

COUNCIL MEETING AGENDA

Date	Wednesday, 16 June 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

4. Confirmation of minutes of previous meetings

i). Ordinary Council meeting 21 April 2021..... 1-5

5. Disclosure of Interest

6. General Manager reports

i). Final draft Delivery program | Operational plan and 2021/22 Budget..... 6-67

7. Group Manager Corporate and Commercial reports

i). Rous Cultural, Environmental and Information Centre 68-71

ii). Retail water customer account assistance 72-73

8. Information reports (cover report) 74

i). Investments - May 2021 75-81

ii). Audit, Risk and Improvement Committee - meeting update 82-87

iii). Reports/actions pending 88-89

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i). Deferral Rocky Creek Dam Master Plan project..... 91-122

ii). Proposed sale: 56-60 Carrington Street and 31-33 Conway Street..... 123-182

iii). Consolidation of workplace locations 183-221



10. Matters of Urgency

11. Questions on Notice

12. Close of business



Phillip Rudd
General Manager



Rous County Council

MINUTES OF THE ORDINARY COUNCIL MEETING

21 April 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 and Vanessa Ekins.

Councillors (via Zoom link)

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), Noeline Smith (minute taker) and Luka Taylor (IT Support Officer).

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. APOLOGIES AND LEAVE OF ABSENCE

An apology was noted from Cr Darlene Cook (as advised at the previous Council meeting).

Cr Williams apologised for his behaviour during the 17 February 2021 Council meeting, and extended his regrets to Councillors, particularly to Cr Cadwallader, noting that on reflection his reaction at the meeting was inappropriate.

Cr Cadwallader accepted Cr Williams' apology.

4. CONFIRMATION OF MINUTES

i). Ordinary Council meeting 17 February 2021

RESOLVED [12/21] (Cadwallader/Mustow) that the minutes of the ordinary meeting held 17 February 2021 be confirmed as presented.

ii). Extraordinary Council meeting 17 March 2021

RESOLVED [13/21] (Cadwallader/Mustow) that the minutes of the Extraordinary Meeting held 17 March 2021 be confirmed as presented.

5. DISCLOSURE OF INTEREST

General Manager declared a pecuniary, significant interest in relation to Confidential Item 11. iii). *Chair's Minute – General Manager's application for reappointment.*

6. CHAIR'S MINUTE

i). General Manager's application for reappointment

Noted this matter will be dealt with later in the meeting (*refer Item 11. iii*).

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'

RESOLVED [14/21] (Ekins/Cadwallader) that Council endorse the draft 'Rous County Council Innovate May 2021 to May 2023 Reconciliation Action Plan' as presented.

ii). 2020/21 Loan Borrowing

RESOLVED [15/21] (Cadwallader/Cameron) that Council:

1. 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.
2. Authorise the General Manager to negotiate with financial institutions to accept the best offer on the day that quotes are received.
3. Authorise associated loan documentation to be completed under seal.

iii). Draft Delivery program | Operational plan and 2021/22 Budget

RESOLVED [16/21] (Cadwallader/Cameron) that Council:

1. Approve the draft Delivery program | Operational plan and 'Revenue' policy attached to the report, for public exhibition.
2. Note that adjustments approved at this meeting as part of the March 2021 Quarterly Budget Review Statement report will be included in the exhibited document as appropriate.
3. As 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.

iv). Quarterly Budget Review Statement for the quarter ending 31 March 2021

MOVED (Cadwallader/Cameron) that Council note the results presented in the Quarterly Budget Review Statement as of 31 March 2021 and authorise the variations to the amounts from those previously estimated.

AMENDMENT (Ekins/Cameron) that Council notes the results presented in the Quarterly Budget Review Statement as of 31 March 2021 and authorise the variations to the amounts from those previously estimated, excluding the change to the Perradenya footpath/cycleway and the proposal to move funds to the next financial year.

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

Voting against: Crs Mustow, Humphrys, Cadwallader, Williams, Cameron.

RESOLVED [17/21] (Cadwallader/Cameron) that Council note the results presented in the Quarterly Budget Review Statement as of 31 March 2021 and authorise the variations to the amounts from those previously estimated.

Voting against Cr Ekins.

9. POLICIES

i). Investments

RESOLVED [18/21] (Cameron/Cadwallader) 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 the report.

Voting against Cr Ekins.

ii). Land Management

RESOLVED [19/21] (Cadwallader/Ekins) 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.

10. INFORMATION REPORTS

RESOLVED [20/21] (Cameron/Cadwallader) that Council receive and note the following information reports:

1. Investments – March 2021.
2. Fluoride Plant dosing performance report – January to March 2021 (Q1).
3. Audit, Risk and Improvement Committee – meeting update.
4. Reports/actions pending.

11. CONFIDENTIAL REPORTS

MOVE INTO CLOSED COUNCIL

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

RESUME TO OPEN COUNCIL

RESOLVED [22/21] (Cadwallader/Ekins) that Council move to Open Council.

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

i). Appointment of Independent External Member – Audit Risk and Improvement Committee

RESOLVED [23/21] (Cadwallader/Cameron) that Council appoint Andrew MacLeod as Independent External Member of Council's Audit, Risk and Improvement Committee for a term of four (4) years.

ii). Update: St Helena finance facility – NSW TCorp

RESOLVED [24/21] (Cadwallader/Cameron) that Council:

1. Receive and note the terms and conditions referred to in the report.
2. Endorse the inclusion of TCorp in Council's upcoming loan tender process.

The Chairperson read to the meeting the following resolution of Council:

iii). Chair's Minute: General Manager's application for reappointment

RESOLVED [25/21] (Williams/Cadwallader) that:

1. Mr. Phillip Rudd be offered re-appointment to the position of General Manager of Rous County Council for a period of 5 years from 28 April 2021.
2. Schedule C (Remuneration) referred to in Section 8 of the contract be varied in consultation with Mr. Rudd so that the total remuneration package is \$268,000.00.
3. Authority is hereby given for the execution of the contract under Council's Common Seal.

Cr Richardson left the meeting at 3.15pm.

12. MATTERS OF URGENCY

Nil.

13. QUESTIONS ON NOTICE

Nil.

14. CLOSE OF BUSINESS

There being no further business the meeting closed at 3.37pm.

Final draft Delivery program/Operational plan and 2021/22 Budget

(D21/17168)

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

Recommendation

That Council:

1. Receive and note that no public submissions were lodged during the consultation process outlined in the report.
2. Receive and note the staff submissions lodged during the consultation process outlined in the report.
3. Adopt the final draft Delivery program/Operational plan (incorporating the 2021/22 Budget estimates, 'Revenue' policy and 'Fees and Charges'), including changes arising from staff-initiated submissions.

Background

Council approved public exhibition of the draft Delivery program/Operational plan (incorporating the 2021/22 Budget estimates and 'Revenue' policy) at its 21 April 2021 meeting.

The public consultation period concluded at 9.00am on 1 June 2021 and no public submissions were received.

Staff submissions

Three submissions have been received for additional software licences due to proposed staff increases resulting from the anticipated impact of the Future Water Project 2060 and required improvements to the management of engineering drawings. An additional \$106,000 budget will be utilised for increases to the existing Microsoft Office 365 applications (currently \$144,000, increasing to \$170,000), new ELMO (human resources application, \$32,000) licenses and new engineering drawings management system (\$48,000 annual licence fee).

A further \$100,000 is required to implement the drawing management solution. This will complement the overall current Information Management strategy by eliminating the gap between CM (Content Manger) and AIMS (Asset Information Management System) with a product that ensures engineering drawings are accurate and easy to locate, thereby improving productivity, safety, and compliance.

If approved, the amendment will be incorporated into the final draft Delivery program/Operational plan.

Governance

Finance

At the time of preparing this report three staff submissions had been received and it is recommended that they be endorsed into the Operational Plan 2021/22.

Furthermore, it is noted that two separate reports will be considered by Council at the June 2021 meeting that, if approved, will require inclusion into the Operational Plan 2021/22.

Legal

Adoption of an Operational plan before the beginning of each financial year is a requirement of the *Local Government Act 1993*. The Operational plan is a sub-plan of the Delivery program and includes Council's 'Revenue' policy containing proposed fees and charges for the upcoming financial year. A draft Operational plan must be publicly exhibited for at least 28 days, and Council must accept and consider any public submissions made on the draft before its adoption.

No public submissions were received.

The proposed Operational plan outlines activities to be undertaken throughout the 2021/22 year to achieve the strategies in Year 5 of the Delivery program, as part of Council's 2017-21 Business Activity Strategic Plan (adopted by Council on 21 June 2017; [50/17]). As a result of changes implemented by the NSW State Government in response to COVID19, an additional year - Year 5 - was added to the Integrated Planning and Reporting Framework. This included shortening the period of the next Framework to 3 years.

Consultation

Notice of public consultation was provided on Council's website on 2 May 2021 with the closing date for lodgement of submission being 9:00am on 1 June 2021.

Conclusion

Following a period of public consultation, the final draft Delivery program/Operational plan (incorporating the 2021/22 Budget estimates and 'Revenue' policy) is presented to Council for final adoption.

Phillip Rudd
General Manager

Attachment:

1. Delivery program/Operational plan (incorporating the 2021/22 Budget estimates and 'Revenue' policy)



Integrated planning and reporting framework

2017/2022

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



ROUS
COUNTY COUNCIL



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
6.0	Draft Delivery Program/Operational Plan (incl. Revenue Policy and Budget) endorsed at Council meeting 21/04/2021 for public consultation.	21 April 2021	16/21
6.1	Adoption of final Plan.	16 June 2021	TBC

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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](#).

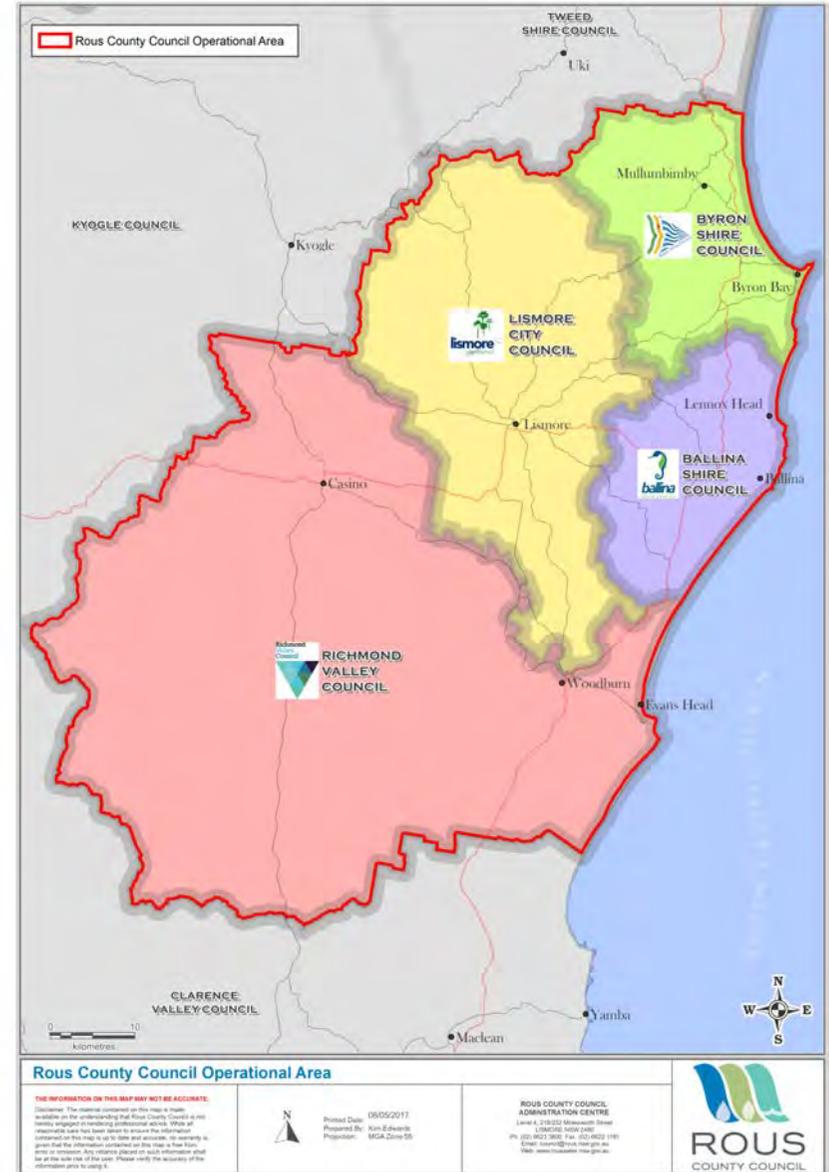
Business papers (excluding confidential content) and meeting recordings are available online at: www.rous.nsw.gov.au or in hard copy from our office at Level 4, 218/232 Molesworth Street, Lismore NSW 2480, Monday to Friday between 8.30am and 4.30pm.

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 Cate Coorey 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.

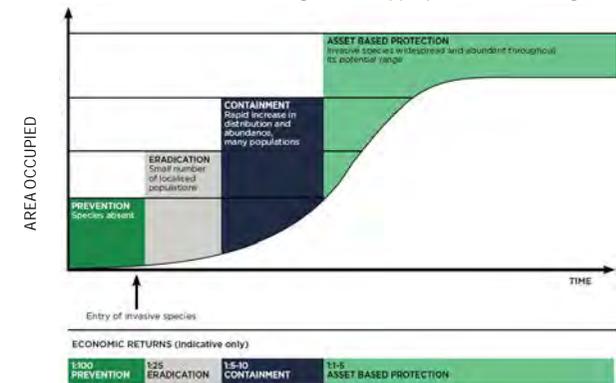
To achieve this we focus on:

- 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.

Prioritising biosecurity investments

Generalised invasion curve showing actions appropriate to each stage



*Invasion Curve sourced from Weeds and the Biosecurity Act, a handbook for local councils and councillors.

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.





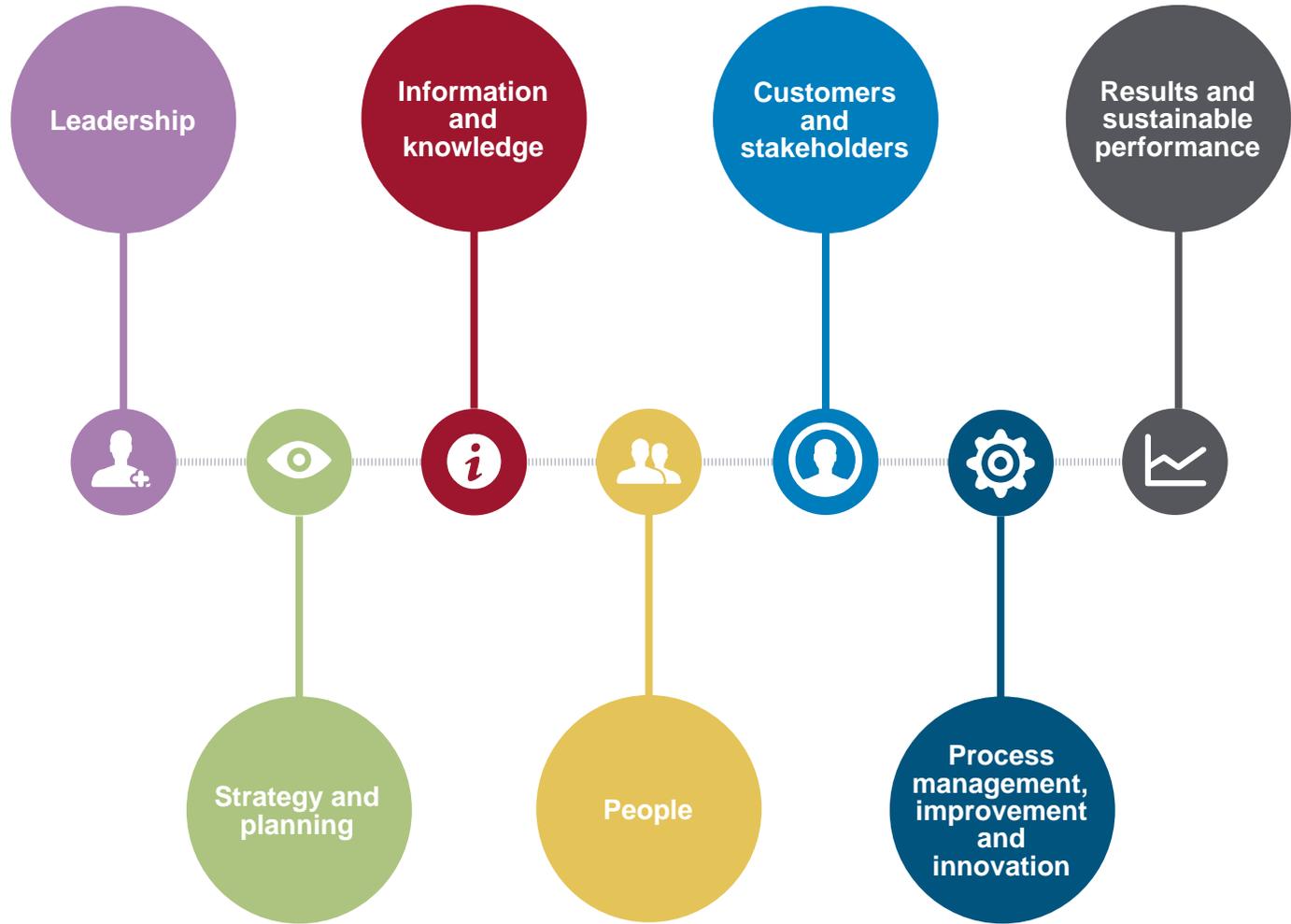
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Business activity strategic plan

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

18 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

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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

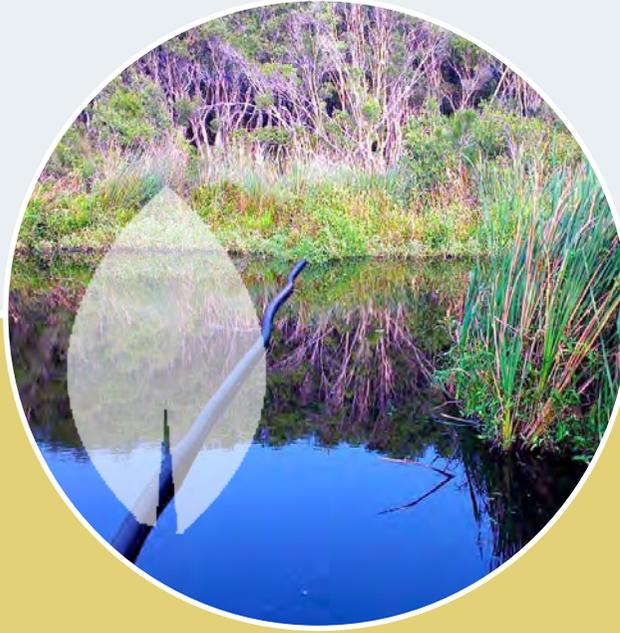


2

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

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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 ³² 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

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Our goal	3. Create value through applying knowledge.						
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
	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

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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 ⁴⁷

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





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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%	6.0%
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%	6.0%
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	8,943.00

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.

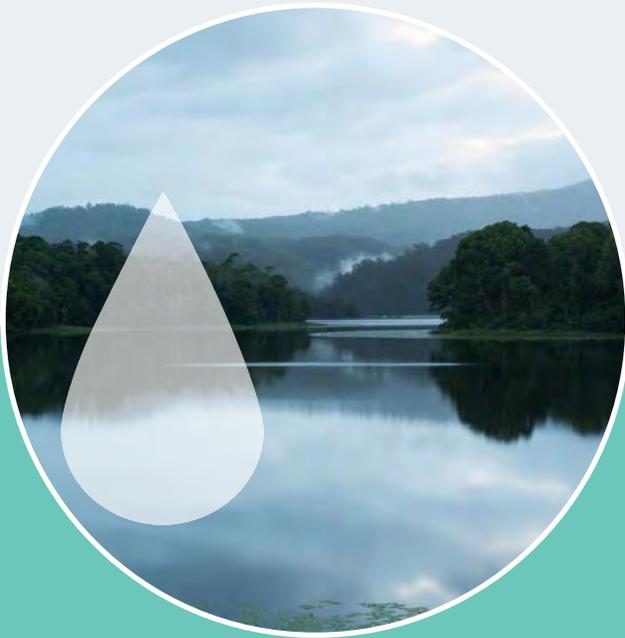
Test description	Limit of reporting
Alkalinity - CO ₃ ²⁻ , HCO ₃ ⁻ , OH & total	0/20/0/20 mg/L
Alkalinity - total as CaCO ₃	20 mg/L
Al, Fe, Mn suite	0.005 mg/L
Biological Oxygen Demand (BOD)	2 mg/L
Ca, Mg & hardness	0.1/0.1/1 mg/L
Ca, Mg, Na, K suite	0.1/0.1/0.15/0.1 mg/L
Chemical oxygen demand (COD)	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	1,091,900	1,167,800
1,398,032	1,912,700	Weed Biosecurity	1,613,300	1,684,800	1,753,400	1,817,200
3,783,202	2,822,000	Retail Water Supply	2,905,900	3,096,900	3,288,900	3,493,300
922,063	749,000	Richmond Water Laboratories	771,000	785,700	802,600	817,000
223,829	254,800	Commercial Property	270,900	266,200	271,400	276,800
17,911,096	18,311,600	Bulk Water Supply	19,961,700	20,992,400	22,403,200	23,913,500
88,353	93,400	Fleet Operations	80,500	82,400	89,300	89,700
25,725,274	25,360,900	Total operating income	26,553,400	27,913,500	29,700,700	31,575,300
Operating expense						
2,319,946	2,441,300	Flood Mitigation	1,713,000	1,542,200	1,573,700	1,640,700
1,506,161	1,990,100	Weed Biosecurity	1,611,600	1,683,100	1,752,700	1,793,200
2,475,867	3,068,600	Retail Water Supply	2,982,000	3,131,800	3,365,000	3,551,300
849,898	765,900	Richmond Water Laboratories	769,300	786,000	803,100	802,400
318,195	367,800	Commercial Property	381,900	390,300	409,500	409,200
20,441,185	20,671,800	Bulk Water Supply	22,552,100	23,063,800	23,324,300	24,828,800
80,972	93,800	Fleet Operations (*net of internal income)	157,000	77,800	88,000	87,600
27,992,224	29,399,300	Total operating expense	30,166,900	30,675,000	31,316,300	33,131,200
(2,266,950)	(4,038,400)	Operating result	(3,613,500)	(2,761,500)	(1,615,600)	(1,555,900)
7,286,632	7,107,800	Less depreciation	7,302,600	7,660,400	7,999,800	8,348,100
5,019,682	3,069,400	Operating result excluding non cash	3,689,100	4,898,900	6,384,200	6,792,200
4,411,087	20,758,200	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	19,615,800	Less: Capital expense	29,290,500	34,688,000	32,318,200	30,196,600
(2,585,374)	(1,493,300)	Reserve funds - increase / (decrease)	(23,249,400)	20,612,100	(13,467,500)	14,811,500

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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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Rous Cultural, Environmental and Information Centre

(D21/18829)

Business activity priority	Customers and Stakeholders
Goal 5	Proactive management of relationships with member councils and key stakeholders

Recommendation

That Council:

1. Receive and note this report;
2. Endorse the approach to lease the Lismore Visitor Information Centre site, establish and operate a cultural, environmental and information facility as per the Legal Framework set out in this report;
3. Approve an additional budget allocation of \$175,000 from bulk water reserves; and
4. Receive a progress report prior to the adoption of the draft Operational Plan 2022/23.

Background

An opportunity has arisen for Council to establish a cultural, environmental and information facility at the Lismore City Council ('LCC') owned Lismore Visitor Information Centre ('Visitor Centre'). The initiative will enable targeted engagement activities (particularly for major initiatives) and provide Council further opportunity to deepen partnerships with local Indigenous people and organisations as part of Council's Reconciliation Action Plan.

Following the councillor workshop presentation of 17 March 2021, the purpose of this report is to seek Council's endorsement to progress with a lease and licence agreement and approve the estimated budget required for same, as set out below.

1. Lismore Visitor Information Centre status

Located adjacent to Heritage Park on Molesworth Street in the Lismore CBD, the Visitor Centre is a purpose-built public engagement facility. See Figure 1.

The building contains ground floor public amenities and first/upper floor retail and office space.

The first/upper floor features an indoor rainforest replica, Aboriginal historical display, cultural gallery space, staff amenities, display shelving and service counter.

LCC closed the Visitor Centre in July 2020 to deliver cost savings while a review of its tourism strategy was undertaken.

In late-2020, LCC conducted an open expressions of interest process to identify potential partners who could reopen the Visitor Centre and provide a base-level of visitor information/tourism services whilst delivering a new operating model for the facility.

Rous lodged an expression of interest in November 2020.

Central to Council's proposal was establishing and operating the Rous Cultural, Environmental and Information Centre via a partnership model involving LCC and the Aboriginal community.

The expression of interest was conditional on subsequent Council consultation and consideration.



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Figure 1 – Visitor Centre denoted by red box. Aerial view extracted from NSW Six Maps 04-06-2021.

2. Vision for the Rous Cultural, Environmental and Information Centre

Council's vision for the Rous Cultural, Environmental and Information Centre's operating model entails three main elements.

Firstly, creating a regional base for community engagement across all of Council's service delivery areas by:

- staffing the centre from Council's engagement and customer service teams with a rostered system of technical specialists (e.g. weed biosecurity, bush regeneration, water sustainability, floodplain, etc) so that community members can drop in to discuss and learn about key natural resource management issues;
- installing permanent and changing displays (utilising multimedia and other technology where possible) to showcase Council's major flood mitigation, bulk water supply and weed biosecurity projects and other initiatives; and
- developing a program of regular community presentations and guest speakers.

Secondly, partnering with the region's Aboriginal community to utilise the centre for cultural heritage displays, events and other activities. While this will largely depend on volunteer arrangements, employment opportunities through targeted grant programs will be pursued.

Council's Reconciliation Action Plan Advisory Group is well-positioned to help develop these partnerships as well as the centre's cultural awareness themes.

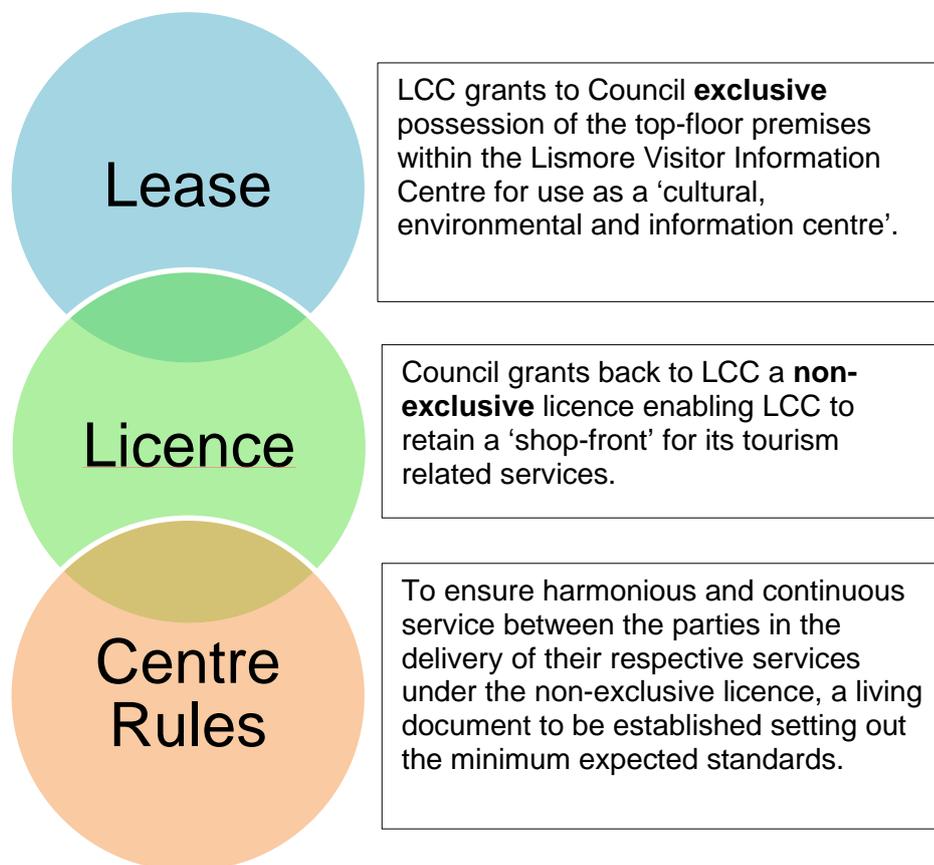
Finally, supporting LCC in its endeavour to continue providing a tourism service.

This includes retaining the centre's existing indoor rainforest replica, Aboriginal historical display, and visitor information resources as well as some retail functions and products.

It also involves Council staff responding to visitor information enquiries and LCC maintaining a tourism-related staffing presence within the centre via a licence agreement.

3. Legal Framework

The legal framework outlined below is recommended as the most appropriate method by which to clearly delineate the rights, responsibilities and liabilities as between and of the parties while promoting and facilitating their respective objectives.



(1) Lease agreement

Under the lease, LCC grants Council exclusive possession of the Visitor Centre's first/upper floor for use as a 'cultural, environmental and information centre'.

The lease starts on 1 July 2021 for a term of three years, with an option to extend for a further three years.

Rent payable commences at \$17,600 (including GST) per annum, with CPI increases annually.

Initially, Council has three months from the lease's start date to fit out the centre prior to opening to the public on 1 October 2021.

LCC remains responsible for operating and maintaining the ground floor public amenities.

The lease contains a 'without cause' termination clause which allows Council to withdraw at any time from the arrangement upon payment of the equivalent of six (6) months' rent and two (2) months prior notice to LCC.

(2) Licence agreement

Under the licence agreement, Council grants back to LCC a non-exclusive licence to allow LCC to provide tourism-related services from the centre's first/upper floor.

LCC is required to provide a minimum physical staffing requirement of 10 hours per week (Monday to Friday) and may install and maintain a kiosk and display tourism-related brochures.

The licence agreement also establishes a set of Centre Rules which regulate the interaction between the parties sharing the centre by providing a written understanding as to the minimum behavioural, operational and service standards expected under the licence.

The centre's hours of operation are also set out in the Centre Rules, being, Council will operate the centre Monday to Friday between 10am and 4pm while LCC will operate the centre Saturdays and Sundays between 10am and 2pm.

Governance

Section 377(1)(h) of the Local Government Act 1993 (NSW) precludes Council from delegating authority in relation to the "compulsory acquisition, purchase, sale, exchange or surrender of any land or other property" but does not preclude delegation of authority to enter into leases or licences.

The General Manager has the delegated authority to execute the lease and licence agreements.

Finance

The draft Operational Plan 2021/22 does not contain any specific funding for the fit-out and operation of the centre as described in this report.

It should be noted that Rous' salary costs are included in the draft Operational Plan 2021/22 along with the recurrent allocation for supporting collateral.

However, given the public aspect of this innovative approach, an appropriate additional budget 2021/22 allocation is requested to ensure this trial project meets its objectives.

	\$ Budget
Rent and outgoings	25,000
12-month contract – establishment resourcing	95,000
Fit out costs	30,000
Contingency amount	25,000
TOTAL	\$175,000

Consultation

The development of the legal framework was undertaken in consultation with Council's Group Manager Corporate and Commercial, Natural Resource Management Planning Coordinator and Governance Advisor and Lismore City Council staff.

Conclusion

Council has an opportunity to test and improve its reach and effectiveness in cultural, environmental and related technical information in an innovative and novel way with relatively low commercial risk exposure.

A progress report will be provided to Council prior to the adoption of the 2022/23 Operational Plan.

Guy Bezrouchko
Group Manager Corporate and Commercial

Retail water customer account assistance

(D21/17016)

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

Recommendation

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

Background

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

Table 1

Account	Property owner/s	Date application received	Nature of leak	Original water charges due	S356 financial assistance to be approved	Adjusted water charges due after approval
11861-10000-3	T & D Vairaktaris	16-Apr-21	Leak located at side of house underground under trees in a garden bed.	\$5,168.79	\$2,927.84	\$2,240.95
11691-11000-8	H Crutch	30-Apr-21	polypipe burst 500m from main house down driveway underground	\$2,046.77	\$586.33	\$1,460.44
Total				\$7,215.56	\$3,514.17	\$3,701.39

Governance

Finance

The 2020/21 financial year budget allocation for applications made in accordance with the 'Retail Water Customer Account Assistance' policy is \$25,000.

2020/21 financial year budget	\$25,000.00	<u>No. of applications</u>
S356 assistance approved financial year to date	\$14,326.01	5
S582 assistance approved financial year to date	\$0.00	
S582 assistance approved since last Council meeting	\$0.00	
Proposed S356 assistance approval this Council meeting	\$3,514.17	2
Proposed S582 assistance approval this Council meeting	\$0.00	
Budget remaining 2020/21 financial year	\$7,159.82	

Legal

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

Conclusion

The total value of section 356 financial assistance equates to \$3,514.17 by application of Council's 'Retail Water Customer Account Assistance' policy. It is proposed that Council grant the recommended financial assistance.

Guy Bezrouchko
Group Manager Corporate and Commercial

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 – May 2021
- ii). Audit Risk and Improvement Committee – meeting update
- iii). Reports/actions pending

Background

Copies of the following reports are attached for information:

- i). Investments – May 2021
- ii). Audit Risk and Improvement Committee – meeting update
- iii). 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 – May 2021

(D21/19065)

Business activity priority	Results and sustainable performance
Goal 7	Sustainable performance

Recommendation

That Council receive and note the investments for May 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 for 31 May 2021.

Governance

Finance

RBA cash rate

At the RBA's May meeting, it was decided to leave the cash rate at 0.10%. The 90-day average bank bill swap rate (BBSW) increased to 0.04%. The low rate will continue to put pressure on interest yields in the foreseeable future.

Total funds invested for May was \$36,372,599

This is a decrease of \$458,213 compared to the March 2021 figure. This is primarily due to three semi-annual loan repayments.

Return for May was 0.65%

The weighted average return on funds invested for the month of May was 0.65%. This represents a decrease of 12 basis point compared to the March result (0.77%) and is 61 basis points above Council's benchmark (the average 90-day BBSW rate of 0.04%) (Refer: Graph D2).

Interest earned for May was \$16,971

Interest earned compared to the adjusted budget is \$22,474 below the pro-rata budget (Refer: Attachment A).

Cheque account balance as at 31 May 2021 was \$123,252

Summary of indebtedness as at 31 May 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	\$ 2,075,110	\$ 6,233,021	\$ 5,605,907	\$ 5,519,810	\$ 5,201,984	\$ 26,069,015
Interest Incurred LTD	\$ 1,615,770	\$ 2,163,621	\$ 7,140,906	\$ 6,905,305	\$ 7,323,645	\$ 7,298,106	\$ 32,447,354
Principal Outstanding	\$ 566,816	\$ 924,890	\$ 3,766,979	\$ 4,394,093	\$ 4,480,190	\$ 4,798,017	\$ 18,930,985
Interest Outstanding	\$ 79,932	\$ 134,793	\$ 690,996	\$ 967,855	\$ 1,044,845	\$ 1,232,436	\$ 4,150,856

Ethical holdings represent 48.11% of the total portfolio

Current holdings in Ethical Financial Institutions equals \$17,500,000. The assessment of Ethical Financial Institutions is undertaken using www.marketforces.org.au which is an affiliate project of the Friends of the Earth Australia (Refer: Graph D4).

Implications of borrowing from New South Wales Corporation (TCorp)

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

Investment category rating	March 2021 term deposit %	May 2021 term deposit %	Increase/ (decrease)
All A –	67.42%	69.76%	3.47%
BBB+, BBB, BBB-	28.51%	27.49%	(3.57%)
Unrated	4.07%	2.75%	(3.24%)

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 May 2021, investments total \$36,372,599 and the average rate of return is estimated at 0.65%.

Guy Bezrouchko
Group Manager Corporate and Commercial

Attachments:

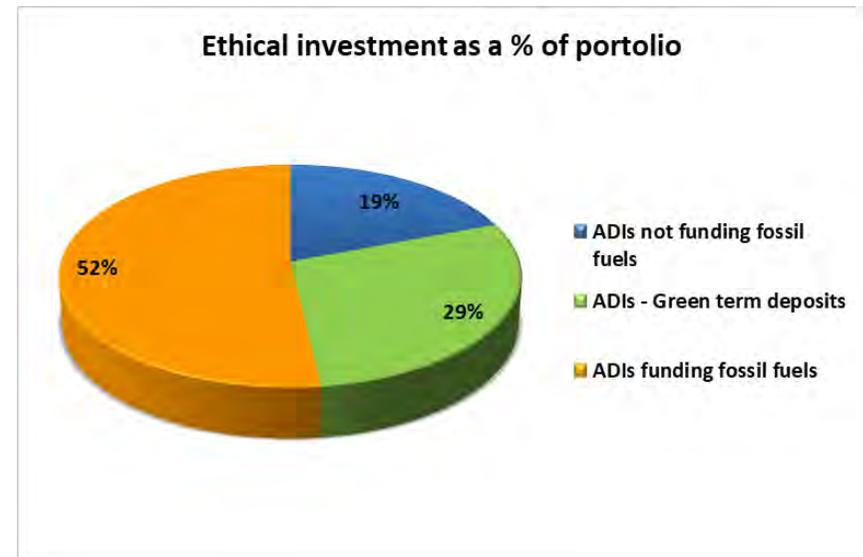
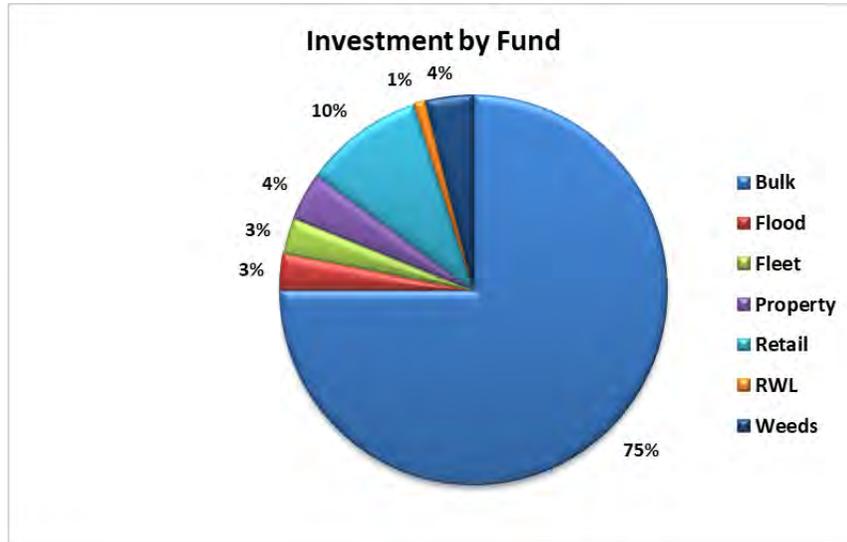
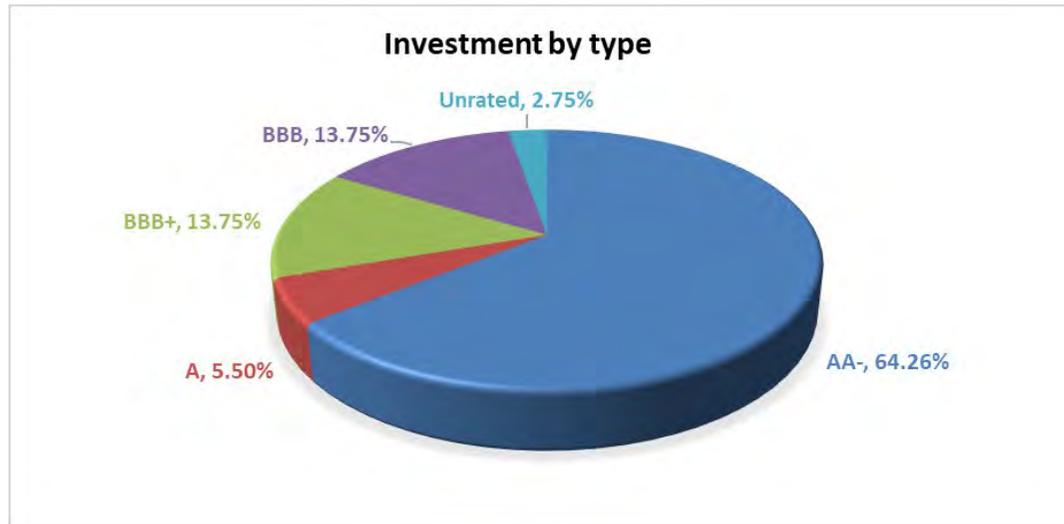
- A. Investment analysis
- B. Investment by type
- C. Investment by Institution
- D. Total funds invested - comparisons

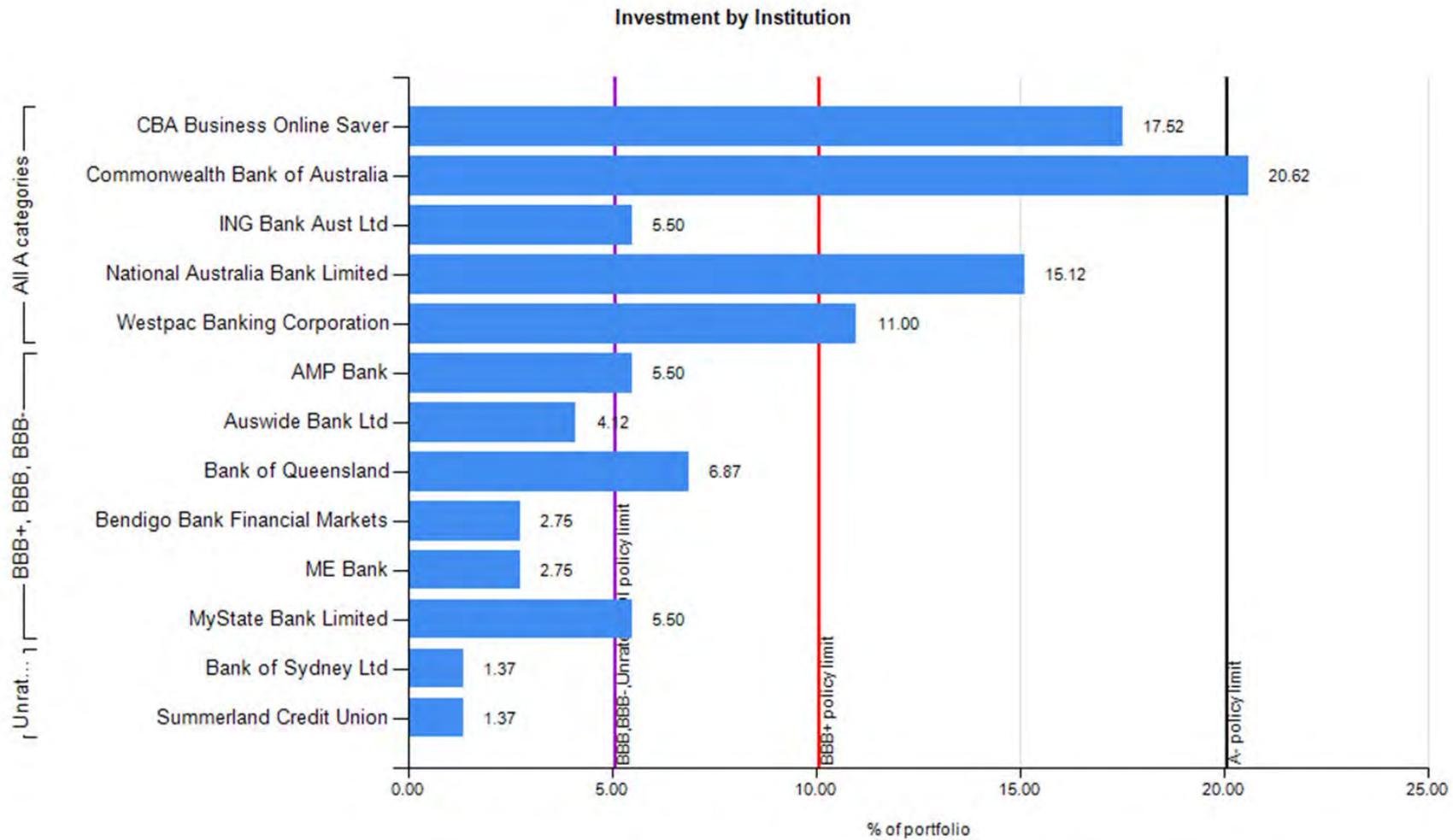
Investment Analysis Report – 31 May 2021

Attachment A

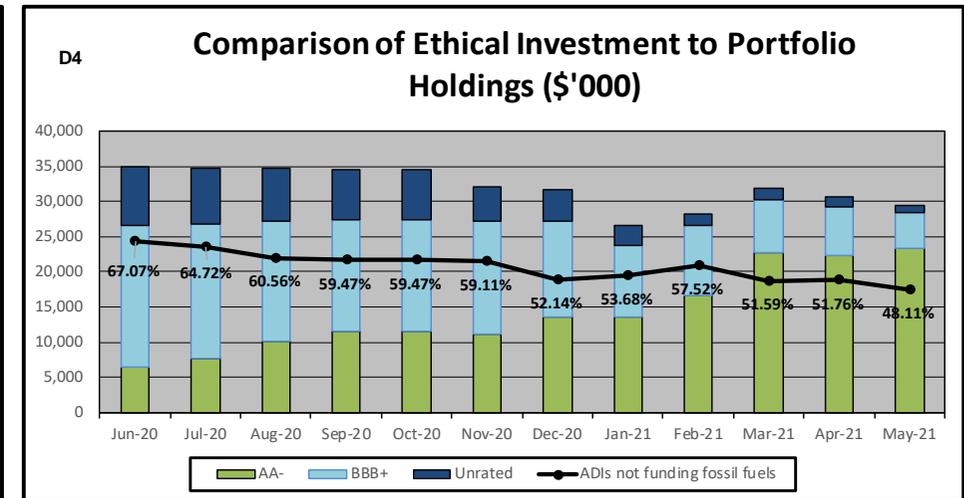
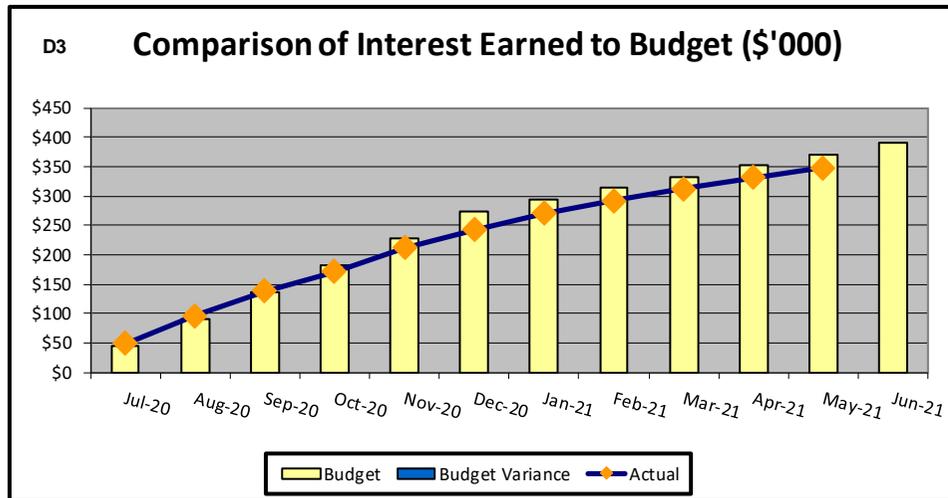
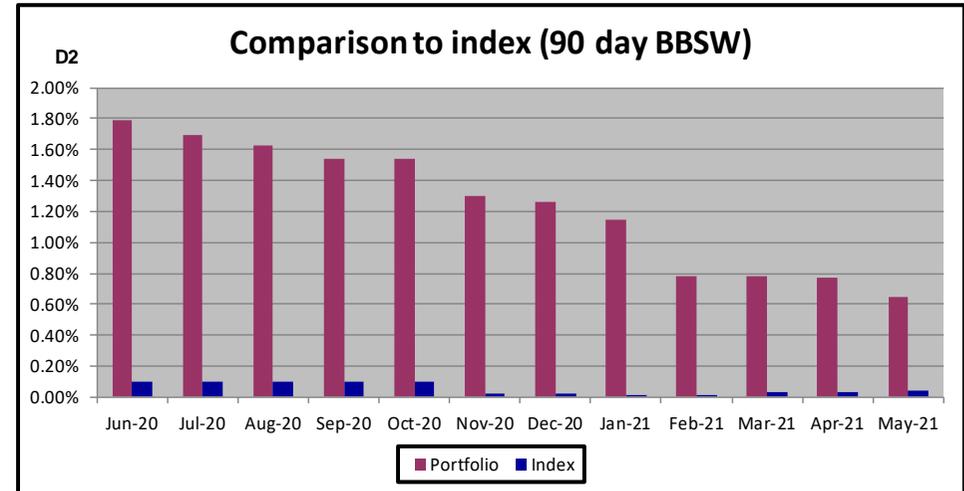
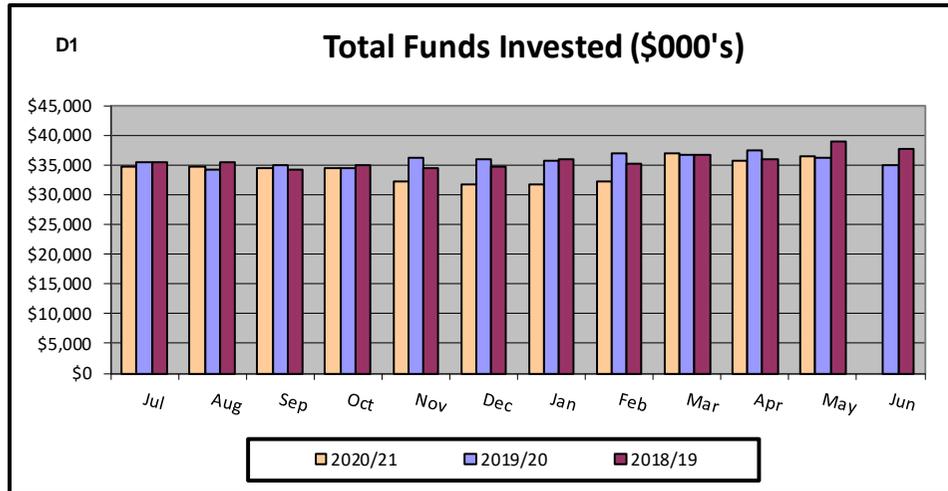
Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 May 21 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
CBA Business Online Saver	AA-	CBA-BOS	No	At call		17.52	6,372,599.26	1.20	867.84	16,413.33
Auswide Bank Ltd	BBB+	TD	Yes	8/10/2019	12/10/2021	1.37	500,000.00	1.65	700.68	7,571.92
Auswide Bank Ltd	BBB+	TD	Yes	22/10/2019	19/10/2021	1.37	500,000.00	1.65	700.68	7,571.92
Auswide Bank Ltd	BBB+	TD	Yes	29/10/2019	26/10/2021	1.37	500,000.00	1.65	700.68	7,571.92
Bank of Queensland	BBB+	TD	Yes	30/6/2020	22/6/2021	2.75	1,000,000.00	1.05	891.78	9,636.99
Bank of Queensland	BBB+	TD	Yes	21/7/2020	20/7/2021	1.37	500,000.00	0.90	382.19	3,883.56
National Australia Bank Limited	AA-	TD	No	28/7/2020	27/7/2021	1.37	500,000.00	0.80	339.73	3,375.34
National Australia Bank Limited	AA-	TD	No	11/8/2020	10/8/2021	1.37	500,000.00	0.80	339.73	3,221.92
National Australia Bank Limited	AA-	TD	No	11/8/2020	17/8/2021	1.37	500,000.00	0.80	339.73	3,221.92
Bank of Queensland	BBB+	TD	Yes	18/8/2020	24/8/2021	1.37	500,000.00	0.80	339.73	3,145.21
National Australia Bank Limited	AA-	TD	No	25/8/2020	31/8/2021	1.37	500,000.00	0.78	331.23	2,991.78
National Australia Bank Limited	AA-	TD	No	25/8/2020	7/9/2021	1.37	500,000.00	0.78	331.23	2,991.78
Westpac Banking Corporation	AA-	TD	No	8/9/2020	14/9/2021	1.37	500,000.00	0.74	314.25	2,696.44
National Australia Bank Limited	AA-	TD	No	22/9/2020	21/9/2021	2.75	1,000,000.00	0.70	594.52	4,832.88
MyState Bank Limited	BBB-	TD	Yes	29/9/2020	28/9/2021	1.37	500,000.00	0.80	339.73	2,684.93
Commonwealth Bank of Australia	AA-	TD	N/A	6/10/2020	5/10/2021	2.75	1,000,000.00	0.67	569.04	4,368.77
MyState Bank Limited	BBB-	TD	Yes	20/10/2020	19/10/2021	1.37	500,000.00	0.60	254.79	1,841.10
AMP Bank	BBB	TD	No	3/11/2020	2/11/2021	1.37	500,000.00	0.60	254.79	1,726.03
Summerland Credit Union	UNRATED	TD	Yes	10/11/2020	9/11/2021	1.37	500,000.00	0.70	297.26	1,946.58
AMP Bank	BBB	TD	No	13/11/2020	16/11/2021	1.37	500,000.00	0.75	318.49	2,054.79
Bank of Sydney Ltd	UNRATED	TD	Yes	17/11/2020	15/6/2021	1.37	500,000.00	0.70	297.26	1,879.45
AMP Bank	BBB	TD	No	17/11/2020	16/11/2021	1.37	500,000.00	0.75	318.49	2,013.70
Westpac Banking Corporation	AA-	TD	No	5/1/2021	4/1/2022	1.37	500,000.00	0.45	191.10	906.16
Commonwealth Bank of Australia	AA-	TD	N/A	18/1/2021	18/1/2022	2.75	1,000,000.00	0.43	365.21	1,578.63
National Australia Bank Limited	AA-	TD	No	18/1/2021	11/1/2022	2.75	1,000,000.00	0.40	339.73	1,468.49
Commonwealth Bank of Australia	AA-	TD	N/A	2/2/2021	1/2/2022	2.75	1,000,000.00	0.43	365.21	1,401.92
AMP Bank	BBB	TD	No	9/2/2021	3/8/2021	1.37	500,000.00	0.80	339.73	1,227.40
Commonwealth Bank of Australia	AA-	TD	N/A	9/2/2021	8/2/2022	2.75	1,000,000.00	0.41	348.22	1,258.08
Commonwealth Bank of Australia	AA-	TD	N/A	16/2/2021	15/2/2022	2.75	1,000,000.00	0.41	348.22	1,179.45
Commonwealth Bank of Australia	AA-	TD	N/A	23/2/2021	22/2/2022	1.37	500,000.00	0.42	178.36	563.84
ING Bank Aust Ltd	A	TD	No	26/2/2021	1/3/2022	2.75	1,000,000.00	0.40	339.73	1,041.10
ING Bank Aust Ltd	A	TD	No	2/3/2021	8/3/2022	2.75	1,000,000.00	0.40	339.73	997.26
Commonwealth Bank of Australia	AA-	TD	N/A	2/3/2021	1/3/2022	2.75	1,000,000.00	0.44	373.70	1,096.99
Commonwealth Bank of Australia	AA-	TD	N/A	4/3/2021	1/3/2022	2.75	1,000,000.00	0.46	390.68	1,121.64
National Australia Bank Limited	AA-	TD	No	9/3/2021	6/7/2021	2.75	1,000,000.00	0.27	229.32	621.37

Funds Invested With	S & P Local Long Term Rating	Product Name	Ethical ADIs	Lodgement Date	Maturity Date	% of Portfolio	31 May 21 Balance	Rate of Return	Monthly Interest	Year-to-Date Interest
Westpac Banking Corporation	AA-	TD	N/A	9/3/2021	7/9/2021	2.75	1,000,000.00	0.27	229.32	621.37
Westpac Banking Corporation	AA-	TD	N/A	12/3/2021	7/12/2021	2.75	1,000,000.00	0.33	280.27	732.33
Bendigo Bank Financial Markets	BBB+	TD	No	16/3/2021	14/12/2021	2.75	1,000,000.00	0.35	297.26	738.36
ME Bank	BBB	TD	No	23/3/2021	23/11/2021	2.75	1,000,000.00	0.40	339.73	767.12
Westpac Banking Corporation	AA-	TD	N/A	25/3/2021	30/11/2021	2.75	1,000,000.00	0.29	246.30	540.27
MyState Bank Limited	BBB-	TD	Yes	4/5/2021	10/5/2022	2.75	1,000,000.00	0.50	383.56	383.56
Bank of Queensland	BBB+	TD	Yes	20/10/2020	18/10/2022	1.37	500,000.00	0.80	339.73	2,454.79
MATURED TDs									881.92	229,933.42
						100.00	36,372,599.26	0.65	16,970.85	348,275.80
Total Investment Holdings						100.00	36,372,599.26		16,970.85	348,275.80
									Total YTD Interest	348,275.80
Deposits with Australian Deposit-taking institutions (ADI) are Government.									Budget Interest @ 31 May 21	370,750.00
Guaranteed for balances totalling up to \$250,000 per customer, per institution.									Budget variance	(22,474.20)





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



Audit, Risk and Improvement Committee – meeting update

(D21/17005)

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 24 May 2021.

Background

The Audit, Risk and Improvement Committee ('ARIC') met on 24 May 2021. A copy of the minutes of the meeting are attached ([Attachment 1](#)).

This was the first meeting of the ARIC with the new Independent External Member, Andrew MacLeod, in attendance following his appointment by Council in April 2021.

The expiry dates of the terms of the current ARIC members are now as follows:

1. Independent External Chair – Four-year term expiring September 2023;
2. Independent External Member – Four-year term expiring April 2025;
3. Councillor Member – Two-year term expiring September 2021.

Key messages

1. Risk and compliance

- 2021 Risk Management Plan action – progress update:

The majority of Council staff have now participated in a risk register workshop. The Leadership Team will lead the finalisation of the 17 draft registers developed as part of this process in addition to developing and finalising the whole-of-council strategic risk register.

2. Work Health and Safety

- WHS policy and WHS Management System under review:

The WHS policy and WHS Management System have been reviewed, updated and shared with the Health and Safety Committee for feedback prior to submission to Council for endorsement.

- Recommencement of Health Monitoring:

Council's Health Monitoring program (including lung function testing) has been recommenced following its suspension in 2020 due to COVID19.

3. Governance

- Policy review – update

Progress continues to be made toward reducing the number of Council's pre-amalgamation policies and procedures and ensuring the remainder are fit for purpose.

The number of Council policies has reduced from 44 to 30 since November 2020. The proportion of expired/under review policies has similarly been reduced.

- Complaints

Since the last reporting period ending 31 August 2020, Council has received and resolved one (1) code of conduct complaint.

4. Internal audit

- Procure to Pay Internal Audit:

The Procure to Pay internal audit undertaken by Grant Thornton has been finalised and a final report including management responses has been received. The scope of review included consideration of the Independent Commission Against Corruption 'Operation Jarek' recommendations and the findings and recommendations in the NSW Auditor-General's Report to Parliament on Credit card management in Local Government.

The audit did not uncover any instances of fraudulent or inappropriate expenditure; however, the report does make 9 detailed findings (3 rated 'High' and 6 rated 'Moderate') with an overall rating of 'Needs Improvement'.

Progress of some actions may be impacted as a result of a vacancy in the Procurement and Properties Coordinator role. The role will not be recruited until the review of the organisation structure is completed and determined at or around late July/August 2021.

5. Finance

The ARIC received and noted the information presented in the Financial Management Report – March 2021 regarding:

- The draft Delivery program / Operational plan and 2021/22 Budget for 1 July 2021 to 30 June 2022.
- Issues and risks identified within the Annual Engagement Plan issued by the Audit Office of NSW for the year ending 30 June 2021.
- The Quarterly Budget Review report furnished to Council's April 2021 meeting applicable for the quarter ending 31 March 2021.
- The Investment report furnished to Council's April 2021 meeting applicable for the month of 31 March 2021.
- The Investment Policy furnished to Council's April 2021 meeting.
- The 2020/21 Loan borrowing report furnished to Council's April 2021 meeting.

6. Service Review

- Organisation structure and resourcing review:

Various internal and external drivers have resulted in the need to review the Rous organisation structure and resourcing capacity to deliver short term business needs.

Unions have been advised of the review and will continue to be formally updated throughout the process. The Consultative Committee and Leadership Group have been part of an early engagement process and will be key stakeholders throughout the review.

Any proposed workplace change that is likely to have significant effects on staff will be treated in line with the Award, as early as possible and with every attempt to minimise or mitigate any adverse effects.

7. Other Matters

- New Risk Management and Internal Audit Framework

The proposed regulations and guidelines forming part of the new Risk Management and Internal Audit Framework have not yet been released. The Office of Local Government expects the Framework to be issued prior to the September 2021 councillor elections.

8. Backflow

The ARIC was informed of the outstanding debt related to non-compliance fees from the Backflow Prevention Program and the proposed course of action to be taken in relation to backflow prevention as presented to Council at its March 2021 workshop.

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

Attachments:

1. Audit, Risk and Improvement Committee meeting minutes 24 May 2021.

Rous County Council

Audit, Risk and Improvement Committee Minutes

Monday, 24 May 2021

The Chair opened the meeting at 10.00am.

In attendance:

Voting Committee:

- Brian Wilkinson (Independent member - Chair) – present at Council offices
- Andrew MacLeod (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) – present at Council offices
- 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 Teams link
- Jarrod Lean (Grant Thornton) – via Teams link
- Mahesha Rubasinghe (Grant Thornton) – via Teams link

Chair welcomed the Committee's new Independent member, Andrew MacLeod.

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 22 March 2021 were noted as presented.

4. DISCLOSURE OF INTEREST

Nil.

5. STANDARD REPORTS

i). Risk and Compliance

RECOMMENDATION (Cook/MacLeod) that the Audit, Risk and Improvement Committee receive and note the information presented in the report regarding enterprise risk management and progress of actions in the 2021 Risk Management Plan.

CARRIED

ii). Work Health and Safety (WHS)

RECOMMENDATION (MacLeod/Wilkinson) 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 report

RECOMMENDATION (Cook/MacLeod) that the Audit, Risk and Improvement Committee receive and note the information contained in the report.

CARRIED

iv). Audit report

RECOMMENDATION (MacLeod/Wilkinson) that the Audit, Risk and Improvement Committee receive and note the information presented in this report on:

1. Progress against actions arising from internal audits.
2. Progress against actions arising from external audits.

CARRIED

v). Financial management report

RECOMMENDATION (Wilkinson/MacLeod) that the Audit, Risk and Improvement Committee receive and note the information presented in the Financial management report – May 2021 regarding:

1. The Draft Delivery program / Operational plan and 2021/22 Budget furnished to Council's April 2021 meeting applicable for 1 July 2021 to 30 June 2022.
2. Annual Engagement Plan issues update.
3. The quarterly budget review report furnished to Council's April 2021 meeting applicable for the quarter ending 31 March 2021.
4. The investment report furnished to Council's April 2021 meeting applicable for the month of 31 March 2021.
5. The Investment policy (reviewed) furnished to Council's April 2021 meeting.
6. The 2020/21 Loan Borrowing report furnished to Council's April 2021 meeting.

CARRIED

vi). Service reviews

RECOMMENDATION (Cook/MacLeod) that the Audit, Risk and Improvement Committee:

1. Note the information provided in the report about the status of a review of Rous' organisation structure and resourcing; and
2. Receive a further update on the review at its next meeting.

CARRIED

vii). Other matters

RECOMMENDATION (Wilkinson/MacLeod) that the Committee receive and note the information contained in the report.

CARRIED

6. NON-STANDARD REPORTS

i). Backflow prevention program – outstanding debts

RECOMMENDATION (Cook/MacLeod) that the Audit, Risk and Improvement Committee receive and note the information presented in the report.

CARRIED

7. CONFIRMATION OF MINTUES

i). Audit, Risk and Improvement Committee meeting minutes 24 May 2021

RECOMMENDATION (Cook/MacLeod) that the minutes of the Audit, Risk and Improvement Committee of 24 May 2021 be accepted as presented.

CARRIED

8. NEXT MEETING

Monday, 26 July 2021.

9. CLOSE OF BUSINESS

There being no further business the meeting closed at 11.26 am

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> <p><u>UPDATE:</u> External assistance has been engaged – survey commenced.</p>
11/12/19	Information reports	
	A future report be provided to Council on Perradenya cycleway.	<p>IN PROGRESS: Workshop presented at September 2020 workshop. Report to Council scheduled for April 2021.</p> <p><u>DEFERRED:</u> 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>
	Richmond River Cane Growers' Association submission: <i>Review of Tuckombil Canal fixed weir</i> (Letters 118585 / 53238)	<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> <p><u>UPDATE:</u> The work by Richmond Valley Council to update their flood model is progressing well, with modelling expected to be completed within the first quarter of the 21/22 FY. RCC's requirements for the flood modelling around the Tuckombil Canal are expected to be met & reported back during the same period.</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	Deferral of Rocky Creek Dam Master Plan
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.
2. Report	Proposed sale: 56-60 Carrington Street and 31-33 Conway Street, Lismore
Grounds for closure	Section 10A(2)(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.
3. Report	Consolidation of workplace locations
Grounds for closure	Section 10A(2)(c) information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business; and Section 10A(2)(d)(ii). commercial information of a confidential nature that would, if disclosed, confer a commercial advantage on a competitor of the Council.

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.