100	159,000	223,900	243,400	312,400	337,200	363,100	376,400	388,900
Capital Income	0	0	0	0	0	0	0	0	4,000	0
Capital Expense	171,600	150,300	189,000	199,700	194,400	177,100	183,800	190,600	316,400	202,200
Transfer to Res	0	0	0	24,200	49,000	135,300	153,400	172,500	64,000	186,700
Trans from Res	660,900	128,200	30,000	0	0	0	0	0	0	0
Cash Movement	0	0	0	0	0	0	0	0	0	0
Estimated Cash Reserve \$	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	444,085	315,885	285,885	310,085	359,085	494,385	647,785	820,285	884,285	1,070,985

Over recent years the Fund has recorded operating losses and the forecast is that this will continue. The early years of the models 2021 and 2022 include numerous projects that affect the result. These projects include voluntary House Raising, Keith Hall study, WQM study, Coastal Zone Management works, Rileys Hill reshaping, CMP study and Strategic Flood study.

Once these projects are completed the result improves. The gradual improvement over the life of the model is primarily due to increases to council contributions.

There are numerous factors that have influenced recurrent losses including an increase to staff numbers in recent years in the areas of asset maintenance and customer engagement. The additional resources improve service levels, but they come at a cost.

In 2018 the cash reserve was \$2.3 million; at the beginning of the current year the reserve had decreased to \$1.1 million and at the end of the current year it is forecast to be \$444,000. The forecast is that the reserve will be less than cash reserve benchmark nominated in the cash reserve policy.

Therefore, the outlook for the Fund is not ideal with cash reserves being consumed and operating losses forecast. Intervention is necessary to keep the Fund sustainable which is proposed to take the form of price increases to council contributions.

However, it is important to note that the depreciation included in the table above includes the Lismore Levee. The Levee depreciation must be included as the asset is on the RCC asset register. However, Lismore City Council must pay any operational or capital costs associated with the Levee. Therefore, it is more realistic to look at the outcome excluding Levee depreciation of \$382,000.

Table 12: Flood Mitigation Operating Result excluding Lismore Levee depreciation

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	
	Estimate	Change	Estimate								
Operating Result	(1,323,900)		(662,900)	(536,300)	(481,800)	(472,900)	(414,600)	(400,700)	(385,900)	(383,800)	(382,700)
Less Lismore levee depn	381,700		387,400	393,200	399,100	405,100	411,200	417,400	423,700	430,100	436,600
Revised Operating result	(942,200)		(275,500)	(143,100)	(82,700)	(67,800)	(3,400)	16,700	37,800	46,300	53,900

In the above table the Fund achieves an operating surplus in 2027. Therefore, even with the correction to depreciation and significant price increase, the outlook for the Fund is difficult and shows a Fund that is struggling to remain sustainable. It is important that the financial outlook is monitored closely in tandem with service levels to ensure that the Fund stays viable and provides the services required by the constituent councils and the community.

An alternative to price increases may be to reduce service levels. However, the current service levels provided by the Fund indicate that existing assets are being maintained to a satisfactory standard (refer to condition assessment as part of the 2020 asset revaluation) and that progress is being made in terms of progressing asset management issues. Further, staff have improved interaction and engagement with landowners serviced by the Fund.

Therefore, the strategy proposed is to maintain existing service levels and improve the financial performance via price increases.

Weed Biosecurity

Weed Biosecurity Budget comments

This section provides some basic information on the larger financial elements relating to the Fund. Unless otherwise stated, the estimates refer to the 2022 year.

- Operating Income
 - contribution income of \$825,000 amounts to 51% of the total income. This includes fee for service payments from Kyogle and Tweed Shires \$306,000.
 - grant income is forecast at \$778,000.
- Operating Expense
 - activities are organised into agreed elements of the Weed Action Program (WAP) and this is the way expenditure is applied. Salaries and wages are anticipated to be in the order of \$934,000 which includes 11 full time equivalent staff.
 - other expenses include administration, insurance, depot, fleet and training.
- Capital Expense
 - average annual spend over the life of the model is \$50,000.
 - Details of works are included in the enclosed attachment. Works include depot improvements and laptop upgrade.
- Assets/Liabilities
 - total fixed assets valued at approx. \$408,000 are primarily property and buildings.
 - no debt outstanding and no borrowings are envisaged.

Weed Biosecurity has minimal assets to manage and as such, recurrent income and expense form the primary financial elements of this Fund.

Council contributions

Table 13 shows the projected price path for Council contributions which are in line with rate peg increases.

Table 13: Estimated price path for constituent council contributions

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
Proposed % increase	2	2	2	2	2	2	2	2	2

The projected price path indicates that the Fund is operating comfortably, and little intervention is required in the way of price or service delivery adjustments. There are of course many assumptions embedded within this forecast, but based on current information, cost of living adjustments is a reasonable position to adopt.

The following table shows the council contributions in the current year compared to the proposed 2021/22 contribution.

Table 14: Proposed Weed Biosecurity council contributions

Service Area	2020/21	2021/22	Increase
	\$	\$	\$
Ballina Shire Council	115,500	117,800	2,300
Byron Shire Council	115,500	117,800	2,300
Lismore City Council	151,800	154,800	3,000
Richmond Valley Council	125,600	128,100	2,500
Total Contributions	508,400	518,500	
Kyogle Shire Council *	126,700	129,200	2,500
Tweed Shire Council *	173,900	177,400	3,500
Total Fees	300,600	306,600	
Total Fcontributions and Fees	809,000	825,100	16,100
Total % Increase			2%

Weed Biosecurity operating performance

The table below shows the forecast operating performance of the Fund.

Table 15: Weed Biosecurity estimated operating performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	1,912,700	1,613,300	1,684,000	1,753,400	1,817,200	1,790,400	1,836,100	1,882,600	1,925,400	1,969,600
Op Expense	1,990,100	1,611,600	1,683,100	1,752,700	1,793,200	1,722,900	1,757,000	1,791,900	1,827,500	1,863,600
Operating Result	(77,400)	1,700	900	700	24,000	67,500	79,100	90,700	97,900	106,000
Eliminate Depn	20,700	27,000	27,400	27,800	28,200	28,600	29,000	29,400	29,800	30,200
Cash result	(56,700)	28,700	28,300	28,500	52,200	96,100	108,100	120,100	127,700	136,200
Capital Income	0	0	0	0	0	0	0	0	0	0
Capital Expense	225,000	85,000	43,000	0	21,000	0	22,000	44,000	44,000	20,000
Transfer to Res	0	0	0	28,500	31,200	96,100	86,100	76,100	83,700	116,200
Trans from Res	281,700	56,300	14,700	0	0	0	0	0	0	0
Cash Movement	0	0	0	0	0	0	0	0	0	0
Estimated Cash Reserve \$	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	710,402	654,102	639,402	667,902	699,102	795,202	881,302	957,402	1,041,102	1,157,302

The Fund has reasonable reserves and is forecast to record recurrent operating surpluses (apart from 2021) over the medium term which is a positive outlook.

The operating loss forecast in the current year of the model is attributable to additional expenses in 2021 relating to works carried forward from previous years. Also, the Fund is impacted by the cost of one additional staff member who is on a two-year contract. The remaining years forecast a modest surplus.

Cash reserves remain adequate throughout the life of the model which approximately meet the Cash Reserves policy benchmark.

Retail Water

Retail Water Budget comments

This section of the report is to provide some basic information on the larger financial elements relating to the Fund. Unless otherwise stated the estimates refer to the 2022 year.

- Operating Income
 - the primary income source is from a facility and usage charge levied on approximately 2,000 customers. The facility charge is estimated to derive \$411,000 and usage income \$ 2.013 million.
 - water sales from filling stations are predicted to be \$383,000.

These income sources contribute 97% of total income for the Fund.
- Operating Expense
 - the largest expense for the fund is the purchase of Bulk Water which amounts to approx. \$1.8 million or 60% of total expense.
 - Council resolved to introduce Smart Metering for Retail Fund customers. It is estimated that this service will add an extra \$78,000 annually.
 - other expense includes administration, insurance, and maintenance of infrastructure.
- Capital Expense
 - average expense in the first two years of the model is \$1,050,000 as compared to \$250,000 over the next eight years.

The first two years include almost \$1 million on various main renewal projects and \$1.178 million on Smart Metering installation.
- Assets/Liabilities
 - total noncurrent assets are valued at approximately \$10 million.
 - no debt outstanding and no borrowings are envisaged.

Price of water

It is important to note that the Retail Fund operates independently of the Bulk Water Fund. Rous endeavours to provide water to retail customers at a competitive price that is relative to other Councils in the region. The table below shows the proposed price path for retail customers.

Table 16: Estimated price path for charges to Rous County Council retail customers

Year	2022	2023	2024	2025	2026	2027	2028	2029	2030
Proposed % increase	4	8	7	7	7	6	6	6	6

The main issue driving future price increases is the cost of bulk water. It is anticipated that the bulk Water supply will increase by 7% and 6% for a number of years (See Bulk Water section of this report).

Also, Smart Metering has a large capital cost which drains the cash reserve and there is a relatively small number of customers who must pay for the service. Further commentary on this issue is included in the 'Operating Performance' section of this report.

The table below compares the Rous Retail Water charges to other councils in the region. The Rous charge is the lowest, however it should be remembered that the level of service provided to Rous' customers has been less than that provided by the constituent councils to their customers, due to supply network design.

Table 17: Comparison of 2020 prices for retail water supply 20mm meter

Comparison of regional pricing	Fixed fee	Usage charge	Typical bill (\$ p.a.) based on 200kL	Typical bill (\$ p.a.) based on 395kL
	(\$ p.a.)	(\$ per kl)		
Lismore	300.44	4.09	1,118	1,916
Richmond Valley	169.00	2.57 & 3.92 over 200kl	683	1,447
Byron	190.00	2.8	750	1,296
Ballina	209.00	2.35 & 3.53 over 350kl	679	1,190
Rous	171.55	2.53	678	1,171
<i>Regional average</i>			782	1,404

RCC average retail customer usage

Retail Water operating performance

The table shows the forecast operating result, capital movements and cash reserves for the Fund.

Table 18: Retail Water estimated operating performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	2,822,000	2,905,900	3,096,900	3,288,900	3,493,300	3,713,800	3,916,300	4,131,200	4,358,800	4,600,300
Op Expense	3,068,600	2,982,000	3,131,800	3,365,000	3,551,300	3,748,100	3,933,300	4,127,700	4,331,700	4,518,500
Operating Result	(246,600)	(76,100)	(34,900)	(76,100)	(58,000)	(34,300)	(17,000)	3,500	27,100	81,800
Eliminate Depn	197,400	200,400	203,400	206,500	209,600	212,700	215,900	219,100	222,400	225,700
Cash result	(49,200)	124,300	168,500	130,400	151,600	178,400	198,900	222,600	249,500	307,500
Capital Income	0	0	0	0	0	0	0	0	0	0
Capital Expense	596,700	1,517,700	416,000	209,300	213,600	217,900	222,300	227,700	233,100	238,500
Transfer to Res	0	0	0	0	0	0	0	0	16,400	69,000
Trans from Res	645,900	1,393,400	247,500	78,900	62,000	39,500	23,400	5,100	0	0
Cash Movement	0	0	0	0	0	0	0	0	0	0
Estimated Cash Reserve \$	2,056,075	662,675	415,175	336,275	274,275	234,775	211,375	206,275	222,675	291,675

The forecast is for several years with operational losses however they are sufficiently close to break-even that it is quite possible that a small surplus will actually be recorded. However, this forecast includes almost a decade of quite significant price increases.

The forecast loss in the current year is comparatively large because 2021 includes abnormally high charges for bulk water. This is because, due to the drought and highway bypass works, Retail Water consumed a greater than normal share of regional consumption in 2020. The bulk water charge is based on the previous year's consumption hence the higher charge in 2021.

The ten-year operating forecast is weaker than would be preferred, particularly in light of the depleted cash reserves. As mentioned, the 2021 and 2022 financial years take a heavy toll on the reserve with Smart Metering accounting for the majority of the expense. The reserve is below desired levels over the ten years and requires careful monitoring.

This is particularly the case given that the primary income source, water consumption, is liable to vary depending on rainfall.

The outlook could be improved by higher price increases than those proposed. It could be argued that this is a reasonable position to take because Rous Retail customers currently have the lowest charges in the County. However, this option is not recommended at this stage given the already high increases proposed.

There are various budgetary assumptions in respect to both income and expense that may turn out to be overly conservative which will mean the actual result may well be better than forecast.

It is proposed to monitor the situation closely over the next two years to assess whether further intervention is necessary. If things do pan out worse than forecast it may be that loans will be required, possibly internal, to provide time to manage the situation.

Richmond Water Laboratories (RWL)

RWL Budget comments

The aim of this section of the report is to provide some basic information on the larger financial elements relating to the Fund. Unless otherwise stated the estimates refer to the 2022 year.

Richmond Water Laboratories (RWL) provides testing services to Bulk Water Fund other councils, non-government organisations and individuals. RWL has 5 full-time equivalent staff, and the intent is to operate on a stand-alone basis.

- Operating Income
 - essentially all income is derived from fees for service. The largest customer is Bulk Water Fund.
 - income is estimated to be \$771,000 which is a decrease on recent years.
- Operating Expense
 - salaries and wages are estimated at \$434,000 which is 56% of operating expense.
 - Materials and contracts are the next biggest expense at \$177,000.
 - Licences and NATA accreditation are forecast to be \$26,000.

- Capital Expense
 - average annual spend over the life of the model is \$39,000 which is for equipment renewal. Typically, the expense will occur in one year rather than over several years. There has been very little expense on equipment renewal over recent years so 2021 and 2022 predict larger outlays.
- Assets/Liabilities
 - total non-current assets valued at approx. \$260,000 relates to equipment.

Pricing strategy

RWL operates in a very competitive environment where customer service and price are very important to maintaining clients.

Prices are monitored regularly, and the price path is subject to market forces. From a planning perspective it has been assumed that price increases will approximate cost of living increases.

Operating performance

The Fund is forecast to operate quite close to break even. Cash reserves are predicted to remain relatively static.

Table 19: Richmond Water Laboratory (RWL) estimated operating performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	821,000	771,000	785,700	802,600	817,000	837,500	856,500	874,000	891,500	909,000
Op Expense	815,900	769,300	786,000	803,100	820,400	828,100	846,100	864,100	882,600	901,500
Operating Result	5,100	1,700	(300)	(500)	(3,400)	9,400	10,400	9,900	8,900	7,500
Eliminate Depn	14,900	15,200	15,400	15,600	15,800	16,000	16,200	16,400	16,600	16,800
Cash result	20,000	16,900	15,100	15,100	12,400	25,400	26,600	26,300	25,500	24,300
Capital Income	0	0	0	0	0	0	0	0	0	0
Capital Expense	147,000	44,100	47,800	800	46,900	9,200	13,000	2,100	39,000	40,000
Transfer to Res	0	0	0	14,300	0	16,200	13,600	24,200	0	0
Trans from Res	127,000	27,200	32,700	0	34,500	0	0	0	13,500	15,700
Cash Movement	0	0	0	0	0	0	0	0	0	0
Estimated Cash	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserve \$	331,896	304,696	271,996	286,296	251,796	267,996	281,596	305,796	292,296	276,596

The forecast shows a Fund that is quite marginal and small changes can alter the operating result quite significantly. As mentioned, income in 2022 is forecast to be less than the current years forecast so the challenge is to identify areas where savings may be achieved.

The plan is to try and achieve a number of small savings across all operations to make up for the anticipated reduction to income.

The primary purpose of RWL is to provide testing services to the Bulk Water Fund with staff on hand to satisfy routine and non-routine demands as they arise. Ideally RWL will also be commercially competitive and self-sufficient with staff striving to achieve both goals each year.

Commercial properties

Commercial properties budget comments

The aim of this section of the report is to provide some basic information on the larger financial elements relating to the Fund. Unless otherwise stated the estimates refer to the 2022 year.

- Operating Income
 - rental income is estimated at \$259,000 which is 96% of forecast operating income.
- Operating Expense
 - forecast expense for rental properties is \$183,000 which excludes depreciation and overheads.
 - staff, administration and depreciation expenses amount to approximately \$135,000.
 - operating expense associated with Perradenya is anticipated to be \$64,000.
- Capital Income
 - sales income from Stage 7 at Perradenya is expected to be \$1.6 million in 2022 with a further \$1.6m anticipated in 2023.
 - forecast income in 2024 of \$4.3m relates to the integrated lots at Perradenya and \$1.5m in 2025 is for the commercial lot.
- Capital Expense
 - estimated expense on Stage 7 at Perradenya is \$2.4 million in 2022.
 - estimated cost to develop the integrated lots in 2023 is \$3m and the commercial lots in 2024 is \$1m.
 - cycleway construction is estimated at \$1.2m in 2024.
- Assets/Liabilities
 - the fund has non-current assets valued at \$5.4 million which includes inventory, properties and buildings.
 - no external debt is outstanding.

The Property Fund includes three different sections:

1. Commercial properties in the Lismore CBD. Two properties are owned and leased by Rous and one of these properties has two lease spaces. The properties are held to provide a commercial rate of return.

Rous is the master lessee of the Administration Office in Molesworth Street. There are two sub leases of that space for which we receive rental income.

2. Thirteen rural properties with a combined area of some 220 hectares purchased for the Proposed Dunoon Dam. Leases include both residential houses and agistments. The strategy is to dispose of these properties.

It was noted in the Bulk Water section of this report that funds have been allocated to enable the disposal of these properties. The LTFP does not include forecast income from the disposal as it remains uncertain as whether income will be generated.

3. Perradenya Estate is being progressively subdivided and sold as residential allotments.

Dedicated staff time is limited to less than one full-time equivalent staff member.

Commercial properties pricing strategy

In respect to property owned by Rous, both the commercial and rural leases are managed by licenced agents who act on Rous' behalf. Lease arrangements look to provide the best commercial advantage to Council.

The sub leases of the Administration Office are managed by Council staff who negotiate arrangements with tenants.

Perradenya Estate is marketed by local agents. Staff are looking to take advantage of the current property boom and the plan is to complete development and sale of all remaining lots as expediently as possible.

Commercial properties operating performance

The table below shows the forecast operating result, capital movements and cash reserve for Commercial Property fund.

Table 20: Commercial properties estimated operating performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate									
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	254,800	270,900	266,200	271,400	276,800	282,400	288,100	293,800	299,600	305,600
Op Expense	367,800	381,900	390,300	409,500	409,200	419,100	429,200	354,400	360,000	359,700
Operating Result	(113,000)	(111,000)	(124,100)	(138,100)	(132,400)	(136,700)	(141,100)	(60,600)	(60,400)	(54,100)
Eliminate Depn	62,000	62,900	62,000	62,000	62,000	62,000	62,000	62,000	62,000	62,000
Cash result	(51,000)	(48,100)	(62,100)	(76,100)	(70,400)	(74,700)	(79,100)	1,400	1,600	7,900
Capital Income	3,250,100	1,686,400	1,686,400	4,300,000	1,500,000	0	0	0	0	0
Capital Expense	2,048,300	2,455,000	3,027,000	2,227,000	28,000	28,000	28,000	29,000	30,000	30,000
Transfer to Res	1,150,800	0	0	1,996,900	1,401,600	0	0	0	0	0
Trans from Res	0	816,700	1,402,700	0	0	102,700	107,100	27,600	28,400	22,100
Cash Movement	0									
Estimated Cash Reserve \$	2,284,040	1,467,340	64,640	2,061,540	3,463,140	3,360,440	3,253,340	3,225,740	3,197,340	3,175,240

The Fund is forecast to make recurrent operating losses. Rural properties and Perradenya operating expenses contribute to the loss. Income from renting rural properties is slightly less than direct expenses (excludes overheads and depreciation) whilst Perradenya operating expenses are included in the operating result but not income.

Exclusive of rural properties and Perradenya operating expenses, commercial properties are a marginal exercise that struggle to achieve a surplus once depreciation, staff time and administration is brought to account. If or when opportunities for sale arose, they would be considered.

The forecast improves in the later years of the model, as the Perradenya operating costs decline once the lots are sold.

Perradenya Estate has capital expense associated with construction costs and capital income from the land sales. Over the life of the model, three separate releases are proposed being stage 7, integrated lots and commercial lots. There is a positive cash balance forecast at the end of period.

Following Council's decision in December in respect to the FWP, the Fund has been relieved of the burden of constructing a water reclamation plant and disposal costs of the rural properties, which now reside in Bulk Water Fund. If these expenses were included with Property Fund the cash reserve forecast would be negative, meaning an internal loan from Bulk Water Fund.

Once the property portfolio excludes Perradenya and Rural properties, Council may take the decision to eliminate the Property Fund. Any remaining financial transactions including cash reserves would become part of Bulk Water Fund.

Fleet Fund

Fleet Fund Budget comments

The aim of this section of the report is to provide some basic information on the larger financial elements relating to the Fund. Unless otherwise stated the estimates refer to the 2022 year.

- Operating Income
 - interest on funds invested and staff contributions for private use of vehicles account for total operating income, forecast at \$80,500.
 - note that plant hire income is viewed as a negative expense.
- Operating Expense
 - total operational expense is expected to be around \$626,000 plus \$440,000 for depreciation. Plant hire income (\$909,000) is calculated to approximately offset anticipated expenses once operating income has been brought to account.
- Capital Expense
 - average annual spend over the life of the model is in the order of \$426,000 which is the net cost of vehicle turnovers. i.e. includes trade value.

The role of the Fleet Fund is to provide all other Funds with fit-for purpose fleet at an economical rental. The Fund manages vehicles, boats, trailers and heavy plant. There are approximately 100 items within the Fleet.

General Operations

The intent is for the Fleet Fund to operate on a stand-alone basis. All expenses relating to management of the fleet are costed to Fleet Fund including fuel, maintenance, registration, insurance and capital purchases.

Vehicle types and length of service are varied to identify the best approach for Council to minimise the net holding cost. That cost is annualised and recovered from the Fund that uses the item based on hire rates.

The hire rate is designed to generate sufficient internal revenue to keep the fleet well maintained and replaced prior to a loss in service potential. The hire rate does not include any provision for fleet expansion.

Fleet Fund operating performance

The forecast is for an essentially break-even operating result and a gradual increase in reserves. The forecast loss in 2022 is abnormal because it includes an extra \$80,000 in expenditure for a contract employee to implement recommendations from the recently completed Fleet review.

Table 21: Fleet Fund estimated Operating Performance

Description	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Op Income	93,400	80,500	82,400	89,300	89,700	90,100	99,600	102,100	103,600	99,100
Op Expense	93,800	157,000	77,800	88,000	87,600	101,200	100,800	100,600	100,100	99,700
Operating Result	(400)	(76,500)	4,600	1,300	2,100	(11,100)	(1,200)	1,500	3,500	(600)
Eliminate Depn	397,300	440,000	446,600	453,300	460,100	467,000	474,000	481,100	488,300	495,600
Cash result	396,900	363,500	451,200	454,600	462,200	455,900	472,800	482,600	491,800	495,000
Capital Income	0	0	0	0	0	0	0	0	0	0
Capital Expense	413,300	454,000	436,300	421,400	580,000	298,000	389,300	481,000	466,000	325,000
Transfer to Res	0	0	14,900	33,200	0	157,900	83,500	1,600	25,800	170,000
Trans from Res	16,400	90,500	0	0	117,800	0	0	0	0	0
Cash Movement	0	0	0	0	0	0	0	0	0	0
Estimated Cash	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Reserve \$	966,976	876,476	891,376	924,576	806,776	964,676	1,048,176	1,049,776	1,075,576	1,245,576

Plant hire income is treated as a negative expense, so operating expenses are essentially cancelled out by internal hire income. It is important that the Fund does not make a significant profit or loss. Either outcome indicates that the other Funds are being over or under charged and the hire rates need to be adjusted.

The cash surplus is designed to approximate depreciation which should be roughly equal to the net annual capital expense. This means that the cash surplus is being reinvested into the fleet in the form of replacing and updating existing fleet items. The modest surplus that is predicted is considered acceptable. The reserve will increase but roughly in accord with the cost of money over time.

Other matters

COVID-19

Council continues to assess and monitor the implications of COVID-19. The pandemic has caused adjustments to operations over the last twelve months. At this stage it appears as though the financial impact has not been significant.

There is reason to be optimistic about the future with the vaccine now being rolled out, but the virus remains a threat and staff are being cautious and diligent in respect to all warnings and advice from health authorities.

Overhead charges

Financially the organisation is split into different Funds. This is done so that the financial performance and position of each Fund can be evaluated and policies, practices and pricing strategies can be designed to suit. Further, it is a means of being transparent and minimising cross subsidies between the Funds.

Expenses commonly termed as 'overheads' are charged to Bulk Water Fund and then distributed to the smaller Funds. These costs include items such as Information Technology, Finance, Human Resources and Governance. It is fair to say that Bulk Water Fund has been accepting a greater share of these costs than is equitable.

Strategies are in place to improve this distribution such as increasing the annual contribution by arbitrary amounts plus cost of living. However, it is a work in progress and it will be some years before it is complete.

Proposed changes to the Delivery Program

Outlined in the following tables are the proposed changes (red text) to the Delivery Program for 2020/21 with accompanying commentary explaining the rationale for the proposed change.

STRATEGY AND PLANNING

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

What achieving our goal will look like	How we will achieve our goal	Delivery				Group*	COMMENT
		2017/18	2018/19	2019/20	2020/21		
2.1 Being responsive to the impact of population growth on our core functions.	2.1.1 Develop new Operational Plan (having regard to the actions outlined in the Delivery Program).	Y1	Y2	Y3	Y4	PP	Y4 can be deleted as the action is already catered for at: '2.1.2 Develop new Integrated Planning and Reporting framework'
	2.1.4 Subject to non-viability of key action 2, complete key action 3 of the Future Water Strategy (re-use).			Y3	Y4	PD	Y4 can be deleted as completion of activity is expected by 30 June 2020.
	2.1.5 Determine a position regarding the Future Water Strategy update (following completion of key actions).			Y3	Y4	PD	Minor edit to wording.

What achieving our goal will look like	How we will achieve our goal	Delivery				Group*	COMMENT
		2017/18	2018/19	2019/20	2020/21		
2.2 Strategic partnerships/relationships supportive of our mission and vision.	2.2.3 Understand and evaluate our role as the Flood Mitigation Authority with each of our constituent councils within the Richmond River catchment.				Y4	PD	This is the commencement of a multi-year project to examine our role as the Flood Mitigation Authority, commencing in 20/21 with a discussion with the Constituent Councils where we provide flood mitigation services. Recent evaluations of the Lismore Levee arrangements and our mid/lower Richmond flood mitigation assets has highlighted the need for this top down approach to understanding our purpose.
2.4 Converting strategy into action plans that anticipate and accommodate change and allocate accountability.	2.4.6 Complete operational readiness actions as identified in the Drought Management Plan.	Y1	Y2	Y3	Y4	PD	Delivery timeframe extended to Y4 to enable implementation of continuous improvement actions following lessons learned from water restrictions in 2019.
	2.4.8 Implement physical security review improvements.	Y1	Y2	Y3	Y4	PD	Y4 can be deleted. A further review of the recommendations in the consultant's report is required having regard to other activities / projects planned or underway. e.g Rocky Creek Dam (including Whian Falls) multi-year Master Plan,

What achieving our goal will look like	How we will achieve our goal	Delivery				Group*	COMMENT
		2017/18	2018/19	2019/20	2020/21		
							strategic review of Nightcap Water Treatment Plant.
	2.4.12 Staged implementation of IT Strategic Plan.		Y2	Y3	Y4	CC	Y4 can be deleted as it is proposed that an IT Strategic Plan will be developed in Y4 (refer to '2.4.11 Develop IT Strategic Plan'). In the meantime, actions in the ICT Business Plan 2019-21 will continue to be implemented and progress reporting will be provided to the Audit, Risk and Improvement Committee.
	2.4.19 Development of Catchment Management Plans for all council water sources (excluding groundwater).			Y3	Y4	PD	Y4 can be deleted (and Y3 added) as completion of activity is expected by 30 June 2020.
	2.4.26 Implementation of Maintenance Management Strategy improvement actions.				Y4	PD	New action supporting delivery of recommendations arising from internal audit 'Asset Management Review' performed by Grant Thornton in November 2019.

INFORMATION AND KNOWLEDGE

Our goal: 3. Create value through applying knowledge.

What achieving our goal will look like	How we will achieve our goal	Delivery				Group*	COMMENT
		2017/18	2018/19	2019/20	2020/21		
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.	3.1.7 Develop and implement a compliance and enforcement framework.		Y2	Y3	Y4	PP	Y4 can be deleted as the project has been completed.

PEOPLE

Our goal: 4. Organisational capability through our people.

What achieving our goal will look like	How we will achieve our goal	Delivery				Group*	COMMENT
		2017/18	2018/19	2019/20	2020/21		
4.1 A high performing team enriched through diversity.	4.1.3 Build and attract a diverse workforce.	Y1	Y2		Y4	PP	Addition of Y4 reflects the planned continuation of improvements in recruitment practices.

PROCESS MANAGEMENT, IMPROVEMENT AND INNOVATION

Our goal: 6. Continuous improvement through process management and innovative thinking.

What achieving our goal will look like	How we will achieve our goal	Delivery				Group*	COMMENT
		2017/18	2018/19	2019/20	2020/21		
6.1 Recognising and being open to opportunities for improvement through innovation.	6.1.2 Staged digitisation of paper records.		Y2	Y3	Y4	CC	Y4 can be deleted as the activity has been incorporated into the electronic document records management system project.
	6.1.5 Develop a new competency framework.			Y3	Y4	PP	Y4 can be deleted as the project has been completed.
	6.1.7 Develop business case for any proposed non-core business activity to inform decision on whether to proceed with the activity/project.	Y1	Y2	Y3	Y4	CC/PP/ OP/PD	Y4 can be deleted as the project gateway process will be implemented through the Project Management Framework business process.
	6.1.8 Create a performance culture linked to turnaround times for key business processes.	Y1	Y2	Y3	Y4	CC/PP/ OP/PD	Y4 has been added to reflect that this item is an ongoing 'business as usual activity' requiring consistent and year on year investment of effort across the business. The focus areas for 2020/21 is Customer Service, Risk and Compliance and Governance.

RESULTS AND SUSTAINABLE PERFORMANCE

What achieving our goal will look like	How we will achieve our goal	Delivery				Group *	COMMENT
		2017/18	2018/19	2019/20	2020/21		
7.2 Levels of service align with agreed priorities, financial and asset capability and long-term financial plans.	7.2.3 Review water charges having regard to relevant best practice industry guidelines for non-metropolitan water utilities.		Y2		Y4	CC	Y4 can be deleted as the project has been completed.

Governance

The *Local Government Act 1993* requires that Council have an annual Operational plan adopted before the beginning of each financial year. The Operational plan is a sub-plan of the Delivery program and includes Council's 'Revenue' policy and proposed Fees and Charges for the relevant financial year it covers.

The proposed Operational plan, the subject of this report, sets out the actions that will be taken in the 2020/21 financial year to achieve the strategies in Year 4 (Y4) of the Delivery program within the 2017/21 Business activity strategic plan (adopted by Council on 21 June 2017; [50/17]).

Consultation

If approved, the draft Delivery program | Operational plan (incorporating the 2020/21 Budget and 'Revenue' policy) will be publicly exhibited for at least 28 days and public submissions invited. Advice regarding any public submissions received will be reported to the June 2020 Council meeting.

Conclusion

The proposed Budget is based on Council's commitment to deliver at agreed levels of service.

In partnership with our constituent councils and other stakeholders, Rous County Council can confidently proceed to provide the region with an expected standard of quality and service for Flood Mitigation, Weed Biosecurity and Water Supply (Bulk and Retail).

The proposed Delivery program | Operational plan has been prepared having regard to the 2020/21 Budget and reflects what is contained therein.

Guy Bezrouchko
Group Manager Corporate and Commercial

Attachment:

1. Draft Delivery program | Operational plan (incorporating the 2020/21 Budget) + Revenue policy



Integrated planning and reporting framework

2017/2022

- Business activity strategic plan
- Resourcing strategy
- Delivery program | Operational plan



Acknowledgement of country

We recognise the traditional owners of the land
and pay tribute to elders past and present.

Version	Purpose and description	Date adopted by Council	Resolution no.
2.0	Endorsed at Council meeting 17 May 2017 for public consultation.	17 May 2017	43/17
2.0	Adoption of final Framework.	21 June 2017	50/17
3.0	Draft Delivery Program/Operational Plan (incl. Revenue Policy and Budget) endorsed at Council meeting 16 May 2018 for public consultation.	16 May 2018	35/18
3.1	Adoption of final Plan.	20 June 2018	44/18
4.0	Draft Delivery Program/Operational Plan (incl. Revenue Policy and Budget) endorsed at Council meeting 17 April 2019 for public consultation.	17 April 2019	18/19
4.1	Adoption of final Plan.	19 June 2019	36/19
5.0	Draft Delivery Program/Operational Plan (incl. Revenue Policy and Budget) endorsed at Council meeting 15/04/2020 for public consultation.	15 April 2020	13/20
5.1	Change to 'Borrowings', page 46.	27 April 2020	
5.2	Change to 'Interest', page 49.	3 June 2020	
5.3	Added councillor photos, page 4. Updated 'Budget forecast summary', page 54. Adoption of final Plan.	17 June 2020	25/20
5.4	Draft Delivery Program/Operational Plan (incl. Revenue Policy and Budget).	DRAFT	DRAFT

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Who we are

Rous County Council is a county council constituted under the Local Government Act 1993. Our governing body has eight members (consisting of two representatives from each of Ballina, Byron, Lismore City and Richmond Valley councils) each of whom are appointed for four years.

Council meets on the third Wednesday of February, April, June, August, October, and December at 1.00pm. On the third Wednesday of the month when meetings are not scheduled to be held, Council will hold briefings / workshops at 1.00pm, unless, in consultation with the Chair, the General Manager determines that there is no substantial matter required for discussion.

Public attendance at meetings is welcome subject to any restrictions in place as a result of COVID-19. There is also an opportunity to address Council as part of the public forum process. Contact Council for more information or refer to the [Code of Meeting Practice](#).

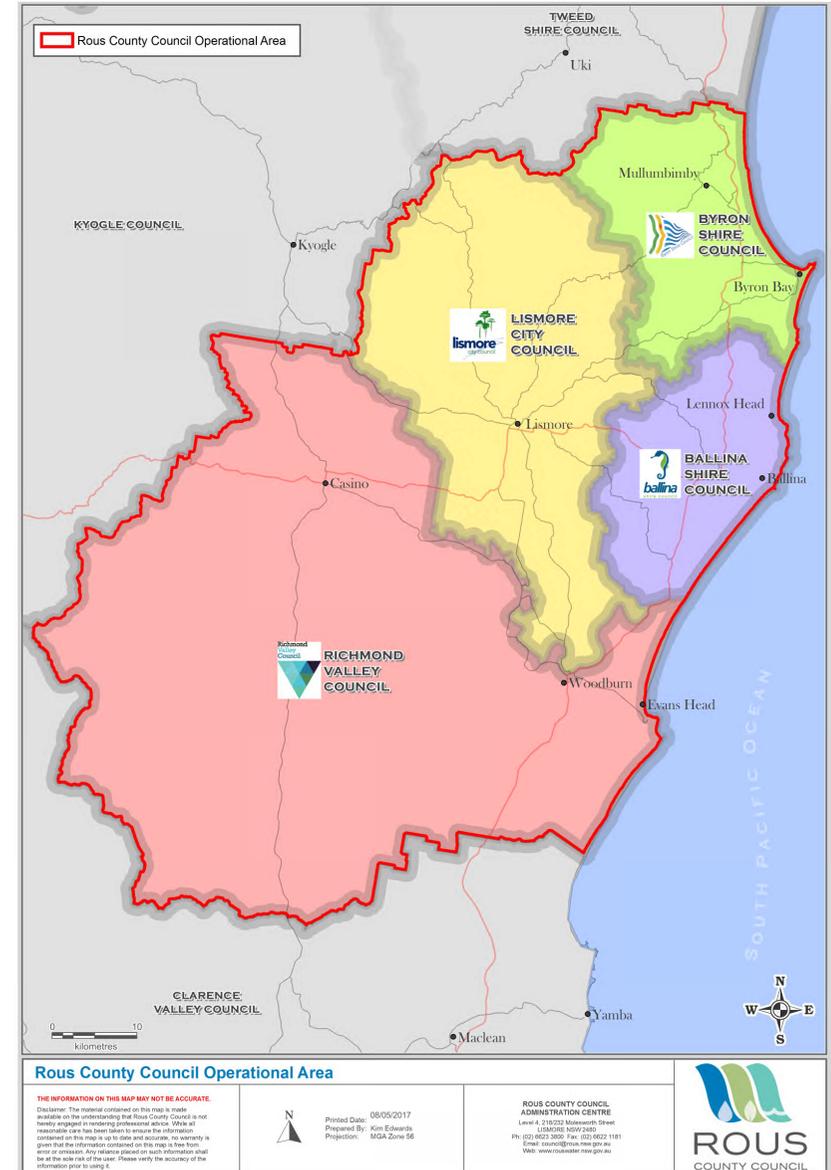
Business papers (excluding confidential content) and meeting recordings are available online at: www.rous.nsw.gov.au or in hard copy from our office at Level 4, 218/232 Molesworth Street, Lismore NSW 2480, Monday to Friday between 8.30am and 4.30pm.

We also have a number of committees that inform and support the decision making of the governing body: Audit Risk and Improvement Committee, Reconciliation Action Plan Advisory Group. The membership of these groups is often a combination of governing body members and independent community members.

Our councillors



Our footprint



Our councillors from top left:
 Crs Keith Williams (Chair) and Sharon Cadwallader (D/Chair), Ballina Shire Council;
 Crs Simon Richardson and Basil Cameron, Byron Shire Council;
 Crs Darlene Cook and Vanessa Ekins, Lismore City Council;
 Crs Sandra Humphrys and Robert Mustow, Richmond Valley Council.

Supply water in bulk



We are the regional water supply authority providing water in bulk to the local government areas of Lismore (excluding Nimbin), Ballina (excluding Wardell), Byron (excluding Mullumbimby) and Richmond Valley (excluding land to the west of Coraki). A population of around 100,000 is serviced by this water supply system with the actual area of operations being approximately 3,000km².

The regional supply network includes around 43,000 connections within the reticulation areas of the local government areas that it services and nearly 2,000 retail connections to our trunk main system. Reticulation of the water within the urban centres is the responsibility of our member Councils.

The principal source of our supply network is Rocky Creek Dam, situated 25km north of Lismore near the village of Dunoon. The dam has a storage capacity of 14,000ML.

Other available sources under our control include Emigrant Creek Dam, Converys Lane and Lumley Park bores in the Alstonville area, as well as bores in the Richmond Valley area.

Our water infrastructure is valued in excess of \$250M. This includes the physical trunk main and pipeline system as well as reservoirs, Rocky Creek Dam, Emigrant Creek Dam, Wilsons River Source, two water treatment plants (Emigrant Creek and Habbie Habib Nightcap) and a range of public access and recreation areas in and around Rocky Creek Dam and Emigrant Creek Dam.

We implement a multi-barrier approach to water quality management – this means that at each stage of the water collection, storage and delivery process we actively manage water quality. Catchment protection is a key barrier in drinking water quality protection - minimising contamination before it reaches the water treatment plant is considered a vital step for reducing drinking water-related health risks. We work with a wide range of catchment partners to improve the quality of water flowing from the catchments areas into our streams and water sources. Our Water and Rainforest Reserve at Rocky Creek Dam is a popular destination that showcases the benefits of long-term commitment to catchment protection and Big Scrub restoration.

Exercise powers and duties in relation to weed biosecurity



Our goals are to:

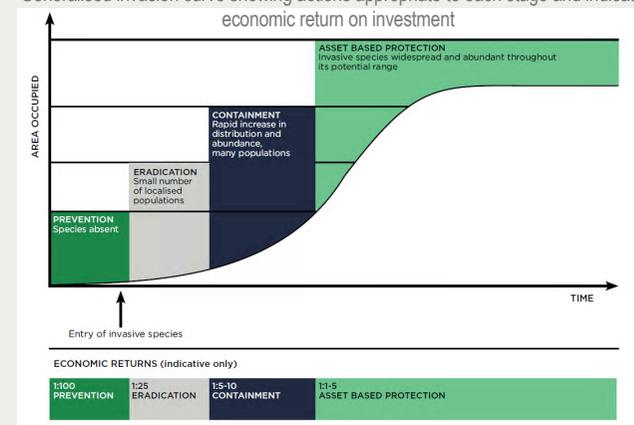
- **Exclude** new noxious weeds (prevent them establishing in our region).
- **Eradicate or contain** any new noxious weeds found in our region (eliminate them or stop their spread).
- **Effectively manage** the impacts of widespread invasive noxious weeds species.
- **Build capacity** in our region to help the community, industry and government commit to long-term management of invasive noxious weeds.

To achieve this we focus on:

- Identification and management of high-risk weed species and how they spread into and within our region.
- Improving our capacity to find new weeds early.
- Ensuring we have the resources and procedures to take rapid strategic control measures against new weeds in our region.
- Directing our resources to where benefits will be the greatest.
- Increasing community commitment and involvement in proactive weed management.

We also deliver weed biosecurity services under a service level agreement arrangement to the councils of Kyogle and Tweed Shire.

Generalised invasion curve showing actions appropriate to each stage and indicative economic return on investment



*Invasion Curve sourced from Biosecurity Victoria, Department of Primary Industries, Victoria

Prevent and mitigate menace to the safety of life or property from floods and natural resource management issues arising therefrom

Our service delivery relates to flood mitigation in the rural environment (not urban areas). Our natural resource management function relates only to the environmental consequence resulting from the operation of this infrastructure on the broad environment.

We are responsible for the construction, replacement and routine maintenance of various flood mitigation infrastructure. This includes floodgates and some rural drains and canals. In addition, we also have a key role in relation to an urban levee designed to protect the central business district of Lismore against a 1 in 10 year flood.

The Lismore levee is a flood mitigation system comprising a 2km concrete flood levee bank. While we own the levee, Lismore City Council is responsible for its maintenance and operation. It is supported by an auxiliary flood mitigation system consisting of: the South Lismore levee which is 5.5km in length and designed to protect the area of South Lismore against a 1 in 10 year flood; a pop-up deflector wall; Browns Creek pump station; and doorway floodgates for some local flood affected businesses. The levee was constructed in 2002 by the former Richmond River County Council at the request of Lismore City Council, with funding provided by Lismore, the Commonwealth and State governments.

We also have a strong interest in activities such as hydrological research, flood surveying and modelling. This enables us to better understand flood behaviours and the impact of flooding on the catchment and floodplain.

As a flood mitigation authority we also partner with our member councils to coordinate the preparation and submission of grant funding applications for agreed regional projects.





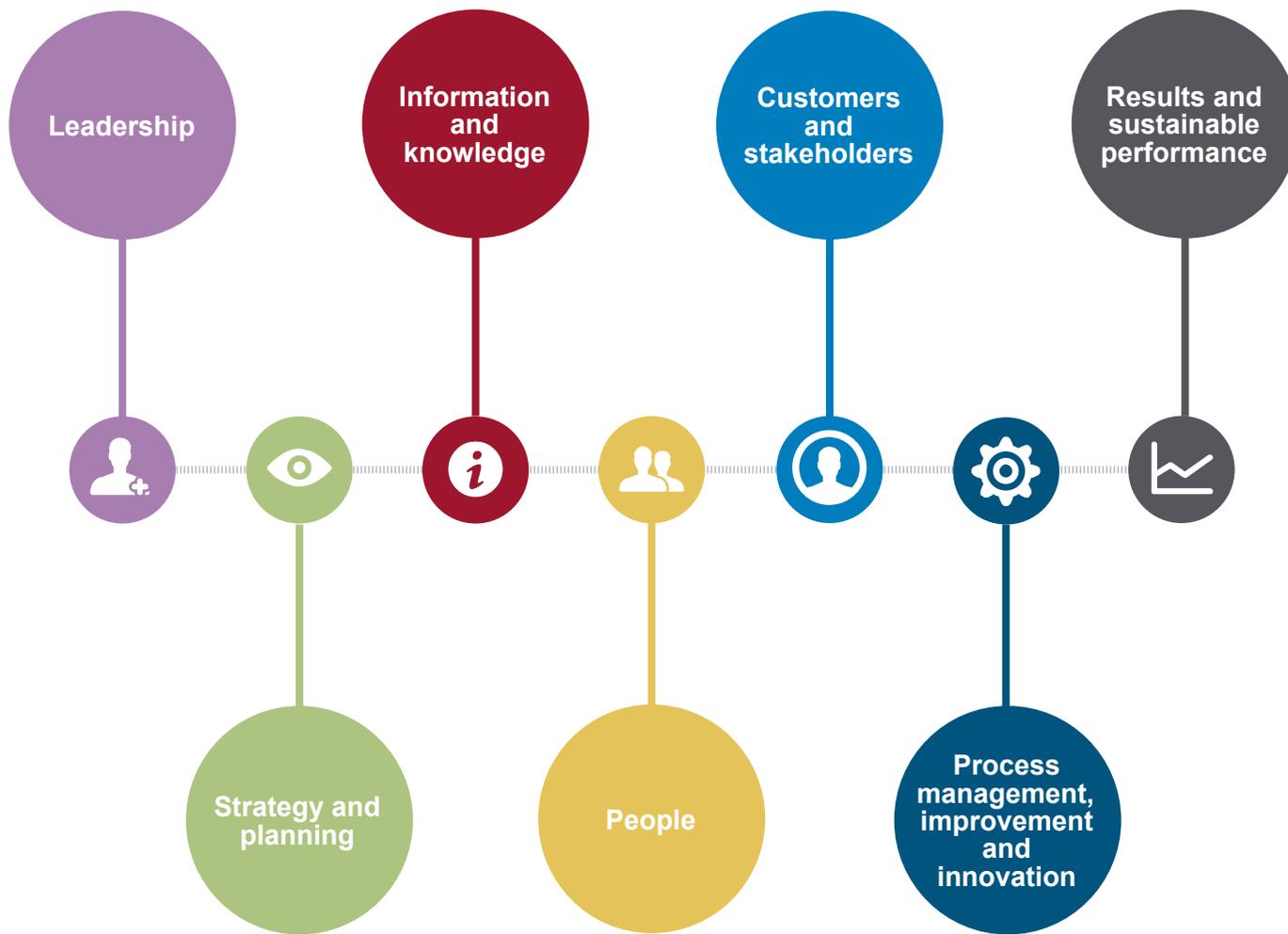
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Business activity strategic plan

VISION
Thrive and evolve as a valued regional service provider.

MISSION
Partner with our constituent councils to provide quality services that support a sustainable and productive region.

VALUES
Safety
Teamwork
Accountability
Respect



Integrated Planning and Reporting priorities 2017-2022

	Leadership	Strategy and planning	Information and knowledge	People	Customers and Stakeholders	Process management, improvement and innovation	Results and sustainable performance
Quadruple bottom line							
Goals	1. Values based leadership and culture.	2. Align strategic direction to core functions and sustainability.	3. Create value through applying knowledge.	4. Organisational capability through our people.	5. Proactive management of relationships with member councils and key stakeholders.	6. Continuous improvement through process management and innovative thinking.	7. Sustainable performance.
Achievement looks like	1.1 Leaders are visible at all levels of the organisation and are supported to effectively lead and drive performance.	2.1 Being responsive to the impact of population growth on 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.	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.	4.1 A high performing team enriched through diversity. 4.2 A workplace where safety and wellbeing come first.	5.1 Mutual understanding of needs, priorities, expectations, functions, operations, service standards, span of control and influence.	6.1 Recognising and being open to opportunities for improvement through innovation.	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.
Resources required							
Success looks like	<ul style="list-style-type: none"> Improved leadership and management skills. Leaders supported to lead. that are proud, confident and visible at all levels of the organisation. A strong culture that aligns with our Values. 	<ul style="list-style-type: none"> Leadership strategy aligned to Vision, Mission and Values. Informed decision making. Strong relationships between Council and Traditional Custodians and Aboriginal and Torres Strait Islander peoples. Strategy that converts into action. 	<ul style="list-style-type: none"> Getting the most out of our technology and systems. Systems that create efficiencies, consolidate data and enable us to share knowledge easily. Having adequate resources to meet our committed service standards and levels. Rewarding and recognising success and high performer. 	<ul style="list-style-type: none"> Being proud of each other and our great workplace People that are trained and competent to carry out work safely and skilfully. Everyone knowing that 'Safety first' is how we do business; no exceptions - ever - zero harm. Achieving targets on time and on budget. Visibility of team performance (activity v. outcome). Gaining knowledge and learning from experience. 	<ul style="list-style-type: none"> Proactively engaging member councils and key stakeholders. Strong, solution focussed and respect based relationships. Being easy to do business with. Member councils and stakeholders regularly providing honest and timely performance feedback. Feedback is used to achieve continuous improvement. Member councils understanding and accepting the basis for calculating financial contributions. 	<ul style="list-style-type: none"> Process dependencies and interdependencies identified. Innovative thinking in how we do business. A workforce adequate in number and capability to meet agreed levels of service. A sustainable talent pipeline that reflects future business needs. Informed and detailed plans. Innovation and continuous improvement is 'business as usual'. Process management achieves positive and sustained results. 	<ul style="list-style-type: none"> Being a valued regional service provider. Providing quality services that support a sustainable and productive region. A pricing structure reflects sustainable financial management. Services delivered at agreed standards and levels. Performance and results communicated across our organisation and used for learning and continuous improvement.

KEY: Social Environmental Economic Governance Money People Assets

Challenges faced in Integrated Planning and Reporting

Leadership	<ul style="list-style-type: none"> • Accepting and adjusting to change • Prioritising leadership development • Understanding: <ul style="list-style-type: none"> - the role of leaders in our organisation and the reasons why decisions are made - the difference between leaders and managers - that leadership decisions are not always popular or easy
Strategy and planning	<ul style="list-style-type: none"> • External factors beyond our control • Community expectations and understanding • Regional growth and climate change impacts • Being realistic about our capacity to deliver projects • Engagement with private landholders to achieve catchment and natural resource management outcomes • Consistent and proactive delivery of reconciliation actions
Information and knowledge	<ul style="list-style-type: none"> • Understanding where opportunities exist and where to invest our efforts for the best return • Knowing when it will be most beneficial to buy in expertise to supplement existing knowledge or capacity to deliver projects • Developing an effective reward and recognition program • Identifying where unique skill sets and technical competencies exist and building business continuity in those areas
People	<ul style="list-style-type: none"> • Combining the functions of three entities • Everyone knowing what they are required to do and are held to account for their performance • Aligning our efforts with our strategic objectives and operational activities • Managing morale in a constantly changing and dynamic environment • Building our brand as an employer of choice
Customers and stakeholders	<ul style="list-style-type: none"> • Maintaining effective communications • Rapidly adapting to change within current resource capacity • Prioritising member council and key stakeholder relationships • Managing different perspectives and expectations
Process management, improvement and innovation	<ul style="list-style-type: none"> • Understanding the capability of our technology and systems • Responding to the speed of change and understanding its impacts • Identifying the best-fit solution • Learning from each other and our experiences • Understanding the processes between Branches and handover points
Results and sustainable performance	<ul style="list-style-type: none"> • Maintaining adequate operational capacity • Building and maintaining the commitment of our partners in the delivery of our activities • Maximising the deployment of existing human resources to achieve optimum productivity • Rapidly responding to changing regulatory requirements • Recognising where our optimum efficiencies are achieved based on cost v. benefit • Maintaining focus on core functions and activities of our county

73 Integrated Planning and Reporting in practice



Planning for the future

...knowing our purpose and goals and how each person in our workforce contributes to achieving them...

...it is the roadmap to achieving our Vision and Mission...

...it sets out what we will do in the long, medium and short term, how we will do it and how we will measure our performance...

Translating the strategy into action

...the high level strategy is unpacked into specific actions through the Delivery program | Operational plan...

...our strategic priorities are supported by a series of goals or objectives and actions...

...each action is aligned with and designed to contribute to the achievement of a strategic priority...



Accountability for doing what we say we will

...one of our corporate Values that features heavily in our Integrated Planning and Reporting framework...

...reporting at least 6-monthly to our governing body reveals whether we are on track or not in delivering against our Delivery program and Operational plan...

...if we are on track we need to recognise and celebrate that. If we are not, we need to be honest about that, understand why and do something about it...

Elements of Integrated Planning and Reporting

1 Business activity strategic plan

Description:

- Main business activity priorities
- Strategic objectives and strategies for achieving those objectives
- Informed by other key strategies (e.g. Disability Inclusion Action Plan and Reconciliation Action Plan)
- Endorsed by Council
- Covers a period of 10+ years

Review: Every 4 years



2 Resourcing strategy

Description:

Long term financial plan

- Modelled on a 30-year timeframe; includes projected income and expenditure, balance sheet and cash flow statement; planning assumptions used to develop the Plan; sensitivity analysis; financial modelling; methods of monitoring financial performance

Workforce management plan

- Modelled on a min. 4-year timeframe; includes human resourcing requirements for the Delivery program

Asset management strategy and plan

- Modelled on a 20-year timeframe; includes an Asset management policy; Strategy (identifies assets that are critical to Council operations and outline the risk management strategies for these assets; includes specific actions required to improve Council's asset management capability and projected resource requirements and timeframes); Plan (encompasses all the assets under Council's control; identifies asset service standards; contains long term projections of asset maintenance, rehabilitation and replacement costs)

Review:

Reviewed in detail every 4 years in conjunction with the Business activity strategic plan

Updated annually when developing the Operational plan



3 Delivery program + Operational plan

Delivery program portion description:

- Activities to be undertaken to implement the Business Activity Strategic Plan
- Adopted by Council
- Covers a period of 4 years

Review: Every 4 years

Operational plan portion description:

- Sub-plan of Delivery program
- Adopted by Council
- Covers a period of 1 year

Review: Annual



Delivery program covers a period of 5 years as a consequence of COVID-19.

Delivering Integrated Planning and Reporting

is a legal requirement under the *Local Government Act 1993*.



Planning

The individual elements consist of a long term business plan (Business activity strategic plan), a 4-year Delivery program, a 1-year Operational plan and a Resourcing strategy. The Resourcing strategy consists of a 30-year long term financial plan, 4-year Workforce management plan and a 20-year Asset management strategy and plan.

Reporting

We publicly report on our achievements and performance in the following ways:

	To whom	When and about what
Annual report	Council Community	<ul style="list-style-type: none"> Once a year. Our achievements in implementing the Delivery program. It includes information about the effectiveness of the principal activities undertaken in achieving the objectives in the Business activity strategic plan.
State of the Environment report	Council Community	<ul style="list-style-type: none"> Once every 4 years (by 30 November in the year in which an ordinary election is held). A health report on the state of the environment in the local government area relevant to the objectives for the environment established in the Business activity strategic plan. Our next State of the Environment report will be delivered in 2020 as a co-ordinated regional initiative with councils across the north and mid-north coast.
Progress report on Delivery program	Council	<ul style="list-style-type: none"> At least every 6 months. Includes our performance in delivering services under Service Level Agreements in place with member councils.
Quarterly Budget Review Statement	Council	<ul style="list-style-type: none"> Quarterly. A financial health report containing information about financial position in order to enable informed decision making and to ensure that we are on track to meet our objectives, targets and outcomes as set out in the Operational plan. The Code of Accounting Practice and Financial Reporting prescribes the minimum requirements that must be reported.

Informing our framework

Social justice principles

The NSW Government's social justice strategy consists of four elements: equity, access, participation and rights. Our business activity strategic plan has been developed having regard for these principles through:

- Targeted consultation and engagement activities focussing on diversity and inclusion (for example, Workforce management plan, Reconciliation action plan, Disability inclusion action plan)
- Literature review of relevant strategies and plans.

Lessons learned

How did we perform under the previous Integrated Planning and Reporting framework? Did we achieve what we set out to? If not, why? What worked? What could we do better next time?

What is happening now and what we anticipate for the future

An important element of any strategic planning activity is to consider the current and future operating context. What is happening now and what is expected to happen in the future from a political, economic, social and technological perspective.

Some significant changes have occurred leading up to the development of this framework including the dissolution of Far North Coast County Council and Richmond River County Council. With the operations and functions of those counties transferred to Rous County Council, the timing of the development of this framework offers a unique opportunity to relaunch our reformed organisation.

Other matters informing our Integrated Planning and Reporting framework include: stakeholder interests and concerns; changes

arising from the *Local Government Amendment (Planning and Governance) Act 2016*; the potential future formation of joint organisations of councils; the opportunities to explore and progress regional partnerships and initiatives; Future Water Strategy and supply and demand indicators; compliance with the Best-Practice Management of Water Supply and Sewerage Guidelines (August 2007) and the Australian Drinking Water Guidelines.

Australian Business Excellence framework operating model

The Australian Business Excellence framework is an internationally recognised integrated leadership and management system. It is a performance improvement model based on continuous improvement at all levels with a particular leadership focus on sustainable performance. The framework applies concepts from international best practice leadership models that are applicable to private and public sector organisations. We have used the framework as the foundation of our Integrated Planning and Reporting framework.



Our member council's top priorities as evidenced in their community strategic plans

Ballina

Priorities

- Marina infrastructure
- Health of the Richmond River
- Affordable housing

Priorities that connect us

- Health of the waterways and the Richmond River

Byron

Priorities

- Corporate strategy and integrating Disability inclusion action plan into Integrated Planning and Reporting, streamlining planning with every day functions and service provision, focussing on strong financial sustainability, leveraging of opportunities as they arise.
- Community services improvements, focussing on affordable housing and community infrastructure maintenance through community development services and investment in key community asset and infrastructure.

Priorities that connect us

- Water usage
- Threat to natural environment posed by noxious weeds

Lismore

Priorities

- Affordable housing
- Public transport

Priorities that connect us

- Growth in terms of demand/ supply of water and location (flood free)
- Wilsons River water quality
- Noxious weeds

Richmond Valley

Priorities

- Local employment
- Good roads, parks and open spaces
- Economic development
- Communication and advocacy

Priorities that connect us

- Flood mitigation
- Bushland
- Waterways
- Noxious weeds



Regional, State and Federal strategy

- Australia's First Open Government National Action Plan 2016-18
- Australian Signals Directorate: Strategies to Mitigate Cyber Security Incidents
- Australian Work Health and Safety Strategy 2012–2022
- Biosecurity Strategy 2013-2021
- Far North Coast Regional Strategy 2006-31
- Industry and Investment Corporate plan 2015-2019
- National Local Government Workforce Strategy 2013-2020
- Northern Rivers Invasive Plants Action Strategy 2009-2013 (still current)
- Northern Rivers Regional Plan vision to 2020
- NSW 2021 A Plan to make NSW number one
- NSW Economic Development Framework
- NSW Invasive Species plan 2008-2015 (still current)
- NSW Local Government Workforce Strategy 2016-2020

Consultation

A workshop with Council's governing body was held on 15 March 2017, which was an invaluable opportunity to engage with councillors regarding the future direction of the county.

Consultation also occurred with member councils as part of the development of individual service level agreements.

In addition, a public consultation process was undertaken which enabled all interested community members to have input into the Integrated Planning and Reporting framework.

What we stand for

80

Mission: Partner with our constituent councils to provide quality services that support a sustainable and productive region.

Vision: Thrive and evolve as a valued regional service provider.



'If you can't do it safely, you can't do it now. Be safe. Avoid accidents.'

Ben Hildebrand
Dams and Treatment
Team Leader



'Not just looking out for yourself you are also looking out for the group to provide a quality service'

Rhys Oates
Dams and Treatment
Operator



'Each of us bring our own beliefs, knowledge and experience. By embracing our differences, we can all benefit and grow.'

Natalie Woodhead-Tiernan
Finance Manager



'Accountability to me is owning my own decisions, holding myself and others to account, and believing actions speak louder than words.'

Lynelle Dillon
Customer Service Officer





2

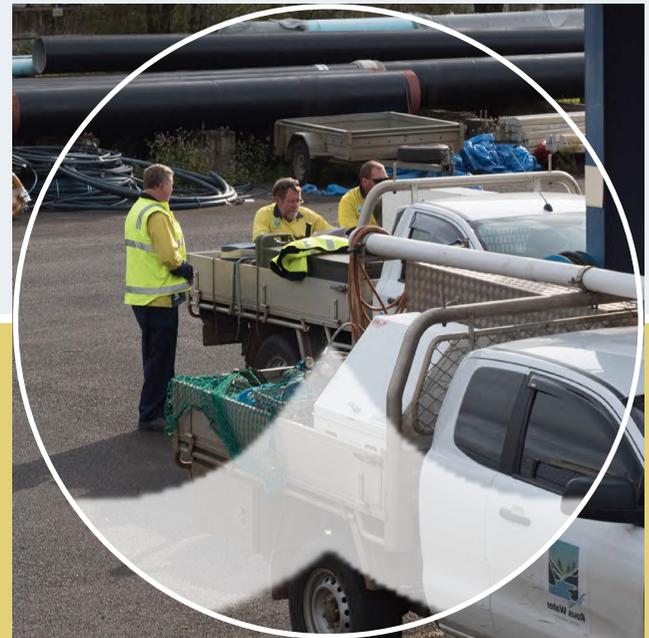
Resourcing strategy

- Long term financial plan
- Workforce management plan
- Asset management strategy and plan

Long term financial plan



Workforce management plan



Asset management strategy and plan





3

Delivery program | Operational plan



LEADERSHIP

86

Our goal

1. Values-based leadership and culture.

What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
1.1 Leaders are visible at all levels of the organisation and are supported to effectively lead and drive performance.	1.1.1 Enhance management and leadership skills.	Y1	Y2	Y3	Y4	Y5	PP
1.2 Leaders are responsible for their actions and proactive in building an accountability culture.	1.2.1 Leaders held to account for their performance.			Y3	Y4	Y5	PP

What we will do in Y5: 2021/22

Activity	How we will measure our performance	Budget (\$)	Links to*	Lead
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	GM
1.1.1.2 Leader in Me ReCharge Program to support continued development and culture change (with LiMe participants).	Improvement in results against defined development objectives (measured quarterly).	\$	WFMP	HSM
	Overall good / very good ReCharge program feedback from participants (measured quarterly).	\$	WFMP	HSM
	At least monthly LiMe ReCharge communications to Rous (from LiMe Champion / participants).	◆	WFMP	GMCC
	Staff recognition initiative.	\$	WFMP	GM
1.1.1.3 Leader in Me (LiMe) program.	Review effectiveness of the LiMe program to determine impact / contribution to cultural change and barriers in participation.	\$	WFMP	HSM
1.1.1.4 Innovative action through a pilot purified recycled water scheme.	Progress pilot purified recycled water scheme for Perradenya Estate.	\$	FWS	FWPT

*Refer to page 47 for acronym key.



Activity	How we will measure our performance	Budget (\$)	Links to*	Lead
1.1.1.4 Continued ...	Work with relevant stakeholders to design a long-term public education campaign to increase awareness and acceptance of direct potable reuse (DPR) [Council resolution 61/20].	\$	FWS	FWPT
	Further investigate indirect potable reuse (IPR) as outlined in the Future Water Project 2060, including future options for public education.	\$	FWS	FWPT
1.1.1.5 Lobby and drive support for regional projects through the Northern Rivers Joint Organisation of Councils.	Lobby for support and funding for the Northern Rivers Watershed Initiative.	BAU	CZMP	GM
	Support and participate in regional Greenhouse Gas Abatement Strategy projects.	BAU	GGAS	GM
1.1.1.6 Identify opportunities for constituent councils to participate in projects that deliver Rous' Mission and Vision (Mission: Partner with our constituent councils to provide quality services that support a sustainable and productive region. Vision: Thrive and evolve as a valued regional service provider).	Evidence of proactive attempts to deliver Rous' Mission and Vision through projects such as smart metering.	BAU	DMP	GMPD
1.2.1.1 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	HSM
	Record of discussion made by the supervisor and reported to manager upon completion.	◆	WFMP	HSM
1.2.1.2 Review and update Code of Conduct.	Code of Conduct adopted by Council by 31 August 2022.	◆	BAU	GA
	Panel of conduct reviewers established for new term.	◆	BAU	GA
1.2.1.3 Review and update Code of Meeting Practice.	Code of Meeting Practice adopted by Council by 31 August 2022.	◆	BAU	GA
1.2.1.4 Develop Councillor induction package.	Councillor induction package completed by 31 August 2021.	◆	BAU	GMPP

**Refer to page 47 for acronym key.*

Key contributors/lead agencies:

Stakeholder
Workers

Regulator
Office of Local Government

Interest group
Union organisations

STRATEGY AND PLANNING

Our goal	2. Align strategic direction to core functions and sustainability.						
What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
2.1 Being responsive to the impact of population growth on our core functions.	2.1.1 Develop new Operational Plan (having regard to the actions outlined in the Delivery Program).	Y1	Y2	Y3	Y4		PP
	2.1.2 Develop new Integrated Planning and Reporting framework.					Y5	PP
	2.1.3 Continue with key action 2 of the Future Water Strategy (groundwater).	Y1	Y2	Y3			PD
	2.1.4 Subject to non-viability of key action 2, complete key action 3 of the Future Water Strategy (re-use).			Y3			PD
	2.1.5 Determine a position regarding the Future Water Strategy update (following completion of key actions).			Y3	Y4	Y5	PD
	2.1.6 Partner with Ballina Shire Council in developing a long-term solution for integrating Marom Creek Water Treatment Plant and Alstonville Groundwater into the regional water supply.					Y5	PD
	2.1.7 Continue planning for a groundwater scheme at Tyagarah.					Y5	PD
2.2 Strategic partnerships / relationships supportive of our Mission and Vision.	2.2.1 Partner with stakeholders to facilitate implementation of the Coastal Zone Management Plan for the Richmond River catchment.	Y1	Y2	Y3	Y4	Y5	PD
	2.2.2 Partner with stakeholders for the ongoing development of Flood Management plans for the Richmond River catchment.	Y1	Y2			Y5	PD/OP
	2.2.3 Understand and evaluate our role as the Flood Mitigation Authority with each of our constituent councils within the lower Richmond River catchment.				Y4	Y5	PD
2.3 Business activity contributes to local and regional growth and optimal environmental outcomes.	2.3.1 Implement Reconciliation Action Plan.	Y1	Y2	Y3	Y4	Y5	CC
	2.3.2 Develop new Reconciliation Action Plan (informed by the Reconciliation Action Plan Advisory Group) that is endorsed by Reconciliation Australia.		Y2		Y4	Y5	CC
	2.3.3 Develop a strategy to reduce greenhouse gas emissions.	Y1					PD
	2.3.4 Implement greenhouse gas abatement strategy.		Y2	Y3	Y4	Y5	PD

*Refer to page 47 for acronym key.



What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
2.3 Continued...	2.3.5 Implement enhanced Demand Management Plan.	Y1	Y2	Y3	Y4	Y5	PD
	2.3.6 Review effectiveness of energy efficiency measures (Administration building).		Y2				CC
	2.3.7 Review options pre-release Release 7 of the Perradenya Estate, related to satisfaction of conditions (water reclamation and integrated allotments).				Y4	Y5	CC
	2.3.8 Improve understanding of drainage systems on the lower Richmond floodplain.					Y5	PD
2.4 Converting strategy into action plans that anticipate and accommodate change and allocate accountability.	2.4.1 Review Capital Works Plan (major review).	Y1			Y4		PD
	2.4.2 Implement Capital Works Plan.	Y1	Y2	Y3	Y4	Y5	PD
	2.4.3 Implement Disability Inclusion Action Plan.	Y1	Y2	Y3	Y4		PD
	2.4.4 Review Disability Inclusion Action Plan.				Y4	Y5	PP
	2.4.5 Review the Drinking Water Management System.	Y1					PD
	2.4.6 Complete operational readiness actions as identified in the Drought Management Plan.	Y1	Y2	Y3	Y4	Y5	PD
	2.4.7 Assess physical security review audit results and develop implementation plan.	Y1	Y2	Y3	Y4		CC
	2.4.8 Implement physical security review improvements.	Y1	Y2	Y3			PD
	2.4.9 Establish and embed a consistent and integrated approach to workforce planning.	Y1	Y2	Y3	Y4	Y5	PP
	2.4.10 Implementation of advanced asset management planning.	Y1	Y2	Y3	Y4	Y5	PD
	2.4.11 Develop ICT Strategic Plan.	Y1			Y4	Y5	CC
	2.4.12 Staged implementation of ICT Strategic Plan.		Y2	Y3			CC
	2.4.13 Staged implementation of Catchment Management activities.	Y1	Y2	Y3	Y4	Y5	PD
	2.4.14 Implement Rous County Council activities as outlined in the Coastal Zone Management Plan for the Richmond River catchment.	Y1	Y2	Y3	Y4	Y5	PD
	2.4.15 Develop a corporate properties management plan (proposed Dunoon Dam, operational and commercial properties).		Y2	Y3		Y5	CC/PP
	2.4.16 Service level agreement negotiation for exercise of 2-year option (Tweed Shire Council).		Y2				OP
2.4.17 Service level agreements revised and new agreements in place (constituent councils).			Y3	Y4		OP	
2.4.18 Develop Richmond Water Laboratories strategic business options paper.		Y2			Y5	CC	
2.4.19 Development of Catchment Management plans for all council water sources (excluding groundwater).			Y3			PD	
2.4.20 Review the Drought Management Plan.				Y4	Y5	PD	

*Refer to page 47 for acronym key.

What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
2.4 Continued...	2.4.21 Service level agreement revised and new agreement in place (Kyogle Council).				Y4		OP
	2.4.22 Develop new Audit Risk and Improvement Committee internal audit strategy.		Y2			Y5	PP
	2.4.23 Develop Strategic Plan for targeted flood mitigation research and grants.	Y1		Y3			PD
	2.4.24 Implement a targeted weed eradication and control plan.		Y2	Y3	Y4	Y5	OP
	2.4.25 Develop and implement Procurement, Properties and Fleet Business Plan.			Y3	Y4	Y5	CC
	2.4.26 Implementation of Maintenance Management Strategy improvement actions.				Y4	Y5	PD
	2.4.27 Developer Servicing Plan revised and updated in accordance with current Developer Charges Guidelines for Water Supply and direction for the Future Water Project.					Y5	PD
	2.4.28 Review and update the Regional Demand Management Plan and strategies in partnership with constituent councils.					Y5	PD
	2.4.29 Commence roll-out of the 2-year smart metering and backflow prevention program where necessary, to Council's retail water customers.					Y5	PD
	2.4.30 Partner with Richmond Valley Council to provide smart metering to Woodburn and surrounding areas to inform planned bulk water main augmentation.					Y5	PD
	2.4.31 Commence implementation of Council's 4-year Water Loss Management Plan.					Y5	PD
	2.4.32 Implement improvement actions in the Confirm Development Plan.					Y5	PD
	2.4.33 Implementation of Asset Management Strategy improvement actions.					Y5	PD
	2.4.34 Revaluation of water infrastructure assets.					Y5	PD

What we will do in Y5: 2021/22

Activity	How we will measure our performance	Budget \$	Links to*	Lead
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	GMPP

*Refer to page 47 for acronym key.



Activity	How we will measure our performance	Budget \$	Links to*	Lead
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	SPE
2.1.6.1 Partner with Ballina Shire Council in developing a long-term solution for integrating Marom Creek Water Treatment Plant (WTP) and Alstonville Groundwater into the regional water supply.	Subject to a decision on the arrangements at Marom Creek WTP, planning and design for augmentation works commences.	\$	FWP	FWPT
	Planning for upgrade to Rous-owned Converys Lane groundwater bore continues.	\$	FWP	FWPT
	Contingency planning for incorporation of Rous-owned Converys Lane groundwater bore into regional water continues.	\$	FWP	FWPT
2.1.7.1 Continue planning for a groundwater scheme at Tyagarah.	Concept planning commenced for new groundwater source at Tyagarah.	\$	FWP	GMPD
2.2.1.1 Progress implementation of the Coastal Zone Management Plan for the Richmond River catchment through the Coastal Zone Management Plan Implementation Committee.	Facilitate meetings of the Coastal Zone Management Plan Implementation Committee.	\$	CZMP	NRMPC
2.2.2.1 Partner with stakeholders for the ongoing development of Flood Management plans for the Richmond River catchment.	Support and contribute to the next phase of the Tuckean Swamp Project through maintaining membership of the Project Steering Committee.	\$	BAU	FLO
	Support and contribute to Lismore City Council's update to the Lismore Floodplain Risk Management Plan.	\$	BAU	GMPD
	Support and contribute to Richmond Valley Council's update to the mid-Richmond River Flood Plan, including updated hydrology for the Tuckombil Canal and surrounds.	\$	BAU	GMPD
	Review Lismore Levee Memorandum of Understanding and arrangements.	◆	MOU	APE
	Pursue shared funding and grant arrangements to implement completed Keith Hall Drainage Options Study outcomes.	◆	BAU	FLO
2.2.3.1 Understand and evaluate our role as the Flood Mitigation Authority with each of our constituent councils within the lower Richmond River catchment.	Undertake individual workshops with senior staff and management of Lismore City, Ballina Shire and Richmond Valley councils.	◆	BAU	SPE
	Outcomes of workshop considered within proclamation context, Long term financial plan implications and Council position.	◆	BAU	SPE
	Development of future strategy for the flood mitigation function and undertake necessary investigations for the development thereof.	\$	BAU	SPE
2.3.1.1 Implement 'Innovate' Reconciliation Action Plan.	Actions for 2021/22 completed.	\$	RAP	GMCC

*Refer to page 47 for acronym key.

Activity	How we will measure our performance	Budget \$	Links to*	Lead
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	GMCC
2.3.2.1 Develop a new Reconciliation Action Plan.	Reconciliation Action Plan endorsed by Reconciliation Australia.	\$	RAP	GMCC
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, including revolving fund status.	◆	GGAS	DM/FM
	Install solar photovoltaic panels on Administration building.	\$	GGAS	DM
2.3.5.1 Implement 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	WSO
	Actively promote the Sustainable Water Partnership Program to targeted customers.	\$	DMP	WSO
	Implement three water-saving projects identified in the water saving plans.	\$	DMP	WSO
	65 residential rainwater tank rebates per annum.	\$	DMP	WSO
	Implement a communication and engagement program targeting high residential water users to support the 160 Litre Challenge.	\$	DMP	WSO
2.3.7.1 Strategic review of options for integrated lots and water reclamation at Perradenya.	Outcome of review reported to Council.	\$	LTFP	GMCC
2.3.8.1 Undertake a desktop review of suitable drainage systems where further investigation is warranted to bring about improvements.	Prioritised list of drainage systems where landholders agree change is possible and change is affordable.	◆	BAU	FLO
2.4.2.1 Implement Capital Works Plan.	Project Management Framework monthly reports completed on time (within 10 days of the end of the calendar month).	◆	BAU	GMPD
	Key project delivered: Stage 1 - St Helena 600 pipeline.	\$	CWP	GMO
	Key project: Stage 2 - St Helena 600 pipeline - 50% completion.	\$	CWP	GMO
	Key project delivered: St Helena Reservoir roof replacement.	\$	CWP	DM
	Key project: Perradenya Release 7 (commence construction)	\$	CWP	GMCC
	Key project delivered: Upgrade of Broadwater 150 pipeline.	\$	CWP	DM
	Key project commenced: Byron 200 pipeline renewal - investigation and design.	\$	CWP	APE
	Key project delivered: Renewal of more than 1km of reticulation pipeline at Richmond Hill, Lismore.	\$	CWP	DM



*Refer to page 47 for acronym key.

Activity	How we will measure our performance	Budget \$	Links to*	Lead
2.4.2.1 Continued.	Key project delivered: Renewal of Rocky Creek Dam destratification system.	\$	CWP	DM
	Key project delivered: Renewal of Biologically Activated Carbon (BAC) media and internal painting of BAC tank at Emigrant Creek Water Treatment Plant.	\$	CWP	DM
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; LTFFP; WFMP	GMPP
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	WSO
	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	GMPD
	Review and update Drought Management Plan (version adopted in August 2016).	◆	DMP	GMPD
	Planning and design of upgrade works to allow use of existing bore at Woodburn as a regional source of water during drought.	\$	DMP	GMPD
	Planning and design of works for new bores at Woodburn.	\$	FWP	FWPM
2.4.9.1 Undertake workforce planning activities.	Workforce planning sessions undertaken per annum (including forecasting, assessment, review, monitor and succession planning).	◆	WFMP	HSM
	Workforce planning reports and metrics provided to the Leadership Team quarterly.	◆	WFMP	HSM
	Development of strategic Workforce Management Plan completed.	\$	WFMP	HSM
2.4.10.1 Review and formal adoption of Asset Management strategic documents.	Adoption by the Leadership Team of Asset Management Plan and Maintenance Management Strategy.	◆	AMP	AMSO
2.4.10.2 Undertake strategic review of Nightcap Water Treatment Plant to develop 20-year master plan of renewals and upgrades.	Finalisation of Strategic Review of Nightcap Water Treatment Plant and reported to the Leadership Team and Council.	\$	AMP	SPE
2.4.11.1 Develop ICT Strategic Plan 2022-25.	Adopted by the Leadership Team.	\$	ICTSP	ICTM
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	WBBERM
2.4.13.2 Prepare Rocky Creek Dam multi-year Master Plan.	Finalisation of Master Plan and endorsed by Council.	\$	AMS	SPE

*Refer to page 47 for acronym key.

Activity	How we will measure our performance	Budget \$	Links to*	Lead
2.4.13.3 Deliver Catchment Management Plan actions.	Ref. A1: Implement catchment landholder education and awareness through promotion, concerning the impact of catchment activities on drinking water quality and the role of catchment stakeholders in protecting catchments.	\$	CaMP	NRMPC
	Ref. A5: Comprehensive review of catchment water quality data.	\$	CaMP	NRMPC
	Ref. A7: Completion of intensive pesticide monitoring program in each catchment.	\$	CaMP	NRMPC
	Ref. A8: Investigation to determine the presence of potentially harmful contaminants in source water.	\$	CaMP	NRMPC
	Ref. WR16: Implement extension of Wilsons River Reach Plan extension.	\$	CaMP	NRMPC
	Ref. EC20: Implement extension of Emigrant Creek Reach Plan extension.	\$	CaMP	NRMPC
2.4.14.1 Develop floodgate management plans / protocols for Rous County Council's critical infrastructure sites as identified in the Rous County Council service level agreements (CZMP 4b).	A further 12 Active Floodgate Management plans reviewed and updated, with 25 plans remaining to be reviewed and updated.	◆	CZMP	FLO
	All landowner volunteer floodgate operators are trained, and their activities managed and reported every six months to the Audit, Risk and Improvement Committee, and annually to Council.	◆	CZMP	FLO
	Undertake any surveys or investigations required to review and implement Active Floodgate Management plans.	\$	CZMP	FLO
2.4.14.2 Rehabilitate very high / high priority riparian restoration sites (CZMP 6a).	Implement riparian improvement works on 1 ha.	\$	CZMP	NRMPC
2.4.14.3 Continue the development of a Coastal Management Program (CoMP) for the Richmond River estuary.	Stage 1: Scoping study completed and adopted by partners.	\$	CoMP	NRMPC
2.4.14.4 Richmond River water quality monitoring data loggers remain operational.	Data loggers operating and providing publicly accessible data.	\$	Grant	NRMPC
2.4.15.1 Strategic plan for exit from Dunoon Dam as a future water project.	Preparation of a plan (including revocation of zoning entitlements and disposal of land held for the purpose of Dunoon Dam) commenced.	\$	BAU	GMPP
2.4.18.1 Develop strategic business plan for Richmond Water Laboratories.	Plan approved by the Leadership Team and workshop to Council.	\$	RWLSP	RWLM
2.4.20.1 Review Drought Management Plan.	Drought Management Plan reviewed and updated in consultation with constituent councils.	\$	DMP	WSO
2.4.22.1 Engage internal audit partner.	Market tested and new internal audit partner engaged.	◆	BASP	GA
2.4.22.2 Internal Audit Strategy 2022/26.	2022/26 Internal Audit Strategy developed to govern next 4-year internal audit cycle.	◆	BASP	GA



*Refer to page 47 for acronym key.

Activity	How we will measure our performance	Budget \$	Links to*	Lead
2.4.24.1 Implement actions contained in the Department of Primary Industries / Local Land Services Weeds Action Plan (WAP).	Complete all actions and activities identified in the WAP.	\$	WAP	WBBRM
2.4.25.1 Progress actions from 'Procure to Pay' audit relating to procurement.	Progress reports to the Audit, Risk and Improvement Committee.	\$	BAU	PPC
2.4.25.2 Undertake review and gap analysis of fleet.	Progress reports to the Leadership Team.	◆	BAU	PPC
2.4.26.1 Implement improvement actions identified in Maintenance Strategy.	Maintenance activities not captured within Confirm identified and management process developed.	◆	AMS/MMS	AMSO
	Critical and non-critical maintenance identified with management process within Confirm.	◆	AMS/MMS	AMSO
	Defect capture within Confirm improved to include failure modes.	◆	AMS/MMS	AMSO
	Options for improved maintenance cost capture investigated.	◆	AMS/MMS	GMO
	Agreed timeframes for attending to service requests and defects reviewed and documented.	◆	AMS/MMS	GMO
	Condition assessment program for asset classes developed.	◆	AMS/MMS	OEM
	Review of planned maintenance activities for asset classes completed.	◆	AMS/MMS	DTEM
	Standard activities for addressing common defect types developed.	◆	AMS	DTEM/OEM
	Review process for Confirm maintenance program developed and implemented.	◆	AMS	AMSO
2.4.27.1 Developer Servicing Plan revised and updated in accordance with current Developer Charges Guidelines for Water Supply and direction for the Future Water Project.	Developer Servicing Plan reviewed and updated in accordance with current Developer Charges Guidelines for Water Supply and Integrated Water Cycle Management Strategy.	\$	DSP	APE
	Developer Servicing Plan adopted by Council.	◆	DSP	APE
2.4.28.1 Review and update the Regional Demand Management Plan and strategies in partnership with constituent councils.	Regional Demand Management Plan reviewed and updated in consultation with constituent councils.	\$	RDMP	WSO
	Regional Demand Management Plan adopted by Council.	◆	RDMP	WSO
2.4.29.1 Commence roll out of the 2-year smart metering and backflow prevention program where necessary, to Council's retail water customers.	50% of Council's retail customers have smart metering installed and operational, including backflow where required.	\$	IWCM	DM

**Refer to page 47 for acronym key.*



Activity	How we will measure our performance	Budget \$	Links to*	Lead
2.4.30.1 Partner with Richmond Valley Council to provide smart metering to Broadwater to inform planned bulk water main augmentation.	Agreement reached between Council and Richmond Valley Council on arrangements for the installation of smart metering and the management of customer usage data.	◆	IWCM	GMPD
	Subject to agreement, installation of smart metering for Richmond Valley Council customers in Broadwater commenced.	\$	IWCM	DM
2.4.31.1 Commence implementation of Council's 4-year Water Loss Management Plan (WLMP).	Review and update existing water main network hydraulic model to allow evaluation of proposed WLMP actions.	\$	WLMP	SPE
	Verify suitability and prioritise installation of bulk meters for St Helena and flow meters for Ewingsdale, Tintenbar, Newrybar, Richmond Hill.	\$	WLMP	DE
	Evaluate locations for and viability of a trunk main leak detection trial.	\$	WLMP	DE
2.4.32.1 Implement improvement actions in the Confirm Development Plan.	Suitability of Confirm to meet Council's ongoing requirements against alternatives on the market reviewed.	◆	AMS/CDP	AMSO
	Process of raising monthly maintenance activities reviewed and optimised.	◆	AMS/CDP	AMSO
	Process and workflow for asset related enquiries reviewed and documented.	◆	AMS/CDP	AMSO
	Training with teams using Confirm completed.	◆	AMS/CDP	AMSO
	Potential use of Confirm Web reviewed.	◆	AMS/CDP	AMSO
	Roll out Confirm Connect to remaining teams.	\$	AMS/CDP	AMSO
2.4.33.1 Implement improvement actions identified in Asset Management Strategy.	Major asset management processes documented (including asset addition / disposal, asset handover, useful life review, asset valuation).	◆	AMS	AMSO
	Review of current asset information system, including asset data completeness and quality.	◆	AMS	AMSO
	Asset information governance document developed.	◆	AMS	AMSO
	Process for review of asset management documents, including scope, frequency and responsibility developed.	◆	AMS	AMSO
	Schedule of asset management documents created to track review process.	◆	AMS	AMSO
	An electronic asset management manual accessible to all staff developed with links to processes added as developed.	◆	AMS	AMSO
2.4.34.1 Revaluation of water infrastructure assets.	External audit sign off and upload of revaluation of water infrastructure assets into asset register.	\$	AMP	APE



*Refer to page 47 for acronym key.

Key contributors/lead agencies:**Stakeholder**

Aboriginal groups
 Community
 Disability service providers
 Landholders and the floodplain community
 Member councils
 Roads and Maritime Services
 Workers

Interest group

Australian Government, Department of Communications and the Arts
 Chamber of Commerce
 Computer Emergency Response Team Australia
 CZMP Implementation Committee
 NSW Department of Planning, Industry and Environment
 Northern Rivers Joint Organisation
 Tourism operators
 Universities and research institutions

Regulator

Australian Government, Department of Defence Australian Signals Directorate
 Australian Government, Department of the Environment and Energy
 Independent Commission Against Corruption
 NSW Audit Office
 NSW Department of Planning, Industry and Environment
 NSW Health
 NSW National Parks and Wildlife Service
 NSW Ombudsman
 Office of Local Government
 Office of the Information Commissioner
 Office of the Privacy Commissioner

INFORMATION AND KNOWLEDGE

Our goal	3. Create value through applying knowledge.
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What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
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.	3.1.1 Optimise current information management systems and processes.	Y1	Y2	Y3	Y4	Y5	PD
	3.1.2 Review and update the Emergency Response plans.	Y1	Y2	Y3	Y4	Y5	PP
	3.1.3 Minimise risks and optimise efficiencies.	Y1	Y2	Y3	Y4	Y5	CC
	3.1.4 Maximise the full potential of our workforce.	Y1	Y2	Y3	Y4	Y5	PP
	3.1.5 Encourage transparency and an effective risk culture across Council.		Y2	Y3	Y4	Y5	PP
	3.1.6 Continually review Council's policies and procedures for suitability and currency.		Y2	Y3	Y4	Y5	PP
	3.1.7 Develop and implement a compliance and enforcement framework.		Y2	Y3			PP

What we will do in Y5: 2021/22

Activity	How we will measure our performance	Budget \$	Links to*	Lead
3.1.1.1 Implement improvement actions identified in GIS Development Plan.	Asset data reviewed.	◆	AMS	ASMO
	Confirm and MapInfo integration reviewed.	◆	AMS	AMSO
	External opinion on Confirm optimisation for organisation undertaken.	\$	AMS	AMSO
	Document links within MapInfo updated.	◆	AMS	AMSO
	Spacial datasets converted to GDA2020 projection.	◆	AMS	AMSO

*Refer to page 47 for acronym key.

Activity	How we will measure our performance	Budget \$	Links to*	Lead
3.1.2.1 Review the Emergency Management Manual, including Emergency Response plans and supporting appendices to ensure currency.	Achieved.	◆	ERP	ERM
3.1.3.3 Perform security-focused external review of a key Information Technology system.	Results reported to Leadership Team (including actions arising).	\$	BAU	ICTM
3.1.4.1 Identify and provide opportunities for employees to cross skill and knowledge share in other areas of the organisation.	Performance planning and management processes include discussions of individual skills and interests.	◆	BAU	HSM
	Organisation skills and interests inventory developed.	◆	BAU	HSM
3.1.5.1 Embed Risk and Assurance activities across Council operations.	Continue implementation of 2021 Risk Management Plan to agreed schedule.	◆	BAU	ERM
	Monitor quarterly risk register reviews by teams in each business group and the Leadership Team (for the strategic risk register) and implement control testing.	◆	BAU	ERM
	Present revised risk reporting to each Audit Risk and Improvement Committee meeting.	◆	BAU	ERM
	Develop, roll out and report completion rates of Risk Management Training Module.	◆	BAU	ERM
	Review and update Council Risk Management policy and plan by 1 March 2022.	◆	BAU	ERM
3.1.5.2 Implementation of further functionality of WHS management tool (Vault).	Test further functional options of Vault system and implement if best practice and appropriate for Council.	◆	WHSMS	ERM
3.1.6.1 Review of policies and procedures for suitability and currency.	Continue statistical reporting to Audit, Risk and Improvement Committee on status of Council's policies and procedures.	◆	BAU	GA

**Refer to page 47 for acronym key.*

Key contributors/lead agencies:

Stakeholder

Community
Workers

Regulator

SafeWork NSW

Interest group

Emergency Services
Insurers
Member councils
Safe Work Australia

 PEOPLE

100

Our goal	4. Organisational capability through our people.						
What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
4.1 A high performing team enriched through diversity.	4.1.1 Measure and improve employee engagement.	Y1	Y2	Y3	Y4	Y5	PP
	4.1.2 Invest in employee skill development.	Y1	Y2	Y3	Y4	Y5	PP
	4.1.3 Build and attract a diverse workforce.	Y1	Y2		Y4	Y5	PP
4.2 A workplace where safety and wellbeing come first.	4.2.1 Implement the Work Health and Safety Management System.	Y1	Y2	Y3	Y4	Y5	PP
	4.2.2 External implementation audit of Work Health and Safety Management System.		Y2				PP
	4.2.3 Review and update Work Health and Safety Management System.			Y3	Y4		PP

What we will do in Y5: 2021/22

Activity	How we will measure our performance	Budget \$	Links to*	Lead
4.1.1.1 Conduct employee surveys.	Engagement survey initiatives achieved.	◆	WFMP	HSM
4.1.2.1 Identify and provide opportunities for employees to acquire a wider skill set.	Corporate in-house core training package developed; tailored to managers, supervisors and staff.	◆	BAU	HSM
4.1.3.1 Develop a promotional video for Employee Value Proposition and organisation (overall).	Digital analytics showing number of views and number of links to video clicked.	◆	WFMP	CEC
4.2.1.1 WHS management reporting.	Officers (Leadership Team) informed of WHS performance and accountable for continuous improvement in workplace safety.	◆	WHSMS	ERM
4.2.1.2 Employee participation in in-house WHS training activities and national safe work month (October).	Program of safety, health and wellbeing-related awareness-raising activities undertaken.	\$	WHSMS	ERM
	All allocated training completed.	\$	WHSMS	ERM
	More than 50% of workforce actively participate in a national safe work month activity.	\$	WHSMS	ERM
4.2.3.1 Progress action plan following WHS Self-Assessment Audit.	Actions prioritised and progress against implementation reported to the Audit, Risk and Improvement Committee.	◆	BAU/ WHSMS	ERM

*Refer to page 47 for acronym key.



Key contributors/lead agencies:**Stakeholder**

Community
Workers and their families

Regulator

Insurance and Care NSW
Office of Local Government
SafeWork NSW
State Insurance Regulatory Authority

Interest group

Insurers
Safe Work Australia
Union organisations





CUSTOMERS AND STAKEHOLDERS

Our goal	5. Proactive management of relationships with member councils and key stakeholders.						
What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
5.1 Mutual understanding of needs, priorities, expectations, functions, operations, service standards, span of control and influence.	5.1.1 Document processes for effectively managing customer and other stakeholder relationships.	Y1		Y3	Y4	Y5	PP
	5.1.2 Participation in Performance Audits undertaken by the NSW Audit Office.	Y1	Y2	Y3	Y4	Y5	CC
	5.1.3 Mission, Vision, business activities and goals represented at Northern Rivers Joint Organisation.					Y5	GM
	5.1.4 Business process and service standards that complement Council's Employee Value proposition.	Y1	Y2	Y3	Y4	Y5	PP

What we will do in Y5: 2021/22

Activity	How we will measure our performance	Budget \$	Links to*	Lead
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	CEC
	Regular review of the function and effectiveness of feedback mechanisms.	◆	CESP	CEC
	Active events calendar to identify appropriate events for stakeholder engagement.	◆	CESP	CEC
5.1.2.1 Participation in NSW Audit Office performance audit reviews.	Achieved.	◆	CSP	FM
5.1.3.1 Participation in the Northern Rivers Joint Organisation as an associate member.	General Manager performing the role of representative on the Natural Resources Management sub-committee and reporting back to the General Managers' Group on the sub-committee's operations.	◆	BAU	GM

*Refer to page 47 for acronym key.



Activity	How we will measure our performance	Budget \$	Links to*	Lead
5.1.4.1 Establish service standards for key business processes to optimise attraction and retention.	Vacancies are filled within 90 business days of approval to recruit.	◆	WFMP	HSM
	Less than or equal to 5% turnover for new employees within first 18 months post probation.	◆	WFMP	HSM
	Recruitment and selection activities promote and comply with Equal Employment Opportunity principles.	◆	WFMP	HSM
	As measured through employee pulse surveys, at least 90% of new employees are satisfied with the induction process.	◆	WFMP	HSM

**Refer to page 47 for acronym key.*

Key contributors/lead agencies:

Stakeholder

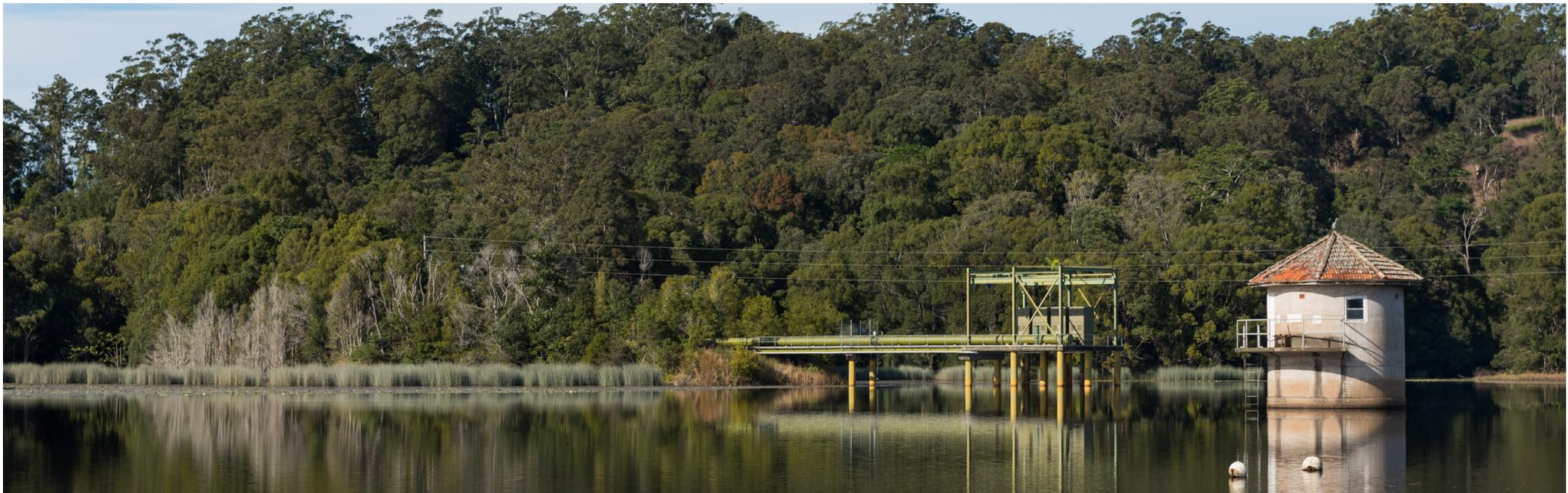
- Community
- Landholders and the floodplain community
- Member councils
- Retail customers
- Service level agreement customers

Regulator

- NSW Audit Office
- Office of Local Government

Interest group

- Northern Rivers Joint Organisation





PROCESS MANAGEMENT, IMPROVEMENT AND INNOVATION

Our goal	6. Continuous improvement through process management and innovative thinking.						
What achieving our goal will look like	How we will achieve our goal	Delivery					Group*
		2017/18	2018/19	2019/20	2020/21	2021/22	
6.1 Recognising and being open to opportunities for improvement through innovation.	6.1.1 Implement an end-to-end agenda and minute technology solution.				Y4	Y5	GM
	6.1.2 Staged digitisation of paper records.		Y2	Y3		Y5	CC
	6.1.3 Review the relevancy of tests, limits and matrices in reference to customer service level agreements (Richmond Water Laboratories).	Y1	Y2		Y4		CC
	6.1.4 Determine appropriate NATA accreditation (Richmond Water Laboratories).	Y1	Y2		Y4		CC
	6.1.5 Develop a new competency framework.			Y3			PP
	6.1.6 Review procurement process and systems.			Y3			CC
	6.1.7 Develop business case for any proposed non-core business activity to inform decision on whether to proceed with the activity / project.	Y1	Y2	Y3			CC / PP / OP / PD
	6.1.8 Create a performance culture linked to turnaround times for key business processes.	Y1	Y2	Y3	Y4	Y5	CC / PP / OP / PD
	6.1.9 Optimise efficiencies in people management processes.		Y2	Y3	Y4	Y5	PP
	6.1.10 Audit administration of the Development Servicing Plan for Bulk Water Supply.		Y2			Y5	CC/PD
	6.1.11 Implementation of ICT Business Plan 2019-21.				Y4	Y5	CC
	6.1.12 Review development assessment process.					Y5	PD
	6.1.13 Review contract management process and systems.					Y5	PP/CC

*Refer to page 47 for acronym key.



Activity	How we will measure our performance	Budget \$	Links to*	Lead
6.1.1.1 Implement electronic Business Paper Agenda and Minute system.	Technology solution implementation phase commenced.	\$	BAU	GM
6.1.2.1 Plan for staged digitisation of paper records.	Implementation of plan commenced.	\$	BAU	ICTM
6.1.8.1 Review and document Customer Service processes.	Implementation of endorsed recommendations from the Customer Service review.	\$	BAU	GMCC
6.1.8.2 Document key governance processes to achieve consistency and continuity of service into the future.	Review and document key governance processes for whole-of-Council use.	◆	BAU	GA
6.1.9.1 Implement Human Resources Information Management System (end to end technology solution) to reduce risk and optimise efficiencies.	Streamline recruitment, onboarding and performance review processes through the use of digital platforms.	\$	WFMP	HSM
6.1.10.1 Review compliance with the Development Servicing Plan for the calculation of Equivalent Tenements (ETs) and the collection of developer charges by constituent councils for the Rous Bulk Water Supply area.	A report to the Leadership Team to inform the development of the new Development Servicing Plan.	\$	LTFP	GMPD
6.1.11.4 Reassess and redetermine business requirements for a Customer Relationship Management System and opportunities to utilise existing technology systems.	Report to Leadership Team by 30 November 2021.	\$	BAU	GMCC/ GMPP
6.1.11.7 Implement Corporate Action 10 - Project Management System.	Technology solution implementation phase commenced.	\$	BAU	ICTM
6.1.11.8 Implement Stage 2 of Content Manager roll out.	Progress Stage 2 actions to optimise digital key corporate workflows and information sharing.	\$	BAU	ICTM
6.1.12.1 Undertake a review of the process by which Council is advised of development occurring in our operational area and which affects our functions.	Engagement with constituent councils has occurred.	◆	BAU	PD
	Position provided to Council on any proposed changes, including fee structure, by 31 January 2022.	◆	BAU	PD
6.1.13.1 Review and develop Council's standard contracts.	Council's Engagement Agreement and Standard Terms and Conditions updated and current.	◆	BAU	PP

*Refer to page 47 for acronym key.

Key contributors/lead agencies:

Stakeholder

Community
Member councils
Members of the governing body
Retail water customers
Workers

Regulator

National Association of Testing Authorities

Interest group

Aboriginal groups
Chamber of Commerce
Disability service providers
Union organisations

RESULTS AND SUSTAINABLE PERFORMANCE

Our goal	7. Sustainable performance.						
What achieving our goal will look like	How we will achieve our goal	Delivery					
		2017/18	2018/19	2019/20	2020/21	2021/22	Group*
7.1 We are recognised as a valued regional service provider and reliable cost effective deliverer of our core functions and operations.	7.1.1 Deliver functions and operations according to service level agreements in place.	Y1	Y2	Y3	Y4	Y5	OP
	7.1.2 Achieve or exceed financial budget forecast in net profit (Richmond Water Laboratories).	Y1	Y2	Y3	Y4	Y5	CC
	7.1.3 Deliver services according to service contracts in place (Richmond Water Laboratories).	Y1	Y2	Y3	Y4	Y5	CC
	7.1.4 Release 5 (Stage 2) of the Perradenya Estate (construction and sale).	Y1	Y2				CC
	7.1.5 Release 6 of the Perradenya Estate.			Y3	Y4		CC
	7.1.6 Release 7 of the Perradenya Estate.					Y5	CC
	7.1.7 Manage our key dam assets in accordance with legislation and best practice.					Y5	PD
7.2 Levels of service align with agreed priorities, financial and asset capability and long term financial plans.	7.2.1 Water quality monitoring.	Y1	Y2	Y3	Y4	Y5	OP
	7.2.2 Monitor and report on actions to mitigate risk of environmental harm from activities (environmental action list).	Y1	Y2	Y3	Y4	Y5	PD
	7.2.3 Review water charges having regard to relevant best practice industry guidelines for non-metropolitan water utilities.		Y2				CC

*Refer to page 47 for acronym key.



Activity	How we will measure our performance	Budget \$	Links to*	Lead
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	GMO
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	GMO
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	NRMPC
7.1.1.4 Investigate an active floodgate in Swan Bay to manage nutrient build up.	Investigate long-term solution implemented for weed reduction in Swan Bay.	\$	DP	GMO
7.1.2.1 Achieve or exceed adopted financial budget forecast in net profit (Richmond Water Laboratories).	Current financial year.	◆	LTFP	RWLM
7.1.3.1 Deliver services according to service contracts in place (Richmond Water Laboratories).	Current financial year.	◆	RWLSP	RWLM
7.1.6.1 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	GMCC
7.1.6.2 Complete construction and marketing strategy for Release 7 of Perradenya.	Consultation substantially completed and marketing strategy adopted by Council.	\$	LTFP	GMCC
7.1.7.1 In accordance with NSW Dam Safety Act and Regulations, meet our obligations as an owner of dams.	Update the Operations and Maintenance plans and Dam Safety Emergency plans for Rocky Creek Dam and Emigrant Creek Dam.	\$	DSMS	DTEM
	Establish a Risk Management framework and perform a Risk Assessment on both dams, including identifying any further necessary investigations.	\$	BAU	SPE
	Investigations targeting specific failure modes that are identified in the Risk Assessment (cost dependent on gap analysis of information undertaken in the Risk Assessment).	\$	BAU	SPE
	Annual Report submitted.	\$	DP	DTEM
	Dam Safety Management System implemented and ongoing reviews conducted.	◆	DSMS	DTEM

*Refer to page 47 for acronym key.

Activity	How we will measure our performance	Budget \$	Links to*	Lead
7.2.1.1 Water quality monitoring reports completed for drinking water monitoring programs.	Drinking water management system annual report submitted to NSW Health.	◆	DWMS	GMO
	Water quality summary report produced and uploaded to website.	◆	DWMS	GMO
7.2.2.1 Report on progress of actions to mitigate risk of environmental harm from activities (environmental action list).	Provide an annual update report to Council until actions on the action list are closed out.	◆	BAU	APE

*Refer to page 47 for acronym key.

Key contributors/lead agencies:

Stakeholder

Community
 Developers
 Local government service level agreement parties
 Member councils
 NSW Land and Property Information
 NSW North Coast Regional Weed Committee

Regulator

Australian Government, Department of the Environment and Energy
 Local Land Services
 NSW Audit Office
 NSW Department of Planning, Industry and Environment
 NSW Health
 Office of Local Government

Interest group

Financial institutions
 Queensland government
 Reserve Bank of Australia
 Special medical groups (hospitals, nursing homes, etc.)

Delivery program 2017/18-2021/22

Operational plan 2021/22

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Acronym key:

◆	Activity involves staff time and consumable type costs funded through existing operating/recurrent allocations
\$	Activity has a budget allocation
AMS/AMP	Asset management strategy and plan
BAU	Business as usual
BASP	Business activity strategic plan
BRMMP	Bush Regeneration Maintenance Management Plan
CaMP	Catchment Management Plan
CC	Corporate and Commercial Group
CDP	Confirm Development Plan
CESP	Communications and Engagement Strategic Plan
CoMP	Coastal Management Plan
CSP	Client Service Plan
CZMP	Coastal Zone Management Plan
DIAP	Disability Inclusion Action Plan
DMP	Demand Management Plan
DSP	Developer Servicing Plan
DWMS	Drinking Water Management System
ERP	Emergency Response Plan
FMRSP	Flood Mitigation and Research Strategic Plan
FWS/FWP	Future water strategy and project
GGAS	Greenhouse Gas Abatement Strategy
ICTSP	ICT Strategic Plan
IWCM	Integrated Water Cycle Management Plan
LTFP	Long Term Financial Plan
MMS	Maintenance Management Strategy
OP	Operations Group
PD	Planning and Delivery Group
PP	People and Performance Group
RAP	Reconciliation Action Plan

RDMP	Regional Demand Management Plan
RWLSP	Richmond Water Laboratories Strategic Plan
WFMP	Workforce Management Plan
WLMP	Water Loss Management Plan
APE	Asset Planning Engineer
AMSO	Asset Management Systems Officer
CEC	Communications and Engagement Coordinator
DE	Delivery Engineer
DM	Delivery Manager
DTEM	Dams and Treatment Engineering Manager
FLO	Floodplain Officer
FM	Finance Manager
FWPT	Future Water Project Team
GM	General Manager
GMCC	Group Manager Corporate and Commercial
GMO	Group Manager Operations
GMPD	Group Manager Planning and Delivery
GMPP	Group Manager People and Performance
GA	Governance Advisor
HSM	Human Services Manager
ICTM	Information and Communications Technology Manager
NRMPC	Natural Resource Management Planning Coordinator
OEM	Operations Engineering Manager
PPC	Procurement and Properties Coordinator
ERM	Enterprise Risk Manager
RWLM	Richmond Water Laboratories Manager
SPE	Strategic Planning Engineer
WBBRM	Weed Biosecurity and Bush Regeneration Manager
WSO	Water Sustainability Officer



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Statement of Revenue Policy – 2021/22

This policy details the basis for the determination of member council contributions and other relevant revenue streams that inform Council’s financial plans. It is designed to ensure funding is available to maintain agreed levels of service and to provide adequate financial capacity for planned capital works and therefore sustainability of services for the region.

This policy forms part of Council’s long term financial plan, which requires a balance of funds from existing operations, established restricted cash assets, and new sources of revenue including loan funds for those assets required due to growth.

Income *Bulk water*

Bulk water sales revenue from member councils and direct retail customers, is calculated on the gross dollar yield required to fund bulk water supply activities. For 2021/22, the gross dollar yield is \$21,215,500, which is an increase of \$1,387,900 (7.0%) on the previous year.

Supply Area	Proportional Weighting	2021/22 \$
Lismore City Council	28.33%	6,011,000
Byron Shire Council	22.91%	4,861,500
Richmond Valley Council	5.68%	1,204,000
Ballina Shire Council	34.69%	7,359,900
Rous County Council Direct Retail	8.39%	1,779,100
	100.00%	21,215,500

Member councils’ contribution of required revenue is calculated based on prior year consumption.

In 2021/22 the notional price per kilolitre of water charged to member councils and Council’s Retail Water Fund is \$2.00 per kilolitre.

Retail customers

In accordance with Independent Pricing and Regulatory Tribunal (IPART) and NSW State Government's 'Best Practice Management of Water and Sewage Guidelines', Council applies the principle of two-part tariff with quarterly meter reading and billing.

For 2021/22, the price per kilolitre will increase by 4% in line with the long term financial plan to \$2.63 per kilolitre. Fixed fee facility charges will also increase by 4%.

Development servicing plan

Section 64 of the *Local Government Act 1993* allows Council to levy developers with a contribution charge to provide a source of funds devoted to the augmentation program resulting from increased demand.

The Development Servicing Plan for Bulk Water Supply 2016 was adopted by Council at its June 2016 meeting, effective 1 July 2016. The plan is in accordance with the 'best practice' guidelines as issued by the NSW Office of Water.

For 2021/22, in accordance with the plan, the charge increases by \$70 (0.8%) to \$8,942 per Equivalent Tenement.

Weed biosecurity

Council levies assessments on member Councils based on the following formula, which was adopted in 1994 and confirmed by review in 2003 and 2004. The formula is on the basis of 50% Part A and 50% Part B:

Part A: area % + length of roads % + number of rural holdings % + population %.

Part B: number of property inspections % + weed control costs %.

Since July 2013 the contribution weighting has been fixed with the contribution amount increased annually by the rate peg percentage which is determined annually by IPART.

Effective 1 July 2016 services for Kyogle and Tweed councils are now provided under a service level agreement. Their fee is based on the same contribution calculation.

For 2021/22, contributions will increase by rate pegging, which is 2%. Amounts listed are exclusive of GST.

Service Area	2021/22 \$
Ballina Shire Council	117,800
Byron Shire Council	117,800
Lismore City Council	154,800
Richmond Valley Council	128,100
<i>Kyogle Council*</i>	129,200
<i>Tweed Shire Council*</i>	177,400
	825,100

**Service level agreement.*

Council regularly attracts government funding for weed biosecurity. Council considers grant-funding matching requirements on a case by case basis.

Flood mitigation

Council levies assessments on member Councils based on an even portion of gross revenue.

For 2021/22, contributions will increase by 12%. Amounts listed below are exclusive of GST.

Service Area - flood mitigation	2021/22 \$
Ballina Shire Council	245,700
Lismore City Council	245,700
Richmond Valley Council	245,700
	737,100

Ex-drainage union

Council levies assessments on member Councils for works undertaken on ex- drainage union assets, based on the existing contribution amounts, increased annually by the rate peg percentage which is determined annually by IPART.

For 2021/22, contributions will increase by the rate peg, which is 2%. Amounts listed below are exclusive of GST.

Service Area - Ex-drainage union	2021/22 \$
Ballina Shire Council	40,000
Lismore City Council	40,000
Richmond Valley Council	3,900
	83,900

Council regularly attracts government funding for flood and estuary related projects. Council considers grant-funding matching requirements on a case by case basis.

Write offs – rates, charges and debts to Council

The amount above which rates, charges and debts to Council may be written off only by resolution of the Council is fixed at \$1,000.00 (ex-GST). Council delegates to the General Manager the power to write off rates, charges and debts equal to or below this threshold.

Expenditure

Council’s estimated income and expenditure is contained in the attached Appendix titled *Financial Estimates*.

Borrowings

Council conducts its operations with an approved overdraft limit of \$100,000 provided by the Commonwealth Bank of Australia. This facility is designed to cover short-term liquidity gaps.

Council intends to borrow \$50M from an approved financial institution in 2022/23 for the purpose of commencing construction of groundwater sources. Amounts borrowed will be secured by mortgage over the income of Council.

Fees and charges 2021/22

Factors considered in determining fees and charges include: the cost of providing the service or goods; legislative requirements; market conditions and prices; and whether there is a community service obligation.

Code	Description	
L	Regulatory	A statutory charge set by the government.
Z	Zero Cost Recovery	Priced at ‘no cost’; met entirely from general-purpose income.
P	Partial Cost Recovery	Priced to make a considerable (between 50% and 75%) contribution towards the operating costs, both direct and indirect, of providing the good/service. The remainder of the costs are met from general-purpose income.
F	Full Cost Recovery	Priced to make a significant (between 75% and 100%) contribution towards the operating costs, both direct and indirect, of providing the good/service. The remainder of the costs are met from general-purpose income.
M	Market	Priced in accordance with the prevailing market.

Goods and Services Tax (GST)

The following schedule of fees and charges has been prepared using the most current GST information. The impact of GST on fees and charges is subject to change by legislation. Fees and charges are shown with GST included where appropriate at the time of writing.

- T = Deemed to be taxable and fees/charges include GST
- N = Deemed to be non-taxable and fees/charges exclude GST
- E = Deemed to be exempt as the fee/charge is not a consideration.

Application of Code of Conduct for commercial tenancies

Council will manage requests for rental relief in accordance with the National Cabinet’s Code of Conduct for commercial tenancies and as legislated by the NSW Government.

Code	Description	GST	2020/21 (\$)	2021/22 (\$)
Property information				
L	Property information certificate (section 603 <i>Local Government Act 1993</i>)		85.00	85.00
F	Property information certificate (section 603 <i>Local Government Act 1993</i>) URGENCY fee ** # ** Subject to confirmation that service is available # This fee is in addition to applicable certificate fee	E	85.00	85.00
P	Cancellation/min. processing fee (section 603 <i>Local Government Act 1993</i>)		41.00	42.00
Photocopying and printing				
F	Photocopying A4 (black)	N	1.45 per page	1.45 per page
	Photocopying A3 (black)		1.50 per page	1.50 per page
	Photocopying A4 (colour)		1.55 per page	1.55 per page
	Photocopying A3 (colour)		1.60 per page	1.60 per page
Dishonoured payments or direct debits				
F	The dishonour fee charged by financial institutions for dishonoured payments or direct debits may be passed on to the customer where payments have been rejected from the nominated financial institution	N	As charged	As charged
Credit card surcharge				
P	Council is charged a fee based on a percentage of the payment amount by the credit card provider when a payment is made by credit card. Council will raise a surcharge against the credit card user at point of sale to recover costs incurred by Council	N	As charged	As charged
Conduct money				
F	Subpoena to produce	E	Price on application	Price on application
	Subpoena to attend to give evidence* *Generally, the cost of salary and any additional expenses associated with attendance.		Price on application	Price on application

Government Information (Public Access) Fees and charges						
		Application fee	Other charges	Fee refund	Charge reduction	Fee and charge waiver, reduction or refund
Open access information		No	Photocopying charges as per Fees and Charges schedule.	N/A	N/A	By written application to the General Manager, and based on the circumstances of the case.
Proactive release		No	Photocopying charges as per Fees and Charges schedule.	N/A	N/A	
Informal release (on request)		No	No	N/A	N/A	
Formal access application	Personal information	\$30.00	First 20hrs free then \$30.00/hr thereafter (ss. 64(1) and 67).	Application not dealt with in time (s. 63(1)). Application invalid (s. 52(5)).	50% discount on processing charges where: <ul style="list-style-type: none"> Applicant can demonstrate financial hardship (by producing evidence that they hold a Pensioner Concession card, are a full-time student, or a non-profit organisation (including a person applying for or on behalf of a non-profit organisation))(s.65 and clause 9 of Regulation). The information applied for is of special benefit to the public generally (s.66). 	Full waiver of charges will apply where the information is publicly released before or within 3 working days after being given to the applicant.
	Other information	\$30.00 (incl. first hour of processing) (ss. 41 and 64(3)).	\$30.00/hr (s.64(1)).			
Review	Internal review	\$40.00 unless a review of a deemed refusal in which case there is no charge (section 85).	No	If review not decided within specified period (section 86).	N/A	

Legislation references in this table are to the *Government Information (Public Access) Act 2009* and *Government Information (Public Access) Regulation 2018*.

Note: No fee is payable for an external review by the Information Commissioner. Information regarding the applicable fees for review by the NSW Civil and Administrative Tribunal can be obtained by visiting the Tribunal’s website at: <http://www.ncat.nsw.gov.au/> or contacting the Tribunal directly on 1300 006 228.

General purpose revenues

Code	Description	GST	2020/21 (\$)	2021/22 (\$)
F	Rous retail consumers are levied with a per kilolitre charge (section 399 <i>Local Government Act 1993</i>)	N	2.53	2.63
	Annual facility charge 20mm water meter connection (section 501 <i>Local Government Act 1993</i>)		175.09	178.85
	Annual facility charge 25mm water meter connection (section 501 <i>Local Government Act 1993</i>)		270.84	277.40
	Annual facility charge 32mm water meter connection (section 501 <i>Local Government Act 1993</i>)		446.52	456.25
	Annual facility charge 40mm water meter connection (section 501 <i>Local Government Act 1993</i>)		699.06	715.40
	Annual facility charge 50mm water meter connection (section 501 <i>Local Government Act 1993</i>)		1,090.68	1,116.90
	Annual facility charge 65mm water meter connection (section 501 <i>Local Government Act 1993</i>)		1,848.30	1,887.05
	Annual facility charge 80mm water meter connection (section 501 <i>Local Government Act 1993</i>)		2,799.90	2,861.60
	Annual facility charge 100mm water meter connection (section 501 <i>Local Government Act 1993</i>)		4,373.70	4,471.25
L	Interest on overdue water charges (section 566(3) <i>Local Government Act 1993</i>) <i>Note: The maximum rate of interest payable on overdue rates and charges for the period 1 July to 25 March determined by the Minister for Local Government will be nil</i>		0.0%	7.0%
L	Interest on overdue water charges (section 566(3) <i>Local Government Act 1993</i>) <i>Note: The maximum rate of interest payable on overdue rates and charges for the period 26 March to 30 June determined by the Minister for Local Government will be charged</i>		7.0%	7.0%
F	Restrictor devices – fee to disconnect any restriction device, which may have been installed due to non-payment of account	E	312.00	317.00
L	Pensioner rebate (section 575 <i>Local Government Act 1993</i>)		Refer to 'Description'	
Z	Dialysis machine concession of 200 kilolitres per annum without consumption charges (section 502 <i>Local Government Act 1993</i>)	N	Refer to 'Description'	
	Recognised community organisations charged equivalent of 50% of the facility charge applicable to occupied properties for premises eligible for a rebate of general rates through their respective constituent councils but with all consumption being charged at the standard rate (section 610A <i>Local Government Act 1993</i>)		Refer to 'Description'	

Operations

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Consumer services				
Code	Description	GST	2020/21 (\$)	2021/22 (\$)
F	Outstanding Notices certificate (section 735A <i>Local Government Act 1993</i>)	E	50.00	50.00
	Outstanding Notices certificate (section 735A <i>Local Government Act 1993</i>) URGENCY fee ** # ** Subject to confirmation that service is available # This fee is in addition to applicable certificate fee		50.00	50.00
	Testing of 20mm water meter	N	387.50	388.00
	Special meter reading	E	85.00	88.00
	Special meter reading – URGENCY fee**# ** Subject to confirmation that service is available # This fee is in addition to applicable certificate fee		85.00	88.00
	Consumer connection fee for a standard 20mm service (section 608 <i>Local Government Act 1993</i>)	N	1,200.00	1,424.00
	Consumer activation fee for a standard 20mm service where water meter already connected (section 608 <i>Local Government Act 1993</i>)		266.00	267.00
	Consumer activation fee for a standard 20mm service where water meter connection also required (section 608 <i>Local Government Act 1993</i>)		436.00	436.00
	Consumer connection fee equal to the estimated actual cost + 10% to provide other than a standard 20mm service to property boundary (section 608 <i>Local Government Act 1993</i>)		Price on application	Price on application
	Disconnection fee (section 608 <i>Local Government Act 1993</i>)		146.00	146.00
Reconnection fee (section 608 <i>Local Government Act 1993</i>)	Price on application		Price on application	

Water filling stations				
Code	Description	GST	2020/21 (\$)	2021/22 (\$)
P	Annual permit fee charged to bulk water carrier for potable water (section 501 <i>Local Government Act 1993</i>). Fee may be pro-rata from approval date. with min. 3 month increments (Non-refundable)	E	647.00	647.00
	Annual permit fee charged to bulk water carrier for non-potable water (section 501 <i>Local Government Act 1993</i>) Fee may be pro-rata from approval date. with min. 3 month increments (Non-refundable)		647.00	647.00
	Price of water per kilolitre (section 610A <i>Local Government Act 1993</i>)	N	5.90	6.02
F	Filling station access key	E	80.00	80.00
F	Filling station pre-paid credit refund fee	E	N/A	51.00

Temporary water supply				
Code	Description	GST	2020/21 (\$)	2021/22 (\$)
P	Special Approved Connections – retail consumers with a temporary connection or, non-payment of capital headworks fee(s), are levied with a per kilolitre charge (section 399 <i>Local Government Act 1993</i>)	N	4.78	4.97

Contract works				
Code	Description	GST	2020/21 (%)	2021/22 (%)
F	Administration charge % – where the GST exclusive value of the construction work undertaken on behalf of other parties or as part of a mains extension which requires a financial contribution by other parties is \$20,000 or less	T	15	15
	Administration charge % – where the GST exclusive value of the construction work undertaken on behalf of other parties or as part of a mains extension which requires a financial contribution by other parties exceeds \$20,000.		10	10

Development servicing charges				
Code	Description	GST	2020/21 (\$ per e.t.)	2021/22 (\$ per e.t.)
P	Bulk Developer charge	E	8,872.00	8,942.00

Water service capital connection fees				
Code	Description	GST	2020/21 (\$ per e.t.)	2021/22 (\$ per e.t.)
P	Bulk Headworks connection fee	E	8,872.00	8,942.00

Note: Water Service Capital Connection fees will be reduced by any applicable contribution paid in relation to supply of water through a development approval process.
e.t means equivalent tenement.

Permissible activities on operational land				
Code	Description	GST	2020/21 (\$)	2021/22 (\$)
F	Permit processing fee. Charged in addition to a temporary permit fee (*)	E	177.00	177.00
	Ecotourism – temporary permit fee*		265.00	265.00
	Seed collection – temporary permit fee*		151.00	151.00
	Personal fitness training – temporary permit fee*		100.00	100.00
L	Commercial filming and photography fees will be charged in accordance with the Local Government Filming Protocol under the <i>Local Government Act 1993</i>		Price on application	Price on application
F	Wedding ceremony booking fee	T	180.00	180.00

Recovery of fees under the <i>Biosecurity Act 2015</i>				
Code	Description	GST	2020/21 (\$)	2021/22 (\$)
F	Recovery of fees charged, or costs or expenses incurred, in connection with the exercise of functions by an authorised officer (see section 373 of <i>Biosecurity Act 2015</i>).	E	COST	COST

Fees and charges 2021/22 | Richmond Water Laboratories



Richmond Water Laboratories (RWL) is a NATA accredited laboratory and conducts its tests in accordance with AS ISO/IEC 17025:2005. For details of the scope of Richmond Water Laboratories accreditation, please refer to the NATA website: www.nata.com.au

Suites	2021/22 incl.GST
Faecal Contamination: E.coli	\$50.00
Tank Water Quality: pH, eC, TDS, Fe, Pb, Zn, Cu, Ca, HCO ₃ , LSI, Mg, Hardness	\$84.50
Bore Water Quality: pH, eC, TDS, Hardness, Alkalinity, NO ₃ , Turbidity, Al, As, Ca, Cd, Cr, Cu, Fe, Mg, Mn, Ni, Zn	\$173.00
Nursery Irrigation Quality: pH, eC, Cl ⁻ , HCO ₃ ⁻ , Al, Fe, B, Mn, Cu, Na, Zn, Ca, Mg, hardness, NH ₃ N, turbidity, SAR	\$161.50
Annual Private Water Supply Quality: pH, TDS, hardness, turbidity, Sb, As, Cd, Ca, Cr, Cu, F ⁻ , Pb, Ni, NO ₃ , NO ₂ , Mg, Mn, SO ₄	\$190.00

Note: Richmond Water Laboratories reserves the right to offer discounts for routine analysis dependant on the range and volume of samples.

Following are tests and limits of reporting provided by RWL. For further details please contact RWL on (02) 6623 3888; waterlab@waterlab.com.au; or www.waterlab.com.au.

Test description	Limit of reporting
Alkalinity - CO ₃ ²⁻ , HCO ₃ ⁻ , OH & total	0/20/0/20 mg/L
Alkalinity - total as CaCO ₃	20 mg/L
Al, Fe, Mn suite	0.005 mg/L
Biological Oxygen Demand (BOD)	2 mg/L
Ca, Mg & hardness	0.1/0.1/1 mg/L
Ca, Mg, Na, K suite	0.1/0.1/0.15/0.1 mg/L
Chemical oxygen demand (COD)	25 mg/L
Chemical oxygen demand (COD) - dissolved	25 mg/L
Chloride	2 mg/L
Chlorine - free	0.05 mg/L
Chlorine - total	0.05 mg/L
Chlorophyll 'a'	2 mg/L
Colour - apparent	2 Pt-Co units
Colour - true	2 Pt-Co units
Cu, Pb, Zn suite	0.005 mg/L
Data management	per hour

Test description	Limit of reporting
Dissolved oxygen	0.2 mg/L
E. coli	1 MPN/100mL
Electrical conductivity	1 µS/cm
Faecal coliforms	1 MPN/100mL
Fluoride	0.05 mg/L
Hardness	1 mg/L
Heterotrophic Plate Count (HPC)	2 MPN/mL
Langelier Saturation Index#	N/A
Metals in water	0.005-0.01 mg/L
Metals in soil	1-7 mg/kg
Microscopic examination#	POA
Nitrogen - ammonia	0.01 mg/L
Nitrogen - nitrate	0.05 mg/L
Nitrogen - nitrite	0.01 mg/L
Nitrogen - oxidised	0.05 mg/L
Nitrogen - total	0.1 mg/L

Test description	Limit of reporting
Nitrogen - total Kjeldahl	0.1 mg/L
Oil & grease	2 mg/L
pH	pH units
Phosphorus - orthophosphate (reactive PO ₄)	0.03 mg/L
Phosphorus - total	0.05 mg/L
Redox#	mV
Sodium Absorption Ratio# (with Na, Ca, Mg)	calculation
Solids – total dissolved by calculation (TDS)	1 mg/L
Solids – total dissolved gravimetric (TDS)	5 mg/L
Solids – total suspended (TSS or NFR)	1 mg/L
Solids - volatile suspended (VSS)	1%
Sulphate#	1 mg/L
Total coliforms	1 MPN/100mL
Turbidity	0.1 NTU
Urgent analysis#	50% test cost
UV Absorbance @254nm and Transmissivity	0.01 abs & 1 %

denotes tests not covered under scope of accreditation

Appendix – Financial Estimates





Budget forecast summary - consolidated Delivery program 2021/22 - 2024/25

YE 30 June 2020 Actual	YE 30 June 2021 Budget		YE 30 June 2022 Budget	YE 30 June 2023 Budget	YE 30 June 2024 Budget	YE 30 June 2025 Budget
Operating income						
1,398,699	1,217,400	Flood Mitigation	950,100	1,005,900	1,108,400	1,222,600
1,398,032	1,912,700	Weed Biosecurity	1,613,300	1,684,800	1,760,300	1,840,100
3,783,202	2,822,000	Retail Water Supply	2,905,900	3,096,900	3,288,900	3,393,300
922,063	821,000	Richmond Water Laboratories	721,000	734,700	750,600	764,000
223,829	254,800	Commercial Property	270,900	266,200	271,400	276,800
17,911,096	18,462,600	Bulk Water Supply	19,810,700	20,992,400	22,403,200	23,695,100
88,353	93,400	Fleet Operations	77,000	78,800	85,600	85,900
25,725,274	25,583,900	Total operating income	26,348,900	27,858,900	29,668,400	31,377,800
Operating expense						
2,319,946	2,541,300	Flood Mitigation	1,613,000	1,542,200	1,573,700	1,640,700
1,506,161	1,900,100	Weed Biosecurity	1,621,600	1,703,300	1,783,300	1,824,400
2,475,867	3,068,600	Retail Water Supply	2,982,000	3,131,800	3,365,000	3,531,200
849,898	851,900	Richmond Water Laboratories	719,300	735,000	751,000	767,300
318,195	367,800	Commercial Property	381,900	390,300	409,500	409,200
20,441,185	20,661,800	Bulk Water Supply	22,442,100	23,043,600	23,293,700	24,817,700
80,972	93,800	Fleet Operations (*net of internal income)	77,000	76,200	86,300	85,900
27,992,224	29,539,300	Total operating expense	29,836,900	30,622,400	31,262,500	33,076,400
(2,266,950)	(3,955,400)	Operating result	(3,488,000)	(2,763,500)	(1,594,100)	(1,698,600)
7,286,632	7,107,800	Less depreciation	7,302,600	7,660,400	7,999,800	8,348,100
5,019,682	3,152,400	Operating result excluding non cash	3,814,600	4,896,900	6,405,700	6,649,500
4,411,087	20,750,100	Add: Capital income	5,766,400	55,848,400	18,545,000	45,830,000
2,530,176	2,718,500	Less: Loan capital	3,414,400	5,447,200	6,078,500	7,614,100
9,485,967	19,781,800	Less: Capital expense	29,194,500	39,688,000	32,318,200	30,196,600
(2,585,374)	(1,402,200)	Reserve funds - increase / (decrease)	(23,027,900)	15,610,100	(13,446,000)	14,668,800

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ROUS
COUNTY COUNCIL



Questions or comments?

To provide your feedback please contact us by:

email council@rous.nsw.gov.au

telephone (02) 6623 3800

post Rous County Council

218-232 Molesworth Street

LISMORE NSW 2480

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Quarterly Budget Review Statement for the quarter ending 31 March 2021

(D21/11964)

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 March 2021 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.

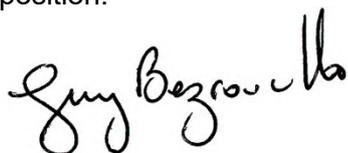
Governance

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 March 2021 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 – March 2021

BUDGET ITEMS	Original Budget 2020/21	2019/20 Carryovers	September	December	March	Projected year end result 2020/21
			30-Sep-20	31-Dec-20	31-Mar-21	
			Quarter	Quarter	Quarter	
Operating Income						
Flood	1,194,900	(5,000)	27,500	0	0	1,217,400
Weeds	1,379,100	0	33,600	500,000	0	1,912,700
Retail	2,804,500	0	0	17,500	8,100	2,830,100
RWL	821,000	0	0	0	(72,000)	749,000
Commercial Property	269,200	0	0	(14,400)	0	254,800
Fleet	93,400	0	0	0	0	93,400
Bulk	18,438,100	156,000	0	(131,500)	(151,000)	18,311,600
TOTAL OPERATING REVENUES	25,000,200	151,000	61,100	371,600	(214,900)	25,369,000
Operating Expenses						
Flood	2,346,400	166,800	27,500	0	(100,000)	2,440,700
Weeds	1,425,500	19,400	33,600	511,600	0	1,990,100
Retail	3,051,100	0	0	17,500	0	3,068,600
RWL	815,900	0	0	0	(50,000)	765,900
Commercial Property	367,800	0	0	0	0	367,800
Fleet	93,800	0	0	0	0	93,800
Bulk	20,153,600	658,900	0	294,500	(462,500)	20,644,500
TOTAL OPERATING EXPENSES	28,254,100	845,100	61,100	823,600	(612,500)	29,371,400
OPERATING RESULT	(3,253,900)	(694,100)	0	(452,000)	397,600	(4,002,400)
Exclude depreciation	7,107,800	0	0	0	0	7,107,800
Cash result	3,853,900	(694,100)	0	(452,000)	397,600	3,105,400
Add: Capital Income	20,750,100	0	0	0	0	20,750,100
Less: Capital Expense	20,069,000	5,474,400	0	(3,332,600)	(2,595,000)	19,615,800
Transfer from/(to) Reserve	(1,339,100)	6,168,500	0	(2,880,600)	(3,470,000)	(1,521,200)
Less: Loan Repayments	3,195,900	0	0	0	(477,400)	2,718,500
Estimated cash movement	0	0	0	0	0	0

Commentary on proposed adjustments – March 2021 (Table 1)

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

Flood Mitigation Fund

(QBR2) Income & Expenses - Flood

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Approved Changes Dec Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income							
Interest Income / Sundry	14,500	0	0	0	0	14,500	13,200
Lismore Loan Repayments	3,800	0	0	0	0	3,800	4,316
Operating Contributions	815,400	(5,000)	0	0	0	810,400	555,300
Operating Grants	361,200	0	27,500	0	0	388,700	0
Total Operating Income	1,194,900	(5,000)	27,500	0	0	1,217,400	572,816
Operating Expense							
Administration Expenses	201,100	0	0	0	0	201,100	142,194
Building/Depot Expenses	16,700	0	0	0	0	16,700	6,557
Fleet Hire Expense	70,200	0	0	0	0	70,200	50,465
Training & Staff	7,500	0	0	0	0	7,500	1,595
Insurance	3,800	0	0	0	0	3,800	4,316
Salaries & Wages	445,900	0	0	0	0	445,900	331,650
Operations Purchases	766,600	166,800	27,500	0	(100,000)	860,900	267,254
Depreciation	834,600	0	0	0	0	834,600	534,286
Loss on Sale	0	0	0	0	0	0	0
Total Operating Expense	2,346,400	166,800	27,500	0	(100,000)	2,440,700	1,338,317
Operating Result	(1,151,500)	(171,800)	0	0	100,000	(1,223,300)	(765,501)
Less Depreciation	834,600	0	0	0	0	834,600	534,286
Operating Result Excl. Non Cash	(316,900)	(171,800)	0	0	100,000	(388,700)	(231,215)
Add Capital Income	0	0	0	0	0	0	0
Less Capital Expenses	171,600	0	0	0	0	171,600	114,236
Transfer from/(to) Reserve	488,500	171,800	0	0	(100,000)	560,300	345,451
Less Loan Repayments	0	0	0	0	0	0	0
Net Cash Movement	0	0	0	0	0	0	0

Strategic Flood Study project

The Strategic Flood Study project was allocated \$100,000 in the original budget to engage external contractors to develop and coordinate the project.

The project is assessing the past and present services delivered for the flood mitigation function and its associated natural resources impacts, updating Service Level Agreements to reflect what is currently delivered and developing a strategy for the development and implementation of a future service delivery model.

Staff have been developing the strategy with internal resources thus far and will have the project scope identified this year for implementation next financial year. It is proposed to move the \$100,000 allocation to next financial year for commitments arising during implementation.

This adjustment will increase the forecast operating result.

Operating expenditure	Materials and contracts		\$100,000
Reserves	Flood Fund		(\$100,000)
		Impact on cash surplus	\$0

Weed Biosecurity Fund

(QBR2) Income & Expenses - Weeds

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Approved Changes Dec 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)	0	13,000	12,305
Operating Contributions	809,000	0	0	40,000	0	849,000	606,750
Operating Grants	545,500	0	33,600	471,600	0	1,050,700	1,025,223
Total Operating Income	1,379,100	0	33,600	500,000	0	1,912,700	1,644,278
Operating Expense							
Administration Expenses	297,500	0	0	0	0	297,500	207,298
Building/Depot Expenses	18,700	0	0	0	0	18,700	12,508
Fleet Hire Expense	140,000	0	0	0	0	140,000	135,160
Training & Staff	19,700	0	0	0	0	19,700	4,360
Salaries & Wages	887,100	0	(27,500)	0	0	859,600	540,509
Operations Purchases	41,800	19,400	61,100	511,600	0	633,900	94,924
Depreciation	20,700	0	0	0	0	20,700	23,379
Loss on Sale	0	0	0	0	0	0	0
Total Operating Expense	1,425,500	19,400	33,600	511,600	0	1,990,100	1,018,138
Operating Result	(46,400)	(19,400)	0	(11,600)	0	(77,400)	626,140
Less Depreciation	20,700	0	0	0	0	20,700	23,379
Operating Result Excl. Non Cash	(25,700)	(19,400)	0	(11,600)	0	(56,700)	649,519
Add Capital Income	0	0	0	0	0	0	0
Less Capital Expenses	225,000	0	0	0	0	225,000	41,506
Transfer from/(to) Reserve	250,700	19,400	0	11,600	0	281,700	(608,013)
Net Cash Movement	0	0	0	0	0	0	0

No budget adjustments are required this quarter.

Retail Fund

(QBR2) Income & Expenses - Retail

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Approved Changes Dec 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	0	2,778,500	2,371,671
Interest Income / Sundry	43,500	0	0	0	8,100	51,600	41,899
Operating Grants	0	0	0	0	0	0	0
Total Operating Income	2,804,500	0	0	17,500	8,100	2,830,100	2,413,570
Operating Expense							
Administration Expenses	174,300	0	0	0	0	174,300	453,097
Administration - Bulk Water Cost	1,904,300	0	0	0	0	1,904,300	1,111,300
Fleet Hire Expense	81,900	0	0	0	0	81,900	59,895
Salaries & Wages	525,600	0	0	0	0	525,600	347,887
Operations Purchases	167,600	0	0	17,500	0	185,100	112,211
Depreciation	197,400	0	0	0	0	197,400	150,781
Loss on Sale	0	0	0	0	0	0	0
Total Operating Expense	3,051,100	0	0	17,500	0	3,068,600	2,235,171
Operating Result	(246,600)	0	0	0	8,100	(238,500)	178,399
Less Depreciation	197,400	0	0	0	0	197,400	150,781
Operating Result Excl. Non Cash	(49,200)	0	0	0	8,100	(41,100)	329,180
Add Capital Income	0	0	0	0	0	0	20,691
Less Capital Expenses	241,500	50,900	0	304,300	30,000	626,700	183,314
Transfer from/(to) Reserve	290,700	50,900	0	304,300	21,900	667,800	(166,557)
Net Cash Movement	0	0	0	0	0	0	0

Filling station meters

Council maintains eleven bulk water filling stations across four local government areas that have been in service for a number of years. The bulk water filling stations contain a number of different assets which deteriorate at different rates over their life. The meter reading components of the existing stations are nearing end of life and it is recommended to replace these components as accuracy and reliability decline with age.

The replacement cost for all eleven meters is estimated at \$30,000. Council will be able to recoup expenditure on three of the filling stations as they are owned by Ballina Shire Council and Lismore City Council.

A budget allocation of \$30,000 to capital expenditure offset by \$8,100 revenue and \$21,900 from reserves is required.

This adjustment will increase the forecast operating result.

Operating revenue	Capital contributions	Bulk filling stations	\$8,100
Capital expenditure	Materials and contracts		(\$30,000)
Reserves	Retail Fund		\$21,900
		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	Approved Changes Dec Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income							
Laboratory Sales	814,600	0	0	0	(72,000)	742,600	547,282
Interest Income / Sundry	6,400	0	0	0	0	6,400	3,400
Total Operating Income	821,000	0	0	0	(72,000)	749,000	550,682
Operating Expense							
Administration Expenses	43,800	0	0	0	0	43,800	33,345
Building Expenses	58,800	0	0	0	0	58,800	29,494
Fleet Hire Expense	15,200	0	0	0	0	15,200	12,960
Salaries & Wages	484,200	0	0	0	(50,000)	434,200	334,250
Operations - Materials & Contracto	167,900	0	0	0	0	167,900	131,227
Operations - Licences/Accreditatio	22,400	0	0	0	0	22,400	18,260
Operations - Equipment	8,700	0	0	0	0	8,700	3,535
Depreciation	14,900	0	0	0	0	14,900	14,572
Total Operating Expense	815,900	0	0	0	(50,000)	765,900	577,643
Operating Result	5,100	0	0	0	(22,000)	(16,900)	(26,961)
Less Depreciation	14,900	0	0	0	0	14,900	14,572
Operating Result Excl. Non Cash	20,000	0	0	0	(22,000)	(2,000)	(12,389)
Less Capital Expenses	109,500	37,500	0	0	(100,000)	47,000	8,053
Transfer from/(to) Reserve	89,500	37,500	0	0	(78,000)	49,000	20,442
Net Cash Movement	0	0	0	0	0	0	0

Operating profit

Annual revenue from laboratory sales has not met the expected original budget predictions and is currently 10% behind the original pro-rata budget. Analysis of customer history has identified a number of usual customers not engaging the laboratory's services this year.

The adjusted forecast laboratory sales revenue for 30 June 2021 is expected to be \$742,600. A \$72,000 decrease on the original budget.

To offset this operating profit decrease, there is expected to be budget savings from salaries and wages of \$50,000 as a long-term staff member transitions to retirement and the vacant water sampling position is performed by existing laboratory staff. The expected original operating result (excluding non-cash) of \$20,000 profit, will be a \$2,000 deficit.

An original capital budget allocation of \$100,000 was to be used to purchase new equipment. Staff have reassessed existing equipment performance and have recommended not proceeding with replacement this year.

This adjustment will reduce the forecast operating result.

Operating revenue	Testing revenue		(\$72,000)
Operating expenditure	Salaries and wages		\$50,000
Capital expenditure	Materials		\$100,000
Reserve	RWL Fund		(\$78,000)
Impact on cash surplus			\$0

(QBR2) Income & Expenses - Commercial Properties

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Approved Changes Dec 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	0
Property Income	254,800	0	0	0	0	254,800	185,214
Profit on Sale	0	0	0	0	0	0	0
Total Operating Income	269,200	0	0	(14,400)	0	254,800	185,214
Operating Expense							
Administration Expenses	46,800	0	0	0	0	46,800	35,100
Building - Maintenance	97,700	0	0	0	0	97,700	73,355
Building - Lease	69,500	0	0	0	0	69,500	53,656
Perradenya Estate Operations	61,200	0	0	0	0	61,200	19,799
Salaries & Wages	20,500	0	0	0	0	20,500	13,995
Operations Purchases	10,100	0	0	0	0	10,100	94,189
Depreciation	62,000	0	0	0	0	62,000	49,381
Loss on Sale	0	0	0	0	0	0	0
Total Operating Expense	367,800	0	0	0	0	367,800	339,475
Operating Result	(98,600)	0	0	(14,400)	0	(113,000)	(154,261)
Less Depreciation	62,000	0	0	0	0	62,000	49,381
Operating Result Excl. Non Cash	(36,600)	0	0	(14,400)	0	(51,000)	(104,880)
Add Capital Income	3,250,100	0	0	0	0	3,250,100	2,369,727
Less Capital Expenses	2,527,300	1,950,000	0	0	(2,525,000)	1,952,300	1,510,876
Transfer from/(to) Reserve	(686,200)	1,950,000	0	14,400	(2,525,000)	(1,246,800)	(753,971)
Net Cash Movement	0	0	0	0	0	0	0

Perradenya footpath/cycleway

An amount of \$35,000 was carried forward from 2019/20 to engage a consultant to provide professional advice in progressing the shared footpath/cycleway. This work will not be conducted in the next three months and it is proposed to engage a consultant in 2021/22.

A budget reallocation is required to move the capital expenditure of \$35,000 from 2020/21 to 2021/22.

This adjustment will not affect the forecast operating result.

Capital expenditure	Perradenya cycle way	Contractors	\$35,000
Reserves	Properties reserve		(\$35,000)
		Impact on cash surplus	\$0

Land development - Perradenya Release 7

The original budget was developed assuming that the Perradenya Release 7 land development would have been constructed and sold in the 2020/21 financial year. Preliminary works have commenced however construction is now scheduled to begin in the 2021/22 financial year.

Release 7 is the next stage of the Perradenya land development - 20 lots adjacent to Fredericks Road on the north side of the land allotment.

A budget reallocation is required to move the capital expenditure of \$2,490,000 from 2020/21 to 2021/22.

This adjustment will not affect the forecast operating result.

Capital expenditure	Perradenya release 7	Contractors	\$2,490,000
Reserves	Properties reserve		(\$2,490,000)
		Impact on cash surplus	\$0

Fleet Fund

(QBR2) Income & Expenses - Fleet

	Original Budget 2020/21	2019/20 Carryovers	Approved Changes Sept Review	Approved Changes Dec Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income							
Interest Income / Sundry	93,400	0	0	0	0	93,400	59,849
Profit on Sale	0	0	0	0	0	0	0
Total Operating Income	93,400	0	0	0	0	93,400	59,849
Operating Expense							
Fleet Operations	582,200	0	0	0	0	582,200	368,696
Fleet Hire Income	(948,800)	0	0	0	0	(948,800)	(680,330)
Salaries & Wages	63,100	0	0	0	0	63,100	36,213
Operations Purchases	0	0	0	0	0	0	889
Depreciation	397,300	0	0	0	0	397,300	299,368
Loss on Sale	0	0	0	0	0	0	0
Total Operating Expense	93,800	0	0	0	0	93,800	24,836
Operating Result	(400)	0	0	0	0	(400)	35,013
Less Depreciation	397,300	0	0	0	0	397,300	299,368
Operating Result Excl. Non Cash	396,900	0	0	0	0	396,900	334,381
Add Capital Income	0	0	0	0	0	0	
Less Capital Expenses	413,300	0	0	0	0	413,300	207,296
Transfer from/(to) Reserve	16,400	0	0	0	0	16,400	(127,085)
Net Cash Movement	0	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	Approved Changes Dec Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Operating Income							
Water Sales	17,923,300	0	0	0	0	17,923,300	13,442,473
Interest Income / Sundry	495,000	0	0	(131,500)	0	363,500	297,870
Property Income	17,600	0	0	0	0	17,600	14,096
Operating Contributions	0	5,000	0	0	0	5,000	6,350
Operating Grants	0	151,000	0	0	(151,000)	0	0
Profit on Sale	2,200	0	0	0	0	2,200	0
Total Operating Income	18,438,100	156,000	0	(131,500)	(151,000)	18,311,600	13,760,789
Operating Expense							
Administration Expenses	499,900	0	0	0	0	499,900	(56,760)
Administration - Retail Water Cost	(1,904,300)	0	0	0	0	(1,904,300)	(1,111,300)
Finance Costs	1,908,100	0	0	0	(472,500)	1,435,600	760,650
Building/Depot Expenses	529,300	0	0	0	0	529,300	347,922
Fleet Hire Expense	571,300	0	0	0	0	571,300	378,045
Training & Staff	327,800	0	0	0	0	327,800	176,990
Insurance	298,700	0	0	0	0	298,700	274,244
Members Expenses	180,600	0	0	0	0	180,600	82,580
Salaries & Wages	6,645,000	0	(91,500)	(12,000)	0	6,541,500	4,584,277
Operations Purchases	5,516,300	658,900	91,500	306,500	10,000	6,583,200	3,740,615
Depreciation	5,580,900	0	0	0	0	5,580,900	3,867,342
Loss on Sale	0	0	0	0	0	0	0
Total Operating Expense	20,153,600	658,900	0	294,500	(462,500)	20,644,500	13,044,605
Operating Result	(1,715,500)	(502,900)	0	(426,000)	311,500	(2,332,900)	716,184
Less Depreciation	5,580,900	0	0	0	0	5,580,900	3,867,342
Operating Result Excl. Non Cash	3,865,400	(502,900)	0	(426,000)	311,500	3,248,000	4,583,526
Add Capital Income	17,500,000	0	0	0	0	17,500,000	2,705,485
Less Capital Expenses	16,380,800	3,436,000	0	(3,636,900)	0	16,179,900	6,953,328
Transfer from/(to) Reserve	(1,788,700)	3,938,900	0	(3,210,900)	(788,900)	(1,849,600)	1,577,191
Less Loan Repayments	3,195,900	0	0	0	(477,400)	2,718,500	1,912,874
Net Cash Movement	0	0	0	0	0	0	0

New borrowings

The original budget for new borrowings allocated \$472,500 for loan interest and \$477,400 for principle repayments based on forecast borrowings of \$13.5M at an interest rate of 2.8%. This loan is due to be executed in June 2021 and will not incur any repayments in the 2020/21 year. A budget reduction of \$949,900 is required as funds will not be utilised this year.

This adjustment will increase the forecast operating result.

Operating expenditure	Borrowings	Loan interest	\$472,500
		Principle repayment	\$477,400
Reserves	Unrestricted reserve	Bulk fund	(\$949,900)
		Impact on cash surplus	\$0

Dorrroughby Tower Bushfire Asset Protection Zone

Following a site visit by NSW Rural Fire Service in August 2020, it was recommended to extend the asset protection zone (APZ) around the Dorrroughby Communications tower. Works are estimated to cost \$10,000 and will be used to engage arborists to remove trees with the recommended APZ.

A budget allocation of \$10,000 from the Bulk fund – Asset and project reserves is required.

This adjustment will reduce the forecast operating result.

Operating expenditure	Materials and contracts		(\$10,000)
Reserves	Bulk fund	Asset and project	\$10,000
		Impact on cash surplus	\$0

Integrated Water Cycle Management Strategy (IWCM)

Council has received formal notification from the NSW Department of Planning, Industry and Environment (DPIE) that its request to extend the final IWCM report date to 31 August 2021 has been approved. DPIE will pay the grant funds of \$151,000 in arrears, upon successful completion of the project.

As these funds will not be received until next financial year, it is proposed to remove the \$151,000 from grant revenue in 2020/21 and transfer it to 2021/22.

This adjustment will reduce the forecast operating result.

Operating revenue	Operating grants		(\$151,000)
Reserves	Bulk fund	Assets and programs	\$151,000
		Impact on cash surplus	\$0

Budget review for the quarter ended 31 March 2021

(QBR53) Capital Budget

	Original Budget 2020/21	2019/20 Carryovers	Approved changes Sept Review	Approved Changes Dec Review	Recommend changes for Council Resolution	Projected year end result 2020/21	Actual YTD
Capital Funding:							
Capital grants & contributions	0	0	0	0	8,100	8,100	0
Internal restrictions							
- renewals	9,043,750	3,079,500	0	(1,497,100)	21,900	10,648,050	4,264,231
- new assets	8,521,850	474,900	0	(1,835,500)	(100,000)	7,061,250	3,396,592
External restrictions							
- infrastructure	0	0	0	0	0	0	0
Other capital funding sources							
- operating revenue	0	0	0	0	0	0	0
Income from sale of assets							
- plant and equipment	2,100	0	0	0	0	2,100	0
- land and buildings	2,501,300	1,920,000	0	0	(2,525,000)	1,896,300	1,510,876
Total capital funding	20,069,000	5,474,400	0	(3,332,600)	(2,595,000)	19,615,800	9,171,699
Capital Expenditure:							
New assets							
- office equipment	701,300	313,000	0	0	0	1,014,300	452,307
- inventory (land)	2,501,300	1,920,000	0	0	(2,525,000)	1,896,300	1,510,876
- infrastructure	7,299,850	124,400	0	(1,835,500)	0	5,588,750	2,583,899
- land and buildings	0	0	0	0	0	0	0
- plant and equipment	522,800	37,500	0	0	(100,000)	460,300	360,386
Renewals (replacement)							
- land and buildings	26,000	162,000	0	0	0	188,000	34,688
- infrastructure	9,017,750	2,917,500	0	(1,497,100)	30,000	10,468,150	4,229,543
Total capital expenditure	20,069,000	5,474,400	0	(3,332,600)	(2,595,000)	19,615,800	9,171,699

Budget review for the quarter ended 31 March 2021

(QBR54) Cash & Investments

	Opening Balances 2020/21	Original Budget 2020/21	2019/20 Carryovers	Approved changes Sept Review	Approved Changes Dec Review	Recommend changes for Council Resolution	Projected year end result 2020/21
Unrestricted:							
Flood mitigation	99,000	0	0	0	0	0	99,000
Weeds biosecurity	84,500	0	0	0	0	0	84,500
Retail water	100,000	0	0	0	0	0	100,000
Richmond water laboratories	10,000	0	0	0	0	0	10,000
Commercial properties	100,000	0	(100,000)	0	(14,400)	0	(14,400)
Fleet	50,000	0	0	0	0	0	50,000
Bulk water	986,300	0	0	0	(131,500)	0	854,800
Total unrestricted	1,429,800	0	(100,000)	0	(131,500)	0	1,183,900
Externally restricted:							
Flood grants	201,100	(20,000)	(153,300)	0	0	0	27,800
Weeds grants	8,500	0	(8,500)	0	0	0	0
Weeds other	56,300	0	(56,300)	0	0	0	0
Bulk water other	2,950,000	0	0	0	0	0	2,950,000
Total externally restricted	3,215,900	(20,000)	(218,100)	0	0	0	2,977,800
Internally restricted:							
Flood mitigation	804,900	(488,500)	(3,000)	0	0	100,000	413,400
Weeds biosecurity	842,800	(250,700)	(10,900)	0	0	0	581,200
Retail water	2,602,000	(290,700)	(50,900)	0	(304,300)	21,900	1,978,000
Richmond water laboratories	448,900	(89,500)	(37,500)	0	0	100,000	421,900
Commercial properties	1,033,200	686,200	(1,719,400)	0	0	2,525,000	2,525,000
Fleet	933,400	(16,400)	0	0	0	0	917,000
Bulk water							
- Buildings & structures	265,700	0	(132,000)	0	0	0	133,700
- Assets & programs	19,159,100	1,788,700	(3,683,900)	0	3,342,400	788,900	21,395,200
- Employee leave entitlement	2,090,300	0	0	0	0	0	2,090,300
- Electricity	2,577,100	0	0	0	0	0	2,577,100
- Office equipment & computer	1,125,600	0	(306,900)	0	0	0	818,700
- Greenhouse gas abatement	94,800	0	(94,000)	0	0	0	800
Total internally restricted	31,977,800	1,339,100	(6,038,500)	0	3,038,100	3,535,800	33,852,300
Total restricted	35,193,700	1,319,100	(6,256,600)	0	3,038,100	3,535,800	36,830,100

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 March 2021.

Reconciliation

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

	\$
Cash at Bank (as per bank statements)	132,587
Investments on Hand	36,830,812
Reconciled Cash at Bank & Investments	<u>36,963,399</u>

(QBR5) Contractors

Contractor	Contract details & purpose	Contract value (\$)	Comm. date	Duration of contract	Budgeted (Y/N)
Ledonne Construction	St Helena pipe augmentation stage 2	Confidential resolution	18/01/2021	18mths	Y
Chandler Macleod	Community and stakeholder consultation	57,817	21/01/2021	12mths	Y
Change 2020	Leader in Me (LiMe) recharge program	50,000	15/02/2021	12mths	Y
Hunter H2O Holdings	Strategic Review of the Nightcap Water Treatment Plant	155,485	19/02/2021	7mths	Y
Jacobs Group	Project management - Converys Lane	88,220	17/03/2021	6mths	Y
Hydrosphere Consulting	Richmond River Coastal Management Program: Stage 1 Scoping Study	126,551	23/03/2021	12mths	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	\$54,790	Y
Legal Fees	\$3,227	Y

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

Legal fees	
Planning and Delivery - St Helena Stage 1 advice	\$660
People and Performance - Legal retainer	\$1,577
People and Performance - Legacy rates	\$450
People and Performance - Land management project	\$540
Consultancies	
Operations - Drinking Water Management System	\$3,500
Planning and Delivery - Flood Review	\$23,590
General Manager - RAP cultural awareness training	\$12,450
Corporate and Commercial - Flood infrastructure revaluation	\$9,775
Planning and Delivery - St Helena track survey	\$4,500
Operations - Herbicide permit application	\$975

Statement of expenses for councillors

Councillor expenses for the quarter ending 31/03/21 (Q3)

Quarter 3	Other expenses	Official business of Council - travel	Official business of Council - professional development/training	Total by Councillor (Q3)
Councillor Cadwallader	0	112	0	112
Councillor Cameron	0	118	0	118
Councillor Cook	0	0	0	0
Councillor Ekins	0	0	0	0
Councillor Humphrys	0	38	0	38
Councillor Mustow	0	0	0	0
Councillor Richardson	0	0	0	0
Councillor Williams	0	0	0	0
Total per expense type	0	268	0	268

	Q1	Q2	Q3	Q4	Total by Councillor YTD
Councillor Cadwallader	98	246	112	0	456
Councillor Cameron	325	0	118	0	443
Councillor Cook	1,956	731	0	0	2,687
Councillor Ekins	61	515	0	0	576
Councillor Humphrys	0	550	38	0	588
Councillor Mustow	0	0	0	0	0
Councillor Richardson	0	0	0	0	0
Councillor Williams	0	576	0	0	576
Total per expense type	2,439	2,619	268	0	5,326

Budget 2020/21 FY 64,600

This information is provided in accordance with paragraph 6.2 of the 'Payment of expenses and provision of facilities for chairperson and councillors' policy.

(QBR6) 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	(1,223,300)	(77,400)	(238,500)	(16,900)	(113,000)	(400)	(2,332,900)	(4,002,400)	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	54.02	66.57	83.12	53.99	50.21	48.35	6.16	7.42	> 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	-	-	-	-	-	-	2.08	2.40	> 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	(\$4,002,400)
	(\$748,500)

The increase can be attributed to carry over works (\$694k) reinstated from 2019/20, operating expenses (\$272k), a reduction to interest (\$157k) and laboratory testing (\$72k) offset by revenue from grant funding (\$422k) and filling stations (\$25k).

Carryovers / reinstatements	(\$694,100)
Expenses	(\$272,200)
Revenue	\$217,800
	(\$748,500)

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 \$7.42 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
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	1,008,200	151,000	857,200	928,566	79,634
Coastal Management Plan	Flood	Stage one of the Richmond River Coastal Management program scoping study	DPIE	Floodplain management grants scheme	18mths	149,997	99,998	49,999	157	149,840
Water Quality Monitoring 2019-22	Flood	Richmond River water quality monitoring project	DPIE	Coastal & estuary grants program	36mths	199,768	99,884	99,884	86,069	113,699
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	-	40,982	146,918
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.	192,677	85,923
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	656,822	600,678
Miconia 2018-21	Weeds	Miconia weed surveillance and control services in Northern NSW	QLD Ag & Fisheries	Miconia Weed Eradication	36mths	61,740	61,740	-	47,621	14,119
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	-	13,923	19,737
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	11,378	13,622
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	48,142	223,858
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	30,761	65,239

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

Investments policy (reviewed)

D21/3941

Business activity priority

Results and sustainable performance

Goal 7

Sustainable performance

Recommendation

That Council:

1. Revoke the Investments policy adopted on 15 April 2020 and any policy revived as a result of that revocation.
2. Adopt the proposed Investments policy attached to this report.

Background

The Investments policy is subject to an annual review and was last reviewed in April 2020. Council's policy incorporates the best practice principles established by the NSW Office of Local Government, namely the Investment Policy Guidelines (May 2010), issued under section 23A of the *Local Government Act 1993* (Director-General's guidelines). The policy also includes specific local guidelines on diversification and application of credit rating risk that Council applies to its process and procedures for investment management.

Proposed change to Threshold and Exposure to align with TCorp guidelines

It is proposed that the existing limits in the Investments policy be amended to reflect the framework required by the TCorp investment guidelines - to comply with their borrowing conditions. This means that as investments fall due reinvestment can occur in accordance with the limits set out in the proposed policy.

It is not intended that term deposits will be broken early to fit within the new framework.

It is expected that Council's investments could be fully compliant with the proposed policy by 30 June 2021.

The **existing** policy limits are as follows:

Credit Rating	Maximum % of Total Investments	Single Entity Exposure Limit
All A categories	100%	20% of Portfolio
All B categories	80%	15% of Portfolio
Unrated ADI	30%	\$1mil

The **proposed** new policy limits are as follows:

Credit Rating (Standard & Poor's Long-Term)**	Maximum Limit	Single Entity Exposure Limit	Max Tenor
AAA	100%	100%	3 years
AA+ to AA-	100%	100%	3 years
A+ to A	100%	30%	3 years

Credit Rating (Standard & Poor's Long-Term)**	Maximum Limit	Single Entity Exposure Limit	Max Tenor
A-	40%	20%	3 years
BBB+	30%*	10%	3 years
BBB		5%	1 year
BBB- & below – local ADIs	5%	5%	1 year
BBB- & below - other		\$250k	1 year

*Sub-limit of 10% applies to ADIs rated BBB+ & BBB.

** Where a counterparty has two or more ratings, it is the Standard & Poor's equivalent of the lower of those ratings that shall apply for the purposes of the Investments policy.

Fossil free (Ethical) Investments to be retained as a key consideration

The proposed policy continues to accommodate ethical investment considerations.

The TCorp limits encourage investments with financial institutions that have rates of 'A' and above. Typically, these institutions invest in the fossil fuel industry, but in response to clear ethical investment concerns from depositors, these institutions have developed specific 'green' investments. These fixed term investments are certified by the Climate Bond Initiative (CBI) as meeting the Climate Bonds Standard criteria.

The Climate Bonds Standard (<https://www.climatebonds.net/>) applies scientific criteria to ensure that bonds and loans with certification, are consistent with the 2 degrees celsius warming limit in the Paris Agreement. The standard is used globally by bond issuers, governments, investors, and the financial markets to prioritise investments which genuinely contribute to addressing climate change.

Australian financial institutions have commenced issuing green term deposits which are CBI certified and offer rates consistent with current fixed term investments. These green term deposits mobilise capital towards assets that facilitate and support the transition to a low carbon economy – such as renewable energy projects and low carbon initiatives that include low carbon transport, low carbon buildings and water infrastructure.

Investment in green term deposits will be separately categorised when reporting ethical investment holdings in the Council Investment report. The financial institution will be recognised as investing in fossil fuels; however, the investments will be labelled 'Green'. Council staff will continue to utilise www.marketforces.org.au to assess ethical financial institutions in conjunction with information provided by individual institutions.

At the time of preparing this report, Council has \$2.5 million invested in Commonwealth Bank green term deposits.

Governance

Section 625 of the *Local Government Act 1993* provides that a council may invest money that is not, for the time being, required by it for any other purpose. Money may be invested only in a form of investment notified by order of the Minister published in the Gazette. The proposed policy is consistent with the 'Local Government Act 1993 – Investment Order' issued 12 January 2011.

Finance

To access TCorp's favourable borrowing rates for Future Water Strategy projects, Rous County Council's policy approach must adopt a more conservative investment strategy. These conservative investments generally yield a lower return, however given the current economic market and consistently low interest rates, it is anticipated there will be minimal impact on returns.

Consultation

The current policy has been reviewed by the Finance Manager in combination with consideration of constituent councils' investment policies and investment guidelines issued by TCorp.

Conclusion

The proposed policy complies with all regulatory requirements and Council's investment objectives. It is recommended that the proposed Investments policy be adopted.

Guy Bezrouchko
Group Manager Corporate and Commercial

Attachment:

1. Investments policy (reviewed) (D21/3942)

(Proposed changes highlighted)

Policy



Investments

Adopted by Council:

To provide guidelines for the investment of Council money safeguarding capital, maintaining sufficient liquidity, maximising interest earnings and legislative compliance.

Safety**Teamwork****Accountability****Respect**

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Background

1. Policy objectives

- 1.1 To provide a framework for the investing of Council's funds at the most favourable rate of interest available to it at the time while having due consideration of risk and security for that investment type and ensuring that liquidity requirements are being met.
- 1.2 While exercising the power to invest, consideration is to be given to the preservation of capital, liquidity, and the return on investment **in line with TCorp investment guidelines:**
 - i). Preservation of capital is the principal objective of the investment portfolio.
 - ii). Investments are to be placed in a manner that seeks to ensure security and safeguarding the investment portfolio.
 - iii). Investments should be allocated to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring the risk of significant costs due to the unanticipated sale of an investment.
 - iv). Investments are expected to achieve a market average rate of return in line with Council's risk tolerance.
- 1.3 This policy only deals with Council's investments with financial institutions and does not consider investments Council may wish to make in other forms of capital, such as property.

Policy statement

2. Legislative authority for investments

All investments are to comply with the following:

- *Local Government Act 1993*
- *Local Government (General) Regulation 2005*
- *Trustee Act 1925*
- *Banking Act 1959 (Cth)*
- Ministerial Investment Order
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Division of Local Government circulars.

3. Delegation of authority

Authority for implementation of the 'Investment' policy is delegated by Council to the General Manager in accordance with the *Local Government Act 1993*.

The General Manager or a delegated representative has authority to invest Council's funds. Officers delegated with authority to manage Council's investments shall be recorded and required to acknowledge that they have received a copy of this policy and understand their obligations in this role.

The placement of investments requires a minimum of two signatures from officers with delegated authority to invest surplus funds.

4. Prudent person standard

The investment will be managed with the care, diligence and skill that a prudent person would exercise. As trustees of public monies, officers are to manage Council's investment portfolios to safeguard the portfolio in accordance with the spirit of this policy. The matters to which a prudent person shall have regard when making an investment on behalf of another are an attachment to this policy (Section 14C *Trustee Act 1925* (NSW) and Ministerial Order).

It is expected that the skills of officers making investments will include:

- i). An understanding of this policy and associated legislation such that when placing an investment all relevant conditions are considered and weighed-up.
- ii). An understanding of the current positioning of the financial markets, i.e. what is the current 90-day Bank Bill Swap (BBSW) rate and yield curve.
- iii). An understanding of the type of investments in which they are dealing, i.e. investment rate offered, term to maturity and the organisation that is receiving and using the funds. Also the underlying conditions of the transaction that impact risk and reward, including circumstances in which the user of the funds may default in payment of capital and interest.
- iv). An understanding of the institution that will receive and use the funds, including their credit worth, i.e. current Standard and Poors rating/if they are Australian Prudential Regulation Authority (APRA) regulated.

The role of an investing officer will be to:

- i). Avail themselves of current market information and investment options.
- ii). Be aware of Council's current liquidity position and the options that best suit Council in terms of length of the investment.
- iii). In most instances the form of investment shall be a term deposit with an Authorised Deposit-taking Institution (ADI) and the investing officer shall consider at least three quotes from different ADIs. Typically, the investing officer becomes aware of daily rates by telephoning the institution or receiving an email.
- iv). Council's investment placement sheet is completed and then signed by two investment officers. The preferred institution is then advised by telephone or email that they have been successful, and arrangements are made for funds to be transferred as agreed, ensuring that the recipient institution provides Council with appropriate acknowledgement and documentation following their receipt of funds.
- v). Where the form of investment is not a term deposit, the matter shall be discussed between at least two investment officers prior to making a placement.

The investing officer shall maintain an investment register, which shall include:

- i). The source and the amount of money invested.
- ii). Particulars of the security or form of investment in which the money was invested.
- iii). The term of the investment (i.e. placement and maturity dates where applicable).
- iv). If appropriate, the rate of interest to be paid, and the amount of money that Council has earned, in respect of the money invested.

5. Conflict of interest

Officers shall refrain from personal activities that would conflict with the proper execution and management of Council's investment portfolio. This policy requires officers to disclose any conflict of interest to the General Manager.

Officers are also required to provide written notice of any private employment or contract work that may conflict with their Council duties in accordance with section 353 of the *Local Government Act 1993*.

Independent advisors are also required to declare that they have no actual or perceived conflicts of interest.

6. Ethical investment

This policy is limited in accommodating ethical investment considerations. However, Council will attempt to give preference to financial institutions that do not invest in or finance the fossil fuel industry or other unethical institutions where:

- The investment is compliant with Council's Investments policy.
- The investment rate of interest is favourable to Council relative to other similar investments that may be on offer to Council at the time of the investment.

This information will be sourced from the following websites:

- www.marketforces.org.au - which is an affiliate project of the Friends of the Earth Australia, and
- www.climatebonds.net – certification by the Climate Bond Initiative as meeting the Climate Bonds Standard criteria.

7. Approved and prohibited investments

7.1 Investments are limited to those allowed by the most current Ministerial Investment Order that has been issued by the NSW Minister for Local Government and include:

- i). Any public funds or securities issued by or guaranteed by the Commonwealth, any State of the Commonwealth, or a Territory.
- ii). Any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993*).
- iii). Interest bearing deposits with, or any debentures or bonds issued by, an ADI (as defined in the *Banking Act 1959*), but excluding subordinated debt obligations.
- iv). Any bill of exchange that has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank that has been designated as an ADI by APRA.
- v). A deposit with the Treasury Corporation or investments in an Hour-Glass investment facility of the Treasury Corporation.
- vi). Investments grandfathered under the previous Ministerial Investment Order.

7.2 In accordance with the current Ministerial Investment Order, this policy prohibits any investment carried out for speculative purposes including but not limited to:

- i). Derivative-based instruments.
- ii). Principal only investments or securities that provide potentially nil or negative cash flow.
- iii). Stand-alone securities issued that have underlying futures, options, forwards contracts and swaps of any kind.

This policy also prohibits the use of leveraging (borrowing to invest) of an investment.

8. Risk management guidelines

Council's strategy is to preserve the capital invested by diversifying with different approved financial institutions on the short-term money market (minimum 70% of portfolio to be 12 months or less).

Investments obtained are to be considered in light of the following key criteria:

- i). Preservation of Capital – the requirement for preventing losses in an investment portfolio's total value (considering the time value of money).
- ii). Diversification – setting limits to the amounts invested with a particular financial institution or government authority to reduce credit risk.
- iii). Credit risk – the risk that Council has if an institution fails to pay the interest and or repay the principal of an investment.

- iv). Market risk – the risk that the fair value or future cash flows of an investment will fluctuate due to changes in market prices.
- v). Liquidity risk – the risk an investor is unable to redeem the investment at a fair price within a timely period.
- vi). Maturity risk – the risk relating to the length of term to maturity of the investment. The larger the term, the greater the length of exposure and risk to market volatilities.
- vii). Rollover risk- the risk that income will not meet expectations or budgeted requirement because interest rates are lower than expected in future.

9. Liquidity risk parameters

- 9.1 All investments are to be placed with institutions regulated by APRA in accordance with the *Banking Act 1959*, i.e. ADIs; the Local Government Financial Services Pty Ltd or the NSW Treasury Corporation but excluding subordinated debt obligations.
- 9.2 At least three quotations shall be obtained from qualifying institutions whenever an investment is proposed. The best quote of the day will be successful, providing the investment will not breach any parameters contained within this policy, and after allowing for administrative and banking costs.
- 9.3 Not more than 30% of the portfolio can be placed in investments exceeding 12 months to maturity and no investments exceeding three years to maturity.

10. Credit risk parameters

- 10.1 Investment portfolio parameters are risk-management tools used to manage credit risk by diversifying the portfolio to avoid a narrow concentration of investments. Investment credit risk parameters are based on credit rating bands as published by the credit rating agencies (e.g. Standard and Poor's, Moody's, Fitch).
- 10.2 Council will use Standard and Poor's long-term credit ratings (or Moody's or Fitch equivalents). The Standard and Poor's ratings are broadly defined as follows:

AAA	Extremely strong capacity to repay
AA+, AA, AA-	A very strong capacity to repay
A+, A, A-	A strong capacity to repay
BBB+, BBB	Adequate protection and adequate capacity to pay

- 10.3 The following credit risk parameters apply to the investment portfolio:

Credit Rating (S & P Long Term)**	Maximum Limit	Single Entity Exposure Limit	Max Tenor
AAA	100%	100%	3 years
AA+ to AA-	100%	100%	3 years
A+ to A	100%	30%	3 years
A-	40%	20%	3 years
BBB+	30%*	10%	3 years
BBB		5%	1 year
BBB- & below – local ADIs	5%	5%	1 year
BBB- & below - other		\$250k	1 year

This does not apply to the Commonwealth Bank as this institution deals with Council's transaction banking. Any excess funds that are unable to be invested in Term Deposits or other allowable instruments to allow for cash flow liquidity are placed with the Commonwealth Bank.

11. Performance benchmarks

- 11.1 Investment performance will be measured monthly, in relation to both current month and 12-month rolling returns, against the:
- Average 90-day BBSW
 - Earnings to the approved budget.

12. Reporting

12.1 The *Local Government (General) Regulation 2005* (clause 212) requires a report on investments be presented to Council at each ordinary meeting.

12.2 The report to Council will include, as a minimum:

- Total value of the portfolio and the balance of the trading bank account.
- Complete list of all investments in the portfolio.
- Break-up of the portfolio per institution, showing the rating for each institution and which investments are Australian Government guaranteed or not.
- Comparison of interest earned to budget for the month and year to date.
- Comparison of weighted average interest rate and 90-day BBSW for the month and year to date.
- Statement as to whether the investments are in accordance with the *Local Government Act 1993*, Regulation and Council's 'Investments' policy.
- Commentary on portfolio performance and other matters of interest.

12.3 All investments are to be appropriately recorded in Council's financial records and reconciled at least on a monthly basis.

13. Threshold breaches

13.1 This policy imposes limits and thresholds in relation to the acquisition and holding of investments. However, due to changes in the amount of Council's investment portfolio over time, situations may occur where these limitations or thresholds are breached.

13.2 Where limitations or thresholds are breached due to a change in the overall size of the total investment portfolio, or a possible change in ratings of the financial institutions, the following process will apply:

- Immediate forced sale of the investments in breach of the limits or thresholds will not be required unless, in the General Manager's opinion, such sale is necessary to protect the value of the overall investment portfolio.
- Immediate freeze on acquisitions of new investments in the relevant category, until the portfolio can be effectively managed back to align with the requirements of this policy.
- The objective will be to manage the portfolio back in accordance with the policy limits, within three months from the date the portfolio first exceeds the limit or threshold.

14. Investment advisor

The Council's investment advisor must be licensed by the Australian Securities and Investment Commission. The advisor must be an independent person who has no actual or potential conflict of interest in relation to investment products being recommended and is free to recommend the most appropriate product within the terms and conditions of the Investments policy. The independent advisor is required to provide written confirmation annually that they do not have any actual or potential conflicts of interest in relation to the investments they are recommending or reviewing, including that they are not receiving any commissions or other benefits in relation to the investments being recommended or reviewed.

Contact officer

Group Manager Corporate and Commercial.

Related documents**Policies**

N/A

Procedures

N/A.

Legislation

- *Local Government Act 1993*
- *Local Government (General) Regulation 2005*
- *Trustee Act 1925 (relevant provision extracted – refer to attachment).*
- *Banking Act 1959 (Cth)*

Other

- Ministerial Investment Order
- Local Government Code of Accounting Practice and Financial Reporting
- Australian Accounting Standards
- Office of Local Government circulars.
- **TCorp Investment Guidelines**

Office use only	File no.: 172/13	Next review date: Annually	
Version	Purpose and description	Date adopted by Council	Resolution no.
1.0		21/12/2011	106/11
2.0	Annual review	21/11/2012	109/12
3.0	Annual review	19/11/2014	114/14
4.0	Annual review	16/03/2016	19/16
5.0	Annual review, includes merger of three counties	15/03/2017	19/17
6.0	Annual review	16/05/2018	36/18
7.0	Annual review	17/04/2019	25/19
8.0	Annual review	DRAFT	DRAFT

SECTION 14C NSW TRUSTEE ACT 1925

NSW legislation website

14C Matters to which trustee is to have regard when exercising power of investment

- (1) Without limiting the matters that a trustee may take into account when exercising a power of investment, a trustee must, so far as they are appropriate to the circumstances of the trust, if any, have regard to the following matters:
 - (a) the purposes of the trust and the needs and circumstances of the beneficiaries,
 - (b) the desirability of diversifying trust investments,
 - (c) the nature of, and the risk associated with, existing trust investments and other trust property,
 - (d) the need to maintain the real value of the capital or income of the trust,
 - (e) the risk of capital or income loss or depreciation,
 - (f) the potential for capital appreciation,
 - (g) the likely income return and the timing of income return,
 - (h) the length of the term of the proposed investment,
 - (i) the probable duration of the trust,
 - (j) the liquidity and marketability of the proposed investment during, and on the determination of, the term of the proposed investment,
 - (k) the aggregate value of the trust estate,
 - (l) the effect of the proposed investment in relation to the tax liability of the trust,
 - (m) the likelihood of inflation affecting the value of the proposed investment or other trust property,
 - (n) the costs (including commissions, fees, charges and duties payable) of making the proposed investment,
 - (o) the results of a review of existing trust investments in accordance with section 14A (4).
- (2) A trustee may, having regard to the size and nature of the trust, do either or both of the following:
 - (a) obtain and consider independent and impartial advice reasonably required for the investment of trust funds or the management of the investment from a person whom the trustee reasonably believes to be competent to give the advice,
 - (b) pay out of trust funds the reasonable costs of obtaining the advice.
- (3) A trustee is to comply with this section unless expressly forbidden by the instrument (if any) creating the trust.

LOCAL GOVERNMENT ACT 1993 – INVESTMENT ORDER

(Relating to investments by councils)

I, the Hon. Barbara Perry MP, Minister for Local Government, in pursuance of section 625(2) of the *Local Government Act 1993* and with the approval of the Treasurer, do, by this my Order, notify for the purposes of section 625 of that Act that a council or county council may only invest money (on the basis that all investments must be denominated in Australian Dollars) in the following forms of investment:

- (a) any public funds or securities issued by or guaranteed by, the Commonwealth, any State of the Commonwealth or a Territory;
- (b) any debentures or securities issued by a council (within the meaning of the *Local Government Act 1993* (NSW));
- (c) interest bearing deposits with, or any debentures or bonds issued by, an authorised deposit-taking institution (as defined in the *Banking Act 1959* (Cwth)), but excluding subordinated debt obligations;
- (d) any bill of exchange which has a maturity date of not more than 200 days; and if purchased for value confers on the holder in due course a right of recourse against a bank which has been designated as an authorised deposit-taking institution by the Australian Prudential Regulation Authority;
- (e) a deposit with the New South Wales Treasury Corporation or investments in an Hour-Glass investment facility of the New South Wales Treasury Corporation;

All investment instruments (excluding short term discount instruments) referred to above include both principal and investment income.

Transitional Arrangements

- (i) Subject to paragraph (ii) nothing in this Order affects any investment made before the date of this Order which was made in compliance with the previous Ministerial Orders, and such investments are taken to be in compliance with this Order.
- (ii) Paragraph (i) only applies to those investments made before the date of this Order and does not apply to any restructuring or switching of investments or any re-investment of proceeds received on disposal or maturity of such investments, which for the avoidance of doubt must comply with this Order.

Key Considerations

An investment is not in a form of investment notified by this order unless it also complies with an investment policy of council adopted by a resolution of council.

All councils should by resolution adopt an investment policy that is consistent with this Order and any guidelines issued by the Chief Executive (Local Government), Department of Premier and Cabinet, from time to time.

The General Manager, or any other staff member, with delegated authority by a council to invest funds on behalf of a council must do so in accordance with the council's adopted investment policy.

Councils have a fiduciary responsibility when investing. Councils should exercise the care, diligence and skill that a prudent person would exercise in managing the affairs of other persons.

When exercising the power of investment councils should consider, but not be limited by, the risk of capital or income loss or depreciation, the likely income return and the timing of income return, the length of the term of the proposed investment, the liquidity and marketability of the proposed investment, the likelihood of inflation affecting the value of the proposed investment and the costs (including commissions, fees, charges and duties payable) of making the proposed investment.

Dated this 12th day of January 2011


Hon BARBARA PERRY MP
Minister for Local Government

Land Management policy

(D21/8935)

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

Recommendation

That Council:

1. Revoke the following seven policies (copies attached) and any policies revived as a result of the revocation:
 - a) Ecologically Sustainable Development (RRCC) dated 14 December 2005.
 - b) Environmental Policy (Rous Water) dated 17 September 2014.
 - c) Private Recreation, Community Events and Commercial Uses on Land Not Owned by Rous Water – Rocky Creek Dam Catchment (Rous Water) dated 20 June 2012.
 - d) Private Recreation, Community Events and Commercial Uses on Operational Land (Rous Water) dated 20 June 2012.
 - e) Protection of water catchment areas and recharge areas impacted by Pacific Highway upgrades (Rous Water) dated 15 November 2006.
 - f) On-site Wastewater Management in Water Supply Catchments (Rous Water) dated 21 December 2011.
 - g) Classification of Land (Rous Water) dated 16 February 2005.
2. Approve the attached 'Land Management' policy.

Background

As part of the ongoing review of Council's policies and procedures for suitability and currency, seven (7) pre-amalgamation policies were identified as creating a number of inconsistencies in the area of land use (planning, management, regulation and business process), data management and legislative compliance in relation to Council's land assets.

The opportunity was taken to develop a consistent and transparent approach to the key principles Council will prioritise in the management, acquisition and disposal of land. This was achieved by consolidating the relevant existing policies, revoking redundant policies and developing a new overarching 'Land Management' Policy ([Attachment 1](#)).

• Proposed 'Land Management' policy

A revised and consolidated 'Land Management' policy has been developed which will:

- (a) provide background and rationale for Council's land holdings,
- (b) ensure Council's land holdings, policy position, procedures and capital projects meet the objectives and requirements of the *Local Government Act 1993* and other legislative instruments,
- (c) a point of contact for land enquiries,
- (d) establish a consistent policy position for land use and planning,
- (e) ensure consistent and accurate data for public access purposes, and
- (f) provide a structure and framework for the planning and delivery of new or existing land related projects.

Importantly, the 'Land Management' policy will introduce a set of Guiding Principles:

- (a) respect and stewardship,
- (b) sustainability and balance,
- (c) transparent, accountable and responsible 'Land Management',
- (d) secure and preserve, and
- (e) public use, health and safety.

These Guiding Principles are designed to govern Council decision-making.

Governance

Legal

The 'Land Management' project was initiated as part of Council's ongoing policy review including a review of the land register. The remit of the project included seven policies, multiple procedures and supporting documents.

Section 53 of the *Local Government Act 1993* (the LG Act) requires Council to maintain a land register. The review of the land register (as part of the Land Management project) revealed gaps in the information provided in the register. As a result a new interactive [Land Register](#), available on Council's website, was developed. Staff are satisfied that the register is compliant with legislative requirements and clear assignment of roles and responsibilities through a standard operating procedure will ensure that it is maintained and kept current in the future.

A key element of the proposed policy is ensuring a clear and documented pathway for the classification of all Council owned land as 'Operational Land'. The proposed policy seeks a continuation of the current policy position established in the 'Classification of Land' policy, which is that all land, as a default position, is classified as 'Operational' in accordance with the *Local Government Act 1993*.

The major consequence of land classification is that it determines the ease or difficulty with which land may be alienated by sale, leasing or some other means (community land v operational land).

Operational land would ordinarily comprise land held as a temporary asset or as an investment, land which facilitates the carrying out by a council of its functions or land which may not be open to the general public, such as a works depot or a council garage.

The effect of the 2016 Proclamation is that anything that was done or omitted to be done by a former Council that had effect immediately before the transfer date continues to have effect as if it had been done or omitted to be done by Rous County Council. The assets, rights and liabilities of the former Councils were also transferred to Rous County Council. This means the Classification of Land (Rous Water) policy dated 16 February 2005 applies to any assets owned by the former Councils before the proclamation.

Continuity of land classification from the 2016 proclamation provides that Council is not required to undertake public consultation on the new 'Land Management' policy as Council does not own any Community Land.

Comment

The following table identifies the policies to be fully or partially consolidated into the proposed 'Land Management' policy or incorporated into a procedure:

Policies for revocation / replacement

Policy	Justification for revocation
'Ecologically Sustainable Development' policy (Richmond River County Council) dated 14 December 2005	Fully incorporated into proposed 'Land Management' policy and Easement Handbook*.
'Environmental' policy (Rous Water) dated 17 September 2014	Fully incorporated into proposed 'Land Management' policy and Easement Handbook*.
'Private Recreation, Community Events and Commercial Uses on Land Not Owned by Rous Water – Rocky Creek Dam Catchment' policy (Rous Water) dated 20 June 2012	Fully incorporated into proposed 'Land Management' policy and new procedure.
'Private Recreation, Community Events and Commercial Uses on Operational Land' policy (Rous Water) dated 20 June 2012	Fully incorporated into proposed 'Land Management' policy and new procedure.
'Protection of water catchment areas and recharge areas impacted by Pacific Highway upgrades' policy (Rous Water) dated 15 November 2006	Identified as outdated and obsolete.
'On-site Wastewater Management in Water Supply Catchments' policy (Rous Water) dated 21 December 2011	Identified as outdated and obsolete.
'Classification of Land' policy (Rous Water) dated 16 February 2005	Fully incorporated into proposed 'Land Management' policy.

**Upon Council's revocation of the relevant policies and making of the proposed standalone 'Land Management' policy, the Leadership Team will be in a position to approve the Easement Handbook, which will result in the revocation of associated procedures.*

Consultation

Extensive consultation was undertaken between Council's Leadership Group, Leadership Team and subject matter experts within Council in the development of the proposed 'Land Management' Policy. Endorsement of the proposed policy by the Leadership Group was received on 2 March 2021.

Conclusion

Relevant content contained in the policies put forward for revocation has been captured within the proposed 'Land Management' policy, procedures and/or standard operating procedures as appropriate. This has been done in consultation with relevant staff. As a result, it is proposed that the existing seven (7) policies be revoked and the proposed 'Land Management' policy be adopted.

Helen McNeil
Group Manager People and Performance

Attachments:

1. 'Land Management' policy (**for adoption**).
2. Ecologically Sustainable Development policy (RRCC) 14 December 2005 (**for revocation**).
3. Environmental policy (Rous Water) 17 September 2014 (**for revocation**).
4. Private Recreation, Community Events and Commercial Uses on Land Not Owned by Rous Water – Rocky Creek Dam Catchment policy (Rous Water) 20 June 2012 (**for revocation**).
5. Private Recreation, Community Events and Commercial Uses on Operational Land policy (Rous Water) 20 June 2012 (**for revocation**).
6. Protection of water catchment areas and recharge areas impacted by Pacific Highway upgrades policy (Rous Water) 15 November 2006 (**for revocation**).
7. On-site Wastewater Management in Water Supply Catchments policy (Rous Water) 21 December 2011 (**for revocation**).
8. Classification of Land policy (Rous Water) 16 February 2005 (**for revocation**).



Policy

Land management

Approved by Council: xx/xx/xxxx

To set out the guiding principles governing decision making about land owned by or under Council control to support the organisation in achieving efficient ongoing operations.

Safety

Teamwork

Accountability

Respect

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Definitions

In this document the following words or phrases have the following meanings unless expressed or implied to the contrary. Terms and phrases may or may not be capitalised.

Land Related Matters means a matter arising in connection with:

- (a) a legal or equitable interest in the land; or
- (b) an easement, rights, charge, power or privilege over, or in connection with, the land

Background

Rous County Council's specialised service functions of bulk water supply, flood mitigation and weed biosecurity are operational in nature and all land owned is classified as operational land (not community land) in accordance with section 26 of the *Local Government Act 1993 (NSW)* 'the Act'¹. This means Rous is not required to provide public spaces or public amenities, acquire or manage land for community purposes.

¹ In 2016 Far North Coast County Council and Richmond River County Council were dissolved and their functions, operations, assets (including real property), rights and liabilities transferred by Proclamation to Rous County Council ('Council') - NSW Government Gazette No 52 of 22 June 2016. Real property transferred was and is classified as Operational Land.

- **Firm policy position**

1. **Classification of Land**

All Council land is and will be classified as Operational Land in accordance with the requirements of the Act.

All land acquired by Council following the amalgamation on 1 July 2016 has been acquired for operational purposes and is classified as Operational Land to ensure Council can fulfil its functions and provide a safe working environment.

- **Guiding principles to decision making**

2. **Respect and stewardship**

Council will be guided by the values and objectives set out in Council's Statement of Commitment and Reconciliation Action Plan in land related decision-making processes and activities undertaken by Council.

Council recognises its activities and infrastructure network may be located where:

- cultural artifacts, items or places of significance occur, or
- legal protection exists.

Council is committed to treating all cultural and heritage sites with respect and consulting with traditional custodian knowledge holders to make informed decisions respectful of the deep cultural connection that exists to the land and water which may be impacted by Council's activities and/or infrastructure network.

Council will ensure that third parties with whom we propose to do business on land related matters are adequately educated, aware and held to account against agreed standards of performance.

3. **Sustainability and balance**

Council will be guided by and have regard to the principles of Ecologically Sustainable Development in all decision-making processes and activities.

Council is committed to protecting the environment now and into the future by giving consideration to the principles of Ecologically Sustainable Development ('ESD') summarised below and as defined in legislation:²

- **Conservation of Biological Diversity and Ecological Integrity**
Maintain or enhance the environments of the floodplain and estuary regions.
- **Precautionary Principle**
Minimise the chance of serious environmental problems even if we are not sure that these problems will occur.
- **Inter-generational and Intra-generational Equity**
Reduce the impacts of activities on the environment that the community, now and in the future, relies on to meet its needs and expectations.
- **Improved Valuation and Pricing of Environmental Resources**
Improve the way we determine the value of environmental costs and benefits and use this information when making decisions.

² See *Protection of the Environment Administration Act 1991 (NSW)* and *Environment Protection and Biodiversity Conservation Act 1999 (Cth)*.

4. Transparent and accountable

Council will proactively release information to support open, accountable, effective and fair government for land related decision making consistent with the objectives of the *Government Information (Public Access) Act 2009*.

Council recognises that its core functions are inherently related to the use of land and are of particular interest to the public. Council will seek to proactively share with the public information as authorised under the *Government Information (Public Access) Act 2009* (NSW) and the *Local Government Act 1993* (NSW) whilst endeavoring to deliver that information in a user-friendly, interactive and freely accessible way.

Council will be open and accountable in all decision-making processes and actions taken by Council in acquiring and disposing of land or Council's interest in land for best value.

In acquiring or disposing of land Council will have regard to all the principles set out in this policy and in determining whether to acquire land Council must also:

- Consider the purpose for which the land needs to be acquired,
- Consider the strategic objectives the acquisition would achieve,
- Identify and consider the value that such land has to the community,
- Demonstrate the land is necessary to support or facilitate the delivery of a service to the community.

5. Secure and preserve

Council will secure its rights over its infrastructure to ensure we can continue to perform our core services now and into the future.

Council will adopt the position of the NSW Office of Local Government in securing access rights to its assets and water supply infrastructure over land, and private land in particular, by means of registered easement, licence agreement or other agreement between Council and the landholder(s) in order that the rights of entry under the Act are only utilised as a last resort.

Council will require the grant and registration of an easement over its infrastructure which contains the right to enter the burdened land at any time without notice for the purpose of construction, extending, maintaining, controlling, inspecting, replacing, and managing the work on the Council owned infrastructure.

Where Council has an unregistered interest in land, that is brought to their attention, Council will take the opportunity to register the interest by way of easement or other appropriate instrument.

Council commits to preserving its infrastructure through routine maintenance³, environmental management works, and construction works. In doing so, Council adopts the definition of routine maintenance works as set out in the SEPP⁴ in relation to all council owned infrastructure.

³ "The following works or activities are (subject to and without limiting that provision) taken to be routine maintenance works if they are carried out for that purpose-

- (a) Routine repairs to or replacement of equipment or assets,
- (b) Temporary construction yards,
- (c) Clearing of vegetation (including any necessary cutting, pruning, ringbarking or removal of trees) and associated rectification and landscaping."

⁴ See Part 1, section 5(4) of the State Environmental Planning Policy (Infrastructure) 2007.

6. Public use, health and safety

Council will ensure that any Operational Land we invite the public to access is safe for users whilst prioritising the health of the community by preserving water quality within the catchment area.

Council's overriding objective is the protection of raw water quality throughout our catchment area. Protection of water sources and treatment are of paramount importance and must never be compromised (ADWG, 2011). Managing risks from human and livestock influences, significantly reduces the potable water risk profile of Council.

However, Council will at its discretion and where possible take steps to allow, in consultation with external stakeholders including the National Parks and Wildlife Service (Office of Environment and Heritage), the use of its land for private recreation, community events and commercial activities which pose minimal risk to the quality of the catchment area water supply.

Council maintains the right to charge a fee for a commercial entity to hold an annual permit where it is clear the entity is utilising operational land for a commercial benefit on a regular basis.

Council may close, refuse the use of or entry onto Council owned land by the public to maintain public safety, water quality and/or for operational reasons from time-to-time without notice.

7. Responsible land management

Council is focused on good land management through responsible practices and natural resource management relating only to the environmental consequence resulting from the operation of our infrastructure on the environment.

Council is focused on the prevention, elimination, minimisation and management of the biosecurity risk posed or likely to be posed by weeds on our own lands and will discharge our responsibilities as a landowner under the Biosecurity Act 2015.

Council will prioritise weed management programs utilising a consistent, robust and systematic process to achieve the greatest benefit in risk management.

Council is responsible for the construction, replacement, routine maintenance and operation of various flood mitigation infrastructure. This includes floodgates, levees and some rural drains and canals that serve a flood mitigation function.

Council adopts the definition of Flood Mitigation Work⁵ as set out in part 3, Division 7, section 49 of the State Environmental Planning Policy (Infrastructure) 2007.

⁵ "Flood mitigation works means work designed and constructed for the express purpose of mitigating flood impacts. It involves changing the characteristics of flood behaviour to alter the level, location, volume, speed or timing of flood waters to mitigate flood impacts. Types of works may include excavation, construction or enlargement of any fill, wall or levee that will alter riverine flood behaviour, local overland flooding, or tidal action so as to mitigate flood impacts".

Related documents

Policy

Policy Statement	Related Procedure	Related Policy	Related Standard Operating Procedures (SOP) and Management Plans
Policy Statement 1			
Policy Statement 2	<ul style="list-style-type: none"> • Environmental Aspect Procedure • Environment Procedure • Ecologically Sustainable Development Procedure 		
Policy Statement 3			<ul style="list-style-type: none"> • Rous County Council Land Register SOP
Policy Statement 4			
Policy Statement 5			
Policy Statement 6	<ul style="list-style-type: none"> • Private Recreation, Community Events and Commercial Uses on Rous Controlled Land • Commercial Activities on Rous Water Operational Land 		<ul style="list-style-type: none"> • Rocky Creek Dam Multi Year Master Plan (including Whian Whian Falls) • Visitor Risk Management Plans
Policy Statement 7			
Policy Statement 8			

Legislation

- *Local Government Act 1993 (NSW)*
- *Real Property Act 1900 (NSW)*
- *Conveyancing Act 1919 (NSW)*
- *Government Information (Public Access) Act 2009*
- *Land Acquisition (Just Terms Compensation) Act 1991*
- *Native Title Act 1993 (Cth)*
- *Biosecurity Act 2015 (Cth)*
- *Environmental Planning and Assessment Act 1979 (NSW)*

Other

NSW Local Government Filming Protocol

POLICY	Ecologically Sustainable Development			7.1
AREA	Environmental Management.			
OVERVIEW	Ensure that council's decision making processes and activities are in the best interest of balanced and holistic floodplain management.			
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW	
		14/12/2005		
REVIEW DATE	As required.			
FILE	172	843	1294	

BACKGROUND

POLICY

Principles of Ecologically Sustainable Development

- **Conservation of Biological Diversity and Ecological Integrity**
Maintain or enhance the environments of the Richmond River floodplain and estuary
- **Precautionary Principle**
Minimise the chance of serious environmental problems even if we are not sure that these problems will occur.
- **Inter-generational and Intra-generational Equity**
Reduce the impacts of activities on the environment that the community, now and in the future, relies on to meet its needs and expectations.
- **Improved Valuation and Pricing of Environmental Resources**
Improve the way we determine the value of environmental costs and benefits and use this information when making decisions.

Note: These principles have been paraphrased from Farrier, Lyster and Pearson ¹

Ecologically Sustainable Development (ESD) Policy

The purpose of this policy is to commit Richmond River County Council to the principles of ecologically sustainable development (ESD) and ensure that council's decision making processes and activities are in the best interest of balanced and holistic floodplain management.

Richmond River County Council's Objectives for ESD

Richmond River County Council will ensure that its management plan and direction is consistent with the Australian Government's goal for ESD, which is:

Development that improves the quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends (National Strategy for ESD, 1992).

Richmond River County Council will apply the four principles of ESD: the precautionary principle, intergenerational equity, conservation of biological diversity and ecological integrity, improved valuation, pricing and incentive mechanisms, as described in the Protection of the Environment Administration Act.

¹ Farrier. D, Lyster. R and Pearson. L (1997) *The Environmental Law Handbook 3rd Edition*, Pub. Redfern Legal Centre

Secretarial use only	Policy History	Version 1.0: 14/12/2005
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council:	Authorised Council:	Authorised Council:

Objectives for ESD will be implemented by integrating the triple bottom line of ecological, social and economic considerations into decision making processes, consistent with council's management plan objectives as set out in the Richmond River County Council Management Plan 2005-2008: effective flood mitigation works, customer satisfaction; environmental and financial management.

Richmond River County Council will define its environmental objectives through the terms of reference of the Richmond Floodplain Committee and the intent, within the context of the Richmond River County Council Management Plan.

Implementation of ESD

Richmond River County Council will implement ESD principles by:

- delivering sustainable floodplain management services through the development of long term strategies and plans which apply the principles of ESD and are informed by community consultation. The implementation of these strategies is initiated through the Richmond River County Council, Richmond Floodplain Committee and estuary management planning process.
- supporting learning and encouraging values which promote the implementation of ESD principles.
- pursuing research and development to provide reliable, high quality and sustainable floodplain management services.
- investigating and adopting tools that assist in identifying overall cumulative environmental and social impacts, and the valuation and pricing of environmental resources.
- developing, implementing and reviewing contracting and procurement methods so that ESD commitments are adopted and adhered to by contractors, and are reflected in the use of materials and resources.
- providing information and education to assist customers to adopt preferences and practices which support ecologically sustainable use of resources.
- working with customers, stakeholders and regulators to achieve a common agreement on environmental, social and economic priorities.
- moving towards integrated ecological, social and financial reporting. This is increasingly referred to as triple bottom line reporting.

ESD Reporting

On the basis that ESD principles are implemented at all levels across Richmond River County Council, reporting on ESD will be based on our performance across the whole of the council.

Assessing and reporting our progress against ESD will be through our ESD Indicators, which will provide information on operations. The information gained through this process will be considered as an input to developing our strategies and plans, and will be published in the Richmond River County Council's Annual Report.

Review of this policy

This Policy will be reviewed as appropriate to reflect Richmond River County Council's management direction and understanding of ESD.

PROCEDURES

LEGISLATION

RELATED DOCUMENTS

CONTACT OFFICER

Secretarial use only	Policy History	Version 1.0: 14/12/2005
Rous Policy No:	RRCC Policy No:	FNCW Policy No:
Authorised Council:	Authorised Council:	Authorised Council:

POLICY	Environmental policy		
OVERVIEW	To manage Rous Water's activities on an ecologically sustainable bases for the benefit of current and future generations		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	17/09/2014	N/A	N/A
REVIEW DATE	Term of Council.		
FILE	172	843	1294

POLICY

Rous Water is committed to protecting the environment by ensuring that the principles of ecologically sustainable development are considered in all areas of business and operations.

To achieve this commitment, Rous Water will:

1. Maintain high environmental standards as required by law or better.
2. Monitor its environmental performance by setting and reviewing annual environmental objectives and targets.
3. Integrate consideration of environmental factors into all areas of business and operations by actively identifying and managing environmental risks.
4. Respond immediately to environmental incidents.
5. Provide environmental awareness training to all staff and ensure that they are appropriately trained to deal with environmental risks and management measures specific to their areas of business and/or operations.
6. Manage its interactions with the water cycle, in terms of both water quantity and quality, in an environmentally responsible manner.
7. Train all staff to prevent and avoid pollution, and to reduce, reuse and recycle resources.
8. Require consultants, contractors and suppliers to comply with Rous Water's Environmental Policy.
9. Communicate progress on environmental performance to the community, constituent Councils, industry and other agencies and stakeholders via annual reporting processes.
10. Display the Environmental Policy at all work places and make it available to the community.

PROCEDURES

Environmental Hazard Identification and Risk Control.
Procurement of Goods and Services.

LEGISLATION

- *Contaminated Land Management Act 1997.*
- *Environment Protection and Biodiversity Conservation Act 1999 (C'wealth).*
- *Environment Reform and Consequential Provisions Act 1999 (C'wealth).*
- *Environmental Planning and Assessment Act 1979.*
- *Environmentally Hazardous Chemicals Act 1985.*
- *Local Government Act 1993.*
- *Pesticides Act 1999.*
- *Protection of the Environment Operations Act 1997.*
- *Threatened Species Conservation Act 1995.*
- *Waste Avoidance and Resource Recovery Act 2001.*
- *Water Act 1912.*
- *Water Management Act 2000.*

Secretarial use only	Policy History Version 2.0 06/09/2014	
Rous Policy	RRCC Policy No:	FNCW Policy No:
Authorised Council: 18/07/2007; 17/09/2014	Authorised Council: N/A	Authorised Council: N/A

RELATED DOCUMENTS

Contractor Handbook.

Acid Sulphate Soils Guidance for Construction and Maintenance Activities (Rous Water, 2010).

Guidelines for Erosion and Sediment Control on Construction Sites (Rous Water, 2011).

CONTACT OFFICER

General Manager.

For revocation

Secretarial use only		Policy History	Version 2.0 06/09/2014
Rous Policy	RRCC Policy No:	FNCW Policy No:	
Authorised Council: 18/07/2007; 17/09/2014	Authorised Council: N/A	Authorised Council: N/A	

Attachment 4

ROUS WATER POLICY	Private Recreation, Community Events and Commercial Uses on Land Not Owned by Rous Water - Rocky Creek Dam Catchment		
OVERVIEW	To set out Rous Water's preferences in relation to private, community and commercial activities on land that is not owned by Rous Water within the Rocky Creek Dam water catchment area.		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	20/06/2012	N/A	N/A
REVIEW DATE	2 years		
FILE	172	843	1294

BACKGROUND

Private, community and commercial activities may pose an elevated level of risk to the raw water quality in Rocky Creek Dam through the potential for ecological damage or the introduction of pathogens, aquatic weeds and other contaminants.

SCOPE

This policy relates to all lands within the water catchment area of Rocky Creek Dam not owned by Rous Water.

POLICY

Rous Water has adopted the multiple barrier approach to drinking water quality advocated by the Australian Drinking Water Guidelines (NHMRC/NRMMC, 2011). Rous Water aims to effectively address risks to drinking water quality through the protection of source water and the management of catchments.

Within the wider water catchment areas of Rocky Creek Dam, Rous Water will work together with the National Parks and Wildlife Service (Office of Environment and Heritage) to minimise the risk that private recreation, community events and commercial activities pose to the quality of the water supply. Rous Water's objectives are the protection of the quality of water flowing to the dam and stored within the dam, and the maintenance of the ecological integrity of the area.

Rous Water's preferences for the management of the land within the water catchment area of Rocky Creek Dam that is not owned by Rous Water are as follows:

- No additional recreational facilities to be installed;
- Swimming, bathing or any other ablutions by humans to be prohibited within water courses;
- No exotic species to be introduced (e.g. Water Hyacinth, Salvinia, Carp, etc);
- Use of herbicides and pesticides to be strictly in accordance with statutory regulations;
- Camping, fishing and boating to be prohibited;
- Domestic animals and firearms to be prohibited;
- Open fires to be prohibited;
- Fuel/chemical/oil etc. storage to be restricted;

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

- Waste materials or pollutants not to be discharged or placed within the catchment area;
- Access to sensitive parts of the water catchment area by motor vehicles and motorcycles to be controlled;
- All other activities which increase the risk of contamination of the water supply to be precluded from the catchment area.

PROCEDURES

Nil

LEGISLATION

- *Local Government Act 1993*
- *National Parks and Wildlife Act 1974*
- *National Parks and Wildlife Regulation 2009*
- *Threatened Species and Conservation Act 1995*

RELATED DOCUMENTS

National Parks and Wildlife Service, 2010. *Whian Whian State Conservation Area Plan of Management*.

National Parks and Wildlife Service, 2004. *Plan of Management - Parks & Reserves of the Tweed Caldera Incorporating National Parks: Mt Warning; Border Ranges; Mebbin; Nightcap; Mt Jerusalem; Goonengerry; Nature Reserves: Limpinwood; Numinbah; Snows Gully*.

CONTACT OFFICER

Catchment Assets Manager.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

ROUS WATER POLICY	Private Recreation, Community Events and Commercial Uses on Operational Land		
OVERVIEW	To set out the approach to be adopted for the management of private recreation, community events and commercial uses at Rous Water-operational land at water source locations.		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	20/06/2012	N/A	N/A
REVIEW DATE	June 2014		
FILE	172	843	1294

BACKGROUND

Introduction

Rous Water has responsibility for the control, care and management of operational land at all water source locations within its area of operations, and therefore owes a duty of care to all persons entering that operational land, as well as to the consumers of the Rous Water drinking water supply. The policy identifies: (a) operational land that Rous Water makes available for private recreation, community events and commercial use; (b) the appropriate range of uses permitted in these locations; (c) how Rous Water shall manage these uses; and (d) application of fees and charges.

Objective

- (i) To protect the public drinking water supply and public health.
- (ii) To allow an appropriate range of private, community and commercial use of Rous Water property, subject to acceptable risk management outcomes.
- (iii) To regulate and manage approved private recreation, community events and commercial uses.

Methodology for determining appropriate uses

All activities contain an element of risk. The purpose of the Rous Water risk management system is to ensure that risks associated with any proposed activity are assessed, understood, and that appropriate risk management steps are put in place to address the identified issues. In establishing the appropriate range of multiple uses permitted in these locations, Rous Water considers a range of key types of risks including the following:

- raw water quality
- drinking water quality
- water quantity
- workplace health and safety (and visitor health and safety)
- legal/regulatory
- environmental
- financial
- public relations/reputation.

Definitions

Application guidelines

Conditions required to be met for the application for a Commercial Activities Licence.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

Commercial Activities Licence

The approval containing consent for the operation of a commercial activity on Rous Water operational land.

Council

Rous Water.

Licence

Refers to a Commercial Activities Licence.

POLICY**Scope**

The locations that are the subject of this policy are as follows:

- Convery's Lane groundwater location
- Proposed Dunoon Dam site
- Emigrant Creek Dam
- Lumley Park groundwater location
- Rocky Creek Dam
- Wilsons River Source (Howards Grass)
- Woodburn groundwater location.

Rous Water operational lands that are subject to prohibited access

Based on site characteristics, risk assessment and risk management considerations, Rous Water does not allow any private recreation, community events or commercial uses at the following water sources:

- Convery's Lane groundwater location
- Lumley Park groundwater location
- Woodburn groundwater location.

Operational lands that Rous Water makes available for private, community and commercial use

Based on site characteristics, risk assessment and risk management considerations, Rous Water allows conditional private, community and commercial use at the following operational lands:

- (i) *Rocky Creek Dam*: Rous Water owns a total of 396.6ha at Rocky Creek Dam – the extent of this land is illustrated in Map 1 (Schedule 1). Rous Water makes part of this area available for use by the public - this area is also shown in Map 1.
- (ii) *Proposed Dunoon Dam site (excluding Whian Whian Falls area)*: Rous Water owns a total of 198.1ha that has been acquired as part of the project planning for a possible future dam (the Proposed Dunoon Dam site) – the extent of this land is illustrated in Map 2 (Schedule 1). With the exception of Whian Whian Falls, Rous Water does not permit any access to this area by the general public. Limited commercial uses are permitted.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

- (iii) *Whian Whian Falls*: A key feature of the Rous Water lands at the Proposed Dunoon Dam site is Whian Whian Falls. Rous Water owns a number of properties in this vicinity that form part of this 198.1ha land holding at this location. Map 3 (Schedule 1) shows the extent of Rous Water land at Whian Whian Falls. Rous Water makes part of this area available for use by the public - this area is also shown in Map 3. Limited commercial uses are permitted.
- (iv) *Howards Grass (Wilson's River source)*: Rous Water owns a total of 42.2ha at Bangalow Road, Howards Grass (refer Map 4 (Schedule 1)). Limited commercial uses are permitted. No commercial use is permitted within the 15.1ha buffer zone established for the Wilson's River source.
- (v) *Emigrant Creek Dam*: Rous Water owns a total of 44.9ha at Emigrant Creek Dam (including an estimated 21.4 ha of vegetated buffer zone) – the extent of this land is illustrated in Map 5 (Schedule 1). Rous Water makes part of this area available for use by the public - this area is also shown in Map 5.

Permitted and prohibited activities

Permissible private recreation, community events and commercial uses at the identified locations are specified in Schedule 2.

Activities requiring a commercial activities licence

A Commercial Activities Licence is required to be obtained if it is intended to carry out commercial activities on Rous Water operational land (Schedule 2).

Activities not requiring a commercial activities licence but requiring other approvals

Approval from Rous Water may be required to carry out other private, community and commercial activities (Schedule 2).

Determination of fees and charges

The fees and charges payable in relation to the activities prescribed in this policy, are set out in the Operational Plan.

- (i) Activities that shall be subject to the payment of fees are shown in Schedule 2.
- (ii) Fees will be determined taking into account, and not limited to, the following:
- nature of the activity
 - scale of its operation
 - use and impact on the public access area
 - impact on the community both beneficial and detrimental
 - consistency with Rous Water management objectives
 - level of administration/regulatory effort required by Council
 - level of impact of the activity.

PROCEDURES

Commercial Activities Licensing and Approvals Procedure
Wedding Bookings and Approvals Procedure

LEGISLATION

- *Local Government Act 1993*
- *National Parks and Wildlife Act 1974*
- *National Parks (Fauna Protection) Regulation 1994*
- *Threatened Species and Conservation Act 1985*

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

RELATED DOCUMENTS

- *Application Guidelines - Private, Community and Commercial Access to Rous Water Operational Land*
- Lismore Local Environmental Plan 2000
- Ballina Local Environmental Plan 1987

CONTACT OFFICER

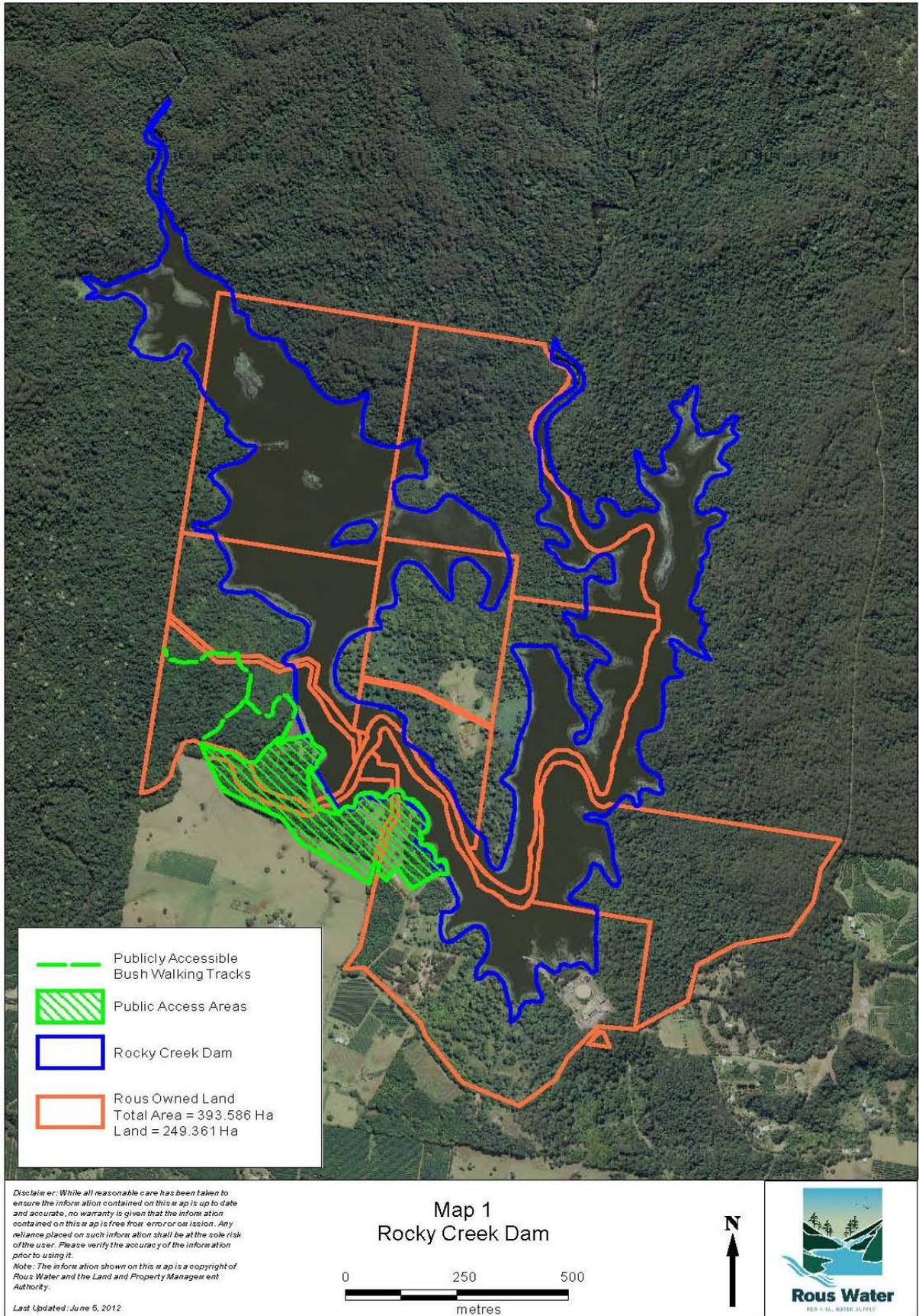
Catchment Assets Manager.

For revocation

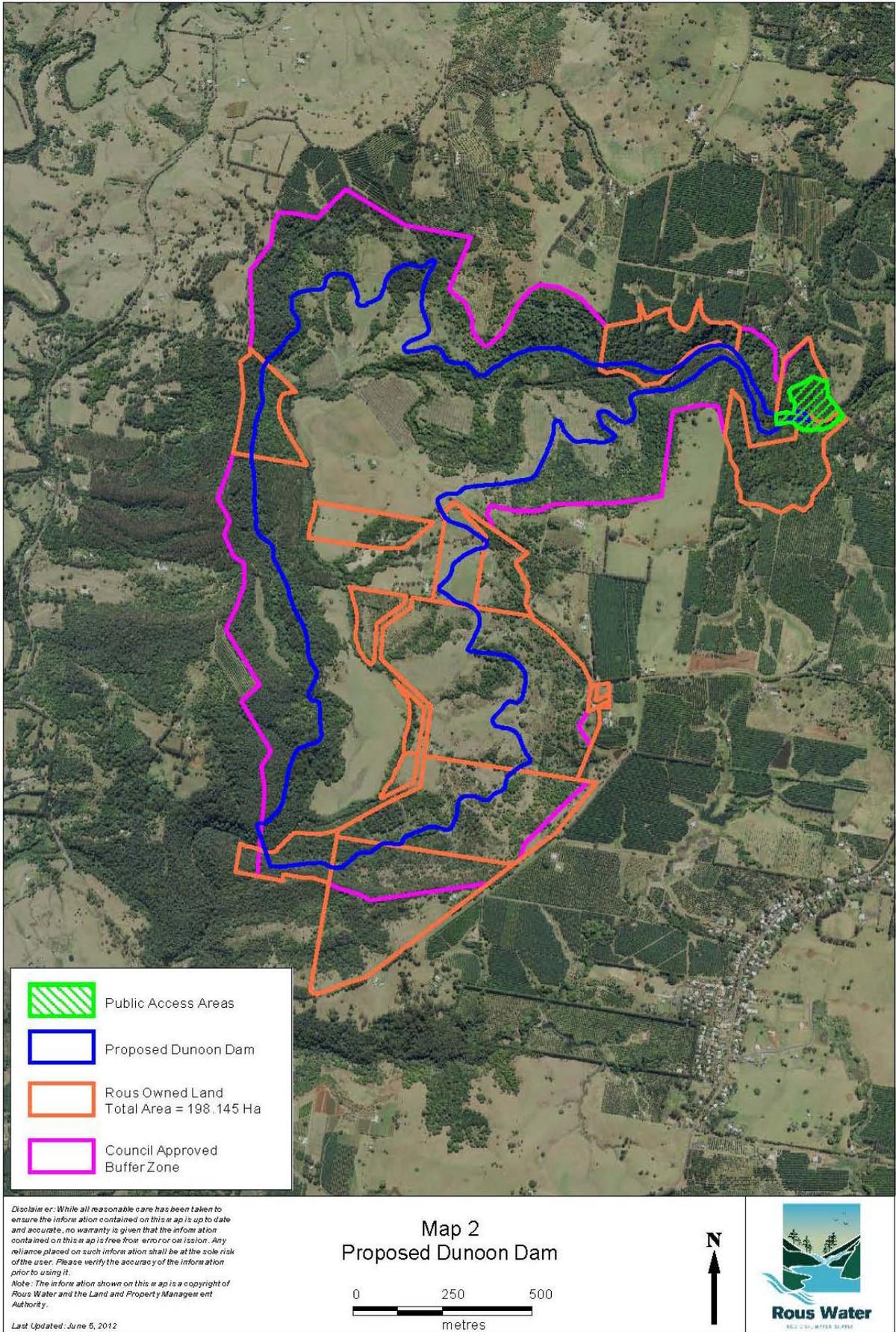
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Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

SCHEDULE 1

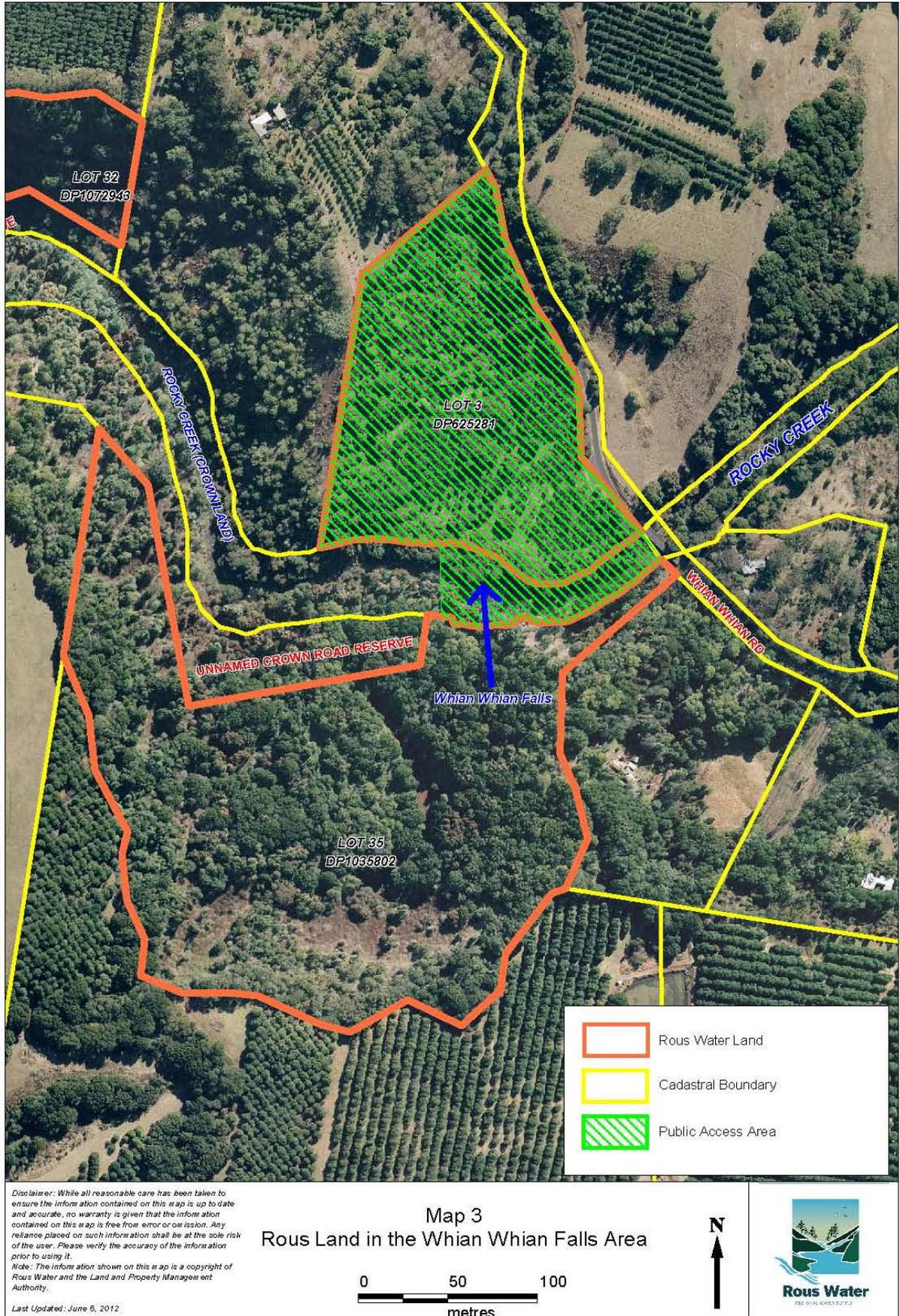
MAPS



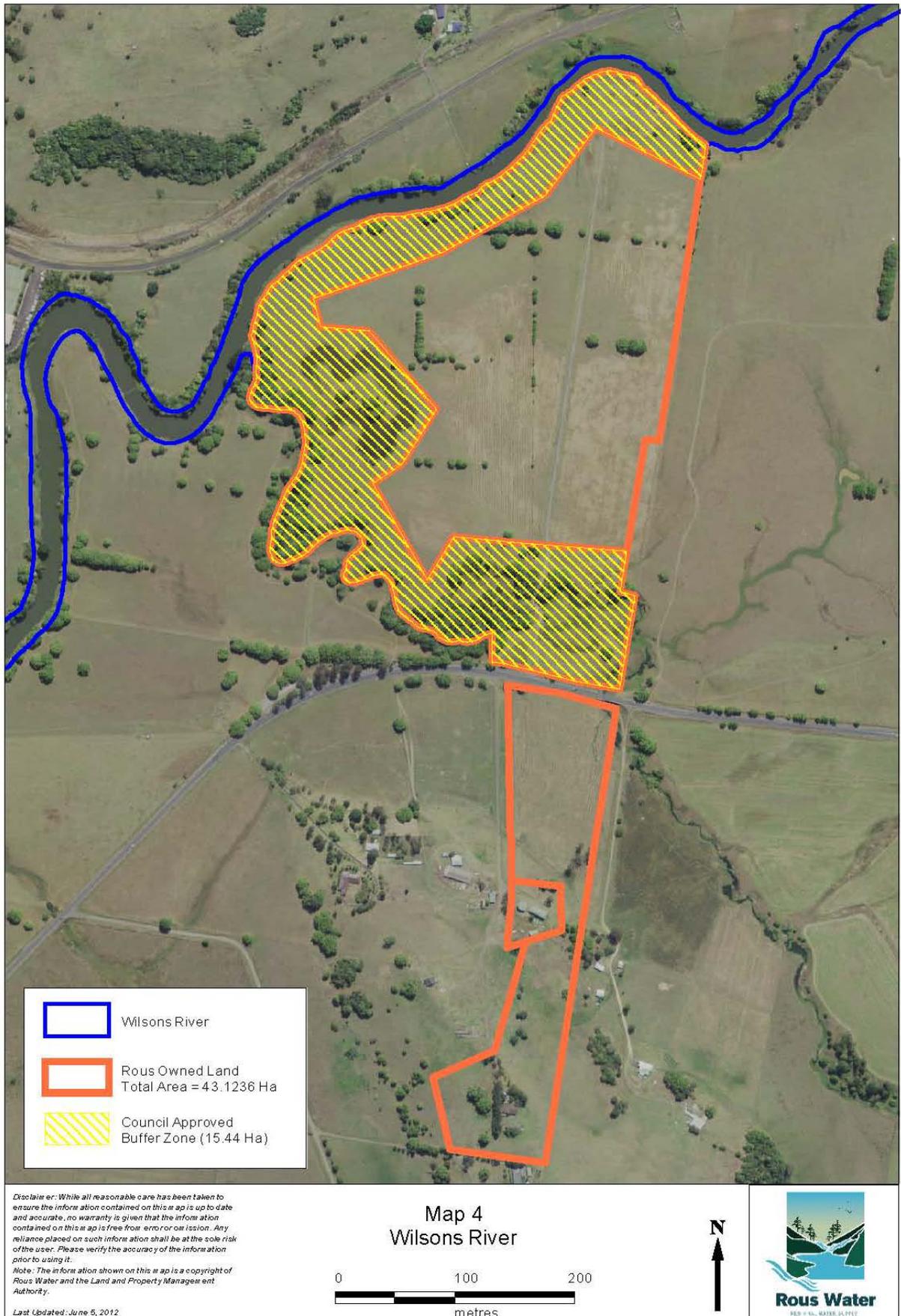
Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A



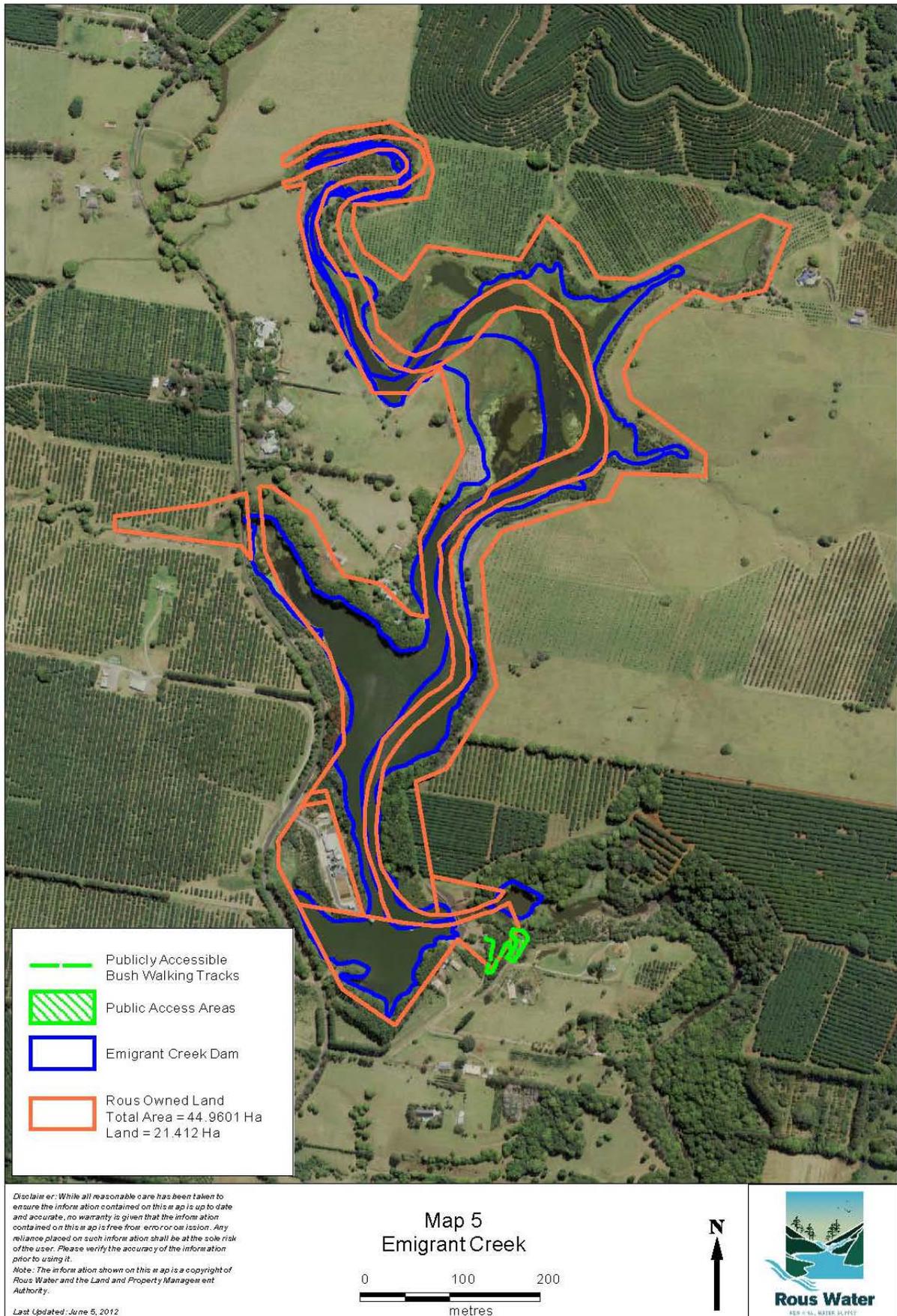
Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A



Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A



Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A



Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

SCHEDULE 2

PERMITTED AND PROHIBITED ACTIVITIES

**Table 1: Permitted and prohibited activities:
Rocky Creek Dam**

Category of Use	Location	Activity	Permitted	Licence required	Approval required	Fee Charged
Private Recreation	Land Based	Picnics	✓			
		Bushwalking	✓			
		Camping				
		Playground	✓			
		Horseriding				
		Mountain biking				
		Trail bike (motor cycle)				
	Water Based	Swimming				
		Fishing				
		Powered boating (electric)				
Powered boating (fuel)						
		Non-powered boating (sailing, kayaking)				
Community Event	Land Based	Wedding ceremonies	✓		✓	✓
		Formal wedding receptions/parties (tents, organised catering, amplified music)				
		Group visits (community groups, clubs, organised groups); Field days	✓		✓	
	Water Based	Group visits (clubs, organised groups)				
Commercial Use	Land Based	Promotional events				
		Filming/photography	✓	✓		✓
		Ecotourism	✓	✓		✓
		Exercise and fitness training	✓	✓		✓
		Landing of helicopters				
		Seed collection	✓	✓		✓
	Leasing/agistment of property					
Water Based	Eel harvesting/commercial fishing					

Note: Any activity that is not shown as being permitted in the above table is prohibited.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

**Table 2: Permitted and prohibited activities:
Proposed Dunoon Dam (excluding Whian Whian Falls area)**

Category of Use	Location	Activity	Permitted	Licence required	Approval required	Fee charged
Private Recreation	Land Based	Picnics				
		Bushwalking				
		Camping				
		Playground				
		Horseriding				
		Mountain biking				
	Trail bike (motor cycle)					
	Water Based	Swimming				
		Fishing				
		Powered boating (electric)				
Powered boating (fuel)						
Non-powered boating (sailing, kayaking)						
Community Event	Land Based	Wedding ceremonies				
		Formal wedding receptions/parties (tents, organised catering, amplified music)				
		Group visits (community groups, clubs, organised groups); Field days				
	Water Based	Group visits (clubs, organised groups)				
Commercial Use	Land Based	Promotional events				
		Filming/photography				
		Ecotourism				
		Exercise and fitness training				
		Landing of helicopters				
		Seed collection				
		Leasing/assignment of property	✓	✓		✓
	Water Based	Eel harvesting/commercial fishing				

Note: Any activity that is not shown as being permitted in the above table is prohibited.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

**Table 3: Permitted and prohibited activities:
Whian Whian Falls area**

Category of Use	Location	Activity	Permitted	Licence required	Approval required	Fee charged
Private Recreation	Land Based	Picnics	✓			
		Bushwalking	✓			
		Camping				
		Playground				
		Horseriding				
		Mountain biking				
		Trail bike (motor cycle)				
	Water Based	Swimming	✓			
		Fishing				
		Powered boating (electric)				
Powered boating (fuel)						
Non-powered boating (sailing,						
Community Event	Land Based	Wedding ceremonies				
		Formal wedding receptions/parties (tents, organised catering, amplified music)				
		Group visits (community groups, clubs, organised groups); Field days				
	Water Based	Group visits (clubs, organised groups)	✓			
Commercial Use	Land Based	Promotional events				
		Filming/photography	✓	✓		✓
		Ecotourism				
		Exercise and fitness training				
		Landing of helicopters				
		Seed collection				
		Leasing/assignment of property				
	Water Based	Eel harvesting/commercial fishing				

Note: Any activity that is not shown as being permitted in the above table is prohibited.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

**Table 4: Permitted and prohibited activities:
Wilson's River Source (Howards Grass)**

Category of Use	Location	Activity	Permitted	Licence required	Approval required	Fee charged
Private Recreation	Land Based	Picnics				
		Bushwalking				
		Camping				
		Playground				
		Horseriding				
		Mountain biking				
	Trail bike (motor cycle)					
	Water Based	Swimming				
		Fishing				
		Powered boating (electric)				
Powered boating (fuel)						
Non-powered boating (sailing, kayaking)						
Community Event	Land Based	Wedding ceremonies				
		Formal wedding receptions/parties (tents, organised catering, amplified music)				
		Group visits (community groups, clubs, organised groups); Field days				
	Water Based	Group visits (clubs, organised groups)				
Commercial Use	Land Based	Promotional events				
		Filming/photography				
		Ecotourism				
		Exercise and fitness training				
		Landing of helicopters				
		Seed collection				
	Leasing/agistment of property	✓	✓		✓	
Water Based	Eel harvesting/commercial fishing					

Note: Any activity that is not shown as being permitted in the above table is prohibited.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

**Table 5: Permitted and prohibited activities:
Emigrant Creek Dam**

Category of Use	Location	Activity	Permitted	Licence required	Approval required	Fee charged	
Private Recreation	Land Based	Picnics	✓				
		Bushwalking	✓				
		Camping					
		Playground					
		Horseriding					
		Mountain biking					
			Trail bike (motor cycle)				
	Water Based	Swimming					
		Fishing					
		Powered boating (electric)					
Powered boating (fuel)							
Non-powered boating (sailing, kayaking)							
Community Event	Land Based	Wedding ceremonies					
		Formal wedding receptions/parties (tents, organised catering, amplified music)					
		Group visits (community groups, clubs, organised groups); Field days	✓		✓		
	Water Based	Group visits (clubs, organised groups)					
Commercial Use	Land Based	Promotional events					
		Filming/photography	✓	✓		✓	
		Ecotourism	✓	✓		✓	
		Exercise and fitness training					
		Landing of helicopters					
		Seed collection					
		Leasing/agistment of property					
	Water Based	Eel harvesting/commercial fishing					

Note: Any activity that is not shown as being permissible in the above table is prohibited.

Secretarial use only		V2.0 07/06/2012
Rous Policy	RRCC Policy	FNCW Policy
Authorised Council: 20/06/2012	Authorised Council: N/A	Authorised Council: N/A

Attachment 6

ROUS WATER POLICY	Protection of water catchment areas and recharge areas impacted by Pacific Highway upgrades		
AREA	Technical Services (Water Supply)		
OVERVIEW	Protection of water catchment areas and recharge areas impacted by Pacific Highway upgrades		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	15/11/2006; 15/08/2012	N/A	N/A
REVIEW DATE	As required		
FILE	172	843	1294

BACKGROUND

Roads and Maritime Services (RMS) are in the process of planning and constructing major upgrades to the Pacific Highway. The construction alignment for the Tintenbar to Ewingsdale upgrade traverses the water catchment areas of Emigrant Creek Dam as well as the Wilsons River Source. The proposed alignment for the Woolgoolga to Ballina upgrade passes in close proximity to the Woodburn Bores.

Risk assessments completed by Rous Water have identified a number of significant water quality risks arising from both the existing Pacific Highway and the proposed Pacific Highway upgrades. Risks from the highway include the potential for accidents causing spillage as well as stormwater runoff from road surfaces.

To ensure the viability of Emigrant Creek Dam, the Wilsons River Source and the Woodburn Bores as long term water supplies, Rous Water requires that RMS conduct detailed assessment of the generation, transport, transformation and fate of all contaminants generated by the upgraded highway in order to ensure that contaminant inputs to catchment systems are reduced to an acceptable level based on conservative ecological and human health criteria. Based on this assessment RMS shall demonstrate and ensure that the highway upgrades are designed, constructed and maintained in a manner which ensures that the level of residual risk to environmental and public health in these locations is acceptable.

Rous Water requires RMS to refine the selected routes to ensure maximum separation between the highway and the subject creeks/water sources.

Rous Water is concerned about the extent of any disturbance to catchment and recharge areas during construction and operation of the highway upgrades that have the potential to affect the quantity and quality of surface water and groundwater resources. Such disturbances can lead to negative impacts to associated aquatic ecosystems and riparian environments, and should be mitigated against by the most comprehensive of mitigation measures/safeguards.

Secretarial use only		V1.0 1/08/2012
Rous Policy	RRCC	FNCW
Authorised Council: 18/05/2006; 15/11/2006; 15/08/2012	Authorised Council: N/A	Authorised Council: N/A

POLICY

Position Statement

The following comments are based solely on consideration of water supply-related issues and apply to impacts located within the respective water catchment and/or recharge areas.

Rous Water has adopted the multiple barrier approach to drinking water quality advocated by the Australian Drinking Water Guidelines (NHMRC/NRMMC, 2011). Rous Water actively seeks to manage risks to drinking water quality through the management and protection of source water.

If RMS fully complies with the requirements of this policy then the highway upgrades through the respective catchment/recharge areas would be considered to meet contemporary best practice standards with respect to a public water supply.

Key issues of concern are as follows:

1. Refinement of the alignment

In refining the RMS preferred route, the requirement of Rous Water is that the final alignment selected be that which provides minimum impact to aquatic ecosystems and water quantity and quality. In addition, the alignment selected should also maximise the distance between any catchment disturbance and the respective waterways and/or groundwater systems of concern.

2. Contaminant movement modelling

Rous Water requires the RMS to complete a comprehensive literature search and complete quantitative water quality risk assessment and modelling work to identify the likely range of contaminants and the associated loadings contained in runoff from highway surfaces, considering both chronic and acute impacts. This assessment should also consider the ability of stormwater treatment devices to effectively treat this range of contaminants so that the likely contaminant concentration and load reaching surface water and groundwater systems can be assessed. This assessment should also consider potential contamination due to deposition of airborne contaminants.

Rous Water requires that a clear picture be provided regarding the likely gross and net level of contaminants contributed by the highway upgrade (both in terms of concentration in runoff waters and pollutant flux), the extent of risk mitigation achievable through proposed treatment measures, and the level of residual risk. Rous Water also requires that the RMS conduct assessments regarding the acceptability of the identified levels of residual risk based on conservative environmental water quality and public health criteria, and what contingency measures need to be put in place to guard against the residual risk.

Based on this research and analysis, the RMS is required to demonstrate that the residual levels of risk posed by the estimated contaminant concentrations and flux discharged to the water catchment areas and/or recharge areas is acceptable based on the identified water quality and public health criteria.

Secretarial use only		V1.0 1/08/2012
Rous Policy	RRCC	FNCW
Authorised Council: 18/05/2006; 15/11/2006; 15/08/2012	Authorised Council: N/A	Authorised Council: N/A

3. Management of highway runoff

Rous Water remains concerned regarding the potential for contamination of the water supply. Rous Water requires that the RMS to adopt a best management practice approach for the management of highway runoff for all sections of the upgraded highway passing through Rous Water water catchment areas/recharge areas. This would provide protection of the water supply from potentially contaminated highway runoff as well as from potential spills arising through incidents.

4. Management of riparian zone

The upgraded Pacific Highway alignment is likely to cross numerous tributaries within the abovementioned water catchment areas and recharge areas, and as a result, the RMS shall be the owners and managers of a considerable extent of riparian land at each such crossing. Rous Water requires that the RMS adopt a best management practice approach for the management of riparian lands. Rous Water requires that RMS develop a restoration program for riparian lands under RMS control to improve water quality and catchment health in the catchment areas/recharge areas. As a minimum this should include stream stabilisation works, weed control works and the re-establishment of native vegetation through the planting of appropriate native species. This program shall be an ongoing program for a minimum 5-year period following construction.

5. Management of 'alienated lands'

The resumption of land associated with highway upgrades often results in the sub-division of lands and the creation of small land portions. Such sub-division should not be permitted to create any additional titles or dwelling entitlements within these water catchment areas. Rous Water considers that these 'alienated lands' provide the opportunity for RMS to dedicate lands to restoration purposes to ensure that catchment health is improved (or, as a minimum, not degraded) through development of the upgraded highway. No additional land titles or dwelling entitlements should be created through the sub-division of lands or the alienation of lands caused by land resumption for the upgraded highway.

Rather than dispose of 'alienated' land portions, Rous Water requires that RMS dedicate any additional lands acquired to restoration/re-vegetation purposes to ensure that the highway upgrade has a positive impact on catchment health.

PROCEDURES - Nil.

LEGISLATION

- *Local Government Act, 1993.*
- *Environmental Planning and Assessment Act 1979.*
- *Protection of the Environment Operations Act 1997.*

RELATED DOCUMENTS - Nil.

CONTACT OFFICER - Catchment Assets Manager.

Secretarial use only		V1.0 1/08/2012
Rous Policy	RRCC	FNCW
Authorised Council: 18/05/2006; 15/11/2006; 15/08/2012	Authorised Council: N/A	Authorised Council: N/A

Attachment 7

ROUS WATER POLICY	On-site Wastewater Management in Water Supply Catchments		
AREA	Water supply		
OVERVIEW	To manage the risks associated with the operation of on-site wastewater management systems in Rous Water catchment areas.		
AUTHORISED BY COUNCIL	ROUS	RRCC	FNCW
	21/12/2011	N/A	N/A
FILE	172	843	1294

POLICY

Rous Water recognises that the operation of on-site wastewater management systems within water supply catchment areas represents a potential source of risk to drinking water quality.

Rous Water will adopt a comprehensive approach to the management of this issue to protect drinking water quality and to reduce health risks to the community (including both residents of the water supply catchment areas and Rous Water customers).

To achieve these objectives, Rous Water in liaison with constituent Councils shall adopt a preventive approach to the management of this source of risk that includes measures that remove the hazard or reduce it to an acceptable level.

LEGISLATION

Local Government Act 1993

RELATED DOCUMENTS

Rous Water *On-site Wastewater Management Guidelines*.
Australian Drinking Water Guidelines

CONTACT OFFICER

Catchment Assets Manager

Secretarial use only		V 1.0 21/12/2011
Rous Water	RRCC	FNCW
Authorised Council: 21/12/2011.	Authorised Council: N/A	Authorised Council: N/A

ROUS WATER POLICY 6.1	Classification of Land		
AREA	Council property		
OVERVIEW	Determine in accordance with the provisions of the Local Government Act, classification of Council land		
AUTHORISED COUNCIL	ROUS	RRCC	FNCW
	16/02/2005	N/A	N/A
REVIEW DATE	Term of Council		
FILE	172	843	1294

POLICY

That under the provisions of section 34 of the Local Government Act 1993, Council classify all land owned by it as *Operational*.

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

Secretarial use only	V3.0 16/02/2005	
Rous Policy No: 6.1	RRCC Policy No:	FNCW Policy No:
Authorised Council: 15/07/1998; 20/04/1994; 16/02/2005	Authorised Council: N/A	Authorised Council: N/A

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 – March 2021
- ii). Fluoride Plant dosing performance report: January to March 2021 – Q1
- iii). Audit Risk and Improvement Committee – meeting update
- iv). Reports/actions pending

Background

Copies of the following reports are attached for information:

- i). Investments – March 2021
- ii). Fluoride Plant dosing performance report: January to March 2021 – Q1
- iii). Audit Risk and Improvement Committee – meeting update
- iv). 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 – March 2021

(D21/11900)

Business activity priority	Results and sustainable performance
Goal 7	Sustainable performance

Recommendation

That Council receive and note the investments for March 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 March 2021.

Governance

Finance

RBA cash rate

At the RBA's December 2020 meeting (the RBA do not meet in January), it was decided to leave the cash rate at 0.10%. The 90-day average bank bill swap rate (BBSW) increased to 0.03%. The low rate will continue to put pressure on interest yields in the foreseeable future.

Total funds invested for March was \$36,830,812

This is an increase of \$5,163,387 compared to the January 2021 figure. This is primarily due to settlement of all lots associated with Perradenya Release 6.

Return for March was 0.78%

The weighted average return on funds invested for the month of March was 0.78%. This represents a decrease of 37 basis point compared to the January result (1.15%) and is 75 basis points above Council's benchmark (the 90-day average bank bill swap rate (BBSW) increased to 0.03%) (Refer: Graph D2).

Interest earned for March was \$20,847

Interest earned compared to the adjusted budget is \$19,891 below the pro-rata budget (Refer: Attachment A).

Cheque account balance as at 31 March 2021 was \$132,587

Investment category rating snapshot – reinvestment of maturing term deposits

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	March 2021 term deposit %	January 2021 term deposit %	Increase/ (decrease)
All A –	67.42%	49.47%	36.28%
BBB+, BBB, BBB-	28.51%	41.05%	(30.54%)
Unrated	4.07%	9.47%	(57.02%)

Ethical holdings represent 51.59% of the total portfolio

Council's Ethical holdings percentage will continue to decrease as investments are aligned with TCorp's more conservative investment guidelines. Current holdings in Ethical Financial instruments equals \$19,000,000. 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 March 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

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 March 2021, investments total \$36,830,812 and the average rate of return is estimated at 0.78%.

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 March 2021

Attachment A

Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 Mar 21 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
CBA Business Online Saver	AA-	CBA-BOS	No	At call		14.47	5,330,812.45	1.20	930.97	14,713.91
Auswide Bank Ltd	BBB+	TD	Yes	3/5/2019	4/5/2021	2.72	1,000,000.00	2.55	2,165.75	19,142.47
Firstmac Ltd	UNRATED	TD	Yes	3/5/2019	11/5/2021	1.36	500,000.00	2.75	1,167.81	10,321.92
Auswide Bank Ltd	BBB+	TD	Yes	8/10/2019	12/10/2021	1.36	500,000.00	1.65	700.68	6,193.15
Auswide Bank Ltd	BBB+	TD	Yes	22/10/2019	19/10/2021	1.36	500,000.00	1.65	700.68	6,193.15
Auswide Bank Ltd	BBB+	TD	Yes	29/10/2019	26/10/2021	1.36	500,000.00	1.65	700.68	6,193.15
Auswide Bank Ltd	BBB+	TD	Yes	28/4/2020	13/4/2021	1.36	500,000.00	1.55	658.22	5,817.81
Bank of Queensland	BBB+	TD	Yes	30/6/2020	22/6/2021	2.72	1,000,000.00	1.05	891.78	7,882.19
Bank of Queensland	BBB+	TD	Yes	21/7/2020	20/7/2021	1.36	500,000.00	0.90	382.19	3,131.51
National Australia Bank Limited	AA-	TD	No	28/7/2020	27/7/2021	1.36	500,000.00	0.80	339.73	2,706.85
National Australia Bank Limited	AA-	TD	No	11/8/2020	10/8/2021	1.36	500,000.00	0.80	339.73	2,553.42
National Australia Bank Limited	AA-	TD	No	11/8/2020	17/8/2021	1.36	500,000.00	0.80	339.73	2,553.42
Bank of Queensland	BBB+	TD	Yes	18/8/2020	24/8/2021	1.36	500,000.00	0.80	339.73	2,476.71
National Australia Bank Limited	AA-	TD	No	25/8/2020	31/8/2021	1.36	500,000.00	0.78	331.23	2,340.00
National Australia Bank Limited	AA-	TD	No	25/8/2020	7/9/2021	1.36	500,000.00	0.78	331.23	2,340.00
Commonwealth Bank of Australia	AA-	TD	N/A	25/8/2020	25/5/2021	1.36	500,000.00	0.67	284.52	2,010.00
Westpac Banking Corporation	AA-	TD	No	8/9/2020	14/9/2021	1.36	500,000.00	0.74	314.25	2,078.08
National Australia Bank Limited	AA-	TD	No	22/9/2020	21/9/2021	2.72	1,000,000.00	0.70	594.52	3,663.01
MyState Bank Limited	BBB+	TD	Yes	29/9/2020	28/9/2021	1.36	500,000.00	0.80	339.73	2,016.44
Commonwealth Bank of Australia	AA-	TD	N/A	6/10/2020	5/10/2021	2.72	1,000,000.00	0.67	569.04	3,249.04
MyState Bank Limited	BBB+	TD	Yes	20/10/2020	19/10/2021	1.36	500,000.00	0.60	254.79	1,339.73
AMP Bank	BBB	TD	No	3/11/2020	2/11/2021	1.36	500,000.00	0.60	254.79	1,224.66
Summerland Credit Union	UNRATED	TD	Yes	10/11/2020	9/11/2021	1.36	500,000.00	0.70	297.26	1,361.64
AMP Bank	BBB	TD	No	13/11/2020	16/11/2021	1.36	500,000.00	0.75	318.49	1,428.08
Bank of Sydney Ltd	UNRATED	TD	Yes	17/11/2020	15/6/2021	1.36	500,000.00	0.70	297.26	1,294.52
AMP Bank	BBB	TD	No	17/11/2020	16/11/2021	1.36	500,000.00	0.75	318.49	1,386.99
Westpac Banking Corporation	AA-	TD	No	5/1/2021	4/1/2022	1.36	500,000.00	0.45	191.10	530.14
Commonwealth Bank of Australia	AA-	TD	N/A	18/1/2021	18/1/2022	2.72	1,000,000.00	0.43	365.21	860.00
National Australia Bank Limited	AA-	TD	No	18/1/2021	11/1/2022	2.72	1,000,000.00	0.40	339.73	800.00
Commonwealth Bank of Australia	AA-	TD	N/A	2/2/2021	1/2/2022	2.72	1,000,000.00	0.43	365.21	683.29
AMP Bank	BBB	TD	No	9/2/2021	3/8/2021	1.36	500,000.00	0.80	339.73	558.90
Commonwealth Bank of Australia	AA-	TD	N/A	9/2/2021	8/2/2022	2.72	1,000,000.00	0.41	348.22	572.88
Commonwealth Bank of Australia	AA-	TD	N/A	16/2/2021	15/2/2022	2.72	1,000,000.00	0.41	348.22	494.25
Commonwealth Bank of Australia	AA-	TD	N/A	23/2/2021	22/2/2022	1.36	500,000.00	0.42	178.36	212.88
ING Bank Aust Ltd	A	TD	No	26/2/2021	1/3/2022	2.72	1,000,000.00	0.40	339.73	372.60

Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 Mar 21 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
ING Bank Aust Ltd	A	TD	No	2/3/2021	8/3/2022	2.72	1,000,000.00	0.40	328.77	328.77
Commonwealth Bank of Australia	AA-	TD	N/A	2/3/2021	1/3/2022	2.72	1,000,000.00	0.44	361.64	361.64
Commonwealth Bank of Australia	AA-	TD	N/A	4/3/2021	1/3/2022	2.72	1,000,000.00	0.46	352.88	352.88
National Australia Bank Limited	AA-	TD	No	9/3/2021	6/7/2021	2.72	1,000,000.00	0.27	170.14	170.14
Westpac Banking Corporation	AA-	TD	N/A	9/3/2021	7/9/2021	2.72	1,000,000.00	0.27	170.14	170.14
Westpac Banking Corporation	AA-	TD	N/A	12/3/2021	7/12/2021	2.72	1,000,000.00	0.33	180.82	180.82
Bendigo Bank Financial Markets	BBB+	TD	No	16/3/2021	14/12/2021	2.72	1,000,000.00	0.35	153.42	153.42
ME Bank	BBB	TD	No	23/3/2021	23/11/2021	2.72	1,000,000.00	0.40	98.63	98.63
Westpac Banking Corporation	AA-	TD	N/A	25/3/2021	30/11/2021	2.72	1,000,000.00	0.29	55.62	55.62
Bank of Queensland	BBB+	TD	Yes	20/10/2020	18/10/2022	1.36	500,000.00	0.80	339.73	1,786.30
MATURED TDs									1,656.85	188,003.15
						100.00	36,830,812.45	0.78	20,847.41	312,358.29

Total Investment Holdings

100.00	36,830,812.45	0.78	20,847.41	312,358.29
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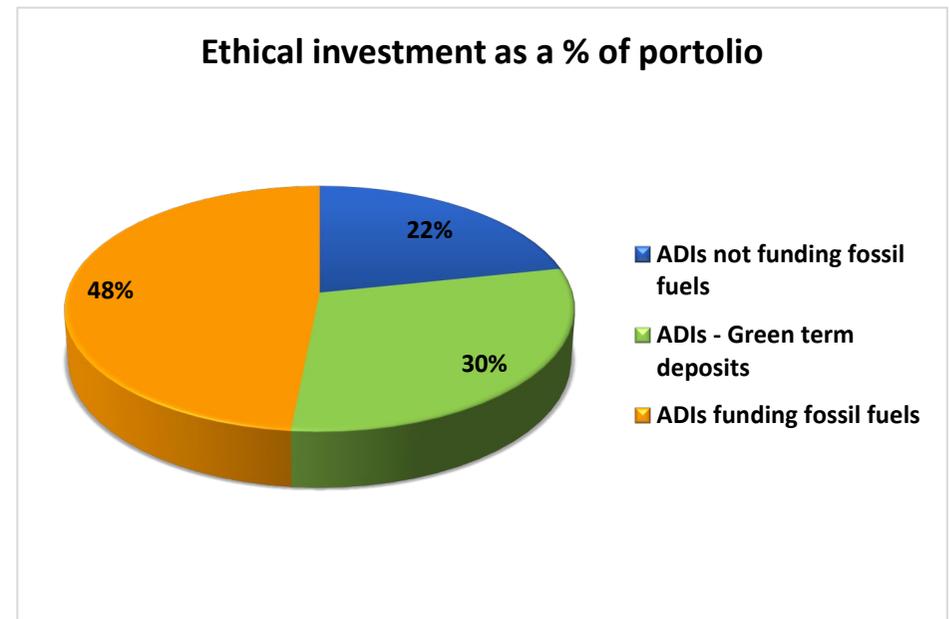
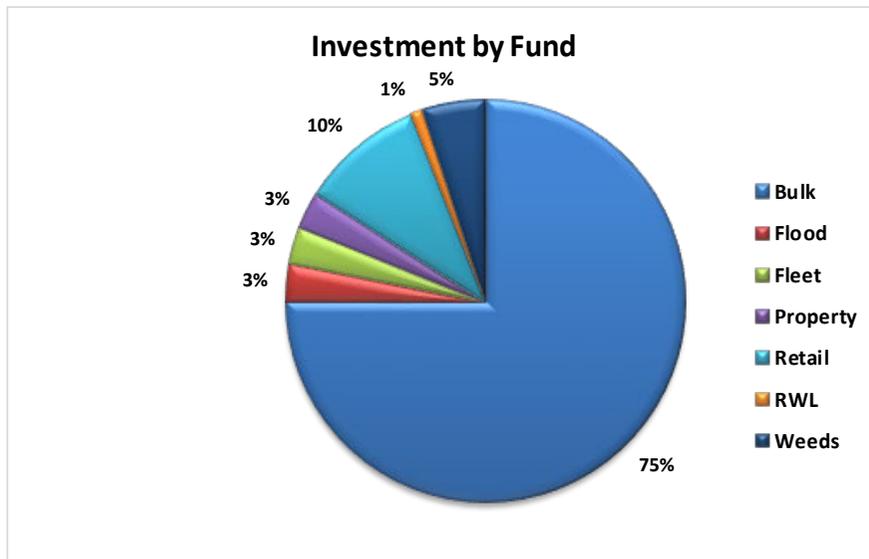
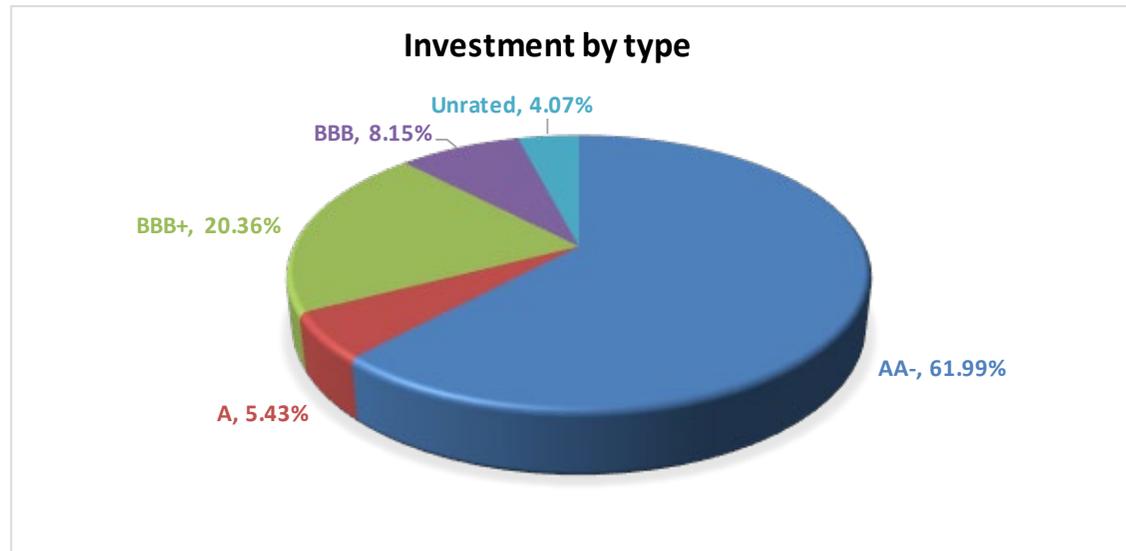
Total YTD Interest	312,358.29
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Deposits with Australian Deposit-taking institutions (ADI) are Government.

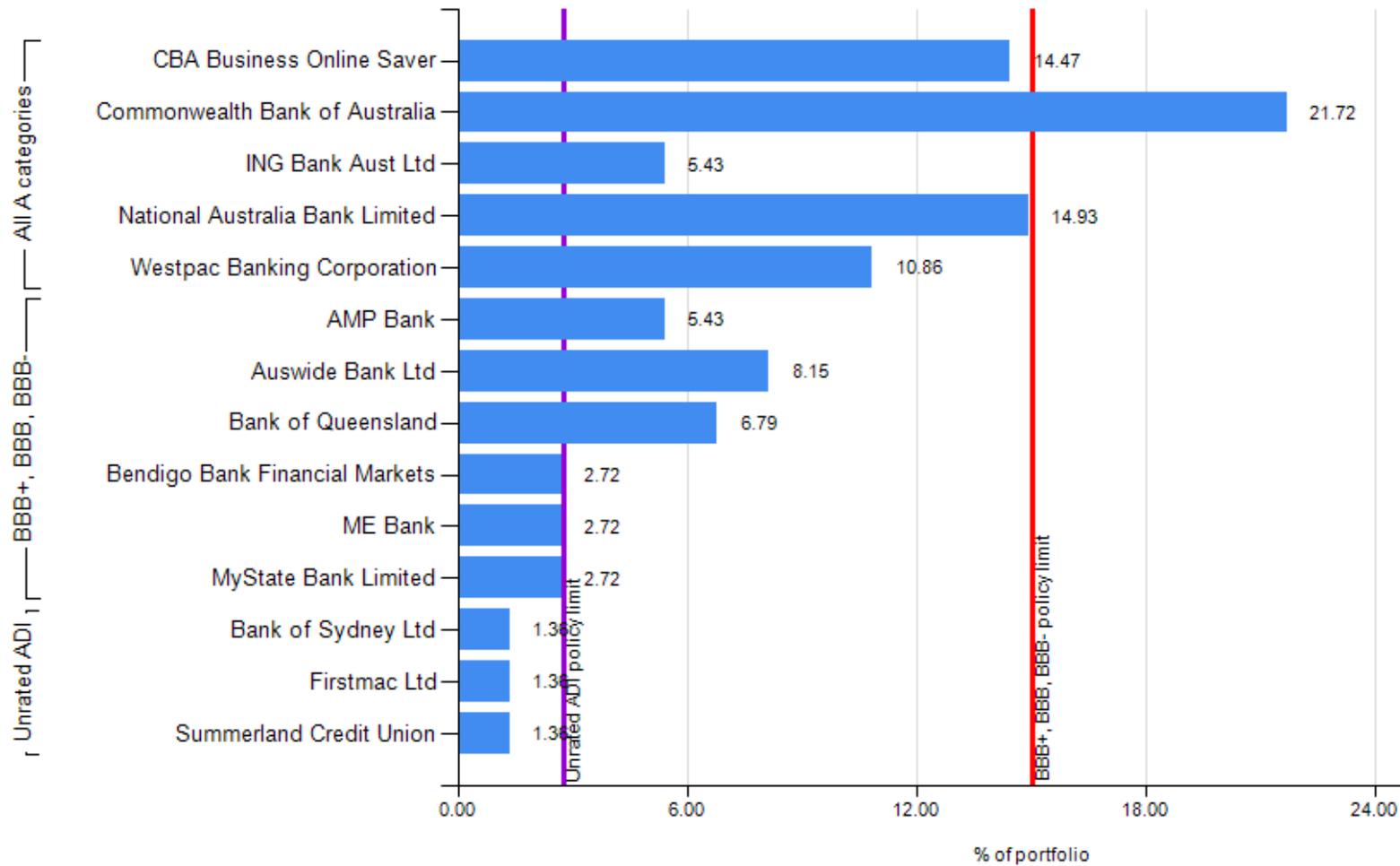
Budget Interest @ 31 Mar 21	332,250.00
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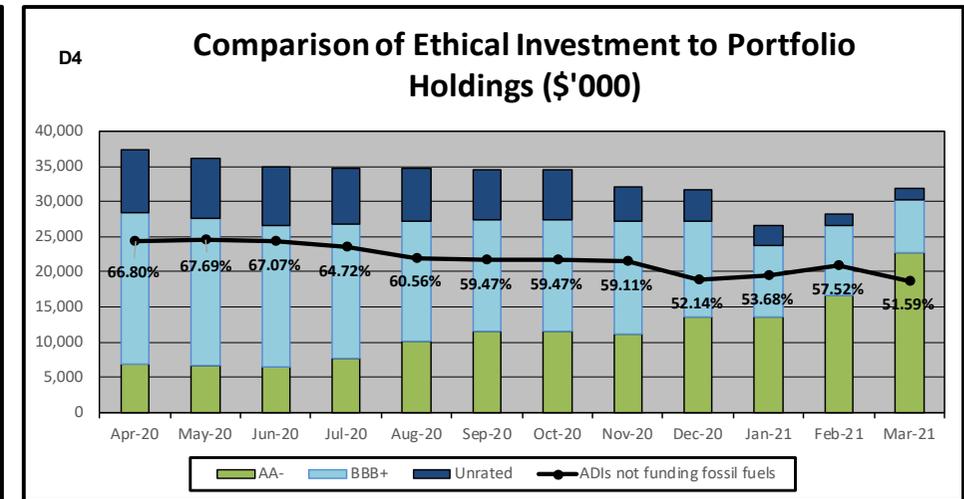
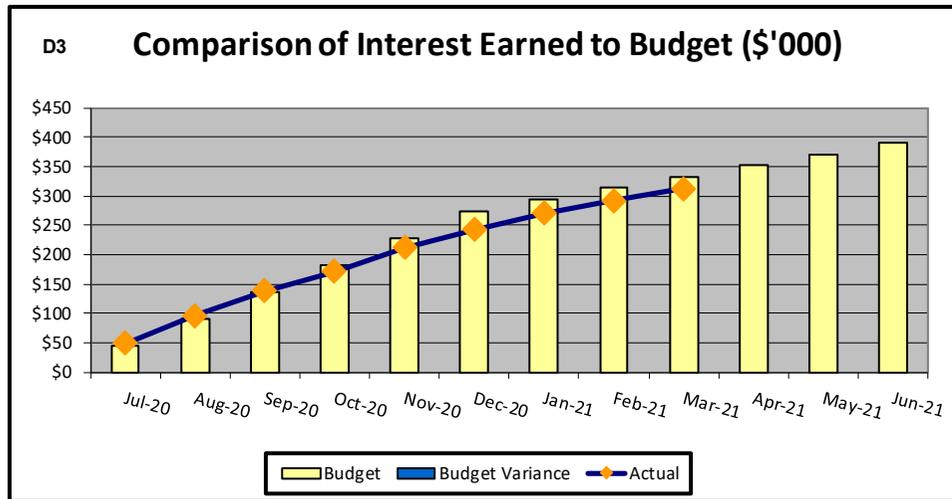
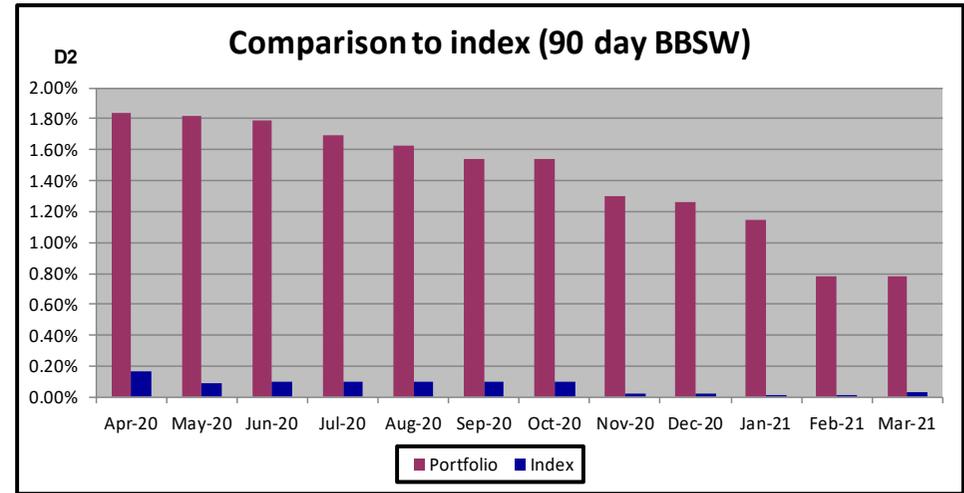
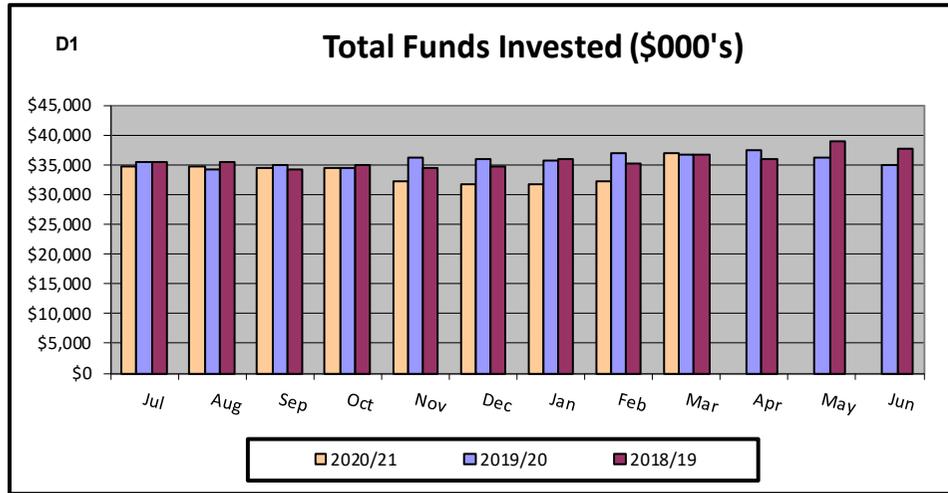
Guaranteed for balances totalling up to \$250,000 per customer, per institution.

Budget variance	(19,891.71)
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Investment by Institution





Fluoride Plant dosing performance report: January to March 2021 – Q1

D21-12160

Business activity priority

Create value through applying knowledge

Goal 3

Information and Knowledge

Recommendation

That Council receive and note the Fluoride Plant dosing performance report: January to March 2021 – Q1.

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 January to 31 March 2021 quarter (Q1).

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.
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.

Fluoride deliveries

During Q1 2021, there was one delivery of Sodium Fluorosilicate which was distributed to the Knockrow and Corndale plants. Fluoride deliveries were supplied and tested in accordance with Council's specifications. A conforming certificate of analysis for the product supplied is included as Attachment 5.

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	26/02/2021	2017133B	PO14992	Corndale	2000	Yes
DKSH	Sodium Fluorosilicate	26/02/2021	2017133B	PO14992	Knockrow	2000	Yes

Governance

Finance

Not applicable.

Legal

Not applicable.

Consultation

Not applicable.

Conclusion

For the period 1 January to 31 March 2021, 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 2017133B

Attachment 1

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

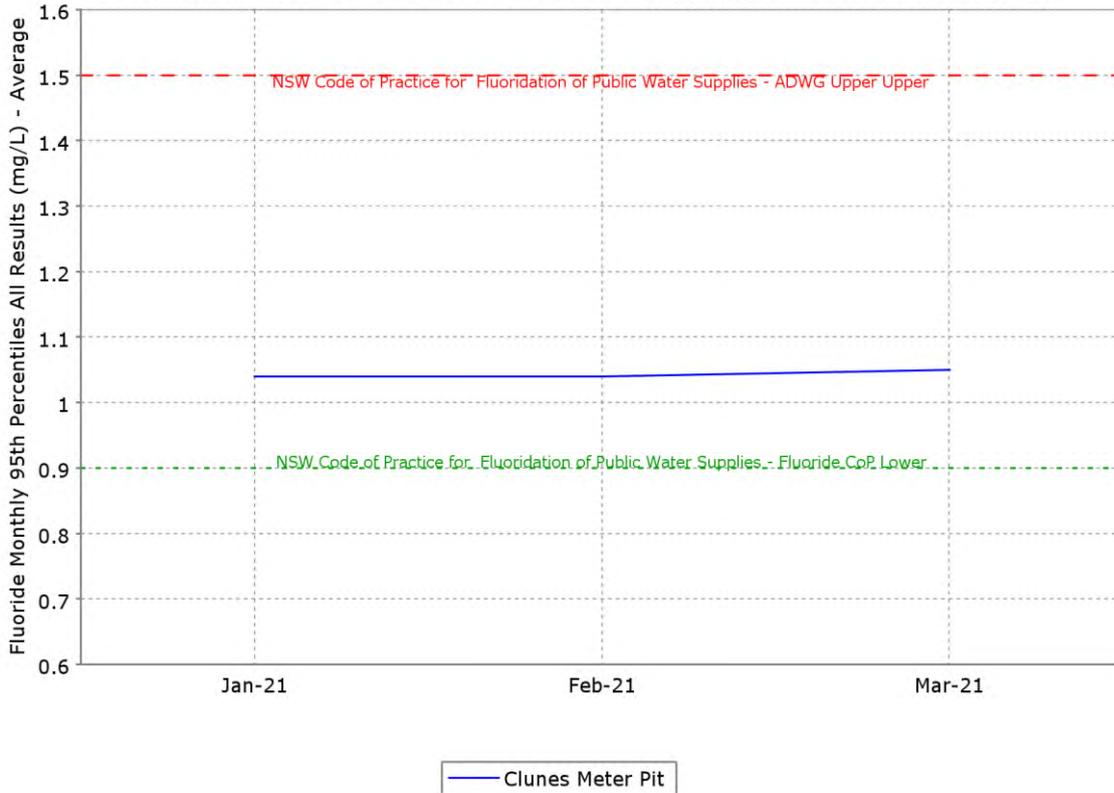


Chart 2 - Clunes Fluoride Dosing Performance Monthly 95th Percentiles Daily Results

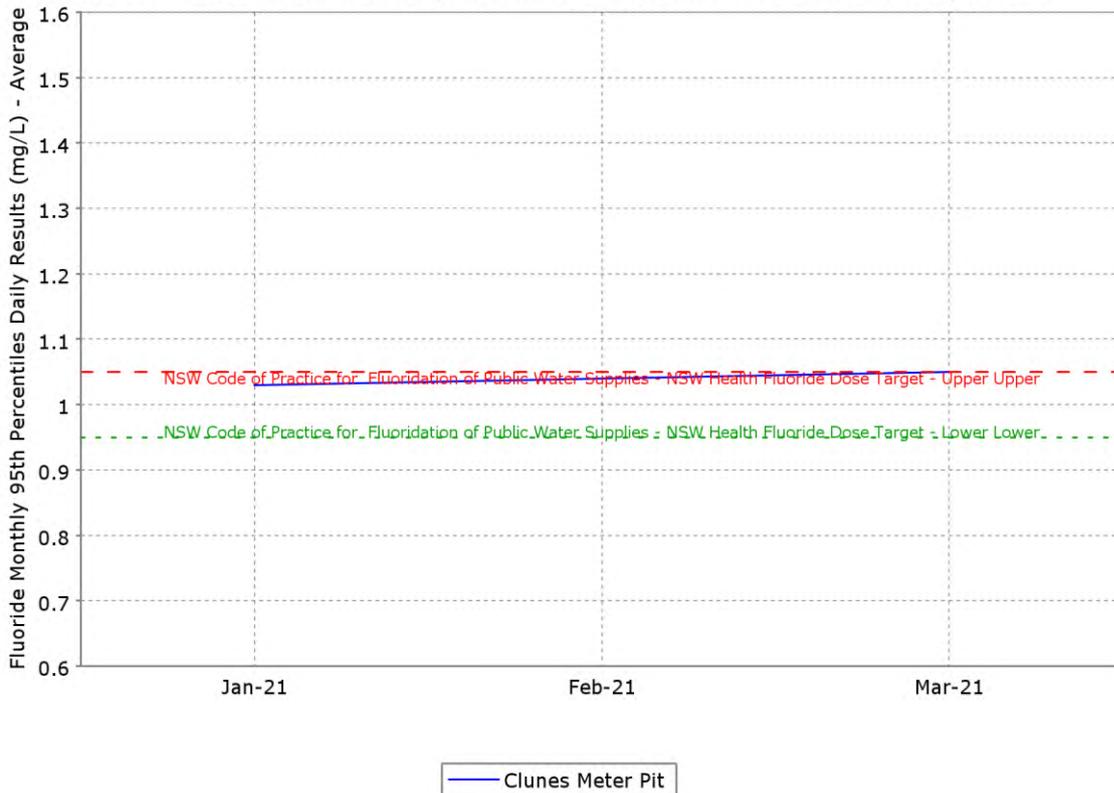


Chart 3 - Corndale Fluoride Dosing Performance Monthly 95th Percentiles for All Results

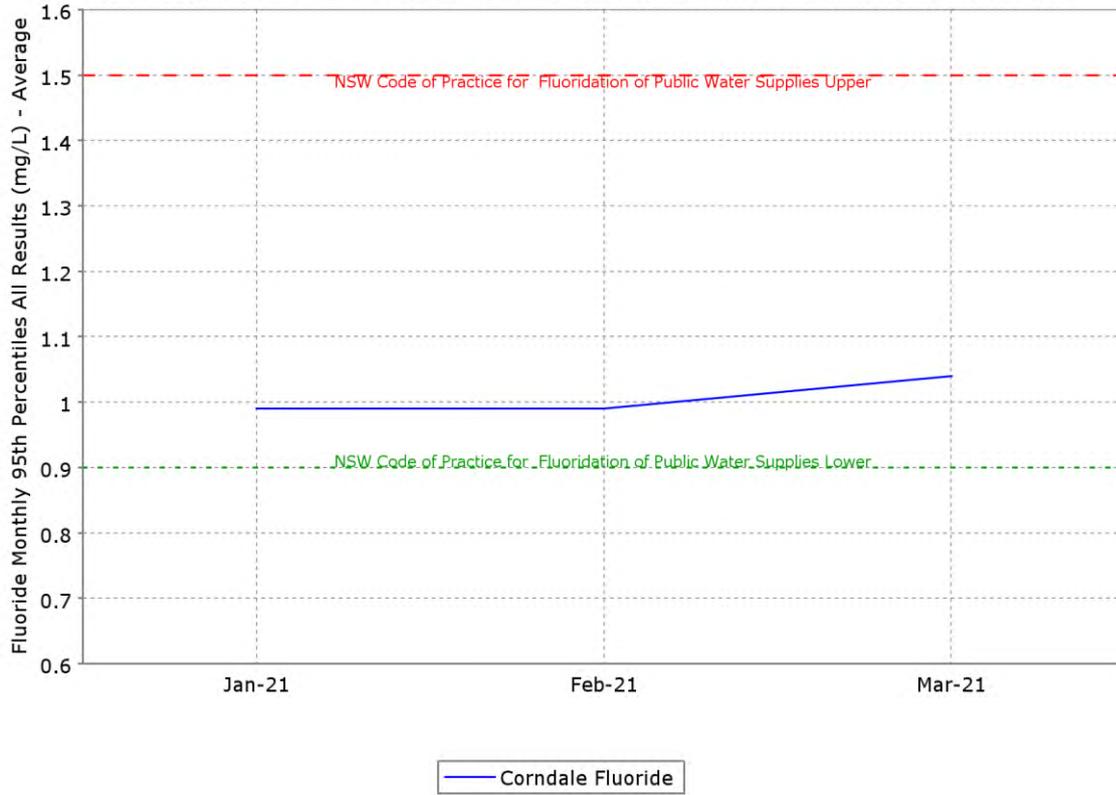


Chart 4 - Corndale Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results

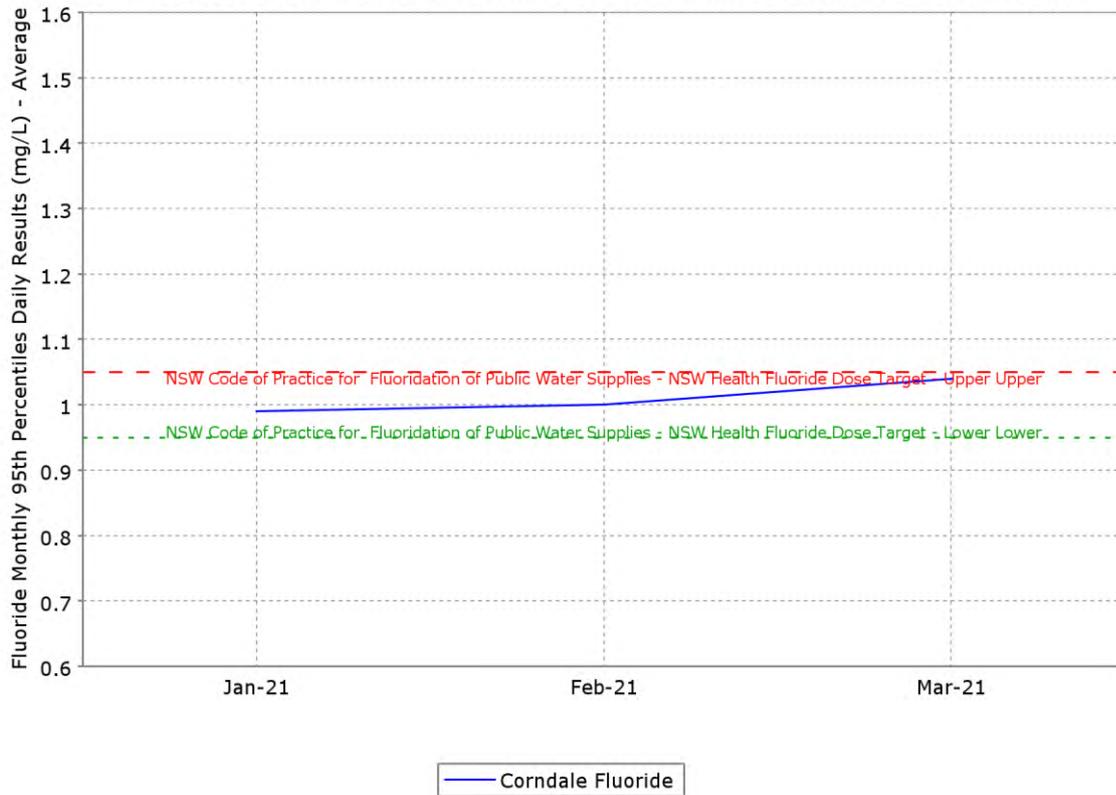


Chart 5 - Dorrroughby Fluoride Dosing Performance Monthly 95th Percentiles for All Results

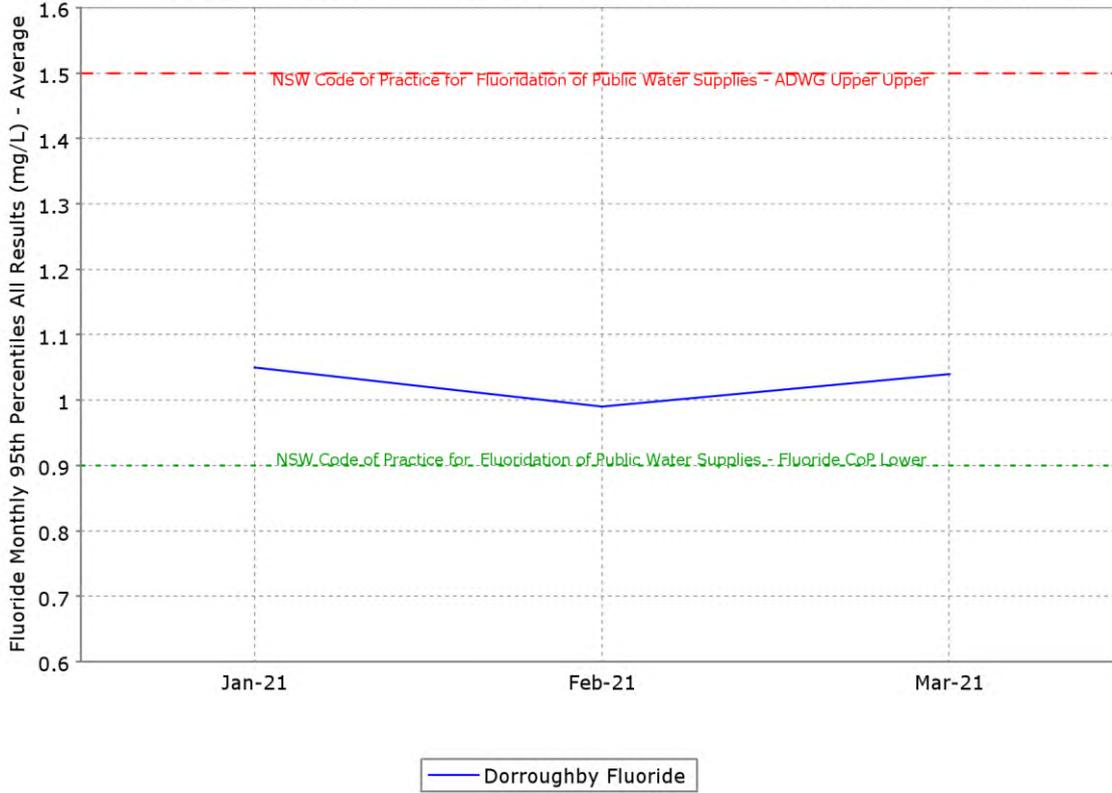


Chart 6 - Dorrroughby Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results

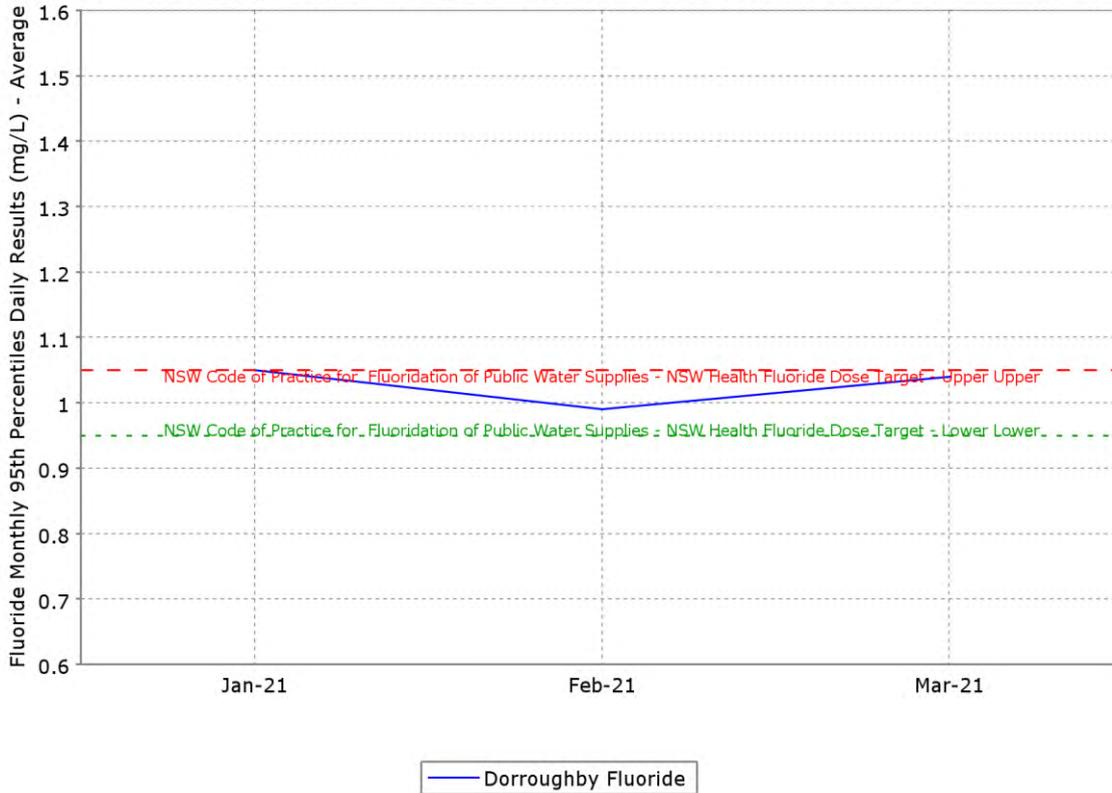


Chart 7 - Knockrow Fluoride Dosing Performance Monthly 95th Percentiles for All Results

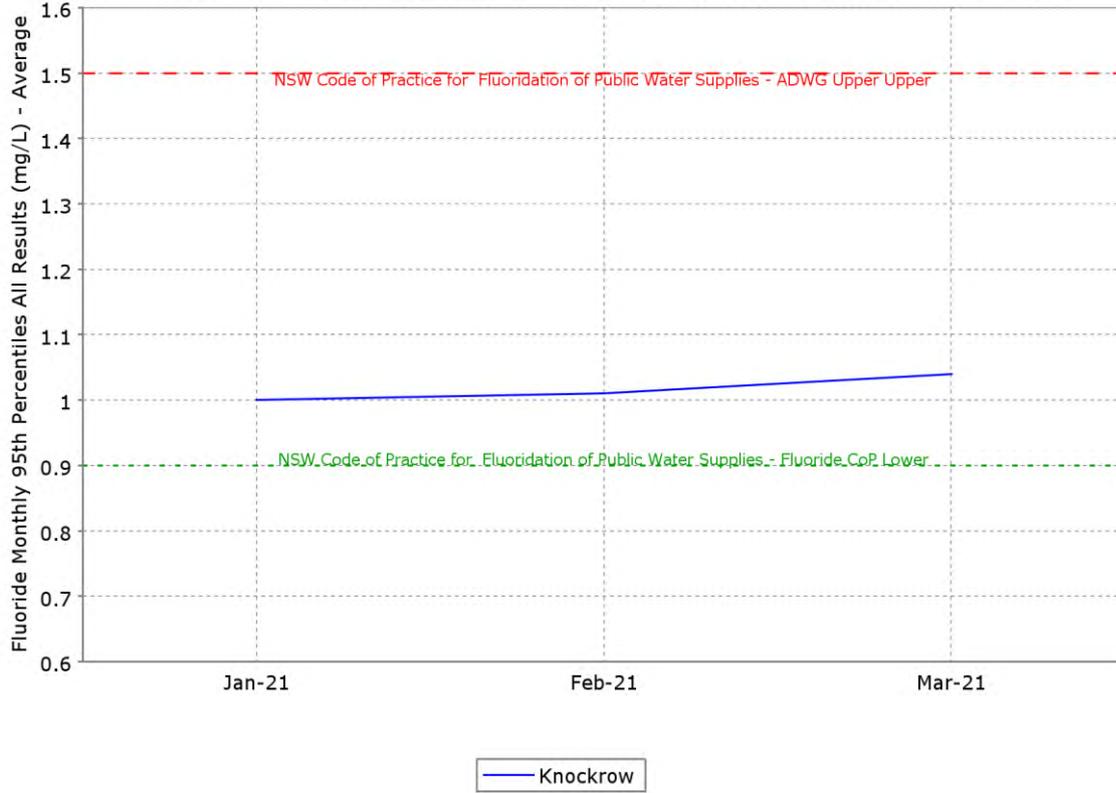


Chart 8 - Knockrow Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results



Certificate of Analysis for Sodium Fluorosilicate batch 2017133B

Symbio LABORATORIES



CERTIFICATE OF ANALYSIS

Certificate Number	B976089-B [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	7270017965	Telephone	1300 703 166
Project ID	Other - Sodium Fluorosilicate	Date Samples Received	08/12/2020
Sampler	Dwayne	Date Analysis Commenced	08/12/2020
Client Job Reference	2017133B	Issue Date	11/12/2020
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	B976089-B/2
Sample Description	Sodium Fluorosilicate, Batch: 2017133B
Sample Matrix	Other - Sodium Fluorosilicate

APPROVED
By Andrew at 1:26 pm, Dec 14, 2020

Client	Axieo Operations (Australia) Pty Ltd
Certificate Number	B976089-B [R00]
Page	2/3

Project ID	Other - Sodium Fluorosilicate
Sampler	Dwayne
Order Number	7270017965



Analytical Results

Client Sample Description				Sodium Fluorosilicate, Batch: 2017133B	
Client Sampling date/time				---	
Compound/Analyte	LOR	Limit Range+	Units	B976089-B/2	
				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	99.4	✓
Sieve (<0.045mm)*	1	<25	% w/w	15.1	✓
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	98.3	✓
Fluoride #	---	>59.4	%w/w	59.6	✓
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	2.1	✓
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	✓
Thallium (Tl)*	2	<70	mg/kg	<2.0	✓
Uranium (U)*	2	<920	mg/kg	<2	✓

Client	Axieo Operations (Australia) Pty Ltd
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Project ID	Other - Sodium Fluorosilicate
Sampler	Dwayne
Order Number	7270017965



Analysis Location

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

Report Comments

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

Audit, Risk and Improvement Committee – meeting update

(D21-12198)

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

Recommendation

That Council receive and note the attached minutes from the Audit, Risk and Improvement Committee meeting of 22 March 2021.

Background

The Audit, Risk and Improvement Committee met on 22 March 2021. A copy of the minutes of the meeting are attached ([Attachment 1](#)).

Key messages

1. Risk and compliance

- 2021 Risk Management Plan action – steady progress with the development of new risk registers:

A key activity under Council's 2021 Risk Management Plan is to work with the Leadership Group and their staff to develop a risk register for each team. This process commenced in February 2021 and will conclude with the development of a Council strategic risk register and revised risk reporting.

2. Work Health and Safety

- WHS policy and WHS Management System under review:

The WHS policy and WHS Management System are currently being reviewed. A report on the WHS Policy is expected to be furnished to Council's June 2021 meeting.

- Recommencement of WHS audits:

Council's Work Health and Safety Officer will recommence site audits from April 2021. Audits were suspended in 2020 due to COVID19 and internal restrictions that were put in place to limit interactions between teams.

3. Governance

- Procure to Pay review 2019/20:

The Procure to Pay internal audit undertaken by Grant Thornton commenced on 2 November 2020. Key staff from each of Council's four business units were engaged in the audit during the 'fieldwork' phase. The final report including management responses will be provided to the Committee at its May 2021 meeting.

- Project Management internal audit not being progressed:

The Committee supported the recommendation not to undertake the scheduled 'Project Management' internal audit due to occur in the third quarter of 2021/22, being February 2022. A number of factors informed this decision including the timing of commencement of the Project Management Framework project in the second quarter of 2021/22 and the time / effort required to implement actions arising from the Procure to Pay review.

- Development of new Internal Audit Strategy 2022-2026:

The current Internal Audit Strategy is due to conclude. An action to develop a new Strategy has been included in Council's combined draft Delivery Program and Operational Plan 2021-2022 which is the subject of a separate report in this 21 April 2021 Business Paper.

- Financial management report:

The Committee received and noted the information presented in the Financial Management Report – March 2021 regarding:

- Annual Engagement Plan issued by the Audit Office of NSW for the year ending 30 June 2021.
- Audit Office of NSW management letter issues, summary of actions.
- The Quarterly Budget Review report furnished to Council's February 2021 meeting applicable for the quarter ending 31 December 2020.
- The Investment report furnished to Council's February 2021 meeting applicable for the month of 31 January 2021.
- Outstanding accounts receivable – Backflow program.

- Farewell to Independent External Member, David Yarnall:

The Committee and management thanked David for his commitment and wished him well for the future. David had been an independent member on ARIC since 2013 when the Committee was established.

A report regarding appointment of a replacement member is the subject of a separate report in this 21 April 2021 Business Paper.

Consultation

This report was prepared in consultation with the Audit, Risk and Improvement Committee Chairperson.

Conclusion

This report provides a summary of the key messages from the latest Audit, Risk and Improvement Committee meeting.

Helen McNeil
Group Manager People and Performance

Attachment: Audit, Risk and Improvement Committee meeting minutes 22 March 2021

Rous County Council

Audit, Risk and Improvement Committee Minutes

Monday, 22 March 2021

The Chair opened the meeting at 10.00am

In attendance:

Voting Committee:

- Brian Wilkinson (Independent member - Chair) – present at Council offices
- David Yarnall (Independent member) – present at Council offices
- Cr Darlene Cook (Council member) – present at Council offices

Rous County Council:

- Phillip Rudd (General Manager) – present at Council offices
- Helen McNeil (Group Manager People and Performance) – present at Council offices
- Guy Bezrouchko (Group Manager Corporate and Commercial) – present at Council offices
- Andrew Logan (Group Manager Planning and Delivery) – via Zoom link
- Natalie Woodhead-Tiernan (Finance Manager) – present at Council offices
- Lauren Edwards (Governance Advisor) – present at Council offices
- Tim Allen (ICT Manager) – present at Council offices
- Paul Coore (Enterprise Risk Manager) – present at Council offices

Other attendees:

- Geoff Dwyer (Thomas Noble & Russell) – via Zoom link
- Jodie Carter (Thomas Noble & Russell) – via Zoom link
- Gearoid Fitzgerald (NSW Audit Office) – via Zoom link

1. APOLOGIES

Nil.

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. MINUTES OF PREVIOUS MEETING

Minutes of the meeting held 23 November 2020 were noted as presented.

4. DISCLOSURE OF INTEREST

Nil.

5. STANDARD REPORTS

i). Risk and compliance

RECOMMENDATION (Yarnall/Cook) that the Audit, Risk and Improvement Committee receive and note the information presented in this report regarding enterprise risk management and progress of actions in the 2021 Risk Management Plan.

CARRIED

ii). Work Health and Safety (WHS)

RECOMMENDATION (Cook/Yarnall) that the Audit, Risk, and Improvement Committee receive and note the information presented in this report regarding Work Health Safety systems, compliance and reviews.

CARRIED

iii). Governance

RECOMMENDATION (Yarnall/Wilkinson) that the Audit, Risk and Improvement Committee receive and note the information presented in the report on:

1. Progress against actions arising from internal audits.
2. Intention not to undertake internal audit on Project Management at this time and advise Grant Thornton of same.

CARRIED

iv). Financial issues

RECOMMENDATION (Cook/Yarnall) that the Audit, Risk and Improvement Committee receive and note the information presented in the Financial management report – March 2021 regarding:

1. Annual Engagement Plan issued by the Audit Office of NSW for the year ending 30 June 2021.
2. Audit Office of NSW management letter issues, summary of actions.
3. The Quarterly Budget Review report furnished to Council's February 2021 meeting applicable for the quarter ending 31 December 2020.
4. The Investment report furnished to Council's February 2021 meeting applicable for the month of 31 January 2021.
5. Outstanding accounts receivable – Backflow program.

CARRIED

v). Strategy implementation: Delivery program/Operational plan 1 July 2020 to 31 December 2020

RECOMMENDATION (Wilkinson/Yarnall) that the Audit, Risk and Improvement Committee receive and note the 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.

CARRIED

vi). Performance and improvement initiatives

RECOMMENDATION (Cook/Yarnall) that the Audit, Risk and Improvement Committee receive and note the information presented in this report.

CARRIED

vii). Other matters

RECOMMENDATION (Yarnall/Cook) that the Committee receive and note the information contained in this report.

CARRIED

viii). Farewell David Yarnall – Independent External Member

The Committee and Management noted David's commitment to the Committee since 2013 and thanked him for his contribution.

6. CONFIRMATION OF MINUTES

i). Audit, Risk and Improvement Committee meeting minutes 22 March 2021

RECOMMENDATION (Yarnall/Cook) that the minutes of the Audit, Risk and Improvement Committee of 22 March 2021 be accepted as presented.

CARRIED

7. NEXT MEETING

Monday, 24 May 2021.

8. CLOSE OF BUSINESS

There being no further business the meeting closed at 11.13am

Reports / actions pending

(D21/11670)

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>DEFERRED: Deferred to new term of Council subject to adoption of the FWP2060 and incorporation into the Long-Term Financial Plan. Target December 2021 – February 2022.</p>
	<p>Richmond River Cane Growers' Association submission: <i>Review of Tuckombil Canal fixed weir</i> (Letters 118585 / 53238)</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> <p>Refer to briefing paper issued to Councillors via email 15/04/2021.</p>

Phillip Rudd
General Manager

Confidential matters

(D20/8675)

Recommendation

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

1. Report	Appointment of Independent External Member – Audit Risk and Improvement Committee
Grounds for closure	Section 10A(2)(a) personnel matters concerning particular individuals (other than councillors).
2. Report	Update: St Helena finance facility - NSW TCorp
Grounds for closure	Section 10A(2)(d) commercial information of a confidential nature that would, if disclosed: (i) prejudice the commercial position of the person who supplied it.
3. Report	Chair's Minute: General Manager's application for reappointment
Grounds for closure	Section 10A(2)(a) personnel matters concerning particular individuals (other than councillors).

Section 10A, Local Government Act, 1993:

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

Section 10A(2):

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

Section 10A(4):

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