

COUNCIL MEETING AGENDA

| | |
|----------------|---|
| Date | Wednesday, 19 August 2020 |
| Venue | Rous County Council Administration Office, Level 4, 218-232 Molesworth Street, Lismore <i>Please note meeting available remotely via 'Zoom'</i> |
| Meeting | 1.00pm |

AGENDA

1. Opening of the meeting

2. Acknowledgement of Country

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

3. Public Access

4. Apologies and Leave of Absence

5. Confirmation of minutes of previous meetings

- i). Ordinary Council meeting 17 June 2020 1-4
- ii). Extra Ordinary meeting 7 August 2020 5-6

6. Disclosure of Interest

7. General Manager reports

- i). Delivery program progress update: 1 January 2020 to 30 June 2020 7-20

8. Group Manager Corporate and Commercial reports

- i). Retail water customer account assistance 21-22
- ii). Preliminary 2019/20 End of Year financial summary 23-40

9. Group Manager Planning reports

- i). Release of easements for water pipeline - Skinners Shoot Road, Skinners Shoot 41-43
- ii). Rous County Council Asset Management Strategy 2020-2024 44-76



10. Group Manager People and Performance reports

- i). Re-endorsement of landowner volunteer floodgate operator program. 77-80

11. Information reports (cover report) 81

- i). Investments – July 2020 82-88
- ii). Water production and usage June 2020 and July 2020 89-96
- iii). Audit, Risk and Improvement Committee: meeting update 97-103
- iv). Fluoride plants' dosing performance report: April to June 2020 – Q2..... 104-113
- v). Reports pending 114-115

12. Matters of urgency

13. Questions on Notice

14. Close of business



Phillip Rudd
General Manager

Rous County Council

MINUTES OF ORDINARY COUNCIL MEETING

17 June 2020

1. OPENING OF THE MEETING

Meeting commenced at 1.06pm

In attendance:

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

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

Councillors (via video conferencing)

Cr Basil Cameron.

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

Phillip Rudd (General Manager) and Noeline Smith (minute taker).

Staff (via video conferencing)

Guy Bezroucho (Group Manager Corporate and Commercial), Andrew Logan (Planning Manager), Helen McNeil (Group Manager People and Performance), Phil Courtney (Group Manager Operations) and Anthony Acret (NRM Planning Coordinator).

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. PUBLIC ACCESS

Nil.

4. APOLOGIES AND LEAVE OF ABSENCE

Nil.

5. CONFIRMATION OF MINUTES

i). Ordinary Council meeting 15 April 2020 (182)

RESOLVED [23/20] (Cadwallader/Humphrys) that the minutes of the ordinary meeting held 15 April 2020 be confirmed as presented subject to alteration to Cr Cook's meeting attendance as attending at the Administration Office not via video conferencing.

6. DISCLOSURE OF INTEREST

Nil.

7. GENERAL MANAGER REPORTS

i). Adoption of the draft Future Water Project 2060 Integrated Water Cycle Management Plan for public exhibition

RESOLVED [24/20] (Cadwallader/Humphrys) that Council

1. Receive and note this report and the attached draft *Future Water Project 2060 Integrated Water Cycle Management Plan*.
2. Approve the public exhibition of the draft *Future Water Project 2060 Integrated Water Cycle Management Plan* from 1 July 2020 for a period of six weeks.
3. Receive a further written report on the adoption of the *Future Water Project 2060 Integrated Water Cycle Management Plan* at its October 2020 meeting, including feedback received during the exhibition period.
4. Authorise the General Manager, as the first key action, to progress discussions with Ballina Shire Council, in relation to the Marom Creek Water Treatment Plant and associated groundwater infrastructure, including the approval of the associated budget as outlined in the report.
5. Authorise the General Manager to commence the development of the Woodburn coastal sands groundwater scheme as an alternative to Recommendation 4, if Council is unable to secure the Marom Creek Water Treatment Plant and associated groundwater infrastructure before 31 December 2020.
6. Authorise the General Manager, concurrent with Recommendation 4, to progress preliminary investigations in relation to the Dunoon Dam, including the approval for the allocation of a \$100,000 operating budget.
7. Authorise the General Manager to progress discussions with the NSW Government and Southern Cross University in relation to the pilot recycled water supply scheme for Perradenya estate.
8. Amend Council's adopted 2020/21 Delivery Program / Operational Plan to reflect the specific actions identified in this report.
9. That ongoing water demand management and education programs remain an integral part of this strategy.

8. GROUP MANAGER CORPORATE AND COMMERCIAL REPORTS

i). Draft Delivery program / Operational plan and 2020/21 Budget

RESOLVED [25/20] (Cameron/Cadwallader) that Council:

1. Receive and note that no submissions were lodged during the public consultation process outlined in the report.
2. Note the maximum interest rate on overdue rates and charges contained in NSW Office of Local Government Circular 20-19.
3. Adopt the final draft Delivery program/Operational plan (incorporating the 2020/21 Budget estimates and 'Revenue' policy), subject to:
 - a) Inclusion of columns showing last completed year and projected end of current year for comparison.
 - b) Commentary on expenditure estimates, projected operating result for future years and the significant reserve movements for year 2021/22 and 2023/24.
 - c) Inclusion of photograph(s) of Councillors and RCC staff at "Who we are".

ii). Water usage charges write-off

RESOLVED [26/20] (Mustow/Cook) that Council approve the write-off of \$1,564.92 in water charges from R and G Lock's water account in relation to a property at 191 Mason Road, Tucki, due to reasons outlined in the report.

iii). Retail water customer account assistance

RESOLVED [27/20] (Cadwallader/Humphrys) that Council in accordance with section 356 (1) of the *Local Government Act 1993* and its 'Retail Water Customer Account Assistance' policy, approve financial assistance as listed in Table 1 of the report.

9. GROUP MANAGER PLANNING REPORTS

i). Rous County Council's draft Catchment Management Plan 2021-2025

RESOLVED [28/20] (Richardson/Cadwallader) that Council:

1. Receive and note this report which provides an overview of the staged development of the Rous County Council *Catchment Management Plan 2021–2025*.
2. Receive and note the submissions report outlining the public exhibition process and outcomes.
3. Adopt the Rous County Council *Catchment Management Plan 2021–2025*, allowing incorporation of the activities into the Operational plan for 2020/21 and the Long-Term Financial Plan.

ii). Deferral and refund of developer contributions – Byron Preschool

RESOLVED [29/20] (Richardson/Mustow) that Council, under clause 2.5 of Council's Development Servicing Plan 2016, approve the deferral and refund of the Rous County Council developer contributions, levied to Byron Bay Preschool in relation to DA10.2019.146.1.

9. POLICIES

i). Public Interest Disclosures (amendment) (172/19)

RESOLVED [30/20] (Humphrys/Cook) that Council:

1. Revoke the Public Interest Disclosures policy, being Attachment 2 to the report, and any policy revived as a result of that revocation.
2. Adopt the draft Public Interest Disclosures policy at Attachment 1 to the report.

10. INFORMATION REPORTS

i). Information reports (1181)

RESOLVED [31/20] (Mustow/Cameron) that Council receive and note the following information reports:

1. Investments – May 2020
2. Water production and usage – April 2020 and May 2020
3. Audit, Risk and Improvement Committee: meeting update
4. Reports/actions pending.

11. MATTERS OF URGENCY

Nil.

12. QUESTIONS ON NOTICE

Nil.

13. CLOSE OF BUSINESS

There being no further business the meeting closed at 2.31pm.

Rous County Council

MINUTES OF EXTRA ORDINARY COUNCIL MEETING

7 August 2020

1. OPENING OF THE MEETING

Meeting commenced at 9.30am

In attendance:

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

Keith Williams (Chair), Darlene Cook and Basil Cameron.

Councillors (via video conferencing)

Vanessa Ekins, Robert Mustow, Simon Richardson, Sharon Cadwallader (*unable to participate due to technology issue*).

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

Phillip Rudd (General Manager), Guy Bezrouchko (Group Manager Corporate and Commercial), and Noeline Smith (minute taker).

Staff (via video conferencing)

Andrew Logan (Planning Manager) and Phil Courtney (Group Manager Operations).

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. PUBLIC ACCESS

Nil.

4. APOLOGIES AND LEAVE OF ABSENCE

RESOLVED [32/20] (Cook/Cameron) that an apology be received and noted for Cr Sandra Humphrys.

5. DISCLOSURE OF INTEREST

Nil.

6. NOTICE OF MOTION

i). Extension of public exhibition period of the draft *Future Water Project 2060 Integrated Water Cycle Management Plan*

RESOLVED [33/20] (Cook/Richardson) that Council:

1. Extend the public exhibition period of the draft *Future Water Project 2060 Integrated Water Cycle Management Plan* by a further 4 weeks (28 days).
2. Revoke resolution 24/20 from meeting 17 June 2020:
“3. Receive a further written report on the adoption of the *Future Water Project 2060 Integrated Water Cycle Management Plan* at its October 2020 meeting, including feedback received during the exhibition period”.
3. Adopt the following amended resolution:
“3. Receive a further written report on the adoption of the *Future Water Project 2060 Integrated Water Cycle Management Plan* at its December 2020 meeting, including feedback received during the exhibition period”.

11. CLOSE OF BUSINESS

There being no further business the meeting closed at 9.47am

Delivery program progress update

1 January 2020 to 30 June 2020

(2092/10)

Business activity priority

Results and sustainable performance

Goal 7

Sustainable performance

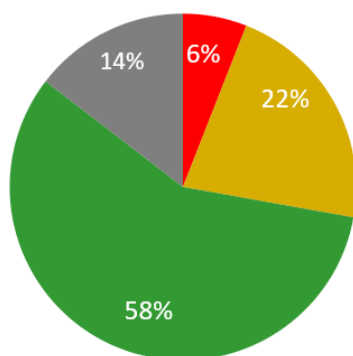
Recommendation

That Council receive and note this report and attachment regarding performance against delivery of the actions for Year 3 of the combined Delivery program/Operational plan for the period 1 January 2020 to 30 June 2020.

Background

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

• Overview of performance – 1 January 2020 to 30 June 2020



- 58% of the indicators are green
- 22% of the indicators are amber
- 6% of the indicators are red
- 14% of the indicators are grey

Green: Acceptable complete or on track according to schedule.
Amber: Monitor in progress but behind schedule.
Red: Review corrective action required.
Grey: No longer applicable.

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

Governance

Legal

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

Consultation

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

Conclusion

This report provides a final update on the status of the actions that were to be delivered between 1 January 2020 and 30 June 2020 as set out in the combined Delivery program/Operational plan.

Phillip Rudd
General Manager

Attachment: Delivery program/Operational plan - 1 January 2020 to 30 June 2020

IP&R Delivery program / Operational plan

Reporting period: 1 January 2020 to 30 June 2020

LEADERSHIP

Our goal: 1. Values based leadership and culture.

What achieving our goal will look like:

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

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

Legend

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

Grey: No longer applicable.

Amber: Monitor. In progress but behind schedule.

Red: Review. Corrective action required.

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

What we will do in Y3: 2019/20












| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|--|-----------|---------|--------|
| 1.1.1.7 Participation in the Joint Organisation of Councils as an associate member. | Rous County Council interests represented in relation to matters related to or associated with core activities. | BAU | | ● |
| | General Manager performing the role of representative on the Natural Resources Management sub-committee and reporting back to the General Manager's group on the sub-committee's operations. | BAU | | ● |
| 1.2.1.1 Establish a multi-purpose forum for supervisors to connect with each other and operate as a team. | High-performing supervisor level leadership team where members hold each other accountable, monitor performance metrics and work as a team to resolve problems. | WFMP | | ● |

STRATEGY AND PLANNING




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

What achieving our goal will look like:

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

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|---|-----------------|--|---|
| 2.1.1.1 Develop Operational Plan for 2019/20. | Operational Plan adopted by 30 June 2020. | AMP; LTFF; WFMP | |  |
| 2.1.3.1 Undertake detailed investigation to assess the suitability of increased use of groundwater as a new water source. | Complete detailed assessment on the remaining 3 shortlisted ground water investigation areas for suitability as a new ground water source. | FWS | |  |
| | Provide a report to Council on the outcome of the groundwater sources investigation as a future water strategy option. | FWS | |  |
| 2.1.4.1 Preliminary investigations of key action 3 (re-use). | Seek formal advice from regulators to confirm position on indirect potable re-use and approval process to assess risk to human health and environment. | FWS | |  |
| | Assess feasibility and develop concepts for indirect potable reuse at Emigrant Creek Dam from the Ballina and Lennox Head Wastewater Treatment plants to provide an alternative water source. | FWS | |  |
| | Assess feasibility and develop concepts for indirect potable reuse at Emigrant Creek Dam from Alstonville and Bangalow Wastewater Treatment plants to provide an alternative water source. | FWS | |  |
| | Assess feasibility and develop concepts for indirect potable reuse for Lismore Wastewater Treatment plants to provide indirect potable reuse at the Wilsons River water source. | FWS | The necessary data to complete this feasibility assessment has not been supplied. Due to the target completion of the FWS update, this item has been deferred until after these works and only if indirect potable reuse forms part of the updated strategy. |  |
| | Twice yearly status updates to Council including recommendations on funding and timing for next steps on indirect potable re-use. | FWS | Due to the matters raised in the above item, the first status report will be delayed. However, the overall target will be achieved. |  |
| 2.1.5.1 Update on progress of the Future Water Strategy. | Develop and implement a plan for community re-engagement and communication. | FWS | |  |
| 2.2.1.1 Progress implementation of the Coastal Zone Management Plan for the Richmond River catchment through the Coastal Zone Management Plan Implementation Committee. | Facilitate meetings of the Coastal Zone Management Plan Implementation Committee. | CZMP | |  |
| 2.3.1.1 Implement Reconciliation Action Plan. | Actions for 2019/20 completed. | RAP | Rous' Innovate 2020 RAP has been impacted by COVID-19, particularly regarding the number of physical meetings RAP Advisory Group meetings. Progress has continued on raising internal and external awareness of our RAP, engaging with staff on cultural protocols and investigations of opportunities for employment. |  |

What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|--|-----------|--|---|
| 2.3.1.2 Complete the Reconciliation Action Plan Impact Measurement Report. | Report to Reconciliation Australia annually on performance against key Reconciliation Action Plan targets to track and measure the broader impact of the Reconciliation Action Plan program. | RAP | |  |
| 2.3.4.1 Implement Greenhouse Gas Abatement Strategy. | Install solar PV at Nightcap Water Treatment Plant. | GGAS | Installation complete at Emigrant Creek Treatment Plant. |  |
| | Provide a status report to Council on the progress of implementation of the Greenhouse Gas Abatement Strategy. | GGAS | |  |

What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|---|-----------|---|--------|
| 2.3.5.1 Enhanced Demand Management Plan actions. | Provide an end of year performance report to Council on the progress of the implementation of the Regional Demand Management Plan. | DMP | | ● |
| | Support the preparation and implementation of Water Loss Management Plans for each constituent council. | DMP | WLMs prepared and with constituent councils for implementation. | ● |
| | Implement the Rous County Council Water Loss Management Plan. | DMP | Some actions progressing through capital works program. Not all recommendations of the report provide value for money so they will be reviewed & may not be implemented. | ● |
| | Actively promote the Sustainable Water Partnership Program to targeted customers. | DMP | Active/progressing projects with five organisations. Projects / works are progressing at various stages with these stakeholders. Next tranche of high water users have been identified & will be engaged during July and August 2020. | ● |
| | Implement 3 water saving projects identified in the water saving plans. | DMP | Active/progressing projects with five organisations. Projects / works are progressing at various stages with these stakeholders, with limitations around COVID-19. | ● |
| | Complete the Regional Smart Metering study and endeavour to secure regional agreement on the overall approach. | DMP | | ● |
| | Develop procedures for implementation of recycled water rebates and reporting requirements. | DMP | No take-up of rebates in residential areas of Byron and Ballina. Proposing a change in approach from July 2020 onwards. | ● |
| | Partner with constituent councils in the development of regional demand management promotional material. | DMP | | ● |
| | Achieve 65 rainwater residential tank rebates per annum. | DMP | | ● |
| | Continue to implement promotional material and provide training programs for constituent council staff, plumbers and tank suppliers with respect to the rainwater residential rebate program. | DMP | | ● |
| | Continue to implement and undertake engagement activities for the 160 Litre Challenge. | DMP | Limited activities due to lack of resources. A clear direction is in place for activities during 20/21. | ● |
| | Quarterly Budget Review Statement report to Council includes financial reporting information for the Capital Works Plan. | LTFP | | ● |
| 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 | Not 100% of project reports are completed within the 10 days. | ● |
| | 80% of Capital Works Plan delivered. | CWP | | ● |
| | Key project delivered: Segment 1 - St Helena 600 pipeline. | CWP | | ● |
| | Key project delivered: Stage 1 - Broadwater pipeline. | CWP | Contract to be awarded in Q4. | ● |
| | Key project delivered: Nightcap raw water pump upgrade. | CWP | | ● |
| | Key project delivered: Elevated steel pipeline corrosion remediation. | CWP | | ● |
| | Key project delivered: Nightcap Water Treatment Plant ozone dosing system improvements. | CWP | | ● |
| | Key project delivered: Nightcap Water Treatment Plant chemical storage area final design documentation completed. | CWP | Project delayed while chemical process review undertaken. | ● |
| | Key project delivered: Identified lower river flood levees and heavy maintenance items completed. | CWP | | ● |

















What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|---|-----------|---|--------|
| 2.4.3.1 Review staff induction process to include access awareness. | All new staff inducted in Council's Disability Inclusion Action Plan, and how it relates to them and the community. | DIAP | | ● |
| 2.4.3.2 Staff training in access awareness. | Develop training for implementation in Y4. | DIAP | | ● |
| 2.4.3.3 Promote Council's Disability Inclusion Action Plan in local community. | Disability Inclusion Action Plan promoted on Council's website. | DIAP | | ● |
| 2.4.3.4 Promote Council services and events that are inclusive/accessable. | Services and events promoted on Council's website. | DIAP | | ● |
| 2.4.3.5 Review event management documents/practices. | Event management documents/practices current and include accessibility content. | DIAP | In progress but not yet complete. | ● |
| 2.4.6.1 Complete Rous' operational readiness actions as identified in the Drought Management Plan. | Seek agreement for constituent councils to use standardised communication materials prepared by Rous County Council when applying restrictions to their own local water supplies. | DMP | | ● |
| | Support the preparation and implementation of the Regional Drought Management Plan for each constituent council's local water supply scheme. | DMP | | ● |
| | Finalise drought management plan templates, guidelines and resources for non-residential customers. | DMP | Some progress made during 19/20 drought but not yet completed. | ● |
| 2.4.7.1 Review security audit report and develop implementation plan. | Status of outstanding actions and priorities determined. | AMS | Security audit report reviewed, however determination made that given the age of the report (2015) and that it does not cover all of Council's properties, a new report is required before priorities are assigned. | ● |
| 2.4.7.2 Review Rocky Creek Dam security. | Review complete and reported to the Leadership Team. | AMS | Project deferred and will be integrated into the Rocky Creek Dam Master Plan project during 20/21. | ● |
| 2.4.8.2 Install enterprise keying system in high risks sites in conjunction with planned works. | Achieved. | AMS | | ● |
| 2.4.9.1 Workforce planning sessions with Leadership Team (for forecasting, assessment, challenge and review, monitoring and succession planning). | Two workforce planning sessions per annum (including review of succession plan and business critical roles). | WFMP | Review of business critical roles has occurred. | ● |
| | Biannual workforce report to Leadership Team. | WFMP | Current reporting capability limited due to manual systems. Workforce statistics provided in annual report. | ● |
| 2.4.10.1 Develop a workflow/procedure for reporting on asset management activities and reporting metrics to assess improvements in asset management. | Workflow developed. | AMP | This action incorporated and prioritised into Asset Management Improvement Project. Action 23 to develop reporting on activities and improvements will be undertaken in 2020/21 | ● |
| 2.4.10.2 Identify Rous County Council's core flood mitigation responsibilities and management of other assets. | Strategic triple bottom line review of flood mitigation assets completed. | AMP | Preliminary modelling of flood mitigation assets completed to inform review. Project outputs will be incorporated into 2020/21 project to evaluate Council's Flood Mitigation role across the region. | ● |
| 2.4.10.3 Undertake revaluation of flood mitigation assets. | Revaluation completed and updated in asset register. | AMP | | ● |
| 2.4.10.4 Develop process for assessment of condition of flood mitigation assets considering remaining useful life, criticality and desired function. | Process documented prior to revaluation of flood mitigation assets. | AMP | | ● |
| | Inspect all assets and record information in asset management system. | AMP | | ● |
| 2.4.10.5 Verify GIS mapping and stored data for all flood mitigation assets. | Asset data reviewed and updated. | AMP | This action incorporated and prioritised into GIS Development Plan. Flood mitigation asset data to be reviewed over the next 12 months | ● |





What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|--|-----------|--|--------|
| 2.4.10.6 Develop revised levels of service and maintenance requirements in consultation with Constituent Councils based on a review of asset ownership and responsibilities, risk management, asset condition, maintenance, inspection and natural resource management requirements. | Draft of revised service levels and maintenance requirements prepared in advance of future changes to Service Level Agreements. | AMP | Planning for this activity should occur in 2020/21. | |
| 2.4.10.7 Determine renewal requirements for flood mitigation assets. | Review and update Capital Works Plan for flood mitigation assets, following preparation of documented process for asset assessment (to be completed following 2.4.10.6). | AMP | | |
| 2.4.10.8 Develop a flood mitigation services funding model for consultation with constituent councils. | Develop a funding model based on operational requirements following the completion of the strategic review and consult with constituent councils. | AMP | This activity is dependent upon the outcome of the strategic flood mitigation assets review and any resulting changes in asset ownership and service levels. | |
| 2.4.10.9 Determine the long term financial plan associated with the Lismore Levee. | Position determined in respect to responsibility for ownership (including operation and maintenance) and funding. | AMP | Initial workshop held with Councillors. Full strategic urban flood mitigation review required. | |
| | Memorandum of Understanding between Rous and Lismore City Council revised to reflect agreed position. | AMP | Dependant on 2.4.10.9. | |
| 2.4.12.1 Deliver ICT Business Plan 2019-21 | Progress report to the Leadership Team on implementation of plan. | BAU | Delivery of the plan is now under review and delayed as a result of COVID-19. | |
| 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 | Maintenance Management Plan being developed for Rous sites. Draft Plans developed and need to be review by WBBRM for RCD, ECD. WRS not yet commenced. | |
| 2.4.13.2 River Reach Plan - Implement Year 3 works identified in riparian zone restoration partnerships with property owners in Emigrant Creek catchment. | Implement Year 3 maintenance of weed control/planting zones on 6 properties and conduct bed and bank stabilisation at 1 high priority site within the subject reach of Emigrant Creek catchment. | DWMS | | |
| 2.4.13.3 Prepare Rock Creek Dam (including Whian Whian Falls) multi-year Master Plan. | Achieved. | AMS | Project delayed due to resourcing limitations. Now commencing 3rd quarter 19/20. Delivery will continue into 20/21. | |

What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|--|-----------|--|---|
| 2.4.13.4 Complete bush regeneration follow-up works on Wilsons River landowner sites and renew landholder agreements to establish a target date of 30 June 2021 for handing over ongoing maintenance. | Achieved. | AMS | |  |
| 2.4.13.5 Complete an external audit report on Catchment Management Plan implementation and prepare a 5-year delivery plan. | Achieved. | DWMS | |  |
| 2.4.14.1 Develop floodgate management plans/protocols for Rous County Council's critical infrastructure sites as identified in the Rous County Council service level agreements (CZMP 4b). | Complete 40 active floodgate management plans (out of total of 62). | CZMP | A number of emerging floodplain engagement needs has slowed progress, including the floodgate trial at Keith Hall which commenced in response to landowner and stakeholder concerns. A revised target of 24 completed plans has been determined. |  |
| 2.4.14.2 Rehabilitate very high/high priority riparian restoration sites (CZMP 6a). | Implement riparian improvement works on 1 ha. | CZMP | |  |
| 2.4.14.3 Partner with Constituent Councils to develop educational collateral in relation to wastewater/onsite sewerage management and practices (CZMP 10b). | Rollout of educational collateral subject to successful funding application. | CZMP | As part of the regional partnership, funding application lodged with NSW Environmental Trust. Advice has now been received that this application has been unsuccessful. Following up with constituents to determine next steps. |  |
| 2.4.14.4 Proceed to commence development of a Coastal Management Program (CMP) for the Richmond River estuary. | Stage 1: Scoping study completed. | CZMP | Advice of successful funding application received late October 2019. Work Plan to be submitted by end March 2020. Scoping study will extend into 2020/2021. |  |
| 2.4.15.1 Lead review on strategic and management plans for operational and commercial properties. | Strategic and management plans endorsed by Council. | LTFP | Rural properties (proposed FWS) management plan endorsed by Leadership Team. Strategic plan is dependant upon the FWS outcome. A review of operational and commercial properties has commenced, workshop to Council proposed for 2020/21. |  |
| 2.4.15.2 Conduct a preliminary 12 month triple bottom line assessment of Rocky Creek Dam, Emigrant Creek Water Walk, Whian Whian Falls. | Complete a preliminary financial, environmental and social assessment of the value of Rocky Creek Dam, Emigrant Creek Water Walk, Whian Whian Falls. | AMP | Activity to be incorporated into the master plan for Rocky Creek Dam / Whian Whian Falls in 2020/21. |  |
| | Review preliminary assessment and determine a position on progressing a detailed economic impact assessment in Y4. | AMP | As above. |  |
| 2.4.17.1 Service level agreements revised and new agreements in place (Constituent Councils). | Kick-off meetings held with constituent councils to discuss broad scope. | BAU | Placed on hold due to COVID-19 |  |
| | Draft agreements presented to each Council. | BAU | Placed on hold due to COVID-19 |  |
| 2.4.23.1 Develop a program of works with research partners. | Complete the Lismore Flood Risk Management Study. | BAU | Project is delayed due to change in staff and complex floodplain. Expected to be finalised in last quarter of CY2020. |  |
| | Support Lismore City Council with the Lismore Flood Risk Management Plan. | BAU | Council supported LCC in their funding application - decision expected in October 2020. |  |
| 2.4.23.2 Support the Constituent Councils by developing a flood intelligence portal/warehouse. | Seek grant and other funding opportunities to support a regional flood intelligence portal/warehouse. | BAU | Funding was sought through OEH (now DPIE) and was not successful. |  |
| 2.4.23.3 Assess the vulnerability and tolerability of Council infrastructure to the effects of climate change. | Seek funding through the NSW Office of Environment and Heritage to undertake a resilience and adaptation study for Council's infrastructure. | BAU | Funding was sought through OEH (now DPIE) and was not successful. |  |
| 2.4.23.4 Develop a program of works with research partners targeting flood mitigation. | Agreed program of works for 2020/21 and commencement of priority projects. | BAU | Limited internal resources to achieve this item. Deferred while Council evaluates its Flood Mitigation role across the region. |  |

What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|---|---------------------|---|---|
| 2.4.23.5 Support the revision of the Richmond Valley Council Flood Risk Management Plan (Casino and Mid-Richmond floodplain). | Contribute to a data gap analysis and compilation for the purpose of updating the Flood Risk Management Study. | BAU | |  |
| 2.4.24.1 Implement a targeted weed eradication and control plan. | Develop a localised (Rous area) weed control plan for reprioritisation of effort to achieve greatest return on investment in line with Regional and State priorities. | Regional priorities | Local plan developed based on regional priorities. WBO's reviewing prior to implementation. |  |
| 2.4.25.1 Develop Procurement, Properties and Fleet Business Plan for 2019-21 period. | Adopted by Leadership Team. | BAU | Plan in development, endorsement deferred until Q1 2020/21. |  |
| 2.4.25.2 Implementation of Procurement, Properties and Fleet Business Plan. | Progress reports to Leadership Team regarding implementation of priorities identified in Business Plan. | BAU | Subject to Plan's endorsement at 2.4.25.1 above. |  |

What we will do in Y3: 2019/20

INFORMATION AND KNOWLEDGE



Our goal: 3. Create value through applying knowledge.

What achieving our goal will look like:

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

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|--|---------------|---|--------|
| 3.1.1.1 Review field data capture software and hardware to ensure ongoing currency. | Project to review current situation, recommend hardware and software solutions, and implementation is completed by 1 July 2020. | ITSP | PMF and budget request for 20/21 submitted. Initial works expect to begin 3rd quarter. | |
| 3.1.2.1 Review the Emergency Response Plans and supporting appendices to ensure currency. | Achieved. | ERP | Emergency Management Response Plans to be reviewed. This review is being led by the Planning Manager. | |
| 3.1.2.2 Partial field exercise. | Exercise completed. | ERP | Due to Mt Nardi bushfires in 2019 this exercise is now not relevant. | |
| 3.1.3.1 Use business analysis techniques to map key end to end processes/workflows (linked to merger transition plan). | Customer service business processes mapped. | WFMP | | |
| | Business efficiencies identified and implemented. | WFMP | | |
| 3.1.3.2 Complete review and, if necessary, redraft of Risk Management Policy. | Risk Management policy reviewed and updated to reflect Council's risk appetite. | BAU | Not yet started. Revised timeframe is for completion in 2020/21. | |
| 3.1.3.3 Perform security focused external review of a key Information Technology system. | Review result reported to Leadership Team (including actions arising). | BAU | External organisation has been engaged to conduct an Information Security review that is due to be completed by 30 September 2020. | |
| 3.1.3.4 Review and update internal communications framework. | Organisational performance results accessible to all staff and discussed at branch/team meetings. | WFMP | | |
| 3.1.3.5 Investigate the use of technology to reduce operational risks. | Feasibility and needs analysis into the use of body camera technology to reduce risks of physical and verbal assaults against field staff. | BAU/ WHSMS | Project priority reassessed having regard to existing risk controls being adequate. Project has been suspended indefinitely. | |
| 3.1.3.6 Investigate the expanded use of existing technology to reduce operational risks. | Feasibility study into the use of Unmanned Aerial Vehicles (currently used for property and biosecurity works) for high/very high risk activities. | BAU/ WHSMS | As it will be used to conduct inspections on assets, AS&GISDO to include in the asset review project. To form part of the asset management plan and inspection routine. | |
| 3.1.4.1 Identify and provide opportunities for employees to temporarily transfer to other positions in the organisation. | Arrangements for employees to relieve in temporarily vacant positions (including pending the permanent filling of a position, staff absences of >4 weeks and project-based work) are considered prior to a decision to externally recruit or a decision not to backfill. | BAU | | |
| 3.1.5.1 Embed Governance Framework document into existing organisational systems. | Governance Framework (including supporting commentary) publicly available via the website and staff via the Rous Wiki. | BAU | Advanced draft developed and will be finalised in 2020/21. | |
| | Governance induction updated to include an explanation of the Governance framework, and material developed for staff communications/ training. | BAU | | |
| 3.1.5.2 Subject to sign-off by the Leadership Team following the initial trial of work health and safety mobile technology solution (Vault), expand the rollout to include existing features/functionality to assist with documenting operational risks. | Auditable evidence of the use of Vault. | WHSMS | | |
| | Staff trained and competent to use Vault. | WHSMS | Vault Notify app (reporting) accessible to all field staff with training provided. Vault implementation group formed to identify further training needs (end users) and further modules to roll out in near future. | |

What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|--|-----------|--|---|
| 3.1.6.1 Ongoing review of policies and procedures for suitability and currency. | Quarterly progress report on renewal status of policies and procedures to Leadership Team. | BAU | Yet to be designed and implemented with the Leadership Team. In the meantime, reporting on the renewal status of policies and procedures is occurring through the Audit, Risk and Improvement Committee. |  |
| 3.1.7.1 Facilitate implementation of Compliance and Enforcement Framework and development of procedural documentation. | Provide assistance throughout the implementation phase by facilitating the development of Standard Operating Procedures and relevant supporting documentation. | BAU | |  |









PEOPLE

Our goal: 4. Organisational capability through our people.

What achieving our goal will look like:

4.1 A high performing team enriched through diversity.

4.2 A workplace where safety and wellbeing come first.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|---|------------|---|---|
| 4.1.1.1 Conduct employee 'pulse' surveys. | Improvements in employee engagement from initial survey results (measured using pulse survey). | WFMP | Dependent on close out of Organisation Culture Inventory survey actions. |  |
| | Monthly employee communications using a variety of channels. | WFMP | As above. |  |
| 4.1.2.1 Identify and provide opportunities for employees to acquire a wider skill set. | Performance review process incorporates employee skills development through informal professional development and training opportunities. | BAU | |  |
| 4.2.1.1 WHS management reporting. | Officers (Leadership Team) informed of WHS performance and accountable for continuous improvement in workplace safety. | WHSMS | |  |
| 4.2.1.2 Employee participation in in-house WHS training activities and national safe work month (October). | Program of safety, health and well being related awareness raising activities undertaken. | WHSMS | |  |
| | All allocated SafetyHub training completed. | WHSMS | Six training modules delivered April - June. Completion rate for these modules at 96% (356/371). Three modules in lieu of formal training or changed work conditions e.g. work from home. |  |
| | More than 50% of workforce actively participate in a national safe work month activity. | WHSMS | |  |
| 4.2.3.1 Progress action plan following WHS internal audit. | Actions prioritised and progress against implementation reported to the Audit, Risk and Improvement Committee. | BAU/ WHSMS | |  |

What we will do in Y3: 2019/20

CUSTOMERS AND STAKEHOLDERS

Our goal: 5. Proactive management of relationships with member councils and key stakeholders.

What achieving our goal will look like:

5.1 Mutual understanding of needs, priorities, expectations, functions, operations, service standards, span of control and influence.

5.2 Build and attract a diverse workforce.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|--|---|-----------|--|--------|
| 5.1.1.1 Implement Communication and Engagement Strategy. | Actions for 2019/20 completed. | CESP | | ● |
| 5.1.2.1 Participation in NSW Audit Office performance audit reviews. | Achieved. | CSP | | ● |
| 5.1.2.2 Self-assessment audit of fraud control. | Fraud controls assessed against the Audit Office's Fraud Control Improvement Kit. | CSP | | ● |
| 5.2.1.1 Establish service standards for key business processes to optimise attraction and retention. | Vacancies are filled within 90 business days of approval to recruit. | WFMP | | ● |
| | Less than or equal to 5% turnover for new employees within first 18 months post probation. | WFMP | | ● |
| | Recruitment and selection activities promote and comply with Equal Employment Opportunity principles. | WFMP | | ● |
| | As measured through employee pulse surveys, at least 90% of new employees are satisfied with the induction process. | WFMP | See 4.1.1.1. No formal feedback mechanism. Positive anecdotal feedback received. | ● |

PROCESS MANAGEMENT, IMPROVEMENT AND INNOVATION

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

What achieving our goal will look like:

6.1 Recognising and being open to opportunities for improvement through innovation.

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|--|-----------|--|--------|
| 6.1.2.1 Staged digitisation of paper records. | Plan for digitisation of paper records developed and costed. | BAU | eDRMS project has commenced and branded as 'Content Manager' that will deliver a extensive capability to digitise documentation now and into the future. Implementation expected by 30 September 2020. | ● |
| 6.1.5.1 Reevaluation of all positions and development of new position descriptions. | 50% completed. | WFMP | | ● |
| | Position determined in relation to universal competencies and capability framework in position descriptions. | WFMP | | ● |
| 6.1.6.1 Review 'Procurement' and 'Tenders' policies and procedures. | Relevant policies and procedures reviewed and updated. | BAU | Updating of relevant policies/procedures deferred into 2020-21 until after "Procure to Pay" Internal Audit, slated for November 2020. | ● |
| | Enhanced opportunities for engaging disability employment providers. | DIAP | As above | ● |
| | Enhanced opportunities for engaging indigenous employment providers. | RAP | As above | ● |
| 6.1.7.1 Project gateway process implemented. | All projects captured in the Project Management Framework assessed through a prioritisation framework. | BAU | | ● |
| 6.1.8.1 Review and document Customer Service processes. | Commence implementation of endorsed recommendations from the Customer Service review. | BAU | | ● |

What we will do in Y3: 2019/20

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|--|-----------|---|--------|
| 6.1.8.2 Review and redefine People and Performance Group business processes. | Streamline internal business processes and reduce red tape across functional areas (Human Services/Risk and Compliance/Communications and Engagement). | BAU | HR business process review completed. Progress of the review for Risk and Compliance and Communications and Engagement has been suspended due to resourcing limitations and competing priorities. | |
| 6.1.9.1 Scope business needs for Human Resources Information Management System (end-to-end technology solution) to reduce risk and optimise efficiencies. | Specification to inform selection process for technology solution completed and timing of future implementation determined. | WFMP | | |

RESULTS AND SUSTAINABLE PERFORMANCE

Our goal: 7. Sustainable performance

What achieving our goal will look like:

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

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

| Activity | How we will measure our performance | Links to* | Comment | STATUS |
|---|---|-----------|---|--------|
| 7.1.1.1 Performance report issued to Service Level Agreement parties in relation to delivery of services subject to the agreement. | Copy of performance report issued with Delivery Program report. | DP | | |
| 7.1.1.2 Performance report issued to Councillors in relation to delivery of services subject to Service Level Agreements as part of communications with General Managers. | Copy of performance report issued with Delivery Program report. | DP | | |
| 7.1.1.3 Identified buffer zone areas which are privately owned or on school land reach 'maintenance standard', and are handed back to their owners. | Work has been carried out to bring affected land to the required standard and buffer zone areas are handed back to landowners for ongoing management. | BRMMP | | |
| 7.1.2.1 Achieve or exceed adopted financial budget forecast in net profit (Richmond Water Laboratories). | Achieved. | LTFP | | |
| 7.1.3.1 Deliver services according to service contracts in place (Richmond Water Laboratories). | Achieved. | RWLSP | | |
| 7.1.5.1 Continue to progress design, cost and construction of Perradenya cycle path in negotiation with Lismore City Council. | Construction budget, timetable and way forward considered by Council. | BASP | | |
| 7.1.5.2 Complete all development and construction requirements for the marketing of Perradenya Release 6. | Land title registration achieved for individual lots. | BASP | | |
| 7.2.1.1 Water quality monitoring report card for Drinking water supply monitoring programs. | Report card produced and provided to NSW Health. | DWMS | Annual water quality report card on website. | |
| 7.2.3.1 Report on progress of actions to mitigate risk of environmental harm from activities (environmental action list). | Provide an update report to Council until actions on the action list are closed out. | BAU | Consultant engaged to undertake external audit of environmental action list progress. This activity is expected to be completed and reported to Council in H1 2020/21 | |

Retail water customer account assistance

(2283/20)

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 |
|---------------|------------------|---------------------------|--|----------------------------|--|---|
| 10621-11000-5 | M Santin | 9-Jul-20 | water pipe split in concealed location approx 20m away from driveway | \$5,963.22 | \$3,561.17 | \$2,402.05 |
| Total | | | | \$5,963.22 | \$3,561.17 | \$2,402.05 |

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 | | |
| S582 assistance approved financial year to date | | |
| S582 assistance approved since last Council meeting | | |
| Proposed S356 assistance approval this Council meeting | \$3,561.17 | 1 |
| Proposed S582 assistance approval this Council meeting | | |
| Budget remaining 2020/21 financial year | \$21,438.83 | |

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 \$3,561.17 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

Preliminary 2019/20 End of Year financial summary

(2333/13)

Business activity priority

Results and sustainable performance

Goal 7

Sustainable performance

Recommendation

That Council:

1. Receive and note the Preliminary 2019/20 End of Year Financial summary report, acknowledging that it is a preliminary summary prior to end of year adjustments and audit.
2. Approve the transfers to and from reserve as detailed in Tables 2 - 8 of this report.
3. Approve the funds to be carried forward as detailed in Tables 9 and 10 of this report.

Background

This report provides a preliminary overview of the 2019/20 financial performance of the organisation, detailing the transfers to and from reserve and identifying the works to be carried forward to the 2020/21 financial year.

While the figures and commentary will provide a guide to performance, it is important to note that it is subject to change as end of year accounting adjustments are in progress and the audit has not yet commenced.

It is anticipated that any year-end adjustments will not affect the cash position. Therefore, it is reasonable to adopt the transfers to and from reserves as well as the works carried forward budgets.

The attachment provides a summary of the completed capital works program as at 30 June 2020.

End of Year financial summary

The End of Year financial summary is presented for the whole organisation and then broken down on a Fund basis. Actual income and expenditure is compared to estimates as at the March 2020 quarterly review. The tables summarise the financial performance; accompanying commentary is high level and reflects the preliminary nature of the results.

Whole Organisation

Table 1 shows income and expense for Council. It highlights that preliminary results have generally been better than anticipated with an operating deficit of \$22,200.

Table 1: Whole Organisation Preliminary Financial Results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|---------------------------------------|----------------------|---|
| Operating income | 25,853,100 | 25,459,700 |
| Operating expense | 25,875,300 | 27,881,800 |
| Operating result (deficit) | (22,200) | (2,422,100) |
| Eliminate depreciation | 6,744,000 | 6,833,800 |
| Eliminate other non-cash transactions | (573,900) | 0 |
| Cash result | 6,147,900 | 4,411,700 |
| Capital income | 4,417,500 | 3,502,100 |
| Loan capital expense | 2,530,200 | 2,548,300 |
| Capital expense | 9,492,400 | 16,939,400 |
| Transfer to reserve | 0 | 0 |
| Transfer from reserve | 1,457,200 | 11,573,900 |
| Net cash movement | 0 | 0 |
| Reserve balance | 35,193,800 | 26,402,100 |

Total operating income was close to forecast budget however some income sources did vary in comparison to budget. For example, less grant income was received than forecast, which mainly related to the Bulk Fund. Also, income from retail water sales exceeded forecast budget as the drought conditions increased the need for water from the filling stations network.

Operating expense is less than forecast budget by approximately \$2.1 million. Most of the variance compared to budget relates to contractors and electricity costs. Several projects have committed funds that require carryover due to projects not being completed in this financial year.

Actual capital income exceeded forecast primarily due to section 64 developer contributions received.

Capital expense was under budget with various projects not completed in the financial year. Later in this report, Council approval is requested to roll the unexpended capital budget forward to the 2020/21 financial year.

As a result, there is a net transfer from reserve of \$1.5 million compared to a forecast net transfer from reserve of \$11.59 million.

Overall, the outcome is reasonable, however an operating loss of \$22,200 was recorded. While this is better than forecast, Council will continue to work towards an operating surplus in coming years.

Flood mitigation fund

The preliminary figures in Table 2 indicate that Flood actual results will vary considerably from forecast with expense being less than anticipated.

The Flood Fund has recorded a preliminary operating loss of some \$809,400. It should be noted that depreciation includes the Lismore Levee (approx. \$440,100) and exclusion of this cost reduces the loss to approximately \$369,300.

Table 2: Flood mitigation preliminary financial results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|---------------------------------------|------------------------------|--|
| Operating income | 1,450,700 | 1,387,500 |
| Operating expense | 2,260,100 | 2,669,800 |
| Operating result | (809,400) | (1,282,300) |
| Eliminate depreciation | 790,800 | 822,300 |
| Eliminate other non-cash transactions | 44,300 | 0 |
| Cash result | 25,700 | (460,000) |
| | | |
| Capital expense | 132,500 | 194,700 |
| Transfer from reserve | 106,800 | 654,700 |
| Net cash movement | 0 | 0 |
| | | |
| Reserve balance | 1,446,400 | 1,201,900 |

Operating income was very close to forecast budget and primarily comprises of grant and constituent council contribution income.

Operating expense was under forecast budget by \$409,700, this was due to delays in several projects, such as Voluntary House Raising, where contractor and other direct costs did not progress in accord with the figures raised in the budget. However, it should be noted that some of these projects are expected to take several years to be completed.

Capital expense related partially to the renewal and replacement of floodgates and 'heavy' repairs and maintenance work on the levees. The 'heavy' maintenance work may be relocated to operating expense as part of the end of year accounting adjustments.

The reserve balance of approximately \$1.4 million is likely to be needed to finance cash deficits in future years. The long-term financial plan predicts recurrent operating losses and ongoing capital expenditure that will be financed from reserve whilst the operating result is planned to gradually improve over a number of years.

Weed Biosecurity fund

Preliminary figures indicate that Weed Biosecurity has performed better than expected with income approximately \$40,700 more and expense \$194,900 less than forecast budget.

Table 3: Weed Biosecurity preliminary financial results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|---------------------------------|----------------------|---|
| Operating income | 1,435,600 | 1,394,900 |
| Operating expense | 1,484,800 | 1,679,700 |
| Operating result | (49,200) | (284,800) |
| Eliminate depreciation | 23,900 | 20,400 |
| Eliminate non-cash transactions | 6,600 | 0 |
| Cash result | (18,700) | (264,400) |
| | | |
| Capital expense | 34,000 | 20,000 |
| Transfer from reserve | 52,700 | 284,400 |
| Net cash movement | 0 | 0 |
| | | |
| Reserve balance | 1,098,400 | 1,316,300 |

Operating income has exceeded forecast due to more grant income being received than expected, coupled with an increase in interest on funds invested as compared to the budget. The additional grant income relates to Local Land Services 'Community land care' (\$56,000) which was received late in the year and no expense was incurred.

The primary saving, in respect to operating expense, relates to minor savings in salaries due to staff turnover and contractors and materials for uncompleted grant works.

Capital expense was associated with equipment and computer renewals.

All funds previously held on behalf of other agencies has now been forwarded to the appropriate organisations (approx. \$430,000).

The 2019/20 reserve balance of \$1.098 million reflects only funds that belong to RCC.

Retail Water fund

Retail Water has performed better than forecast and based on preliminary results will record an operating surplus of approximately \$1.32 million. This result improves the reserves available to maintain reticulation infrastructure and meet future budget shocks should they occur.

Table 4: Retail Water preliminary financial results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|---------------------------------|------------------------------|--|
| Operating income | 3,792,000 | 3,572,800 |
| Operating expense | 2,467,300 | 2,583,600 |
| Operating result | 1,324,700 | 989,200 |
| Eliminate depreciation | 193,500 | 135,400 |
| Eliminate non-cash transactions | 7,300 | 0 |
| Cash result | 1,525,500 | 1,124,600 |
| | | |
| Capital income | 8,100 | 0 |
| Capital expense | 560,800 | 822,900 |
| Transfer to reserve | 972,800 | 301,700 |
| Net cash movement | 0 | 0 |
| | | |
| Reserve balance | 2,840,200 | 2,218,900 |

Operating income exceeded the forecast budget and is comprised of retail water sales, connection fees and water filling station sales. Revenue from filling stations is well in excess of previous years and is a primary contributor to the operating surplus. This income source has benefitted from the drought conditions experienced in the first half of the financial year.

Operating expense is 5% below forecast and is due to small labour savings.

Spending on capital works is below forecast, with one project identified for carryover into the 2020/21 financial year.

The reserve is in a sound position to meet future infrastructure upgrades and refurbishments.

Richmond Water Laboratories (RWL) fund

Income is \$58,900 over budget whilst expense is \$15,000 less than budget. The preliminary operating result is a \$95,500 surplus which is positive given the tight margins within which the Fund operates.

Table 5: Richmond Water Laboratories preliminary financial results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|--------------------------|------------------------------|--|
| Operating income | 922,100 | 863,200 |
| Operating expense | 836,500 | 851,500 |
| Operating result | 85,600 | 11,700 |
| Eliminate depreciation | 9,900 | 12,700 |
| Cash result | 95,500 | 24,400 |
| | | |
| Capital expense | 62,800 | 149,400 |
| Transfer to reserve | 32,700 | 0 |
| Transfer from reserve | 0 | 125,000 |
| Net cash movement | 0 | 0 |
| | | |
| Reserve balance | 443,100 | 293,200 |

In 2019/20, approximately 63% of income was derived from external customers with the remaining income coming from internal (Rous County Council) sales.

RWL did not operate with a full complement of staff during the year which is the main reason why expense was less than budget.

Capital expense relates to the replacement of instruments and equipment.

Commercial property fund

A loss of \$61,700 is the preliminary result. It is important to note that operating expense includes Perradenya maintenance of approximately \$49,700. This distorts the outcome in the sense that when income is received from sales, it will show as capital income and not be included in the operating result.

Table 6: Commercial Property preliminary financial results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|---------------------------------------|----------------------|---|
| Operating income | 259,600 | 269,100 |
| Operating expense | 321,300 | 332,400 |
| Operating result | (61,700) | (63,300) |
| Eliminate depreciation | 64,100 | 38,400 |
| Eliminate other non-cash transactions | 461,200 | 0 |
| Cash result | 463,600 | (24,900) |
| | | |
| Capital expense | 1,121,500 | 3,157,100 |
| Transfer from reserve | 657,900 | 3,182,000 |
| Net cash movement | 0 | 0 |
| | | |
| Reserve balance | 505,600 | (2,009,700) |

Operating income and expense were very close to forecast budgets. Operating income consists of rental income from leased properties. While operating expense consists of leased properties and Perradenya maintenance expenses.

Construction of the Perradenya land development - Stage 6 comprising of a 20-lot subdivision remains on schedule, with revenue from sales at \$4.6 million to be realised in 2020/21.

The reserve balance of \$505,600 is better than forecast.

Bulk Water fund

Overall budget forecasts were quite accurate, and the Fund achieved a preliminary operating deficit of \$520,500, which is \$1.28 million better than forecast.

Table 7: Bulk Water preliminary financial results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|---------------------------------------|----------------------|---|
| Operating income | 17,904,800 | 17,849,900 |
| Operating expense | 18,425,400 | 19,656,100 |
| Operating result | (520,600) | (1,806,200) |
| Eliminate depreciation | 5,224,500 | 5,378,700 |
| Eliminate other non-cash transactions | (1,093,300) | 0 |
| Cash result | 3,610,600 | 3,572,500 |
| Capital income | 4,409,400 | 3,502,100 |
| Loan capital expense | 2,530,200 | 2,548,300 |
| Capital expense | 7,555,800 | 12,016,700 |
| Transfer from reserve | 2,066,000 | 7,490,400 |
| Net cash movement | 0 | 0 |
| Reserve balance | 27,749,200 | 22,810,600 |

Most of the operating income is derived from constituent council contributions which amounted to over \$17 million. Actual income was close to forecast with interest on investments and some sundry income accounting for the additional surplus.

Operating expense was approximately \$1.23 million below budget forecast. This relates to operational savings in electricity and project delays identified for carry over.

Capital income relates to section 64 developer contributions (\$4.4 million). This is the Council's second largest income source and will be subject to projects in the new financial year to review both contribution amounts and the bulk water developer servicing plan and collection systems.

Most of the unexpended budget in the capital works program will need to be carried forward to 2020/21. The attachment to this report details all the capital projects and their expense compared to budget. The program predominately relates to the Bulk Water Fund.

The reserve balance of \$27.7 million is better than forecast.

Fleet fund

Fleet operations generated a surplus of \$8,400 with both income and expense under budget. A cash surplus of \$445,700 was achieved once depreciation is eliminated.

Table 8: Fleet preliminary financial results for 2019/20

| | 2019/20 Actual \$ | 2019/20 Estimated March Review \$ |
|-----------------------------------|------------------------------|--|
| Operating income | 88,300 | 122,300 |
| Operating expense | 79,900 | 108,700 |
| Operating result | 8,400 | 13,600 |
| Eliminate depreciation | 437,300 | 425,900 |
| Cash result | 445,700 | 439,500 |
| | | |
| Capital expense (net of trade-in) | 25,000 | 578,600 |
| Transfer to reserve | 420,700 | 0 |
| Transfer from reserve | 0 | 139,100 |
| Net cash movement | 0 | 0 |
| | | |
| Reserve balance | 1,082,700 | 571,000 |

Operating income is made up of staff contributions for private lease vehicles and interest revenue earned by the fund and was under anticipated budget.

Operating expense includes all recurrent costs such as repairs/maintenance, depreciation, insurance, registration, fuel etc. less plant hire income. Plant hire income is an internal charge raised against those funds benefitting from the use of the fleet item. The 'expense' is debited to the benefitting Fund in the form of a plant hire rate and the 'income' is credited to Fleet.

Plant hire income presents as a negative expense in Fleet Fund, which explains why total plant expense is only \$79,900. In 2019/20 plant hire income was \$875,200, hence actual operating expense on Fleet was \$955,100 once the internal hire 'income' is excluded.

Operating expenses are under budget by \$28,800 as general operating expenses, including depreciation, were all slightly less than forecast.

Fleet sales and purchases resulted in capital revenue of \$156,500 and capital expense of \$181,500.

The reserve balance increased to \$1.08 million.

Works carried forward

This section of the report identifies those unexpended budgets that require being rolled forward to the 2020/21 financial year. The projects to which the budget relate are either not complete or in some cases not commenced. The works have been split between operational projects and capital works.

Table 9: Operating Budgets to be carried forward

| Project Name | Total (\$) | Comments |
|---|------------|--|
| Insurance premiums (S-Admin) | 48,000 | Insurance savings realised in 2019/20 to be utilised for insurance premium increases flagged by Council's insurer for 2020/21. Council's insurer has informed Council that premiums will increase between 10% to 15% due to the natural disasters experienced in the 2019/20 year. |
| State Cover rebate (S-Admin) | 10,600 | State Cover committed to rebating approx. \$6 million in surplus funds to their members during the 2019/20 financial year. This rebate has arisen from a reduction in the actuarially assessed prior year claims reserves. This rebate is 10% of Council's 2018/19 actual basic tariff premium, inclusive of GST. HR will be reinvesting the funds into the health, safety, and wellbeing of Council employees, through the development of a new Wellbeing program. |
| Payroll improvement project (S-Admin) | 50,000 | Budget savings due to staff vacancy in the Risk and Compliance Coordinator role since December 2019. It is proposed that the remaining funds be utilised for a payroll project – to streamline and create efficiencies within payroll processing. |
| Training - Professional Development (S-Admin) | 50,000 | Due to COVID-19 and restrictions placed on the delivery of face-to-face training during the 2019/20 FY, RCC are currently \$90,000 under spent on their staff training budget. The 2020/21 training budget allocation will cover on all core and refresher training as part of positional requirements. The request to carryover \$50,000 will assist in providing professional development opportunities to staff and increase skills across the workforce. As some training restrictions may still be in place for part of the 2020/21 FY; any unspent funds at the end of this period will go back into reserve for future use. |
| Drainage Union - Contributions from constituent councils (GC-Drainage) | 143,100 | Grant funding from previous years carried over. Timesheet process updated at end of 18/19 to ensure correct allocation moving forward. Some mechanical cleaning and related environmental controls carried out in 2019. Have engaged environmental consultants to prepare REF documentation to allow for clearing vegetation along banks of Green Forest Drain to allow better access for maintenance. This work will allow us to plan better for future works along other ex-drainage union drains. |
| Mynumi Lagoon (GC-Mynumi) | 800 | Funding provided by RVC to maintain Mynumi Lagoon. Work was done in 2019 to resolve access issues for launching the boat. While we can now gain access, there are still difficult restrictions to work with. We are investigating using a drone to carry out spraying in the lagoon in 2020/21. |
| Nightcap Water Treatment Plant – Operations and Maintenance (S-NCWTP) | 30,000 | Engagement with City Water Technology to investigate solutions for improved distribution system water stability control was delayed due to COVID-19 and will now be completed in 20/21. |
| Rocky Creek Dam – Operations and Maintenance (S-RCD) | 50,000 | Engagement is for 6 monthly Rocky Creek Dam tunnel inspections until March 2022. At the end of the engagement the contractor will develop an ongoing inspection program and deliver training for final handover to Rous Operations. |

| Project Name | Total (\$) | Comments |
|---|------------|---|
| Drinking Water Management System - Pesticide Risk Assessment Review for Drinking Water Sources (P-DWMS) | 15,600 | The project, to review land use changes and pesticide use in the catchments for our 3 water sources and make recommendations for changes in our drinking water monitoring program, is 95% complete. However, due to internal resourcing issues late in the financial year, it was unable to be completed and will be finalised within the first quarter of 2020/21. |
| Rocky Creek and Emigrant Creek Dams – Review and Update Dam Safety Emergency Plans (P-ECD Flood and P-RCD Flood) | 19,800 | The project will provide for Rocky Creek and Emigrant Creek Dam, updated hydrology information, hydraulic modelling, dam break assessment and failure impact assessment. The project is 85% complete. There have been difficulties in obtaining the deliverables from the consultant in a timely manner. The project is expected to be completed within the first quarter of 2020/21. |
| Rocky Creek Dam - Master Plan (P-RCD) | 78,300 | Resources were not available to implement the project in 2020. New Strategic Planning Engineer appointment to implement in 2020/21. Scope will include RCD (30-year plan) and Whian Whian Falls (10-year plan). Consultant brief is at 95% development and quotations to be requested pending the Council decisions on the Future Water Project, which will affect the scope of work for the project. |
| Demand Management - School and Com Education Program (P-SCEP) | 25,000 | Unspent funds from 2019/20 to be re-allocated to increase residential rainwater tank rebate budget for 20/21, which based on the increased activity during 2019/20, is expected to exceed its allocated \$65K budget in 2020/21. |
| Catchment Activity Model (GC-Camodel) | 3,000 | RCC owns, in conjunction with our constituent councils a catchment activity trailer - an interactive model of where we live, work and play. The scaled-down model represents the Richmond and Brunswick catchments with a flowing river, a water supply dam, a town, farms and beaches. It is a hands-on education tool that demonstrates how agricultural, urban and industrial activities impact water quality. Every year constituent councils are invoiced an annual contribution to cover annual running costs (registration, insurance, minor maintenance needs) as well as to contribute to a rolling fund that allows major renewals every 4 or 5 years. One such major overhaul has been undertaken in 2019/20. Funds are required to be carried forward to allow this ongoing maintenance to occur. |
| Voluntary House Raising (GC-VHR) | 27,900 | Voluntary house raising funds of \$79,900 were expended in 2019/20. A further \$27,900 of unexpended funds (originally from 2013/14) are to be carried forward to be spent where possible in the future in negotiation with DPIE (now approved). |
| Wilsons River Source - River Reach Program (S-WRS) | 59,000 | The 2019/20 budget contains a total of \$110,500 – the intention of these funds being allocated was to allow us to meet all commitments to private landholders and school sites so that these can be maintained to a standard by contractors that will allow all existing sites to be handed back by end of June 2021. To meet this overall objective, RCC is undertaking follow up bush regeneration and tree planting works on 13 separate sites within the Wilsons River Tidal Pool sub-catchment that have had previous works undertaken, but require additional work to bring them to a standard for handover to the landholders. The identified funds are required to allow these contracts to be completed in 2020/21. |

| Project Name | Total (\$) | Comments |
|---|----------------|---|
| Community education and engagement (S-ECD) | 4,400 | The Emigrant Creek River Reach Program commenced in 2017 and has been largely successful with good landholder uptake and on-ground implementation for priority reaches. The approach has involved initial reach-scale assessments of riparian zones (incorporating vegetation condition and extent, bank erosion, stock access etc.) and development of property-scale action plans to address key issues. On-ground works have included weed control, cattle exclusion fencing, vegetation planting and erosion control works. Landholder agreements were generally developed with a 2-year duration period; however, some extensions have been granted where specific maintenance requirements have arisen. Work commenced at the near completion of the on-ground works phase in June 2020 with the intention of completing in 2019/20, however unfavourable weather conditions have required us to delay the filming to allow optimum conditions. |
| Procurement and Contract - Processes Review (P-Procurement) | 50,000 | Funding was allocated the 2019/20 financial year to improve processes in relation to Rous' procurement and contract management. These funds have not been expended and are requested to be carried forward to 2020/21 in full. Staff have commenced a full gap analysis of current practices against 'best practice' guidelines, including fraud control considerations, as issued by ICAC, OLG and the NSW Audit Office. This work is being undertaken alongside contractor management improvement initiatives from Council's insurer, including a contractor management workbook and workshop for which Council is presently awaiting recommendations. The gap analysis is due by December 2020 and it is anticipated the carry forward funds will be required to implement the identified solution. |
| Alligator Weed - Evans Catchment (GC-Alligator Weed) | 6,500 | Our portion remaining of grant to be applied to future works. This money will be costed to our first Alligator weed treatment in this area in this financial year. Works planned for Nov 21 |
| Weed Action Plan - variation Alligator Weed Swan Bay (GC-WAP) | 12,900 | Funds remaining from the Alligator weed project were identified to be spent on the outbreak in Swan Bay caused by flooding. Due to the condition of Swan Bay, access to the entire site was a major issue. Funds were approved by DPI to be spent on ARGO purchase to assist with access and treatment of the site. Purchasing of this vehicle did not occur due to the problems with servicing and Insurance. Funds to be spent on ATV or floating boom to help with Alligator weed control in Swan bay in 20/21 |
| Local Land Service - Community land care (GC-WAPLLS) | 56,300 | Original \$120k was spent on this grant in 19/20. Funding was for 6 projects undertaken by Landcare (1 in each LGA). Additional funding provided by NCLLS in June 2020, which is to be passed on to Landcare to assist with these projects in 2020/21. |
| Integrated Water Cycle Management - Strategy (GC-IWCM Strategy) | 119,700 | The FWP 2060 (IWCM) has been referred to the NSW Department of Planning Industry and Environment – Urban Water Utilities for their initial review. The committed funds are for any updates deemed appropriate based on this consultation process and complete a number of consultant work packages that were also not completed by 30 June but are expected to be completed by Mid-August. |
| Integrated Water Cycle Management - Potable reuse (P-Potable reuse) | 35,000 | The requested carryover is to ensure that there is an appropriate contingency for any further review process and is related to the IWCM above. |
| | 895,900 | |

Table 10: Capital Budgets to be carried forward

| Capital Project Name | Total (\$) | Comments |
|---|------------|--|
| Information Technology – replacement servers (CE-IT servers) | 47,200 | Due to COVID-19 pandemic, we have been unable to procure the hardware to upgrade/replace the servers as per the schedule. Council suppliers are experiencing delays and are reluctant to provide specific timeframes for supply. We will also require additional server capacity as we implement Content Manager and GIS solutions over the coming months. |
| Richmond Water Laboratories - Asset Renewal - 8 items not purchased in the current budget. (CE-Renewals) | 37,500 | RWL continued to implement its equipment renewal plan throughout 2019/20. Unfortunately, COVID-19 disrupted elements of this plan as supplier visits and demonstrations were impacted, imported goods delayed and staff were segregated into 'non mixing' teams. The equipment identified for renewal in 2019/2020 was due to increases in maintenance costs; a reduction in quality and/or rate of production; an increase in labour costs; and/or a loss of operating time due to breakdowns. There has been no down time from the identified equipment, however, purchasing will be a priority in early 2020-2021 FY. |
| Water Management Database (CE-Database) | 6,100 | This project is complete, and it is now requested to use the budget savings to configure additional custom reports from the database. |
| Emigrant Creek Dam Water Treatment Plant – Miscellaneous (CE-ECDWTP Misc) | 4,900 | Programmed pipework upgrades for 19/20 were completed under budget. It is proposed to carry forward budget savings and add to the budget for the Nightcap Communications Network Upgrade (CE-NCWTP ICS) ** |
| Nightcap Water Treatment Plant - Instruments (CE-Instruments) | 17,600 | The instrument replacement budget is recurring, and all required instruments were replaced. It is proposed to carry forward budget savings and add to the budget for the Nightcap Communications Network Upgrade (CE-NCWTP ICS) ** |
| Nightcap Water Treatment Plant – Wastewater (CE-NCWTP) | 28,400 | Upgrade/repairs to the Nightcap WTP waste facility were not completed on time due to COVID-19. Carried over funds will allow work to be completed in 2020/21. |
| Nightcap Water Treatment Plant - Industrial Communications Network (CE-NCWTP ICS) | 140,900 | A contract for the supply and installation of a new industrial communications network at the Nightcap Water Treatment Plant was awarded in June 2020. The project is planned to be completed before November 2021. ** |
| Nightcap Water Treatment Plant - Ozone Side Stream Dosing (CE-Ozone dose) | 8,400 | Contractor was unable to deliver the project on time and it will now be completed in early 2020/21. |
| UF System (CE-UF System) | 4,300 | The project is complete. It is proposed to carry forward budget savings and add to the budget for the Nightcap Communications Network Upgrade (CE-NCWTP ICS) ** |
| Bulk Mains - Elevated Main Corrosion Repairs (CE-Corrosion) | 122,900 | Multiyear project, corrosion repairs on Lismore 900, 90% complete. Remaining funds are required to complete painting. |
| Emigrant Creek Dam - Access To Spillway (CE-ECD spillway) | 37,400 | This project has been redesigned to reduce construction costs which has resulted in minor delays. The works are currently underway and due for completion in August 2020 |
| Greenhouse Gas Abatement (CE-Greenhouse) | 94,800 | Multiyear project - current suite of projects commenced and to be complete by October 2020 |
| Rocky Creek Dam - Raw Water Pumps (CE-Raw water) | 174,800 | Multiyear project - Raw water pump upgrade 90% complete. Practical completion to be concluded in August 2020 |

| Capital Project Name | Total (\$) | Comments |
|---|------------|---|
| St Helena 600 upgrade - Stage 1 (CE-St Helena 600 Stage 1) | 1,885,600 | Multiyear project - full budget committed - actuals not realised due to minor delays caused by wet weather. Stage 1 of the project on track for completion in March 2021 as per current program. |
| Rocky Creek Dam - Tunnel audit (name change) (CE-Tunnel) | 168,800 | Project complete - approximately \$73K relates to the contract retention payment with remaining funds required for finalising shaft access works and spoil disposal. Due for completion by December 2020. |
| Broadwater 250 Upgrade (CE-Broadwater 250 upgrade) | 30,000 | The upgrade of the water supply to Broadwater is the construction of a 7km 250mm pipeline. Planning and design activities are in the final stages with remaining funds to be carried forward to complete initial works in 2020/21, before major pipeline construction in 2021/22. On review of the procurement strategy for the project, it was identified to be more advantageous and efficient to pursue construction on the entire pipeline in a single contract. As such the minor construction section was deferred to 2021/22. |
| Water filling stations - additional stations (CE-Filling Station) | 25,200 | In December 2019 Council resolved to construct two additional bulk water filling stations to address demand and queueing issues experienced during the drought. Council staff have consulted with water carters and investigated multiple sites, with preferred locations selected at Howards Grass and near Tyagarah. Following heavy rainfall early in 2020 and the subsequent significant reduction in demand, the urgency to install the additional stations was reduced. Council staff are consulting with the constituent councils regarding traffic management issues and plan to commence construction of the new station in July/August 2020. |
| Retail - Reticulation Renewals – Grace Road (CE-Retic) | 25,700 | Renewal of priority reticulation assets is a multiyear project. Grace Road reticulation renewal was not completed this financial year. Funding is to be carried forward to continue to progress programmed renewals. |
| Trunk Main renewals - Coraki 225 Renewal Investigations (CE-Trunk) | 20,000 | Planning and investigation activities for the future renewal and replacement of the Coraki 225 pipeline have predominantly been undertaken by internal staff with little requirement for external assistance. This has resulted in significant savings in this budget. As part of the renewal investigations different technologies have been evaluated including multiple trenchless technologies. Council staff have recently identified a cured in place pipeline (CIPP) liner that is suitable for potable water networks and provides significant advantages over conventional replacement methods for difficult sections of pipeline (for example: under roads, creeks or buildings). The funds are required to progress a trial of this technology on a small failing section of the Coraki 225 to assess the suitability of the technology for incorporation into the final renewal strategy. |
| Emigrant Creek Dam - fencing land holders (CE-ECD) | 8,000 | This budget item was originally allocated to asset renewals at Emigrant Creek Dam in particular a series of fence lines that required repair/replacement. RCC has completed extensive fencing renewals during 2019/20, however there are two additional property boundaries that we share with landholders that require renewal/replacement. Due to enforced delays in landholder engagement throughout the COVID-19 restrictions, this was delayed. Funds are required to be carried forward to allow this work to progress. There is no allocation for this purpose in the 2020/21 budget. |
| Emigrant Creek Dam Water Treatment Plant - Ozone System Renewal (CE-ECWTP Ozone) | 22,000 | Contractor, engaged but was unable to deliver the project on time and it will now be completed in early 2020/21. |

| Capital Project Name | Total (\$) | Comments |
|--|------------|---|
| Catchment Management Plan – High Priority Actions Emigrant Creek River Reach Program (CE-CMP) | 29,600 | The Emigrant Creek River Reach program commenced in 2017 and has been largely successful with good landholder uptake and on-ground implementation for priority reaches. The approach has involved initial reach-scale assessments of riparian zones (incorporating vegetation condition and extent, bank erosion, stock access etc.) and development of property-scale action plans to address key issues. On-ground works have included weed control, cattle exclusion fencing, vegetation planting and erosion control works. Landholder agreements were generally developed with a 2-year duration period, however some extensions have been granted where specific maintenance requirements have arisen. However due to delays associated with drought (delaying plantings) and COVID-19 (delaying access), some projects are yet to be closed out. Funds are required to be carried forward to allow these contracts to be completed. |
| Catchments - Access Renewals (CE-Access) | 4,800 | RCC owns a number of properties within the footprint of the proposed Dunoon Dam storage. There are 3 existing access roads into and through these properties. These access roads have not been maintained for some time and so to enable access for maintenance purposes there is a need for these access roads to be cleared of vegetation to allow access. Funds are required to be carried over to allow completion of the clearing/repair work at the rear of the adjoining property on Whian Whian Road as there is a need for access for bushfire management purposes. |
| Perradenya land development <ul style="list-style-type: none"> Land Release 6 (20 lots) Shared footpath/cycleway Environmental plantings Strategic investigations (CE-Perra) | 1,920,000 | <p>Perradenya Land Development - Release 6 - \$1,765,700. Construction of 20 lot subdivision remains on schedule, with payments made on achievement of milestones as per contracts.</p> <p>Perradenya Whole of Subdivision - \$155,000.</p> <ul style="list-style-type: none"> Shared footpath/cycleway (\$35,000) - An allocation to provide for professional advice in progressing the shared footpath/cycleway Environmental plantings (\$55,000) - Allocation required to meet existing commitments for completion, maintenance, monitoring and reporting in accordance with environmental plantings as per agreed Vegetation Management Plans Strategic investigations (\$65,000) - Arbitrary allocation to provide for professional advice, if required, related to progressing development conditions: - such as reclamation plant, developing integrated lots, options for the residual lot and a review of the bridleway. |
| Content Manager and Customer Relationship Management System (CE-Records/CRM) | 259,700 | Council, as part of the QBRs 31 March 2020 report, approved an allocation to facilitate the identification, selection and implementation of a digital records solution (Content Manager) and Customer Relationship Management (CRM) system. The project is progressing on schedule with payments made in accordance with agreed milestones. |
| Depot upgrade – Kyogle Street (CE-Depot) | 132,000 | These funds were first allocated in the 2018/19 Financial Year after several improvements were identified within a Depot Improvement Plan, delivered by an external consultant. These funds were carried to the 19/20 year in conjunction with the establishment of a Procurement and Properties team, responsible for the management of Council's Depots, Stores and Fleet. Initial concept strategies were finalised regarding fleet storage, inventory control and administration improvements at the Kyogle Street Depot. Independent design and cost estimates have been sought and provided for a 12-bay vehicle storage weather protection shed. Unfortunately, further activity against this project has been suspended as part of our COVID-19 restricted depot access rules. |

| Capital Project Name | Total (\$) | Comments |
|---|------------------|--|
| Rural property upgrades (CE-Rural Prop) | 30,000 | Council is aware that two of its rural properties are uninhabitable and uneconomical to restore. Funding was allocated in 2019/20 to demolish those properties and decommission septic systems. Planning advice, regulatory approval and qualified contractor quotations for demolition and disposal have been received. Once demolition of the properties is complete staff will review agistment options for the land. |
| Reservoir refurbishment – Pineapple Road (CE- Reservoir) | 30,000 | Refurbishment of Pineapple Rd reservoir roof postponed pending investigation into alternative water supply arrangements in this location. Alternative supply arrangements may be possible, enabling the decommissioning of Pineapple Rd reservoir and deferment of future capital expenditure. The funds are required to install a bypass of the reservoir as a trial arrangement through until June 2021 to assess the need for the reservoir. Consultation is currently progressing with Lismore City Council on the preferred long-term option for this site. |
| Nightcap Water Treatment Plant – Chemical Storage (CE-Chem Farm) | 162,600 | Planning and design of bulk chemical storage upgrade currently on hold pending outcome of investigations into alternative treatment chemicals to address water quality improvements in the distribution network. Selection of preferred treatment chemicals expected to be finalised before December 2020 with final planning and design of upgrade to be completed by June 2021. Upgrade expected to commence in 2021/22. |
| | 5,479,200 | |

****** Nightcap Industrial Control System (ICS) network upgrade – this project was approved in the March 2020 QBRS report and has been progressing since that time. The Request for Quotation process has concluded, and purchase orders issued for the main portion of the contract work. Since then, in consultation with the contractor, an important safety and access improvement has been identified which is best addressed as part of this upgrade. Savings from other Nightcap WTP budgets, totalling \$26,800, have been identified and it is proposed that these funds be carried over to 2020/21 to enable those related works to be completed.

Guy Bezrouhko
Group Manager Corporate and Commercial

Attachment: Rous County Council 2019/20 Capital Works

Rous County Council 2019/20 Capital Works

| Capital Code | Capital Project | Actual 2020 | Budget 2020 | % Consumed |
|-------------------------|---|-------------|-------------|------------|
| CE-ACCESS | Upgrade Catchment Access Rds (oeh MOU) & PDD Access Track | 13,208 | 18,000 | 73% |
| CE-BROADWATER 150 | Broadwater 150 upgrade | 59,975 | 270,000 | 22% |
| CE-CHEMFARM | NCWTP Chemical Storage | 64,773 | 230,100 | 28% |
| CE-CMP | Catchment Management Plan - High Priority Actions | 42,713 | 74,800 | 57% |
| CE-CORROSION | Elevated Main Corrosion Repairs | 409,798 | 532,700 | 77% |
| CE-DEPOT | Depot Upgrade | 21,520 | 158,400 | 14% |
| CE-ECD PATH TO SPILLWAY | Emigrant Creek Dam - Path to spillway | 22,563 | 60,000 | 38% |
| CE-FILLING STATION | Filling Station - (public access) | 124,754 | 150,000 | 83% |
| CE-GREENHOUSE | Greenhouse Gas Abatement | 210,148 | 305,000 | 69% |
| CE-IT MICROWAVE | IT Microwave Bridge | 8,228 | 8,300 | 99% |
| CE-IT SERVERS | IT Servers | 47,774 | 95,000 | 50% |
| CE-NCWTP | Nightcap Water Treatment Plant - Wastewater | 145,089 | 173,500 | 84% |
| CE-NWTP ICS | NCWTP - ICS | 25,877 | 166,800 | 16% |
| CE-OZONE DOSE | NCWTP - Ozone Sidestream Dosing | 117,753 | 126,200 | 93% |
| CE-RAW PUMP | Rocky Creek Dam - Raw Water Pumps | 1,435,964 | 1,610,800 | 89% |
| CE-RCD SECURITY | Rocky Creek Dam - Security | 0 | 45,900 | 0% |
| CE-RECORDS/CRM | Records / CRM | 72,555 | 332,300 | 22% |
| CE-RESERVOIR | Reservoir Renewals - Pinapple Road | 51,719 | 284,000 | 18% |
| CE-ST HELENA525 | St Helena 525 - Corrosion Repaires | 18,078 | 36,800 | 49% |
| CE-ST HELENA600 S1 | St Helena 600 - Stage 1 | 3,123,422 | 5,009,000 | 62% |
| CE-ST HELENA600 S2 | St Helena 600 - Stage 2 | 174,851 | 174,900 | 100% |
| CE-TRUNK | Trunk Mains Renewal - Coraki 150 | 0 | 55,000 | 0% |
| CE-TRUNK | Trunk Mains Renewal - Coraki 225 | 0 | 55,000 | 0% |
| CE-TUNNEL | Tunnel Investigations | 491,819 | 660,700 | 74% |
| CE-PERRA CYC | Perradenya - Shared Footpath/Cycleway | 5,523 | 535,100 | 1% |
| CE-PERRA REL6 | Perradenya - Release 6 | 1,023,930 | 2,318,400 | 44% |
| CE-PERRA WOS | Perradenya - Whole of Subdivision | 91,518 | 209,200 | 44% |
| CE-RURAL PROP | Rural Property Upgrades | 0 | 55,000 | 0% |
| CE-RETIC | Reticulation Mains - Grace Rd | 7,670 | 33,400 | 23% |
| CE-S-METERS | Meter reading software | 0 | 31,000 | 0% |
| CE-TANKS | Tank Renewal Reticulation | 4,450 | 67,000 | 7% |
| CE-RWL RENEWALS | RWL Asset Renewals | 63,894 | 149,400 | 43% |
| Works in progress | | 7,879,566 | 14,031,700 | 56% |

Rous County Council 2019/20 Capital Works (Ctd)

| Capital Code | Capital Project | Actual 2020 | Budget 2020 | % Consumed |
|------------------------|--|------------------|------------------|------------|
| CE-AUDIO | Audio visual equipment (chambers) | 4,681 | 10,000 | 47% |
| CE-ROSS ST 375 | Ross St 375 upgrade | 113,675 | 114,000 | 100% |
| CE-BRUNSWICK S6 | St Helena to Brunswick Stage 6 - final stage | 60,173 | 62,000 | 97% |
| CE-BUILDING | Building Renewals - NCWTP | 172,776 | 171,600 | 101% |
| CE-BULK | Bulk Meter Renewals | 30,187 | 31,000 | 97% |
| CE-CHAMBERS | RW Admin Building | 71,915 | 112,000 | 64% |
| CE-CONTROL | Control Upgrade (PLCs, Scada & Ethernet) | 19,233 | 17,700 | 109% |
| CE-DATABASE | Water Management Database | 73,850 | 80,000 | 92% |
| CE-DIGITAL RECORDS | Digital Record | 26,400 | 30,000 | 88% |
| CE-EASEMENT | Easement Creation | 5,409 | 21,000 | 26% |
| CE-ECD | Emigrant Creek Dam - Buffer zone fencing | 17,530 | 25,600 | 68% |
| CE-ECD AMENITIES | Emigrant Creek Dam - Amenities | 270 | 3,800 | 7% |
| CE-ECD SHED | Emigrant Creek Dam - Shed | 38,563 | 40,000 | 96% |
| CE-ECDWTP MISC | ECD Water Treatment Plant Miscell | 1,321 | 6,300 | 21% |
| CE-EGW | Extended Groundwater Investigations | 53,633 | 50,000 | 107% |
| CE-INSTRUMENTS | Instruments Treatment Plants | 28,306 | 46,000 | 62% |
| CE-IT COMMS | IT Communications | 7,305 | 29,700 | 25% |
| CE-IT COMPUTERS | IT Computer Fleet | 43,095 | 30,000 | 144% |
| CE-IT SOFTWARE | IT Software | 0 | 20,000 | 0% |
| CE-OZONE | ECWTP - Ozone System Renewal | 18,414 | 40,000 | 46% |
| CE-RCD | Rocky Creek Dam - Aerator | 55,201 | 55,100 | 100% |
| CE-RCD REC | Rocky Creek Dam - Recreation Area | 35,648 | 34,500 | 103% |
| CE-SANDBOX | Augmented Reality Sandbox | 12,500 | 12,500 | 100% |
| CE-SIGNAGE | Signage (Reg & Info) | 7,877 | 8,800 | 90% |
| CE-SPILLWAY | Rocky Creek Dam Spillway | 45,412 | 50,000 | 91% |
| CE-TOOLS | Tools & Equipment | 5,682 | 20,000 | 28% |
| CE-UF SYSTEM | UF System | 5,903 | 9,500 | 62% |
| CE-VALVE | Valve Renewal - Bel | 26,155 | 26,200 | 100% |
| CE-VALVE | Valve Renewal - Ross St MCV | 29,083 | 29,100 | 100% |
| CE-FLEET | Fleet Expense to be Apportioned | 60,360 | 60,400 | 100% |
| F-FLEET | Fleet Purchases | 50,527 | 518,200 | 10% |
| CE-FMI | Flood Mitigation Infrastructure (Floodgates, lifting gear, etc.) | 108,974 | 109,000 | 100% |
| CE-FMI | Flood Mitigation Infrastructure (Heavy maintenance) | 10,110 | 36,500 | 28% |
| CE-FMI | Flood Mitigation Infrastructure | 9,501 | 9,500 | 100% |
| CE-OLD CHAMBERS | Old Chambers | 0 | 9,400 | 0% |
| CE-RETIC | Reticulation Mains - Old Tintenbar | 112,357 | 112,300 | 100% |
| CE-RETIC | Reticulation Mains - Unara to Eltham | 90,482 | 99,500 | 91% |
| CE-RETIC | Reticulation Mains - Woodford Lane | 67,747 | 67,800 | 100% |
| CE-RETIC | Reticulation Mains - Bencluna | 30,083 | 30,100 | 100% |
| CE-RETIC | Reticulation Mains - Gulgan | 111,267 | 111,300 | 100% |
| CE-RETIC | Reticulation Mains - Shackleys | 1,650 | 1,700 | 97% |
| CE-RETIC | Reticulation Mains - Sth Gund | 6,745 | 6,800 | 99% |
| CE-RETIC | Reticulation Mains - Woodlawn | 7,737 | 7,800 | 99% |
| CE-IT COMPUTERS | Computer Fleet (Toughbooks, PDAs) | 17,180 | 20,000 | 86% |
| Works completed | | 1,694,917 | 2,386,700 | 71% |

Note: The internal salaries for capitalisation budget allocation has been removed from the above totals. All actual expenditure has been journaled to the appropriate capital projects.

Release of easements for water pipeline - Skinners Shoot Road, Skinners Shoot

(587/18)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Recommendation

1. That Council grant approval, for completion under seal, of all documents required in relation to the release of an easement for water pipeline supply 5.03 wide over Lot 13 in DP615522 located at Skinners Shoot, with the associated costs to be borne by the landowner.
2. That Council delegate authority to the General Manager, to release existing easements associated with the decommissioned Byron 150mm diameter pipeline, for all future landholder requests.

Background

The solicitor of the property owner has requested Rous County Council (RCC) release an existing easement for a water pipeline affecting property Lot 13 in DP615522, located at Skinners Shoot Road, Skinners Shoot.

The pipeline, known as the Byron 150mm diameter pipeline (cast iron) has been replaced by a 100mm diameter reticulation pipeline within the road reserve of Skinners Shoot Road, Skinners Shoot. The pipeline has been decommissioned as part of the upgrade of the pipelines between Coopers Shoot and Paterson Street reservoirs. The decommissioned 150mm pipe, traverses private property and was protected by an easement. The easements for the pipeline are no longer required by RCC.

Council wrote to all affected landholders on the decommissioned 150mm pipeline in 2016, advising that upon the landholder's request, Council would make arrangements to extinguish the easement and have the record removed from the Title, subject to the landholder accepting ownership of the pipeline. Council agreed to cover the costs of this activity.

Staff support the request from the property owner's solicitor and note that Council has previously:

- resolved (15/17) to approve the release of the easement on another property (Lot 2 DP252867) for the same decommissioned pipeline, and as an owner in 2016, Council paid the costs to release the easement;
- resolved (79/18) to offer to release easements on properties that are no longer required as part of the upgrade of the pipelines at Paterson Street, Byron Bay, and delegated authority to the General Manager for future landholder requests on that pipeline.

A Deed of Agreement between RCC and the landholder will be executed indemnifying RCC against any future claims or actions regarding the decommissioned pipe. The pipe would remain in the ground and not be RCC's responsibility to remove at any time in the future.

Governance

Finance

As the landholder purchased the property after RCC's offer of 2016 to cover the costs of the easement release, it is proposed that all costs associated with the preparation and lodgement of the necessary legal document to release the easement will be the responsibility of the landholder.

Legal

If approved, Council will prepare documentation to facilitate the release of the easement.

Consultation

Consultation regarding the release of the easement has occurred between RCC staff and the property owner's solicitor. RCC's role will be limited to preparing the *Cancellation or Extinguishment of Easement document*, and providing this to the property owner's solicitor for lodgement at NSW Land Registry Services.

Conclusion

It is proposed that Council grant approval, for completion under seal, of all documents required in relation to the release of an easement for water supply 5.03 wide over Lot 13 in DP615522 located at Skinners Shoot. In addition, Council delegate authority to the General Manager to allow the release of additional easements associated with the decommissioned Byron 150mm diameter pipeline, when requested by landholders.

Andrew Logan
Planning Manager

Attachment: Plan of easement to be released.



Easement to be released - Lot 13 DP615522

THE INFORMATION ON THIS MAP MAY NOT BE ACCURATE

Disclaimer: The material contained on this map is made available on the understanding that Rous County Council is not hereby engaged in rendering professional advice. Whilst all reasonable care has been taken to ensure the information contained on this map is up to date and accurate, no warranty is given that the information contained on this map is free from error or omission. Any reliance placed on such information shall be at the sole risk of the user. Please verify the accuracy of the information prior to using it.



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Rous County Council Asset Management Strategy 2020-2024

2660/18

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Recommendation

That Council adopt the Rous County Council *Asset Management Strategy 2020-2024*.

Background

During the period since October 2019, an asset management improvement project has been underway with the aim of:

- Understanding Council's current asset management practices
- Identifying where Council would like its asset management practices to be, and
- Identifying what Council is missing and what needs to improve in asset management.

Asset management is a high importance function with Council managing a large asset base valued at \$624million. The project was initiated to address the inconsistent and undocumented nature of Council's existing asset management practices. There was a need to improve transparency and accountability by documenting a consistent asset management approach with evidence-based decision making. Council previously had in place an Asset Management Plan and Asset Management Policy, however there was no dedicated Asset Management Strategy, or other documented processes considered necessary as part of a well-documented Asset Management System. It was identified that it was time to assess Council's asset management against industry best practices by undertaking an asset management maturity assessment.

A maturity assessment compares current practices against what is considered industry best practice to identify strengths, risks and opportunities for improvement. A self-assessment was undertaken by the project team using industry tools from Institute of Public Works Engineering Australia (IPWEA) and the Institute of Asset Management. The results were averaged to provide an assessment of Council's current maturity and desired maturity levels. A gap analysis was then undertaken to identify actions to close the gap between where asset management practices currently are, and where Council would like them to be. This assessment identified Council's current maturity level as being in a Developing stage, acknowledging that Council is in a transitional stage, is aware of the need for development and has intent to implement improvements. A target over the next four years is set to improve maturity to a Competent level with a formally documented Asset Management System that is being consistently applied.

The project included delivery of an Asset Management Strategy (the Strategy). The Strategy provides the strategic plan for achieving the asset management objectives of Council. It outlines the role and scope of the Asset Management System and long-term approach for managing assets, as well as defining the asset management mission and objectives. It provides line of sight between the Asset Management policy and Asset Management Plan.

The Strategy was developed and reviewed by the project team following a series of workshops to gather a broad view on current practices across Council and to identify improvements. This information was used to develop a detailed improvement plan to provide clear direction and actions to form a well-documented Asset Management System that supports prioritisation and justification of forward capital works planning, maintenance planning and other asset management activities.

The improvement plan forms part of the Asset Management Strategy and provides a commitment to and focus on continual improvement. The improvement actions identified will be delivered over the next four years, subject to adoption of this Asset Management Strategy by Council.

The Asset Management Strategy forms part of the Integrated Planning & Reporting Resourcing Strategy requirements. It requires asset planning documents to 'include specific actions required to improve the council's asset management capability and projected resource requirements and timeframes.'

Governance**Finance**

The improvement actions identified as part of the Asset Management Strategy require staff time over the next four years to implement. No specific budget requirements are necessary at this stage.

Legal

Not applicable

Consultation

The project was delivered by an internal project team consisting of six staff members involved in asset management across functional areas of Council, including Planning, Finance and Operations. The project deliverables have been presented to Council's Leadership Team, and an overview of the project provided to Council's Leadership Group. Ongoing consultation with staff involved in asset management will continue as the Asset Management Strategy improvement plan is implemented over the next four years.

Councillors were provided with background on the progress and outputs of the Asset Management Improvement Project in June 2020.

Conclusion

The Asset Management Strategy is the culmination of a detailed internal review of Council's current asset management practices and workshops to identify improvements. It outlines Council's current approach to asset management and includes a detailed improvement plan to be implemented over the next four years to move Council towards more mature and appropriate asset management practices.

Andrew Logan
Planning Manager

Attachments:

1. RCC Asset Management Strategy 2020-2024 (final for adoption)



Asset Management Strategy

DRAFT



2020/2024

| | | |
|------------------------|--|--------------------------------|
| Office use only | File no.: | Next review date: June 2022 |
| Version | Purpose and description | Date adopted |
| 0.1 DRAFT | Provides overview of asset management systems and strategic plan for achieving asset management objectives | June 2020 |

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1 Purpose

This document provides the strategic plan for achieving the asset management objectives of Council. It outlines the role of our asset management system and our long-term approach for managing assets.

2 Asset Management System

2.1 What is Asset Management

The ISO55000 standard defines asset management as the coordinated activity of an organisation to realise value from assets. The realisation of value involves the balancing of cost, risks and performance while achieving the organisation's business objectives.

Value

Asset management does not focus on the asset itself but the value it can provide to the organisation. All assets have actual or potential value to be realised to meet the needs and expectations of stakeholders. Both the tangible and intangible elements of value need to be considered in decision making including:

| | | |
|-----------------|---------------------|-----------------------|
| Risk | Opportunities | Performance of Assets |
| Financial Costs | Environmental Costs | Social Costs |
| Cost of Service | Quality of Service | Sustainability |
| Compliance | Reputation | Safety |

Alignment

There should be clear connectivity between an organisation's strategic plan and the asset management activities being delivered. Asset management translates organisational objectives into technical, financial, and operational decisions, plans and activities so that everyone understands how they contribute to achieving success. It considers top down strategies and plans as well as bottom up fact-based realities such as asset capabilities, performance, and constraints.

Understanding the purpose of work activities – why they are needed not just when and how

Leadership

Asset management should be placed as a high importance function within the organisation with leadership and commitment to deliver effectively.

There should be leadership from positions with enough influence and authority to progress the asset management agenda as well as from all levels of the organisation. Leadership should:

Ensure a suitable organisational structure and culture

Set direction and priorities

Ensure thinking and practices cross boundaries between functions

Assurance

A combination of monitoring and auditing of processes and outcomes is necessary to confirm assets and systems are operating as intended. To assure that:

Assets fulfil required purpose

Asset management activities are delivered

Objectives are achieved consistently and sustainably

Lifecycle Activities

Asset management integrates activities across the whole lifecycle of assets:

| | | |
|---------------|--------------|----------------|
| Identify Need | Plan | Options |
| Design | Construction | Asset Handover |
| Operate | Maintain | Monitor |
| Rehabilitate | Replace | Dispose |

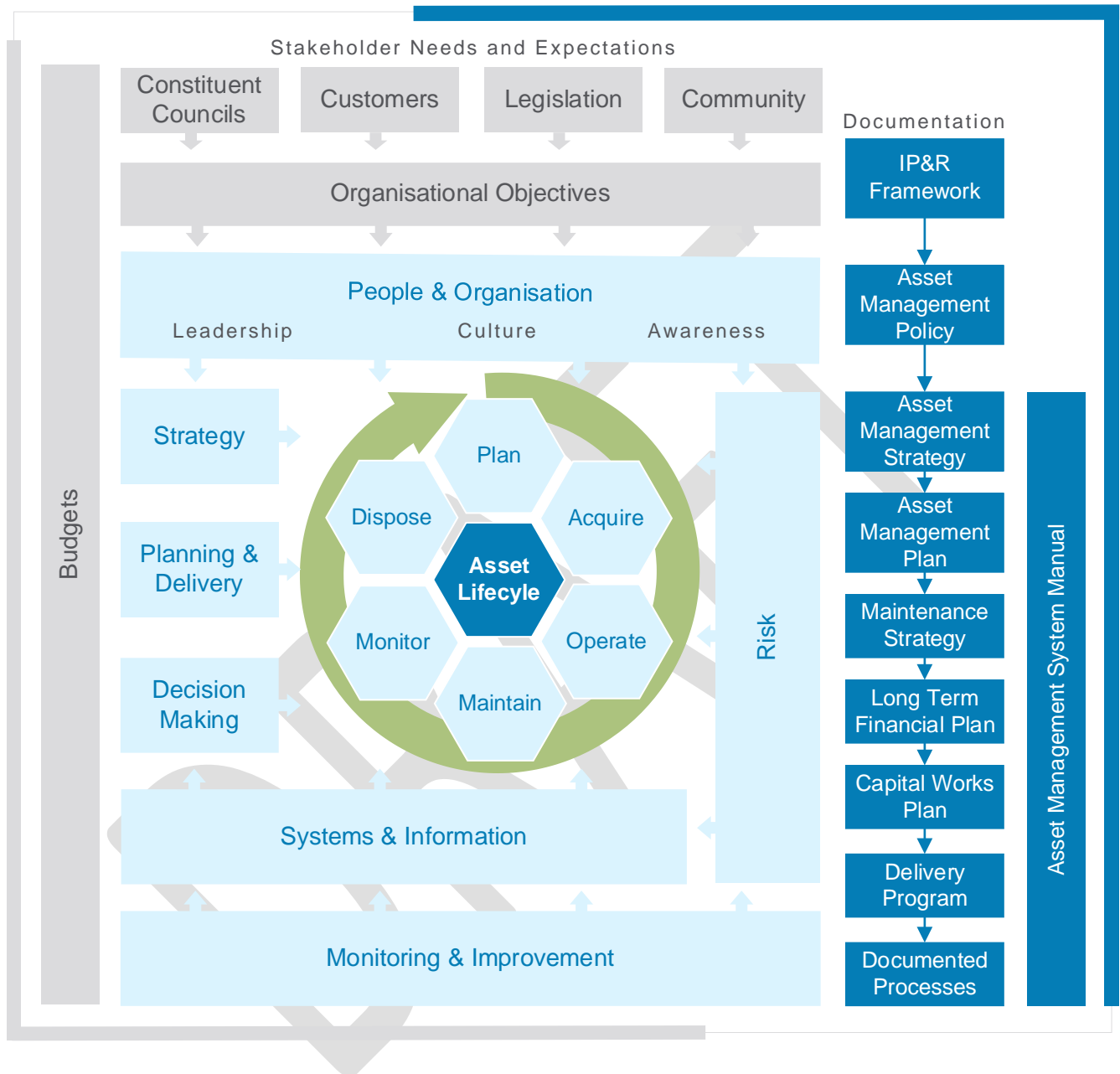
Decision Making

Competent, consistent and optimal decision making is a vital element underpinning good asset management. It should allow the right and best value compromise between competing interests with proportional sophistication provided for in decision making processes from simple to more complex or critical decisions.

2.2 Asset Management System Scope

Our asset management system includes the policies, strategies, plans, documented processes, and activities related to the planning and management of our infrastructure assets as well as the people and systems involved. The diagram below outlines the framework of components and documents involved in our asset management system.

Asset Management Framework



Strategy

This strategy is a high-level strategic document that aims to translate the organisational objectives into asset management objectives and strategies.

Plans

These objectives and strategies are further developed into whole of lifecycle tactical actions through the follow on plans, programs, and processes.

Systems & People

These documents and processes are supported by information systems and our people with a strong focus on continual improvement through monitoring and a dedicated prioritised improvement plan.

3 Our Assets

3.1 Infrastructure Assets

When we talk about assets in this strategy, we are referring to our infrastructure assets. These are:

| | | |
|-----------------------|--|--|
| Physical fixed assets | With a replacement cost > \$5,000 for water assets or > \$1,000 for other asset types | With > 12 months expected useful life |
| | Any item which falls outside of this is considered a maintenance or operational expense. However, low value maintenance only assets or components may be included in the asset register, these will not be valued, and only included to assist in management of maintenance. | |

The following asset types are not covered by this strategy:

| | | |
|--|---|---|
| IT Assets (excluding fixed assets such as communication towers etc) | Mobile Plant & Equipment i.e. vehicles | Attractive Assets i.e. power tools (low value assets, which are mobile and prone to theft) |
|--|---|---|

These assets are generally mobile and strategies for managing them are dealt with elsewhere.

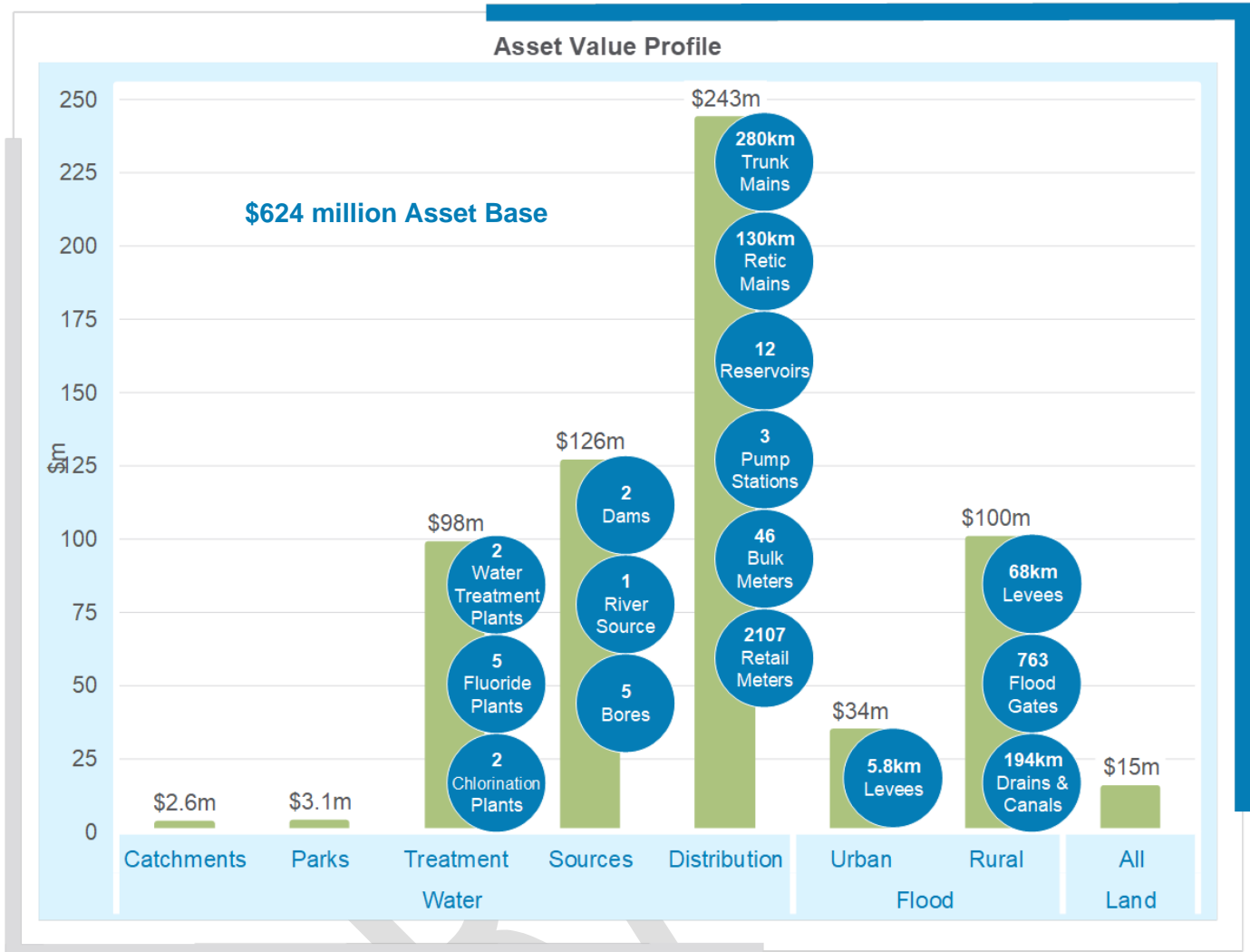


Assets types that are covered by this strategy:

| Flood | | | Water | | |
|----------------|-----------------|---------------|------------------------|------------------------|------------------------|
| Urban | | | Catchments | | |
| Floodgates | Levees | Buildings | Managed Vegetation | Access Control | Signage |
| Rural | | | Source | | |
| Land | Bank Protection | Pump Stations | Bores | Buildings | Dams & Sources |
| Depots | | | Treatment | | |
| Floodgates | Levees | Land | Fluoride Plants | Water Treatment Plants | Land |
| Canals | Drains | Outlets | Distribution | | |
| Pipes | Access Control | Dataloggers | Mains – Trunk | Mains – Reticulation | Reservoirs |
| Commercial | | | Meters – Bulk | Meters - Retail | Telemetry |
| Access Control | Buildings | Land | Re-Chlorination Plants | Pump Stations | Water Filling Stations |
| Signage | Site Services | | Parks & Recreation | | |
| | | | Access Control | Structures | Signage |
| | | | Buildings | Site Services | |
| | | | Property | | |
| Access Control | Buildings | Land | Land | Buildings | Access Control |
| Signage | Site Services | | | | |

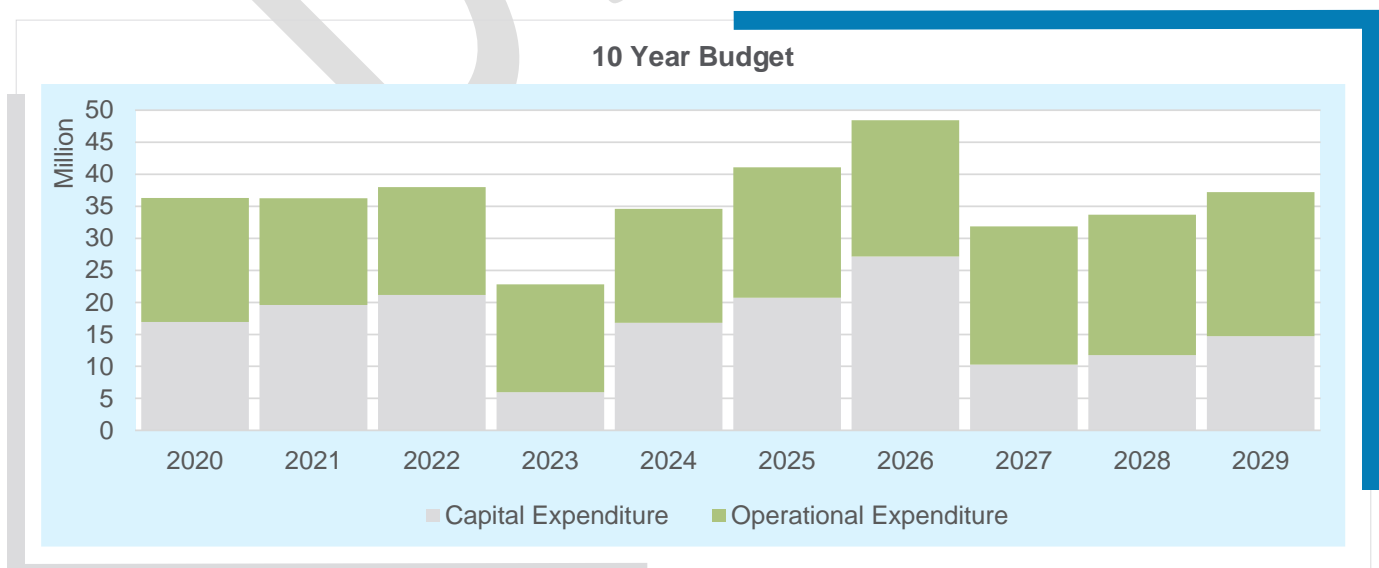
3.2 Asset Value

The infrastructure asset base we manage has a replacement valued of \$624 million as of June 2020.



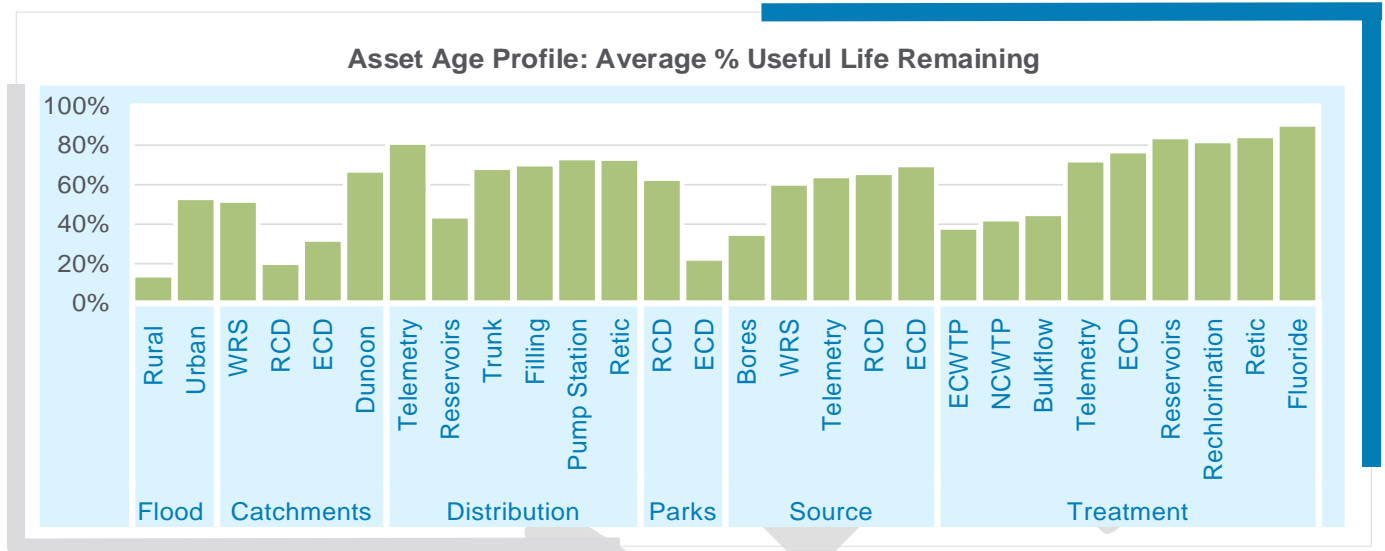
3.3 Funding

The operation, maintenance and renewal of our asset base forms a significant proportion of our annual budget. The graph below shows our projected annual budget for the next ten years.



3.4 Useful Life

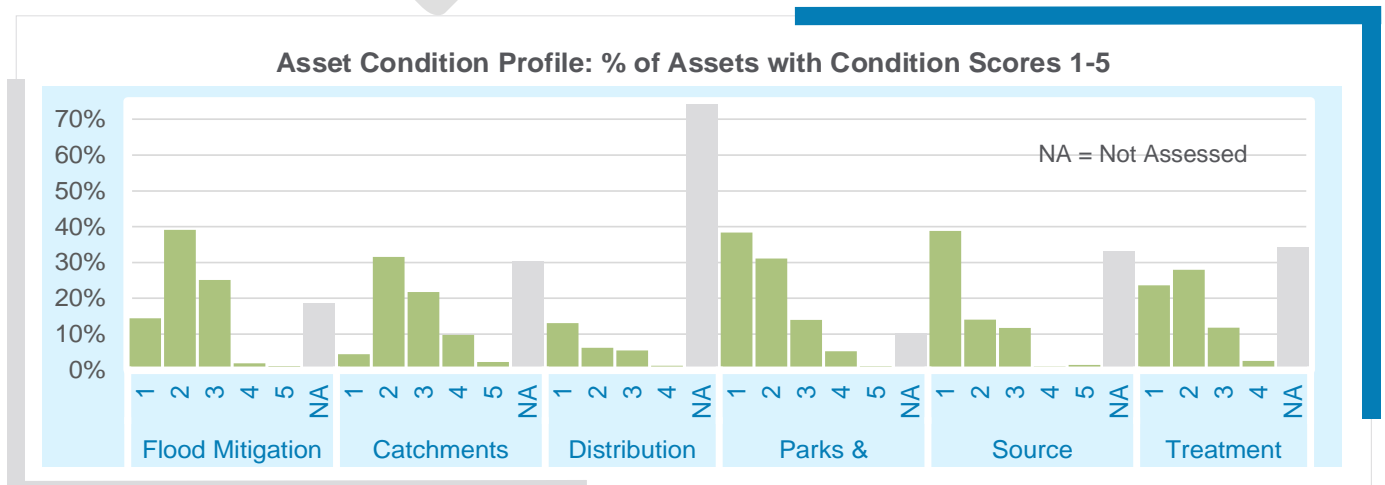
The useful life of an asset is the anticipated timeframe before it is due for renewal. The remaining useful lives of assets should be reviewed regularly. They are a major input into the planning process for managing assets in the long term by forecasting when assets are likely to need increased maintenance, renewal, or replacement in the future. Depreciation is the accounting method of allocating the cost of an asset over its useful life. The useful life and replacement value of an asset are used to calculate yearly depreciation rates. The age and expected useful life of our assets is recorded for each asset within our asset register. The graph below shows the average percentage of remaining useful life for our assets as of June 2020.



3.5 Condition

Condition is a major input into the planning and decision-making process for management of our assets. Assessing the condition of our assets provides information to identify assets in need of maintenance, renewal, or replacement. Up to date condition ratings of assets provides information to determine remaining useful life and inform funding requirements. It also assists in predicting the useful life of asset types through the review of condition and age of assets to understand if our assets are ageing as we expected them to. For example, one asset type may have been given an expected useful life of 10 years, however upon inspection these types of assets remain consistently in good condition when they reach the end of their listed useful life. This may indicate these types of assets could reasonably be given a 15-year life expectancy. This information aids long term planning of future funding requirements.

The condition of each asset is recorded within our asset register. The graph below shows the condition of our assets as of June 2020. A significant number of our assets have not been assessed or have been assessed at a low level of detail. We have developed improvements to how we assess condition as part of our Asset Maintenance Strategy. These improvements will be implemented over the next four years to provide more meaningful data for decision making going forward.



4 Strategy

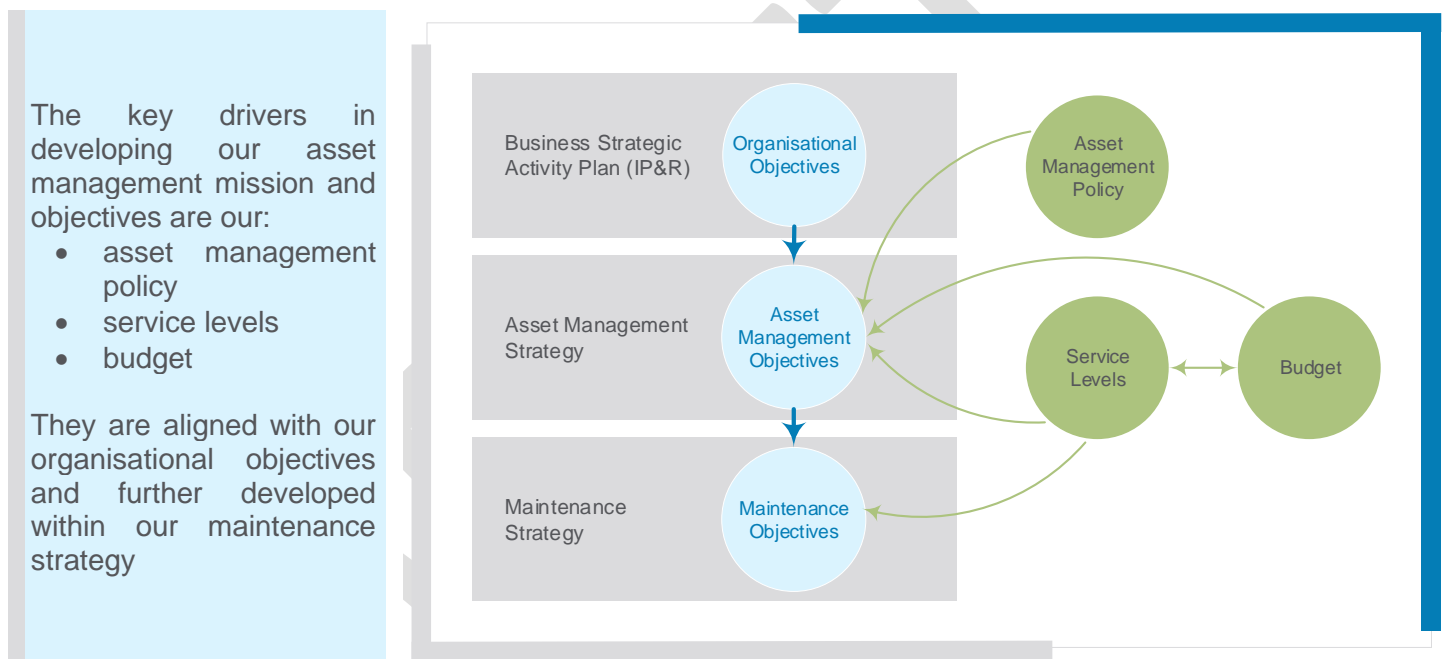
4.1 Asset Management Mission

Our asset management goals are aligned with Council's overall business objectives outlined in the IP&R:

| | | | | | | |
|------------|--------------------------|---------------------|-------------------------|--------|--|-----------------------------------|
| Leadership | Customers & Stakeholders | Strategy & Planning | Information & Knowledge | People | Process Management, Improvement & Innovation | Results & Sustainable Performance |
|------------|--------------------------|---------------------|-------------------------|--------|--|-----------------------------------|

Organisational Vision, Mission & Values

| | |
|----------------|---|
| Vision | Thrive and evolve as a valued service provider |
| Mission | Partner with our constituent councils to provide quality services that support a sustainable and productive community |
| Values | Safety Teamwork Accountability Respect |



Mission

| | |
|---------------------------------------|---|
| Our asset management mission is to... | <ul style="list-style-type: none"> ✓ deliver affordable, quality services while safeguarding assets for the future, ✓ grow internal awareness and capability, and ✓ have transparent and accountable processes aligned with industry best practice |
| We will do this by delivering... | <ul style="list-style-type: none"> – a reliable, quality service to meet demand now and in the future – notification and responsive action to minimise interruption of services – sustainable whole of life value through proactive, prioritised actions – the resources to meet strategic long-term outcomes from our assets – evidence of outcomes and the condition of our assets |

4.2 Asset Management Objectives

The objectives we aim to achieve with our asset management system are:

Asset Management System Objectives

| | Deliver affordable levels of service while safeguarding assets for the future. | Grow internal asset management awareness and capability. | Have transparent and accountable processes aligned with industry best practice. |
|--|--|--|---|
| Leadership Foster an asset management culture that is accountable, transparent and aligns across the organisation to achieve our business objectives | ✓ | ✓ | ✓ |
| Customers & Stakeholders Engage with stakeholders and staff to raise awareness of asset management and understand sustainable service expectations to gain trust as a valued service provider for the region | ✓ | ✓ | ✓ |
| Strategy & Planning Embrace a strategic whole of life approach to the long-term management of assets to realise value and delivery of required services to meet current and future demand | ✓ | | ✓ |
| Information & Knowledge Commit to consistent, evidence based decision-making processes that utilise the knowledge and expertise of our people and the information embedded in our systems | | ✓ | ✓ |
| People Develop capable and motivated people with the skills to deliver asset management objectives who take ownership of assets and service outcomes | | ✓ | |
| Process management, Improvement & Innovation Implement a robust asset management system that provides consistent, repeatable, and accountable outcomes with a focus on continual improvement | ✓ | | ✓ |
| Results & Sustainable Performance Convert strategies and plans into actions to deliver agreed service outcomes that balance cost, risk, and performance of assets throughout their lifecycle now and into the future | ✓ | | ✓ |

The objectives we aim to achieve from our assets and the service they provide are:

Asset Objectives

| | Deliver affordable levels of service while safeguarding assets for the future. | Grow internal asset management awareness and capability. | Have transparent and accountable processes aligned with industry best practice. |
|---|--|--|---|
| Customers & Stakeholders Responsive action to maximise the time that assets are available within appropriate levels service, and that service requests are attended to in a timely manner | ✓ | | ✓ |
| Results & Sustainable Performance Assets maintained to a suitable level to meet performance and service requirements | ✓ | | ✓ |

4.3 Strategies to Achieve Objectives

We will employ the following strategies over the next four years (2020-2024) to guide our actions, decisions, and improvements to achieve our asset management system objectives:

| Asset Management System Objectives | Strategies |
|---|---|
| <p>Leadership</p> <p>Foster an asset management culture that is accountable, transparent and aligns across the organisation to achieve our business objectives</p> | <ol style="list-style-type: none"> 1. Address asset management principles in project proposals and when making decisions to support ownership of asset performance outcomes and delivery of business objectives 2. Review of what we said we were going to do against what we accomplished to encourage a culture shift towards more considered forward planning 3. Promote communication and knowledge sharing to understand the impact teams across the organisation have on positive asset management outcomes for the organisation and community |
| <p>Strategy & Planning</p> <p>Embrace a strategic whole of life approach to the long-term management of assets to realise value and delivery of required services to meet current and future demand</p> | <ol style="list-style-type: none"> 4. Document processes for asset planning to ensure consistent, evidence-based decisions 5. Determine criticality for asset classes and identify high criticality assets to guide prioritisation and management of resources |
| <p>Information & Knowledge</p> <p>Commit to consistent, evidence based decision-making processes that utilise the knowledge and expertise of our people and the information embedded in our systems</p> | <ol style="list-style-type: none"> 6. Develop an Asset Information Strategy to guide how asset information is collected, stored, and accessed 7. Develop an agile decision-making framework with a focus on utilising information and evidence to guide how decisions are made, recorded and who has the authority to make them |
| <p>People</p> <p>Develop capable and motivated people with the skills to deliver asset management objectives and take ownership of assets and service outcomes</p> | <ol style="list-style-type: none"> 8. Develop an asset management competencies framework that recognises the knowledge and skills required for asset management to guide growth in our people and capabilities 9. Provide an understanding of asset management roles, responsibilities and cross functional relationships to support collaboration and ownership of outcomes |
| <p>Process Management, Improvement & Innovation</p> <p>Implement a robust asset management system that provides consistent, repeatable, and accountable outcomes with a focus on continual improvement</p> | <ol style="list-style-type: none"> 10. Document asset management processes to deliver consistent outcomes 11. Improve access to systems and information for office and field staff 12. Develop and implement a prioritised improvement plan to continually advance our asset management practises |
| <p>Customers & Stakeholders</p> <p>Engage with stakeholders and staff to raise awareness of asset management and understand sustainable service expectations to gain trust as a valued service provided for the region</p> | <ol style="list-style-type: none"> 13. Engage with external and internal stakeholders to understand service level expectations 14. Communicate financial and operational implications or limitations to ensure any risks or gains of decisions are understood 15. Promote asset management messaging in internal communications to raise awareness of processes, decisions, and outcomes |
| <p>Results & Sustainable Performance</p> <p>Convert strategies and plans into actions to deliver agreed service outcomes that balance cost, risk and performance of</p> | <ol style="list-style-type: none"> 16. Report on performance of the asset management system to stay accountable for outcomes and track achievements 17. Develop processes and systems to capture the information necessary to effectively and efficiently undertake performance reporting |

We will employ the following strategies over the next four years (2020-2024) to guide our delivery of services to achieve our asset objectives:

| Asset Objectives | Strategies |
|---|---|
| Customers & Stakeholders Responsive action to maximise the time that assets are available within appropriate levels service, and that service requests are attended to in a timely manner | <ol style="list-style-type: none"> 1. Ensure planned works are managed to minimise impacts to service levels 2. Respond to unplanned interruptions and defects to minimise impacts to service levels 3. Provide notification to affected customers and stakeholders of interruptions or changes in service to inform them of impacts |
| Results & Sustainable Performance Assets maintained to a suitable level to deliver service requirements and balance performance, cost and risk throughout their lifecycle now and into the future | <ol style="list-style-type: none"> 4. Report on performance of assets to remain accountable for service outcomes and long-term sustainability of assets 5. Track trends in key performance indicators of service quality, cost and reliability to demonstrate effectiveness of management and operational actions and identify any risks or required improvements |

We have set our objectives to outline what we aspire to achieve with our asset management practices going forward. The strategies are focused on driving improvements to realise these objectives over the coming years. Performance measures have been developed to determine how successfully we deliver our asset management objectives. These are detailed in Section 7 of this strategy.

5 Planning & Delivery

5.1 Planning

5.1.1 Planning Horizons

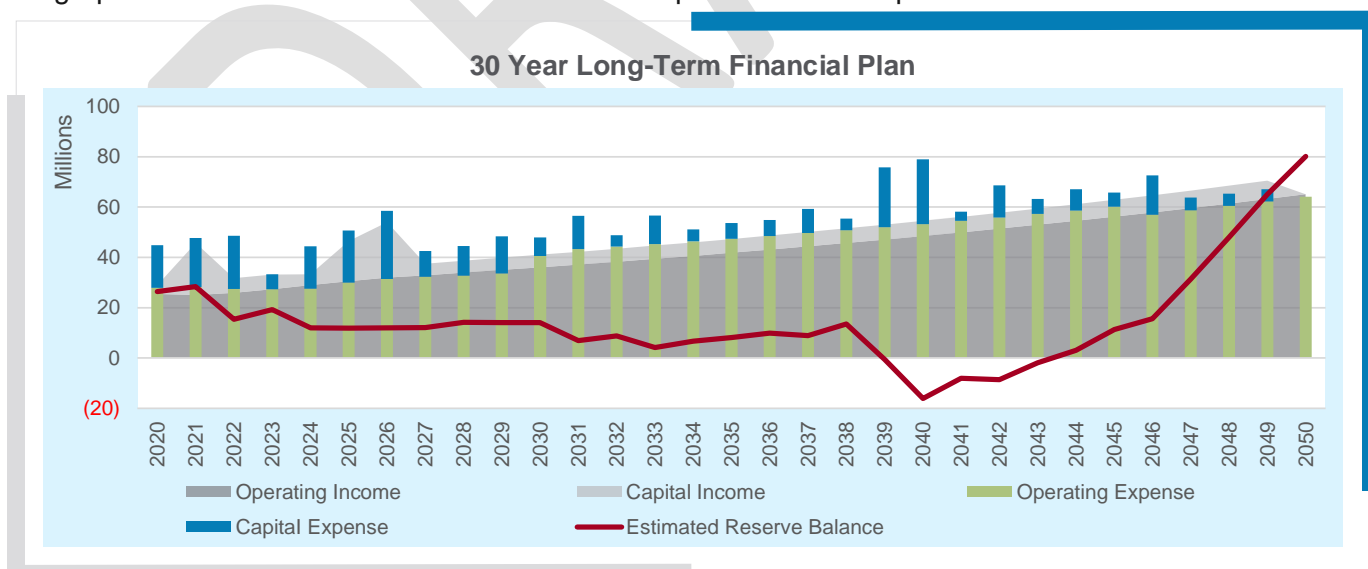
Planning activities and documents cover several planning horizons. In general, longer planning timeframes are less detailed, and short-term plans have undergone review and scoping of requirements, designs and budget requirements. Below is an overview of the planning horizons for our various plans and documents:

| | Description | Documents | Reviewed |
|---------|---|---|--|
| 1 year | Detailed plan of activities & capital works for the upcoming 12 months with projects fully scoped, designed, and budgeted. | Operational Plan | Developed yearly |
| 4 year | Plan for activities and capital works scheduled to be completed over the next four years. These projects may be at varying stages of scoping, design, and budgeting, but have been reviewed and approved. | Delivery Program Asset Management Strategy Maintenance Strategy | Reviewed yearly with major review every four years |
| 10 year | A midterm plan of upcoming capital works over the next ten years. These projects have been reviewed and scheduled with preliminary budgeting from data within the asset register or standard industry costings. | Asset Management Plan Detailed Capital Works Plan | |
| 30 year | A plan of capital works and their expected timeframes over the next 30 years. These projects are based on raw data from our asset register and identified major capital works programs. | IP&R Framework Long Term Financial Plan Capital Works Plan | |

5.1.2 Long Term Financial Plan

Our long-term financial plan models how we will fund identified capital, maintenance, and operational expenditure over the next 30 years. This plan forecasts funding requirements including expenses, income projections, and trends in our cash reserves. This allows planning to ensure we have the funds to maintain and operate our assets to provide required services to the community and meet future demand for those services. The long-term financial plan is an active document that is reviewed and updated to reflect actual data, changing project scopes, direction, and priorities.

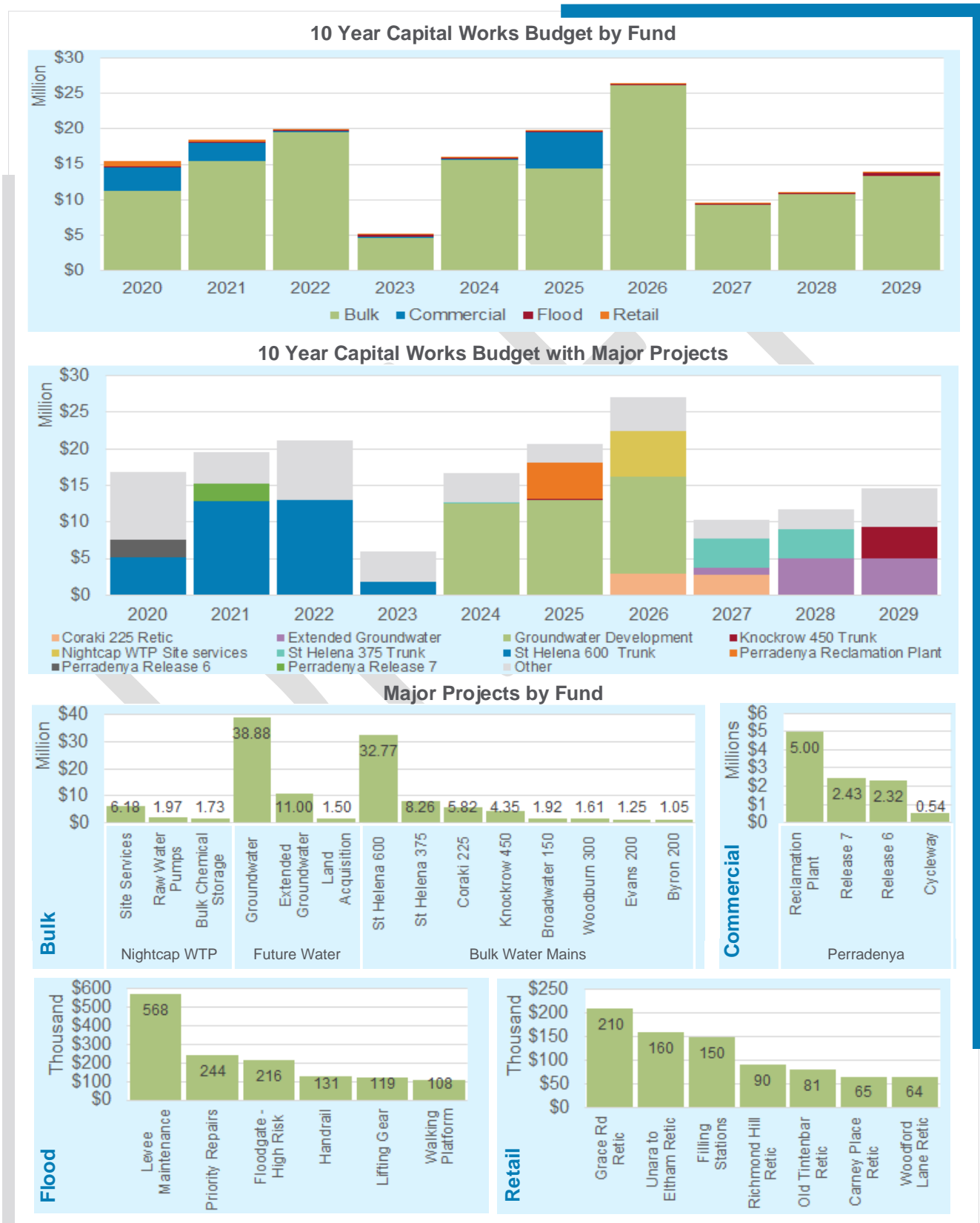
The graph below shows an overview of the financial plan data as of April 2020:



| | |
|--|---|
| Capital Expenditure Significant material expenditure on assets, including new assets, capital renewal and upgrade | Capital Renewal Expenditure on existing assets which restores service potential or extends the life of the asset |
| Capital upgrade or expansion Expenditure to enhance assets to provide a higher level of service or expand service into new areas | Operating expenditure Recurrent expenditure to deliver services. Including expenses such as electricity, fuel, employee costs, materials, maintenance for example |

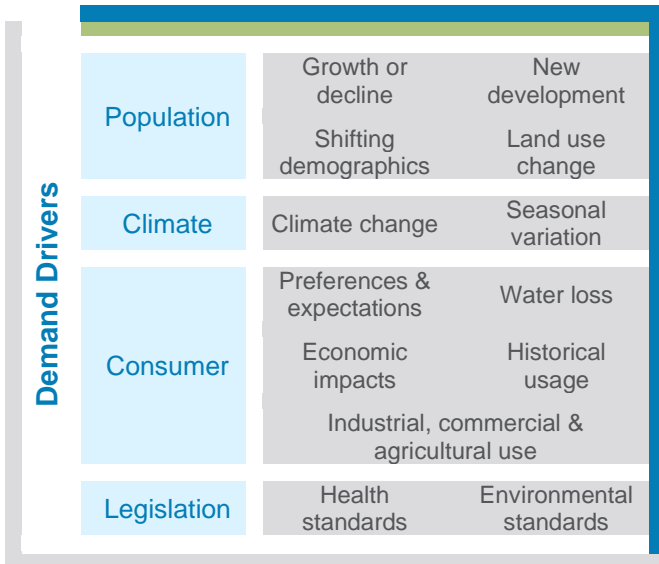
5.1.3 Capital Works Plan

The capital works plan forms part of the long-term financial plan. It outlines upcoming asset renewals, replacements, upgrades, and new asset requirements. These requirements are forecast over 30 years, with more detailed planning across the 10-year and 4-year planning horizons. Projecting capital requirements over the longer planning horizon allows early identification of significant cost projects well in advance. This allows a strategic approach to be taken in planning those projects to ensure adequate funds will be available when needed, or potentially scheduling projects to smooth costs over the planning horizon. The capital works plan is reviewed and updated each year with changing project scope, direction, and priorities. The graph below shows the current 10-year capital works plan and upcoming major projects as of June 2020:



5.1.4 Demand

Understanding the demand for our services is a vital component of asset management. Demand forecasting enables us to predict the future level of demand for our services. This is based on historical trends in usage and modelling of demand drivers into the future. This allows us to plan and identify the best way to meet demand. Demand for services change over time. Below are the drivers that influence the level of demand. Changes to these may increase or decrease demand.



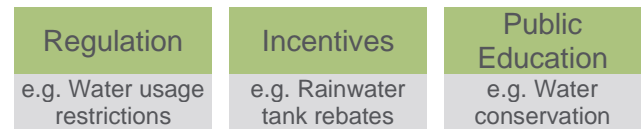
We have undertaken detailed long-term demand forecasting for our bulk water supply. This provides us with data on average annual supply and peak day demand to support decisions on asset service levels and capacity to meet current and future demand. This informs decisions such as allowing

new water connections, building new infrastructure, or upgrading capacity for example.

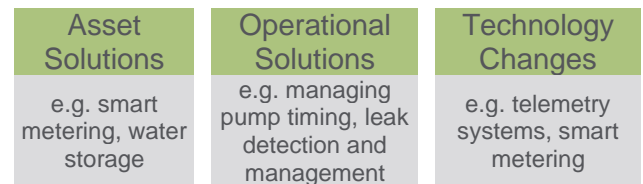
Demand for our flood infrastructure is largely determined by land use, development, and the management of existing assets. Services provided are routine with some seasonal variation. Impacts of climate change, and changes to land use and expectations of environmental performance may be future drivers in demand for service.

Demand management in water supply incorporates strategies and plans to influence demand with an aim to reduce or shift demand into off peak periods or delay the need for upgrades or new assets. This may include:

Changing consumer behaviour:



Changing how we manage our assets:



Our Demand Management Plan for water supply has been developed to implement strategies to reduce demand on water infrastructure as part of our Future Water Strategy.

5.2 Decision Making

Managing our assets requires robust decision-making methods considering a combination of criteria and thresholds to assess and select the most appropriate option. We are committed to decisions which ensure our assets are managed to meet agreed service levels, performance and legislative requirements while minimising financial costs, risks and environmental impact. Asset management decisions take a whole of life approach in determining the full long-term financial costs of constructing, operating, and maintaining an asset over its expected useful life.

The method of decision making should be proportional to the complexity and magnitude of decision being made. Methods we currently utilise vary from subjective judgement within individual delegation for routine decisions where the impact from error is considered small, to multiple criteria analysis of options with stakeholder engagement for complex and critical decisions.

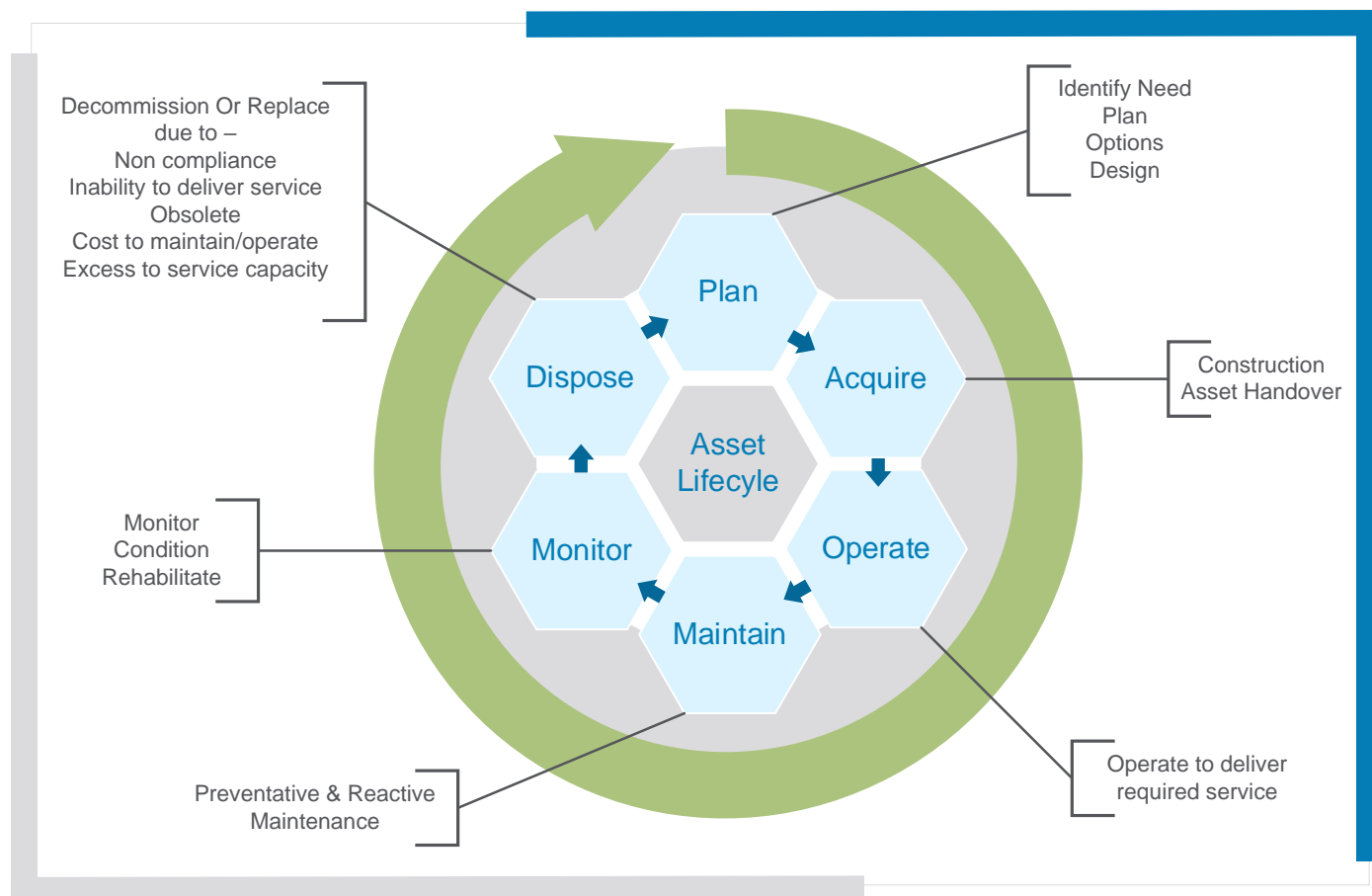


We have identified that a required improvement action is to develop a framework to define processes and decision criteria, how to apply these to decisions of varying complexity and criticality, along with responsibilities, documentation and to communicate the outcomes of decisions.

5.3 Asset Lifecycle Delivery

5.3.1 Lifecycle of assets

Asset management includes the integration of activities across the whole lifecycle of assets. This includes everything from identifying the need for an asset, through planning, acquiring, operating, and disposing of the asset at the end of its life. The diagram below depicts the lifecycle of assets.



The lifecycle of an asset crosses functional areas within Council, requiring coordination of asset management activities. When planning new assets, the costs involved in all stages of its lifecycle are an important consideration in decision making to ensure selection of the best option for long term sustainability. In general, the teams responsible for asset lifecycle activities are:

| Stage | Teams |
|---------------------|--|
| Plan | Our Planning & Delivery team undertakes planning activities to identify the need, determine potential and preferred options, and designing of the final option for new or upgraded assets. These activities require consultation with functional teams from Operations and Finance and other stakeholders who will be involved through the remaining lifecycle of the asset. |
| Acquire | Our Planning & Delivery or Operations teams are responsible for acquiring or construction of new or upgraded assets. |
| Operate Maintain | Our Operations team is responsible for the ongoing operation and maintenance of all our assets. |
| Monitor Dispose | Our Operations and Planning & Delivery teams are responsible for the monitoring of our assets and the decision to decommission or replace assets when they reach the end of their useful life. |

5.3.2 Levels of Service

We have service level agreements in place with our Constituent Councils. These agreements detail the service expected from our assets to meet the requirements of Constituent Councils. Our levels of service also need to meet the requirements of other stakeholders, and legislative requirements. Stakeholders involved to varying degrees, and affected either directly or indirectly by our service levels include:

| | | | |
|----------------------|------------------|-----------------------------|-----------------|
| Constituent Councils | Direct Consumers | Indirect Consumers | Rous Staff |
| Landholders | Community Groups | Catchment Management Groups | Industry Groups |

Relevant legislation affecting our services and functions include:

| | | | |
|--|---|--|---|
| Local Government Act, 1993 and Local Government (General) Regulation 2005 | Work Health and Safety Act 2011 and Work Health and Safety Regulation, 2017 | Dams Safety Act, 2015 and Dams Safety Regulation 2019 | Public Health Act, 2010 and Public Health Regulation, 2012 |
| Environmental Planning and Assessment Act, 1979 and Environmental Planning and Assessment Regulation, 2000 | Water Management Act, 2000 and Water Management (General) Regulation, 2018 | Fluoridation of Public Water Supplies Act, 1957 and Fluoridation of Public Water Supplies Regulation, 2017 | Marine Estate Management Act 2014 and Marine Estate Management Regulation, 2014 |
| Water NSW Act 2014, and Water NSW Regulations, 2013 | Fisheries Management Act, 1994 and Fisheries Management Regulation | Biodiversity Conservation Act 2016 and Biodiversity Regulation, 2017 | Plumbing and Drainage Act 2011 and Plumbing and Drainage Regulation, 2017 |
| Local Land Services Act 2013 and Local Land Service Regulation, 2014 | 2019 Protection of the Environment Operations Act, 1997 | Coastal Management Act, 2016 | Pesticides Act 1999 and Pesticides Regulation, 2017 |

The following indicators monitor our performance against the service levels for water and flood assets. Further detail can be found in our service level agreement documents.

| Water | | | access restrictions | reservoir level sensors | |
|---|--|--|---|--|---|
| Bulk Supply | Measurement of Supply | Continuity of Supply | Flood | | |
| Meet demand projections Meet peak day demand Maintain daily agreed supply levels | Daily recording Maintenance, calibration & electronic verification of Flow meters | Emergency management & continuity of supply procedures | Floodgates | Levees | Drainage |
| | | | Condition assessments Risk & operational inspections Service request inspections Non routine inspections following floods Risk assessments annually | Risk & Operational inspections Service request inspections Non routine inspections following floods Risk assessments annually | Risk & operational inspections Risk assessments 5 yearly |
| Water Quality | Demand Management | Drought Management | | | |
| Management system in place Meets Australian drinking water guidelines Monthly reporting | Regional demand management plan in place & reviewed every 4 years | Regional drought management plan in place & reviewed every 4 years | Pipes & Culverts | Natural Resources | Stakeholders |
| Notification of Interruptions | Duration of Interruptions | Water Quality Notifications | Condition Assessment Risk & operational inspections Risk assessments 5 yearly | Implement Coastal Zone Management Plan Seek grant funding | Facilitate meetings Targeted communications |
| Planned & Unplanned interruptions | Planned & Unplanned interruptions | Notification timeframes Monthly reporting | Infrastructure Access | Level Sensors | Catchment Management |
| Notification of hazards and | Annual calibrations of | Risk based plans for catchments | | | |

6 Systems & Information

6.1 Systems, Processes & Documentation

We are currently undertaking a project to improve our asset management systems, processes and documentation. Many of our processes are currently undocumented. We aim to improve the consistency and transparency of our asset management by documenting these over the next four years. The tools, systems and documents we currently have in place include:

| | |
|--|--|
| Confirm Asset register Maintenance program Defects Valuation data Condition data | Confirm Connect Field access to raise and complete maintenance jobs, inspections and defects |
| MapInfo Spatial location of assets | Policies Asset Management Policy Capitalisation Policy |
| Strategies Asset Management Strategy Maintenance Strategy Asset Information Strategy* | Plans Asset Management Plan Long Term Financial Plan Capital Works Plan Delivery Plan |
| Processes Documented procedures & processes* | Plan Registers Asset designs and plans |

*  To be Developed

One of our improvement actions includes the development of a digital Asset Management Manual to provide links to the various documents and processes to improve access, visibility and awareness of asset management processes and how they relate to one another.

6.2 Documents

Our asset management system includes a suite of documents that are either already in place or identified to be developed.


6.2.1 Policy

Our asset management policy outlines the principles by which we will manage our assets, and our commitment and expectations for asset management activities and decision making.

6.2.2 Strategy

Our Asset Management Strategy outlines our asset management system, translates organisational objectives into asset management objectives and provides the strategic approach for how we will develop our asset management plans.

Our Maintenance Strategy outlines our approach to maintaining and monitoring our assets. It sets our maintenance objectives and performance measures for maintenance activities.

An Asset Information Strategy  To be Developed outlines how data about assets is managed to ensure it remains current, accurate and complete to properly inform asset management decision making. We currently do not have this documented.

6.2.3 Plans

Our asset management plan details activities to be carried out to manage our assets. The plan provides details on capital investment, operation and maintenance requirements, costs and risks.

Our Capital works plan outlines the assets to be renewed, upgraded or created over the next 30 years. It includes estimated budget requirements and when assets are expected to be required.

Our Long-Term Financial Plan incorporates the capital works plan into detailed modelling of financial scenarios and all other budget considerations for Council over the next 30 years.

Our Delivery Plan covers a four-year period and includes all activities within Council to be delivered to achieve our business objectives, including asset management. It includes a detailed Operational Plan for the upcoming 12months.

6.2.4 Processes

There are numerous processes required to plan, coordinate and deliver asset management activities throughout the asset lifecycle. Documenting these enables knowledge retention and consistency in how processes are applied. While we currently undertake these utilising staff knowledge and experience, they are not formally documented. Some of the major processes include:

 To be Developed

| | | |
|---------------------------|---------------------------|--------------------------|
| Capital Works Planning | Project Prioritisation | Decision Making |
| Condition Assessment | Intervention Levels | Asset Criticality |
| Asset Capacity Assessment | Useful Life Review | Asset Valuations |
| Cost Capture | Asset Risk Assessment | Asset Register Hierarchy |
| Asset Handover | Asset Addition & Disposal | Asset Data Collection |
| Performance Monitoring | Maintenance Planning | Defect Reporting |

6.3 Information

Asset information is data about physical assets that is used to inform decisions for managing the operation and strategic planning of assets both in the short and long term. This data includes:

| | |
|---------------------------|--------------------|
| Physical asset attributes | Asset history |
| Documents | Design information |
| Images | Financial data |

Asset information is a key component of asset management and should be managed in a way that reflects this. We have identified a required improvement action to develop an Asset Information Strategy to outline our intent for the management and governance of our asset information. This will review our current approach and systems to managing asset information and development of an improvement plan for how we intend to move forward with maintaining, improving and auditing our data to ensure it remains accurate, complete and up to date. This information may be used for purposes beyond asset management, so should not be managed in isolation.

6.3.1 Asset Information System

We implemented Confirm as our Asset Information System in 2011. This system stores our:

| | |
|---|--|
| Asset Register | Asset Valuations |
| Asset Condition Data | Customer Service Requests (related to assets) |
| Asset Maintenance Program: Inspections Defects Jobs Maintenance History | |

Each asset in the register has information stored against it to describe the asset, including attributes such as material, dimensions, installation dates. Maintenance activities are linked to the asset and provide information of what maintenance is to be undertaken and when it is due, along with a history of what has been completed.

6.3.2 Asset Register Structure

Our asset register is structured to store assets against functional areas. This allows a user to search for all assets related to water treatment, the Nightcap treatment plant, or all fluoride plant assets for example.

| Catchments | | Source | |
|--------------------------------|--------------------------|---------------------|---------------------|
| Emigrant Creek Dam | Rocky Creek Dam | Bores | Telemetry |
| Wilson River Source | Proposed Dunoon Dam | Bulkflow | Wilson River Source |
| | | Emigrant Creek Dam | Rocky Creek Dam |
| Treatment | | Distribution | |
| Bulkflow | Rechlorination | Bulkflow | Retic |
| Emigrant Creek Treatment Plant | Reservoirs | Filling | Telemetry |
| Fluoride | Nightcap Treatment Plant | Pump Station | Trunk Reservoirs |
| Parks & Recreation | | Property | |
| Emigrant Creek Dam | | Rural | Reservoirs |
| Rocky Creek Dam | | Proposed Dunoon Dam | Retic |
| | | Pump Stations | Rural Flood |
| | | Rocky Creek Dam | Urban Flood |
| Flood | | | Wilson River Source |
| Rural Flood Mitigation | | | Emigrant Creek Dam |
| Urban Flood Mitigation | | | |

6.3.3 Information Requirements & Standards

We currently do not have documented information standards or requirements. Physical asset attributes fields for different asset groups such as material or size for example, were developed in 2011 when we implemented Confirm. These provide an indication of the types of information to collect for various asset types. However, there is no guidance provided for what information should be mandatory. This is an area for improvement that should be addressed with development of an Asset Information Strategy.

6.3.4 Managing Data

Our asset information is managed by our Planning & Delivery team who are responsible for entering new assets, updating data, creating and managing maintenance programs within Confirm, and updating plan registers. Responsibility for management of asset information and the processes required will be formally documented as part of our improvement actions going forward.

7 Risk

7.1 Risks & Opportunities

Management of risk is an integral component of all our processes and decision making. Risk is the likelihood of any action or event occurring that could impact our ability to deliver our asset management objectives. It also covers failure to identify and capitalise on opportunities. Risk management involves planning to prevent or reduce the consequences or likelihood of risks occurring. Managing risks related to our assets and asset management system is aligned with our overall organisational risk management approach.

Risk may affect varying activity levels within the organisation. For example:

| Corporate | Activity | Operational |
|--------------------------------|---|--|
| Affect the entire organisation | Affect management of activity and associated assets | Specific critical asset, project, or operational risks |

Various risk types can also be identified, including:

| | | |
|----------------------|---|---|
| Planning Risks | Strategic planning Asset management planning | Service level Natural event and environmental |
| Management Risks | Information Systems | Financial People |
| Delivery Risks | Procurement Project management | Contract management Communication Natural event and environmental |
| Physical Asset Risks | Risks common to all assets | Risks associated with specific asset types or individual assets |

These risks may be assessed at varying levels of detail depending on context and the nature of their impact

The aim of current risk management policy is to:

| | | | | |
|--|----------------|---|--------------------------|---|
| Maintain continuity and quality of service | Protect assets | Minimise exposure to fraud and corruption | Minimise legal liability | Minimise loss from unplanned, unexpected events |
|--|----------------|---|--------------------------|---|

Our risk management procedure outlines the process to:

| Identify Risk | Analyse Risk | Evaluate Risk | Treat Risk |
|---|--|--|--|
| Identify potential risks – what could happen, where, when and how. Identify causes and sources of risk. | Understand individual risks including sources and causes, identify risk rating by combining consequences and likelihood of occurring | Decisions based on risk analysis of need to treat and priority of treatment implementation | Implement controls to manage risk, assess effectiveness of treatment and determining if residual risk is tolerable |
| Monitor, review and report | | | |
| Monitoring of new and existing risks and controls | | | |

We maintain risk registers to record known risks:

| | |
|-------------------------|--|
| Corporate Risk Register | Records organisational level risks with their consequences, likelihood and risk rating. Records controls that are in place or are to be implemented to reduce risk and who is responsible for implementing these. |
| Asset Risk Register | A register specifically recording risks relating to assets. This register takes a more detailed look at risk management for assets, assessing risks down to asset types and individual high criticality assets. This register may identify controls that include capital works to mitigate risks. This register has not been maintained and has been identified as an area for improvement. |

7.2 Critical Assets

Critical assets are those which have a high consequence of failure or have a significant impact on the achievement of organisational objectives. Criticality may be applied to asset groups or individual assets. Factors that affect criticality can include:

| | | |
|-------------------------|----------------------|--------------------|
| Safety | Environmental Impact | Performance |
| Regulatory Requirements | Service Provided | Critical Customers |

Understanding asset criticality provides context to decision making when prioritising asset management planning, activities and funding. It allows us to target and refine maintenance activities, condition inspection programs and capital expenditure to ensure those assets most critical to providing our services remain operational.

7.2.1 Assessment of Criticality

We have not formally identified our critical assets. We currently rely on broad assumptions, such as larger

water mains are more critical than smaller mains. However, these assumptions have not been documented. Developing formal criticality assessment criteria and applying these to asset types has been identified as an improvement action. Identification of high criticality individual assets or asset systems will also be undertaken.

Once individual high criticality assets have been identified, a more detailed risk analysis can be undertaken to understand probable failure modes and mitigation options.

7.2.2 Managing Critical Assets

Once criticality of our assets is understood, we can use this information to optimise maintenance requirements and frequency, identify critical spares required, prioritise renewal and replacement strategies and options. We can develop intervention levels to inform decisions about when to implement additional maintenance or renew critical assets and prioritise response to failures and defects.

8 Organisation & People

8.1 Organisational Context

8.1.1 Internal & External Business Drivers

Our asset management practices need to meet the demands of changing external and internal environments and expectations. Drivers that affect the context in which we operate our assets include:

| External Drivers | | | Internal Drivers | | |
|---|--|---|--|---|--|
| Legislative Environment | Commercial Environment | Economic Environment | Corporate Goals | Business Framework | Organisational Culture |
| Regulatory requirements for asset management and service delivery | Service delivery approach, pricing and charges, affordability and financial restraints | Economic growth, economic efficiency, resource availability | Goals and objectives set by the organisation | Alignment with other management systems across the organisation | Commitment to asset management, integration across functional teams |
| Social Environment | Natural Environment | Other | Financial Sustainability | Customer Expectations | Other |
| Benefits and impact on community and businesses now and into future | Environmental sustainability, limiting adverse impacts, climate change | Technological developments, political environment | Long term financial sustainability, funding requirements | Types of customers, what they value, their service expectations, willingness to pay | Governance framework, policies, organisational structure, roles & responsibilities |

8.1.2 Stakeholders

The stakeholders affected by our asset management include both internal and external parties, such as:

| External Stakeholders | Internal Stakeholders |
|--|---|
| Constituent Councils, Direct/Indirect Consumers, Landholders (those protected by flood mitigation & those affected by our assets or access to our assets), Community Groups, Government Agencies | Our Councillors, Rous Staff, Functional Teams (i.e. planning, finance, operations etc), Management |

8.2 Leadership & Culture

Creating a culture with a commitment to asset management is vital to realise consistent and effective integration and alignment of practices across functional areas of Council. A positive culture and leadership will allow us to strive for continuous improvement in asset management performance and outcomes to meet our objectives.

Leadership sets the direction and priorities for asset management practices. This includes development of both culture and an organisational structure which supports it. Visible senior management commitment to and ownership of asset management is important to ensure it is perceived as a vital part of Council's functions. This requires leadership to be clear about what we are trying to achieve and why it is important.

Our asset management leaders:

| | | |
|---------------------------------|-------------------------------------|---------------------------------|
| Provide direction and support | Set priorities | Innovate |
| Develop practices and processes | Implement improvements | Communicate and raise awareness |
| Provide appropriate resources | Collaborate across functional areas | Monitor and review performance |

As we improve our asset management practices, we hope to develop a culture that:

| | | |
|---|--|--|
| Provides a clear vision of where we are going | Offers management support and engagement | Values consistency across the organisation |
| Breaks down silos and embraces collaboration | Enables clear communication channels | Embraces evidence-based decisions |
| Plans for the long term | Values processes as well as outputs | Benchmarks itself against best practices |
| Encourages innovation | Seeks continual improvement | Is proactive rather than reactive |
| Monitors and reviews performance | Integrates asset and business systems | Values development of staff capability |

In general, barriers organisations need to overcome when improving culture include:

| | |
|---|---|
| History Habits have developed over time | Organisational Silos Lack of information flow and cooperation between functional areas |
| Loss of Expertise Key staff leaving and taking knowledge with them | Structural Inertia Culture linked to structure and job titles limiting willingness for change |
| Inconsistency Inconsistent application across organisation | Lack of Clarity Lack of awareness of need for changes |
| Inactivity Lack of visible progress or long delays weakens support and commitment | Lack of Commitment If management not committed to change neither will staff |
| Lack of Resources Required resources not available to achieve results | |

8.3 People & Competencies

Delivering effective asset management requires a suitable organisational structure with competent and motivated people. It requires people from different functions and disciplines to work closely together, with responsibilities assigned to staff with sufficient influence and authority to progress and implement the asset management agenda.

8.3.1 Roles & Responsibilities

Asset management covers seven key functions:

| | |
|---|---|
| Policy development | Strategy development |
| Asset management planning | Implementing asset management plans |
| Asset management capability development | Risk management & performance improvement |
| Asset knowledge management | |

The responsibility for these functions across our functional areas is summarised below:

| |
|---|
| Planning & Delivery Policy, Strategy, Planning, Implement Plans, Capability, Risk & Performance, Knowledge Management |
| People & Performance Policy, Capability, Risk & Performance |
| Corporate & Commercial Planning, Risk & Performance, Knowledge Management |
| Operations Planning, Implement Plans, Risk & Performance |

8.3.2 Asset Management Competencies

Understanding the knowledge required to undertake asset management roles is necessary to ensure we have competent people in place capable of delivering required outcomes. Development of an asset management competencies framework and applying this to roles across Council has been identified as a required improvement action. Defining these competencies will allow us to develop our people and clearly define roles and responsibilities.

The Institute of Asset Management has developed the following elements for asset management functions, with further competencies under each. These will be used to help develop our Competency Framework.

| | |
|---|---|
| Policy development | Analyse Policy requirements |
| | Develop AM Policy |
| Strategy development | Analyse strategic requirements |
| | Forecast and analyse future user requirements and demands |
| | Develop the AM strategy |
| | Plan the implementation of the AM strategy |
| Asset management planning | Appraise investment options |
| | Apply whole life costing principles |
| | Produce business case for creation and/or acquisition of assets |
| | Plan for contingencies |
| | Develop and communicate AM Plan(s) |
| Implementing asset management plans | Create and acquire assets |
| | Control operations |
| | Maintain assets |
| | Optimise and rationalise assets |
| | Renew or dispose of assets |
| Asset management capability development | Develop and deploy AM people and teams |
| | Develop and deploy suppliers |
| | Design and manage organisational change |
| | Shape the AM culture |
| Risk management and performance improvement | Assess and manage risks |
| | Assure the quality of AM processes |
| | Monitor and review progress and performance |
| | Review and audit compliance with legal, regulatory, ethical and social requirements |
| | Learn from incidents |
| Asset knowledge management | Define asset information requirements |
| | Specify, select and integrate AM information systems |
| | Make appropriate AM information available for decision making |

8.3.3 Awareness & Communication

Communication of asset management objectives, processes and outcomes is important to:

Promote importance of asset management

Raise awareness of requirements & expectations

Improve knowledge

Understand risks

Improve collaboration to achieve outcomes

Share successes and learn from failures

Communication methods and types of information provided will vary for different stakeholders:

| | |
|---|--|
| Councillors | Constituent Councils |
| E.g. asset management objectives and strategy, capital works plan, budgets, significant risks or issues, performance | E.g. asset management objectives and strategy, demand forecasting, future financial requirements, service levels, consultation |
| Asset Management Staff | All Staff |
| E.g. asset management objectives and strategy, capital works plan, processes, decision making, significant risks or issues, performance, roles & responsibilities, achievements, improvements, collaboration and consultation | E.g. asset management objectives and strategy, impact of work activities on asset management outcomes, performance, achievements |
| Regulators | The Community |
| E.g. compliance with regulatory requirements, rates and charges justifications, financial performance | E.g. services provided and standards to expect, useful information, service interruptions, significant achievements |

Methods for communications may include:

| | | |
|----------------|------------------------|----------------------|
| Reports | Presentations | Documented Processes |
| Meetings | Website & Social Media | Planning Documents |
| Media Releases | Newsletters | Strategy Documents |

Improvement in how, what and when we communicate information on asset management processes, outcomes and performance has been identified as a required improvement action.

9 Monitoring & Improvement

9.1 Monitoring & Performance

We have developed measures to monitor how our asset management system and assets are performing against our desired asset management objectives.

These performance measures are intended to provide an understanding of the health of our assets and the suitability of our asset management system and processes. The targets set have been identified to provide direction and commitment to improving our performance.

Performance monitoring is a critical input for the improvement process. Failing to meet the targets we have set does not necessarily reflect poor performance but indicates areas for review to identify and direct future improvements.

Further performance measures have been developed and outlined within our Maintenance Strategy. These measures relate to how our maintenance activities are achieving our objectives and sustainably maintaining our assets.

Monitoring of performance against our objectives allows us to gather information to:

| | |
|---|--|
| Identify when we need to change what we are doing | Determine current & future resource requirements |
| Evaluate risks & opportunities | Track trends in asset health |
| Plan & schedule activities | Enable compliance, traceability & transparency |
| Identify priority areas for spending | Provide information for decision making |
| Identify improvements in processes | Track sustainability of actions |

The performance measures identified in the following section are an initial attempt to develop the means to monitor our asset management system and asset health. An important part of the monitoring process is to report against these performance indicators and review the results.

It is also important to review the measures selected to determine their suitability. This review will be undertaken after we have gathered 2 years' worth of data to determine if:

Our measures are realistic and achievable

If the data can be consistently and accurately collected

Balance the costs and time taken to collect the data against the benefits monitoring provides

This may result in the identification of additional, alternative, or fewer performance measures.



9.1.1 Asset Management System

| Asset Management System Objectives | Strategies to Achieve Objectives | Performance Measures | Targets | | | |
|---|--|---|---|---|---|---|
| | | | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| Foster an asset management culture that is accountable, transparent and aligns across the organisation to achieve our business objectives | <ol style="list-style-type: none"> Address asset management principles in project proposals and when making decisions to support ownership of asset performance outcomes and delivery of business objectives Reviewing what we said we were going to do against what we accomplished to encourage a culture shift towards more considered forward planning Promote communication and knowledge sharing to understand the impact teams across the organisation have on positive asset management outcomes for the organisation and community | <ul style="list-style-type: none"> Management review of asset management practices and outcomes undertaken by Leadership Team | | | | Review completed |
| | | <ul style="list-style-type: none"> Increasing trend in asset related project proposals that specifically address asset management principles | | 50% | | 75% |
| | | <ul style="list-style-type: none"> Decreasing trend in number of amendments to capital works plan and budget and percentage of capital works completed as proposed | Process Developed Baseline Identified | 10% Improvement over baseline | 20% | 30% |
| | | <ul style="list-style-type: none"> Hold meetings with functional teams to discuss reasons for and impacts of process improvements being implemented | Meetings held with 100% of affected teams | Meetings held with 100% of affected teams | Meetings held with 100% of affected teams | Meetings held with 100% of affected teams |
| Embrace a strategic whole of life approach to the long-term management of assets to realise value and delivery of required services to meet current and future demand | <ol style="list-style-type: none"> Document processes for asset planning to ensure consistent, evidence-based decisions Determine criticality for asset classes and identify highly critical assets to guide prioritisation and management of resources | <ul style="list-style-type: none"> Capital works planning process documented | Completed | | Reviewed | |
| | | <ul style="list-style-type: none"> Criticality for all asset classes determined and recorded | Process Developed | | Assessed | |
| | | <ul style="list-style-type: none"> Individual high criticality assets identified | | Assets identified | | |
| Commit to consistent, evidence based decision-making processes that utilise the knowledge and expertise of our people and the information embedded in our systems | <ol style="list-style-type: none"> Develop an Asset Information Strategy to guide how asset information is collected, stored and accessed Develop an agile decision-making framework with a focus on utilising information and evidence to guide how decisions are made, recorded and who has the authority to make them | <ul style="list-style-type: none"> Asset Information Strategy developed, and improvement actions progressed | Strategy Completed | 25% Improvements Complete | 50% | 75% |
| | | <ul style="list-style-type: none"> Decision making framework implemented | | Framework deployed | | |
| | | <ul style="list-style-type: none"> Increasing trend in number of asset management decisions recorded | Process Developed | 25% increase over baseline | 50% | 75% |
| | | <ul style="list-style-type: none"> Increasing trend in evidence provided to support project proposals | Process developed | 25% meet requirements | 50% | 75% |

| Targets | | | | | |
|--|--|-----------------------------|-----------------------------|-----------------------------|---------|
| Performance Measures | | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
| • Asset management competencies framework developed | | | | Framework developed | |
| | • Increasing trend in asset management related professional development undertaken | | | | 20% |
| | • Major asset management roles documented with outline of responsibilities and handover points between roles | | | Roles documented | |
| • Priority asset management processes documented | Identify processes to be documented | Completed | | | |
| • Non-priority asset management processes documented | | 40% | 60% | 80% | |
| • Number of documents reviewed | | 5 | 5 | 5 | |
| • Staff able to access systems in the field in user friendly manner | | | Determine best means access | Access enabled | |
| • Progress in implementing improvement actions | 25% | 50% | 75% | 95% | |
| • Asset Management included in all new staff inductions | Induction material developed | 100% | 100% | 100% | |
| • Performance outcomes of assets and the asset management system shared annually | | Performance outcomes shared | Performance outcomes shared | Performance outcomes shared | |
| • Internal project engagement includes an increase in asset management messaging | Process developed | 25% increase | | 50% | |
| • Reporting process documented | Process developed | | | | |
| • Reports produced on time | | 95% | 95% | 95% | |

9.1.2 Assets

| Asset Objectives | Strategies to Achieve Objectives | Targets* | | | | |
|---|---|--|-------------|-------------|-----------------------------|-------------|
| | | Performance Measure | 2021 | 2022 | 2023 | 2024 |
| Responsive action to ensure assets are available within appropriate levels of downtime or service interruption, and service requests are attended to in a timely manner | 1. Ensure planned works are managed to minimise impacts 2. Respond to unplanned interruptions and defects to minimise impacts 3. Provide notification to affected customers and stakeholders of interruptions or changes in service to inform them of impacts | Frequency of Unplanned interruptions | Track Trend | Track Trend | Review performance measures | Track Trend |
| | | Frequency of planned interruptions per customer | | | | |
| | | Frequency of repeat interruptions per customer (customer affected by more than 1 interruption) | | | | |
| | | Avg duration of unplanned interruption | | | | |
| | | Avg duration per customer affected by unplanned interruption | | | | |
| | | Number of separate unplanned interruptions where duration exceeds 24hours | | | | |
| | | Number of planned interruptions that exceed notified timeframe | | | | |
| | | Avg duration per customer affected by planned interruption | | | | |
| | | Number of planned interruptions where duration exceeds 8 hours | | | | |
| | | Total duration of time above or below SLA notification levels | | | | |
| % of planned interruptions where notification not provided within timeframes | | | | | | |
| Assets maintained to a suitable level to meet performance and service requirements | 4. Report on performance of assets to remain accountable for service outcomes and long-term sustainability of assets 5. Track trends in key performance indicators of service quality, cost and reliability to demonstrate effectiveness of management and operational actions and identify any risks or required improvements | Maintenance objectives met and reported (detailed in Council's Maintenance Strategy) | | | | |
| | | Number of trunk mains breaks per 100km | | | | |
| | | Number of reticulation mains breaks per 100km | | | | |
| | | Number of identified failed valves | | | | |
| | | Trend in condition for asset classes | | | | |
| | | Useful life remaining to condition | | | | |
| Percentage of assets over or under utilised | | | | | | |

*Until we can establish what the performance of our assets looks like by collecting data, we will track trends in asset performance only. More detailed targets will be developed when this strategy is reviewed in 2024. During this time, we will measure our trends against state benchmarks.

9.2 Continuous Improvement

We are committed to continually improving the suitability and effectiveness of our asset management practices.

We will do this by monitoring performance of our assets and asset management system, reviewing strategic and planning documents, reviewing documented processes, encouraging suggestions and actively seeking knowledge to improve practices and outcomes. By doing this we will gain an understanding of the gap between where we currently are with our practices and where we would like to be. This will allow us to identify improvement actions to shift our asset management capabilities towards industry best practices. These improvements can then be assessed, prioritised and implemented, followed by monitoring and review of the effectiveness of the actions and identifying further improvements as an ongoing iterative activity.

Section 9.6 of this strategy outlines the prioritised improvement actions we intend to implement over the next four years.

9.2.1 Review

Management Review

Our management reviews are a formal process that provide the opportunity for our senior management to evaluate and improve the suitability and effectiveness of our asset management system. These are undertaken formally every four years as part of the review of our strategic and planning documents.

These reviews are high level and consider our strategic approach and asset management objectives. They address the long-term sustainability of our assets and asset management practices.

Management reviews cover the full scope of asset management practices, including consideration of the following areas:

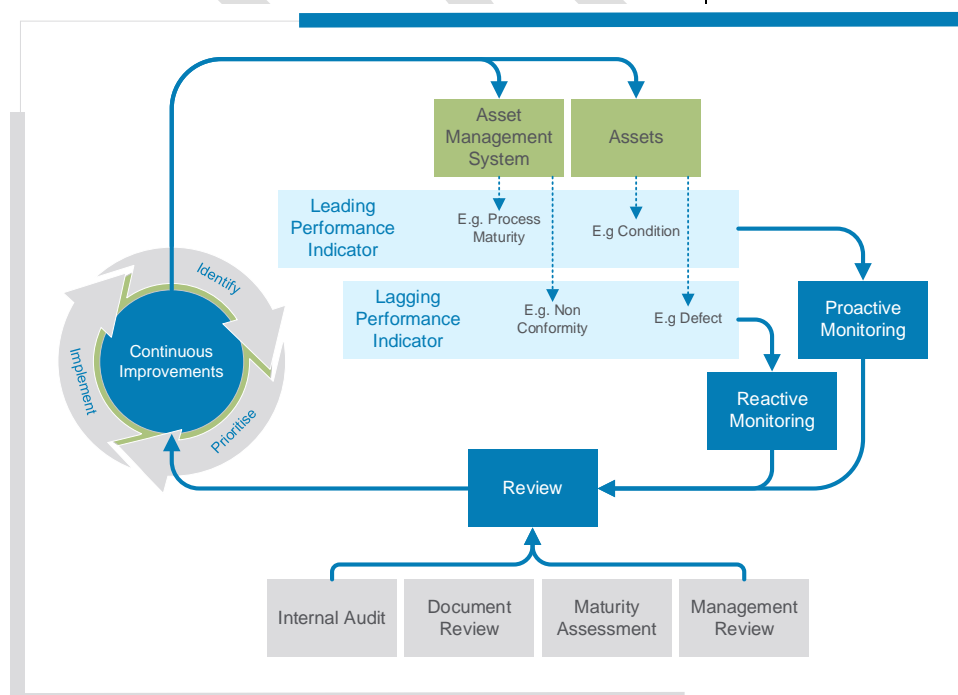
| | |
|---|----------------------------|
| Improvement implementation | Stakeholder requirements |
| Non-conformities and corrective actions | Performance monitoring |
| Scope, policy and objectives | Decision making criteria |
| Resources, roles and responsibilities | Changes to asset portfolio |

Document Review

We have identified improvement actions to document our asset management processes. Once these documents are developed, a review program will be implemented to ensure they remain current and to identify improvements. The extent of the review will depend on the criticality of the process being documented, with critical processes undergoing more rigorous review.

Performance Review

Monitoring of performance measures provides input into the review of our systems and processes. Performance reporting will be developed and reviewed to identify opportunities for improvement.



9.2.2 Auditing

Internal auditing provides insight into how well our asset management systems and processes are being implemented and adhered to, and if the intended outcomes are being achieved. This allows us to evaluate the effectiveness of our systems and provides input into the management review and identifying improvements. Development of an internal auditing process, including desired scope of auditing and who will undertake it, has been identified as a required improvement action.

9.3 Maturity

Asset management maturity is an assessment of the capabilities of an organisation in relation to its asset management practices against what is considered best practice in the industry. The aim is to identify strengths, risks and opportunities to prioritise future development and track the progress of implementing improvements.

We have adopted the following maturity scale:

| |
|--|
| Innocent |
| No recognition of the need for asset management requirements, and no commitment to improve practices |
| Aware |
| Identified the need for asset management, and evidence of intent to progress towards implementing improvements |
| Developing |
| Planned means of integration & improvement of asset management systems, demonstration of progression in implementing improvements, resource commitment |
| Competent |
| Formally documented system, consistently achieve requirements |
| Optimising |
| Demonstration of systematic & consistent optimisation and improvement of asset management |
| Excellent |
| Demonstrated leading practices in asset management |

9.3.1 Maturity Assessment

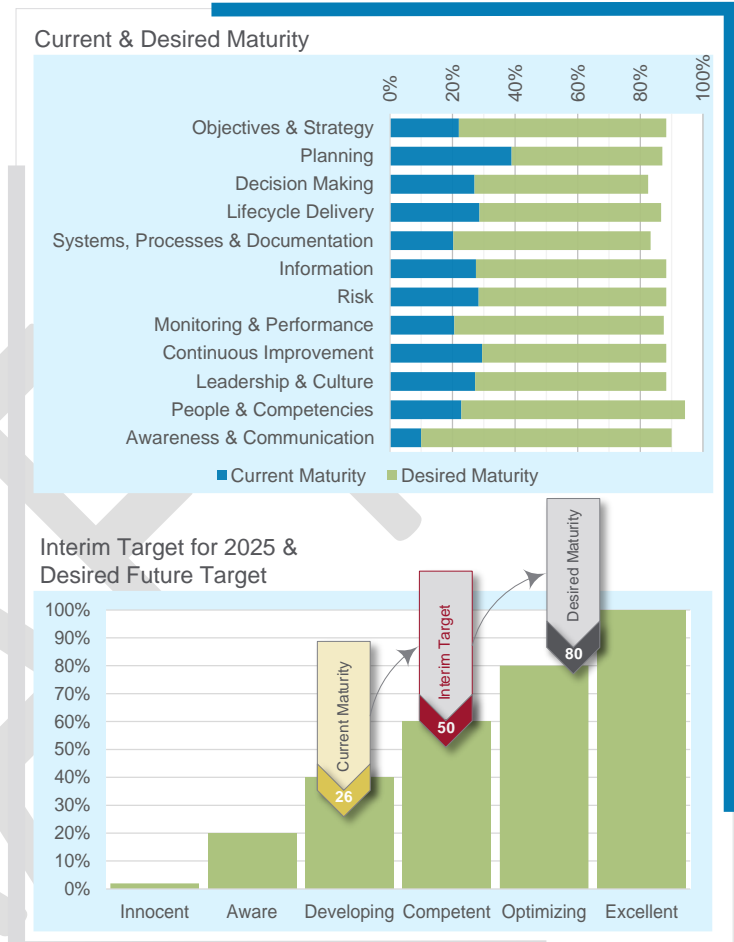
We undertook a self-assessment of our asset management in March 2020 to understand the maturity of our current practices. This provided the insight necessary to direct improvements towards more advanced asset management practices, systems and capabilities. We utilised maturity assessment tools developed by IPWEA and the Institute of Asset Management.

This assessment was completed for each of the following asset management elements:

| | |
|--|---------------------------|
| Asset management objectives & strategy | Asset management planning |
| Decision making | Lifecycle delivery |
| Systems, processes & documentation | Information |
| Monitoring & performance | Continuous improvement |
| Risk | Leadership & culture |
| People & competencies | Awareness & communication |

We also undertook several workshops with a group of staff heavily involved in asset management to determine Council's current position and identify maturity gaps.

An overview of the results of the maturity assessment are shown below.



9.3.2 Gap Analysis

A gap analysis takes the information from the maturity assessment and develops actions to close the gap between where our asset management practices currently are, and where we would like them to be. We have taken the actions identified to close the maturity gap and developed these into the prioritised improvement plan in the following section.

Further detail of the maturity assessment can be found in the:

Asset Management Maturity Assessment & Gap Analysis March 2020 document

9.4 Improvement Plan

The following actions have been identified to improve our asset management practices over the next four years (2020-2024). These have been developed from the actions identified to close the gaps between our current and desired asset management maturity. Further detail on the actions can be found in the Asset Management Maturity Assessment & Gap Analysis March 2020 document.

These actions have been prioritised based on the:

| Complexity of the action | | Reliance on data collection or other improvement actions | Budget requirements and available resources | Impact of the action on improving our asset management maturity | | | |
|--------------------------|---|--|---|---|------|------|--|
| Priority | Improvement Action | Lead | Year | | | | |
| | | | 2021 | 2022 | 2023 | 2024 | |
| 1 | Implement an asset management steering committee | LT | ✓ | | | | |
| 1 | Recruit an Asset Management Improvement Officer | PLM | ✓ | | | | |
| 1 | Maintenance Strategy Improvement - Condition Assessment | APE | ✓ | ✓ | | | |
| 1 | Develop and document a formal capital works planning process | APE | ✓ | | | | |
| 1 | Maintenance Strategy Improvement - Maintenance Program Review | DTEM OEM | ✓ | ✓ | ✓ | ✓ | |
| 6 | Maintenance Strategy Improvement - Cost Capture | APE | ✓ | | ✓ | ✓ | |
| 6 | Develop reporting on asset management system and asset performance | AMIO | ✓ | | | | |
| 6 | Develop process for identifying asset criticality and assess assets | SPE | ✓ | | | | |
| 9 | Review and update Asset Management Plan | APE | ✓ | | | | |
| 9 | Develop and formally document a decision-making framework | APE | ✓ | | | | |
| 9 | Review and update asset risk register | APE | ✓ | | | | |
| 12 | Develop and implement an Improvement Plan for Confirm | AMIO | ✓ | | | | |
| 12 | Maintenance Strategy Improvement - Defect Capture | DTEM OEM | ✓ | ✓ | ✓ | ✓ | |
| 12 | Maintenance Strategy Improvement - Review, Reporting & Awareness | AMIO | ✓ | ✓ | | ✓ | |
| 15 | Document all major asset management processes | AMIO | ✓ | ✓ | | | |

| Priority | Improvement Action | Lead | Year | | | |
|----------|---|-----------|------|------|------|------|
| | | | 2021 | 2022 | 2023 | 2024 |
| 15 | Implement review, development and reporting of improvements program | AMIO | ✓ | | | |
| 15 | Review Asset Management Policy | APE | ✓ | | | |
| 15 | Develop an Asset Information Strategy | AMIO | | ✓ | | |
| 15 | Develop and implement review program for asset management system | AMIO | | ✓ | | |
| 15 | Develop and implement a communication plan for asset management | AMIO | | ✓ | | |
| 21 | Implement GIS Development and Improvement Plan | AMIO | ✓ | ✓ | | |
| 22 | Develop and document an asset handover process | APE | | | ✓ | |
| 22 | Develop an electronic Asset Management Manual | AMIO | ✓ | | | ✓ |
| 22 | Improve storage and access to technical plans, SOPs and other asset related documents | APE | | | ✓ | |
| 24 | Develop material on asset management for staff inductions | APE HR | | | ✓ | |
| 26 | Integrate demand analysis with asset planning and decision making | SPE | | | ✓ | |
| 26 | Maintenance Strategy Improvement - Confirm Processes | APE | ✓ | ✓ | ✓ | |
| 28 | Embed principles from Asset Management Policy & Strategy into business as usual | LG | | | | ✓ |
| 28 | Develop asset management competencies framework | LT HR | | | | ✓ |
| 28 | Promote development of asset management capability | LT HR | | | | ✓ |
| 31 | Document all minor asset management processes | AMIO | | | ✓ | ✓ |
| 32 | Improve field access to asset systems, information and documents | APE | | | | ✓ |
| 32 | Develop and implement an internal auditing process for asset management system | APE | | | | ✓ |

Re-endorsement of landowner volunteer floodgate operator program

(2547.1/19)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Recommendation

That Council re-endorses the activities of the landowner volunteer floodgate operator program as a committee of Council.

Background

Rous County Council (Rous) is the Flood Mitigation Authority operating across the local government areas of Ballina, Lismore and Richmond Valley. Rous operates and maintains a network of rural flood mitigation infrastructure. The flood mitigation directive that Council operates under in accordance with the *Local Government Act 1993* and Council's Proclamation is '*Prevent and mitigate menace to the safety of life or property from floods and natural resource management issues arising therefrom*'.

Active floodgate management

Active floodgate management enables tidal exchange to occur between a tidal creek or river and a floodgated drainage system. This is a key strategy in reducing the environmental impact of Council's floodgates and drainage systems by improving water quality and, in some cases, allowing for fish passage. Council's active floodgate management program focusses on a discrete number of drainage systems that deliver significant environmental outcomes and where tidal exchange can occur without negatively impacting on surrounding land.

To enable tidal exchange to occur, floodgates are modified with winches, sluice windows or automatic tidal float mechanisms. The majority of Rous' modified floodgates operate automatically or are operated by Council staff. However, some floodgates have been operated by landowner volunteers. This volunteer activity has occurred in some locations for the past 20 years.

Landowner volunteer floodgate operator program

The landowner volunteer floodgate operator program makes provision for landowners to be able to operate a Council floodgate to enable tidal exchange outside of flood periods. Landowners who undertake this role do so as a volunteer of Council.

Landowner volunteers open and close floodgates in accordance with the triggers identified within the Active Floodgate Management Plan prepared for that specific site. An example of triggers can be to close the floodgate when a Flood Watch is issued and reopen it after flooding subsides. Landowners access the site and then operate floodgates with winches or chains.

Benefits from the landowner volunteer floodgate operator program

The benefits from the landowner volunteer floodgate operator program are:

1. increased tidal exchange in floodgated drainage systems which improves water quality
2. builds and strengthens Council's relationship with landowners, which is critical in delivering the overall Flood Mitigation program
3. landowners are actively engaged in improving water quality which raises awareness and the likelihood of landowners adopting further management changes
4. floodgates which are difficult to access or require a high level of management can have tidal exchange.

Both staff and landowners support the continuation of the program.

Commencement and history of the landowner volunteer floodgate operator program

The landowner volunteer floodgate operator program commenced in 2000 by the former Richmond River County Council. At that time, the use of landowner volunteers to operate floodgates for tidal exchange had already been adopted by other Flood Mitigation Authorities in the region. Initially, many landowners would only support the introduction of tidal exchange if they were responsible for when floodgates were opened and closed. Allowing landowner operation was a key component of the initial implementation of Active Floodgate Management in the Richmond River.

Active Floodgate Management Review 2018 to 2020

When Rous County Council formed, Richmond River County Council had 62 Active Floodgate Management Plans on file. These Plans needed review and updating. Council was exposed to risk from outdated Active Floodgate Management Plans and untrained landowner volunteers. Landowner volunteers need regular training, and work health and safety inductions to ensure that the floodgates are being operated safely for the volunteers, other impacted landowners, and for the asset itself.

Rous commenced a review of Active Floodgate Management Plans in September 2018 and is addressing the risk associated with volunteers operating floodgates in several ways:

1. Individual Active Floodgate Management Plans are being reviewed and updated and will continue to be on a regular basis. The review process will reduce the risks associated with volunteer floodgate operation by:
 - a. Reducing the number of Active Floodgate Management Plans.
Sites that are not an environmental priority, where there is no longer landowner support or where tidal flushing is restricted or not achievable, will no longer be a site for active floodgate management. As this project is not reviewing the flood mitigation function provided by the floodgates, they remain in place but are not actively managed outside of flood to allow tidal exchange.
 - b. Reducing the number of landowner volunteers.
A standard range of factors will be used to determine whether an Active Floodgate Management Plan is best implemented by a landowner volunteer or Council staff.
2. A new Work Health and Safety training program is being delivered to existing and newly endorsed landowner volunteers. The training program includes advice on their role and responsibilities, step by step instructions in undertaking the activities and a risk assessment for the volunteer to complete. All volunteer operators will receive on-site, face to face training every three years which also now includes assessing the competence of the volunteer operating the floodgate.

A significant amount of work has been undertaken in relation to documenting processes and procedures, engaging landowners, risk assessments, formalising and inducting the activities that the volunteer landowners are undertaking. The final step in formalising the process is re-endorsement as a program of Council.

Use of the section 355 Committee model

The former Richmond River County Council previously endorsed the use of the section 355 committee model for the landowner volunteer floodgate operator program in 2004. North Coast Flood Mitigation Authorities who also allow landowners to operate floodgates for tidal exchange (e.g. Clarence Valley Council, Kempsey Shire Council) use the section 355 committee model as well.

Given the historical use of the section 355 committee model for this program and that the landowner volunteers are familiar with the terminology, this is considered the simplest method of evidencing Council endorsement for the ongoing volunteer program. This outcome can be achieved as simply as Council resolving to re-endorse the existing landowner volunteer floodgate operator program.

Consideration has been given to creating a generalised volunteer program, however, given that Rous as a County Council has a specialised service provision, there are no other areas of Council's core business in which volunteers are regularly used. Accordingly, given the staff resources that would be required to create a generalised volunteer program and where such a program would not achieve any greater efficiencies for Council, this avenue is not recommended.

The use of the section 355 committee model clearly demonstrates to those involved and Council's insurers that the program has been considered by the elected Council and there is a direct link between the program and a delegated duty from Council.

Section 355 Committees are formed by Council resolution under Section 355 of the *Local Government Act 1993*. These committees allow certain functions to be performed on Council's behalf. Below is an excerpt (section 355) from the *Local Government Act 1993*:

How does a council exercise its functions?

A function of a council may, subject to this Chapter, be exercised:

- (a) by the council by means of the councillors or employees, by its agents or contractors, by financial provision, by the provision of goods, equipment, services, amenities or facilities or by any other means, or*
- (b) by a committee of the council, or*
- (c) partly or jointly by the council and another person or persons, or*
- (d) jointly by the council and another council or councils (including by means of a Voluntary Regional Organisation of Councils of which the councils concerned are members), or*
- (e) by a delegate of the council (which may, for example, be a Voluntary Regional Organisation of Councils of which the council is a member).*

Given the existing understanding of section 355 committees within Council, the landowner volunteer floodgate operator program is recommended for endorsement in accordance with section 355(b) of the *Local Government Act 1993*.

Section 355 Committee reporting requirements

The challenge with the section 355 committee provision, which has been problematic across the region in relation to landowner volunteer floodgate operators, is the meeting requirements. Section 355 committees are required to submit reports to Council each year. Rather than a committee in the traditional sense, the landowner volunteer program is a collection of individual landowners who operate floodgates on their individual drainage systems located across the floodplain in conjunction with the Council staff who manage the program.

Rous will manage the reporting requirement as outlined below. This approach meets the meeting requirements for a section 355 committee, without excessive additional time spent by staff or the volunteers. An annual staggered 'meeting' is possible under the section 355 committee provision and there will be opportunities for feedback and discussion and confirmation of the records.

Every three years

- All Active Floodgate Management Plans will be reviewed, and support obtained from landowners along the affected drainage system.
- After that review, the landowner volunteer will be formally asked if they would like to continue in the role with the support of their neighbouring landowners. Their competence will also be re-assessed through on-site training.

Every year

- Every landowner volunteer will be visited on-site, to reconfirm their commitment as a volunteer. A safety review of the infrastructure will also be conducted at this time. This visit will be timed to occur on the yearly anniversary of the approval of the Active Floodgate Management Plan and is referred to as the 'yearly recommitment and safety review'.
- Before this visit, an outline of what will be covered will be sent to the volunteer and they will be asked to identify any concerns or discussion points to be addressed and documented between staff and volunteers during the yearly recommitment and safety review. This will serve as a 'meeting agenda'.
- If a concern or discussion point has relevance across all Active Floodgate Management Plan volunteer sites, then a meeting could be called for all volunteers to attend.
- A record will be prepared of each on-site, yearly recommitment and safety review which the landowners will approve at the time. These will be collated into quarterly reports which will serve as 'minutes'. These will be rolling minutes as the annual recommitment and safety reviews occur staggered throughout the year.
- This documentation can then be endorsed every six months by the Audit, Risk and Improvement Committee and yearly by Council.

Governance

While the Act requires oversight of section 355 committee by Council, the level of oversight is very flexible in its approach. Staff consider that an appropriate level of oversight can be achieved by holding on-site, annual yearly recommitment and safety reviews. As the work of the landowners is volunteering, staff are mindful to ensure that the landowner volunteers are not unnecessarily burdened with paperwork or Council processes in undertaking their activities on behalf of Council.

Finance

The re-endorsing of the use of section 355 committee provision for the landowner volunteer floodgate operator program is formalising an existing approach and there is no additional budget required. The process associated with the annual yearly recommitment and safety reviews and subsequent reporting to ARIC and Council can be accommodated with existing staff resources and does not require any additional expenditure.

Legal

The need for the landowner volunteer operator program to be re-endorsed by Council is to ensure Council is meeting its legal obligations to volunteers in accordance with the *Work Health and Safety Act 2011*, and to meet the requirements of Council's various obligations to its insurers for oversight, induction and reporting in relation to Council's activities. As the section 355 committee provision is a legislated structure for the use of volunteers, it provides a legal framework to ensure Council's obligations as an employer and a community stakeholder are executed.

Consultation

Extensive consultation has occurred with the landowner volunteers as part of the Active Floodgate Management Plan review project. Internal consultation has occurred with the Floodplain Engagement Officer, Operations Engineering Manager, Work Health and Safety Officer, Governance Officer and Council's Leadership Team.

Conclusion

That Council re-endorse the activities of the floodgate volunteers as a committee of Council.

Helen McNeil
Group Manager People and Performance

Information reports

(1181)

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

Recommendation

That the following information reports be received and noted:

- i). Investments – July 2020
- ii). Water production and usage – June 2020 and July 2020
- iii). Audit, Risk and Improvement Committee: meeting update
- iv). Fluoride plants' dosing performance report: April to June 2020 – Quarter 2
- v). Reports/actions pending

Background

Copies of the following reports are attached for information:

- i). Investments – July 2020
- ii). Water production and usage – June 2020 and July 2020
- iii). Audit, Risk and Improvement Committee: meeting update
- iv). Fluoride plants' dosing performance report: April to June 2020 – Quarter 2
- v). Reports/actions pending

Consultation

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

Conclusion

Copies of the reports listed are attached for information.

Phillip Rudd
General Manager

Investments – July 2020

(59/12)

Business activity priority Results and sustainable performance

Goal 7 Sustainable performance

Recommendation

That Council receive and note the investments for July 2020.

Background

Clause 212 of the *Local Government (General) Regulation 2005* and Council's 'Investment' policy require that a report detailing Council's investments be provided. This report has been for 31 July 2020.

Governance

Finance

RBA cash rate

At the RBA's July meeting, it was decided to leave the cash rate at 0.25%. The 90-day average bank bill swap rate (BBSW) has decreased to 0.09%. The low rate will continue to put pressure on interest yields in the foreseeable future.

Total funds invested for July was \$34,766,029

This is a decrease of \$1,426,309 compared to the May 2020 figure. This is primarily due to semi-annual loan repayments and year end expenditure.

Return for July was 1.69%

The weighted average return on funds invested for the month of July was 1.69%. This represents a decrease of 13 basis point compared to the May result (1.82%) and is 159 basis points above Council's benchmark (the average 90-day BBSW rate of 0.10%) (Refer: Graph D2).

Interest earned for July was \$49,184

Interest earned compared to the original budget is \$3,434 in excess of pro-rata budget (Refer: Attachment A).

Summary of indebtedness as at 31 July 2020

| 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 | \$ 1,294,324 | \$ 1,877,697 | \$ 5,612,763 | \$ 5,020,894 | \$ 4,653,896 | \$ 4,634,310 | \$ 23,093,885 |
| Interest Incurred LTD | \$ 1,569,845 | \$ 2,096,113 | \$ 6,869,569 | \$ 6,596,660 | \$ 6,813,474 | \$ 6,939,848 | \$ 30,885,508 |
| Principal Outstanding | \$ 705,676 | \$ 1,122,303 | \$ 4,387,237 | \$ 4,979,106 | \$ 5,346,104 | \$ 5,365,691 | \$ 21,906,115 |
| Interest Outstanding | \$ 125,856 | \$ 202,301 | \$ 962,334 | \$ 1,276,500 | \$ 1,555,016 | \$ 1,590,694 | \$ 5,712,702 |

Cheque account balance as at 31 July 2020 was \$130,874

Ethical holdings represent 64.72% of the total portfolio

Current holdings in Ethical Financial Institutions equals \$22,500,000. 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)

It is noted that Councillors at their July 2020 workshop received a briefing note on Implications of borrowing from Tcorp.

Finance staff have commenced placing investments in line with TCorp's investment guidelines.

It is anticipated that a further report will be provided to the December 2020 meeting updating Council's investment policy which will include options available for ethical investment.

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 July 2020, investments total \$34,766,029 and the average rate of return is estimated at 1.69%.

Guy Bezrouchko

Group Manager Corporate and Commercial

Attachments:

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

Rous County Council – Investment Analysis Report – 31 July 2020

Attachment A

| Funds Invested With | S & P Local Long Term Rating | Product Name | Ethical ADIs | Lodgement Date | Maturity Date | % of Portfolio | 31 Jul 20 Balance | Rate of Return | Monthly Interest | Year-to-Date Interest |
|--|------------------------------|--------------|--------------|----------------|---------------|----------------|-------------------|----------------|------------------|-----------------------|
| CBA Business Online Saver | AA- | CBA-BOS | No | At call | | 15.15 | 5,266,029.51 | 1.20 | 2,150.45 | 2,150.45 |
| AMP Bank | BBB+ | TD | No | 21/8/2018 | 25/8/2020 | 1.44 | 500,000.00 | 2.95 | 1,252.74 | 1,252.74 |
| Bendigo & Adelaide Bank Ltd (Rural Bank Div) | BBB+ | TD | Yes | 6/11/2018 | 3/11/2020 | 2.88 | 1,000,000.00 | 2.85 | 2,420.55 | 2,420.55 |
| Newcastle Permanent Bldg Soc | BBB | TD | Yes | 29/1/2019 | 19/1/2021 | 1.44 | 500,000.00 | 2.95 | 1,252.74 | 1,252.74 |
| Newcastle Permanent Bldg Soc | BBB | TD | Yes | 19/2/2019 | 16/2/2021 | 1.44 | 500,000.00 | 2.95 | 1,252.74 | 1,252.74 |
| Newcastle Permanent Bldg Soc | BBB | TD | Yes | 8/3/2019 | 2/3/2021 | 2.88 | 1,000,000.00 | 2.85 | 2,420.55 | 2,420.55 |
| Auswide Bank Ltd | BBB+ | TD | Yes | 3/5/2019 | 4/5/2021 | 2.88 | 1,000,000.00 | 2.55 | 2,165.75 | 2,165.75 |
| Firstmac Ltd | UNRATED | TD | Yes | 3/5/2019 | 11/5/2021 | 1.44 | 500,000.00 | 2.75 | 1,167.81 | 1,167.81 |
| Judo Bank | UNRATED | TD | Yes | 17/9/2019 | 15/9/2020 | 1.44 | 500,000.00 | 2.10 | 891.78 | 891.78 |
| Judo Bank | UNRATED | TD | Yes | 24/9/2019 | 8/9/2020 | 1.44 | 500,000.00 | 2.20 | 934.25 | 934.25 |
| AMP Bank | BBB+ | TD | No | 24/9/2019 | 22/9/2020 | 2.88 | 1,000,000.00 | 1.70 | 1,443.84 | 1,443.84 |
| AMP Bank | BBB+ | TD | No | 1/10/2019 | 6/10/2020 | 2.88 | 1,000,000.00 | 1.70 | 1,443.84 | 1,443.84 |
| Auswide Bank Ltd | BBB+ | TD | Yes | 8/10/2019 | 12/10/2021 | 1.44 | 500,000.00 | 1.65 | 700.68 | 700.68 |
| Warwick Credit Union | UNRATED | TD | Yes | 15/10/2019 | 20/10/2020 | 1.44 | 500,000.00 | 1.70 | 721.92 | 721.92 |
| AMP Bank | BBB+ | TD | No | 15/10/2019 | 13/10/2020 | 1.44 | 500,000.00 | 1.60 | 679.45 | 679.45 |
| Auswide Bank Ltd | BBB+ | TD | Yes | 22/10/2019 | 19/10/2021 | 1.44 | 500,000.00 | 1.65 | 700.68 | 700.68 |
| Auswide Bank Ltd | BBB+ | TD | Yes | 29/10/2019 | 26/10/2021 | 1.44 | 500,000.00 | 1.65 | 700.68 | 700.68 |
| The Mutual Bank (Maitland Mutual) | UNRATED | TD | Yes | 29/10/2019 | 27/10/2020 | 1.44 | 500,000.00 | 1.70 | 721.92 | 721.92 |
| Warwick Credit Union | UNRATED | TD | Yes | 1/11/2019 | 27/10/2020 | 1.44 | 500,000.00 | 1.80 | 764.38 | 764.38 |
| Australian Military Bank | UNRATED | TD | Yes | 1/11/2019 | 20/10/2020 | 1.44 | 500,000.00 | 1.60 | 679.45 | 679.45 |
| AMP Bank | BBB+ | TD | No | 5/11/2019 | 3/11/2020 | 1.44 | 500,000.00 | 1.65 | 700.68 | 700.68 |
| Goldfields Money Ltd | UNRATED | TD | Yes | 21/11/2019 | 17/11/2020 | 1.44 | 500,000.00 | 1.75 | 743.15 | 743.15 |
| Coastline Credit Union Ltd | UNRATED | TD | Yes | 26/11/2019 | 24/11/2020 | 1.44 | 500,000.00 | 1.75 | 743.15 | 743.15 |
| Defence Bank | BBB | TD | Yes | 3/12/2019 | 1/12/2020 | 1.44 | 500,000.00 | 1.75 | 743.15 | 743.15 |
| BankVic (Police Financial Services Ltd T/as) | BBB+ | TD | Yes | 10/12/2019 | 8/12/2020 | 1.44 | 500,000.00 | 1.75 | 743.15 | 743.15 |
| Police Credit Union SA | UNRATED | TD | Yes | 14/1/2020 | 12/1/2021 | 1.44 | 500,000.00 | 1.70 | 721.92 | 721.92 |
| Police Credit Union SA | UNRATED | TD | Yes | 20/1/2020 | 2/2/2021 | 1.44 | 500,000.00 | 1.70 | 721.92 | 721.92 |
| The Capricornian Ltd | UNRATED | TD | Yes | 21/1/2020 | 5/1/2021 | 1.44 | 500,000.00 | 1.75 | 743.15 | 743.15 |
| Goldfields Money Ltd | UNRATED | TD | Yes | 28/1/2020 | 19/1/2021 | 1.44 | 500,000.00 | 1.65 | 700.68 | 700.68 |
| Bendigo & Adelaide Bank Ltd (Rural Bank Div) | BBB+ | TD | Yes | 28/1/2020 | 4/8/2020 | 1.44 | 500,000.00 | 1.65 | 700.68 | 700.68 |
| ING Bank Aust Ltd | A | TD | No | 3/2/2020 | 9/2/2021 | 1.44 | 500,000.00 | 1.65 | 700.68 | 700.68 |
| Bank of Queensland | BBB+ | TD | Yes | 4/2/2020 | 18/8/2020 | 1.44 | 500,000.00 | 1.55 | 658.22 | 658.22 |
| ING Bank Aust Ltd | A | TD | No | 11/2/2020 | 16/2/2021 | 2.88 | 1,000,000.00 | 1.65 | 1,401.37 | 1,401.37 |
| QBank | BBB- | TD | Yes | 11/2/2020 | 11/8/2020 | 1.44 | 500,000.00 | 1.70 | 721.92 | 721.92 |
| ING Bank Aust Ltd | A | TD | No | 18/2/2020 | 23/2/2021 | 1.44 | 500,000.00 | 1.60 | 679.45 | 679.45 |
| AMP Bank | BBB+ | TD | No | 18/2/2020 | 25/8/2020 | 1.44 | 500,000.00 | 1.90 | 806.85 | 806.85 |
| MyState Bank Limited | BBB+ | TD | Yes | 3/3/2020 | 9/3/2021 | 2.88 | 1,000,000.00 | 1.65 | 1,401.37 | 1,401.37 |
| Auswide Bank Ltd | BBB+ | TD | Yes | 9/3/2020 | 29/9/2020 | 1.44 | 500,000.00 | 1.60 | 679.45 | 679.45 |

| Funds Invested With | S & P Local Long Term Rating | Product Name | Ethical ADIs | Lodgement Date | Maturity Date | % of Portfolio | 31 Jul 20 Balance | Rate of Return | Monthly Interest | Year-to-Date Interest |
|---------------------------------|------------------------------|--------------|--------------|----------------|---------------|----------------|----------------------|----------------|------------------|-----------------------|
| Auswide Bank Ltd | BBB+ | TD | Yes | 10/3/2020 | 22/9/2020 | 1.44 | 500,000.00 | 1.60 | 679.45 | 679.45 |
| MyState Bank Limited | BBB+ | TD | Yes | 16/3/2020 | 15/12/2020 | 1.44 | 500,000.00 | 1.75 | 743.15 | 743.15 |
| MyState Bank Limited | BBB+ | TD | Yes | 17/3/2020 | 15/12/2020 | 1.44 | 500,000.00 | 1.75 | 743.15 | 743.15 |
| Auswide Bank Ltd | BBB+ | TD | Yes | 28/4/2020 | 23/3/2021 | 1.44 | 500,000.00 | 1.55 | 658.22 | 658.22 |
| Auswide Bank Ltd | BBB+ | TD | Yes | 28/4/2020 | 13/4/2021 | 1.44 | 500,000.00 | 1.55 | 658.22 | 658.22 |
| Bank of Sydney Ltd | UNRATED | TD | Yes | 5/5/2020 | 10/11/2020 | 1.44 | 500,000.00 | 1.63 | 692.19 | 692.19 |
| Summerland Credit Union | UNRATED | TD | Yes | 5/5/2020 | 10/11/2020 | 1.44 | 500,000.00 | 1.80 | 764.38 | 764.38 |
| ME Bank | BBB | TD | Yes | 12/5/2020 | 17/11/2020 | 1.44 | 500,000.00 | 1.35 | 573.29 | 573.29 |
| Gateway Bank Ltd | UNRATED | TD | Yes | 12/5/2020 | 11/8/2020 | 1.44 | 500,000.00 | 1.25 | 530.82 | 530.82 |
| AMP Bank | BBB+ | TD | No | 9/6/2020 | 7/12/2020 | 1.44 | 500,000.00 | 1.55 | 658.22 | 658.22 |
| MyState Bank Limited | BBB+ | TD | Yes | 23/6/2020 | 29/9/2020 | 1.44 | 500,000.00 | 1.05 | 445.89 | 445.89 |
| Bank of Queensland | BBB+ | TD | Yes | 30/6/2020 | 22/6/2021 | 2.88 | 1,000,000.00 | 1.05 | 891.78 | 891.78 |
| Bank of Queensland | BBB+ | TD | Yes | 21/7/2020 | 20/7/2021 | 1.44 | 500,000.00 | 0.90 | 135.62 | 135.62 |
| National Australia Bank Limited | AA- | TD | No | 28/7/2020 | 27/7/2021 | 1.44 | 500,000.00 | 0.80 | 43.84 | 43.84 |
| MATURED TDs | | | | | | | | | 2,188.36 | 2,188.36 |
| | | | | | | 100.00 | 34,766,029.51 | 1.69 | 49,183.74 | 49,183.74 |

Total Investment Holdings

| | | | |
|---------------|----------------------|------------------|------------------|
| 100.00 | 34,766,029.51 | 49,183.74 | 49,183.74 |
|---------------|----------------------|------------------|------------------|

Total YTD Interest **49,183.74**

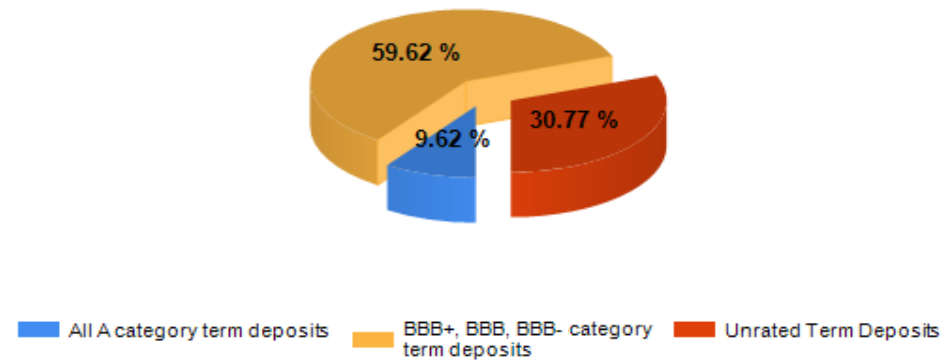
Deposits with Australian Deposit-taking institutions (ADI) are Government.

Budget Interest @ 31 Jul 20 **45,750.00**

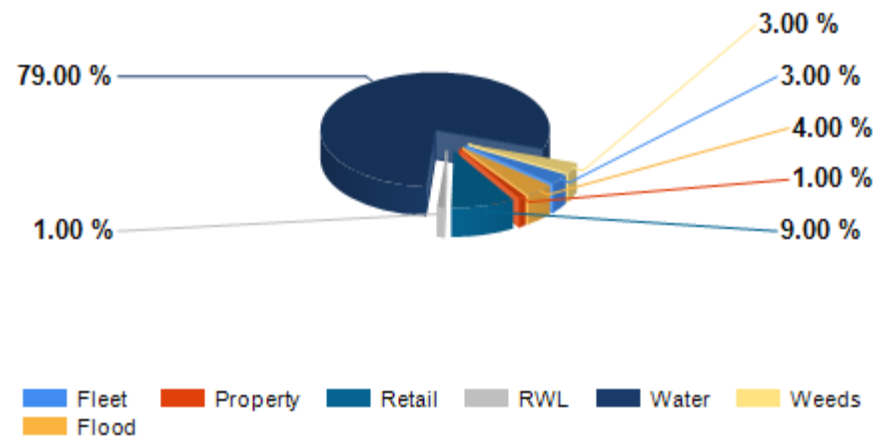
Guaranteed for balances totalling up to \$250,000 per customer, per institution.

Budget variance **3,433.74**

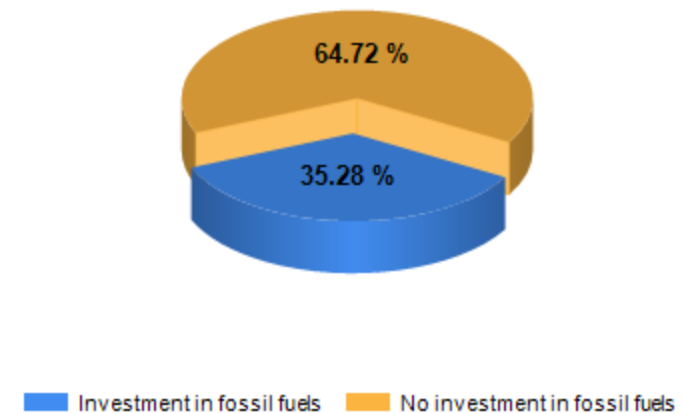
Investment by Type



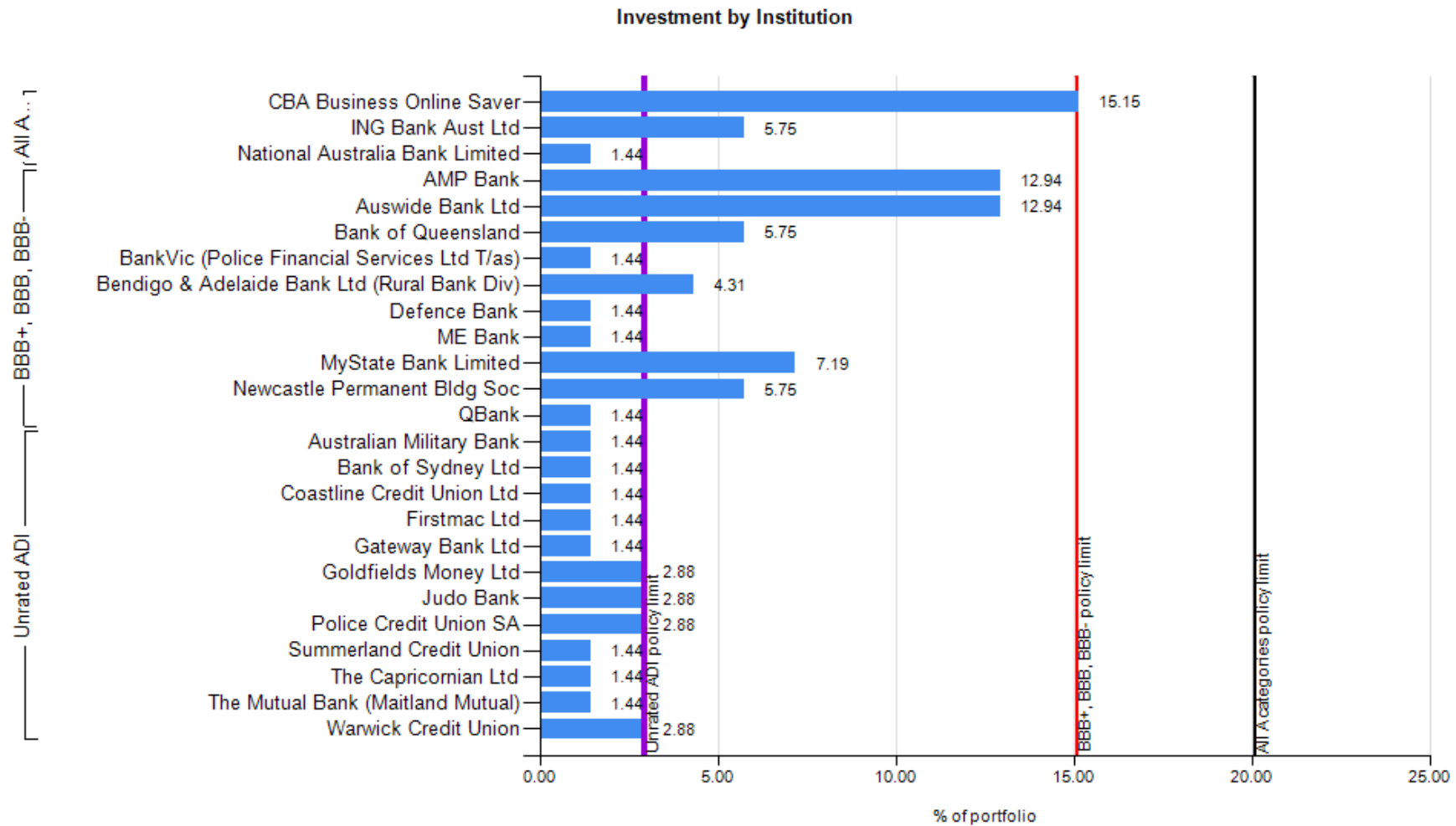
Investment by Fund



Ethical Investment as a % of Portfolio

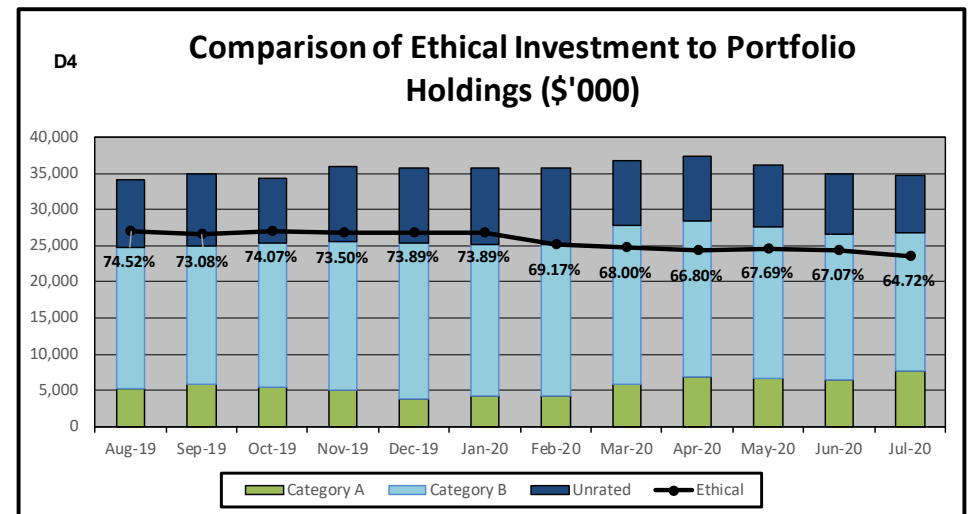
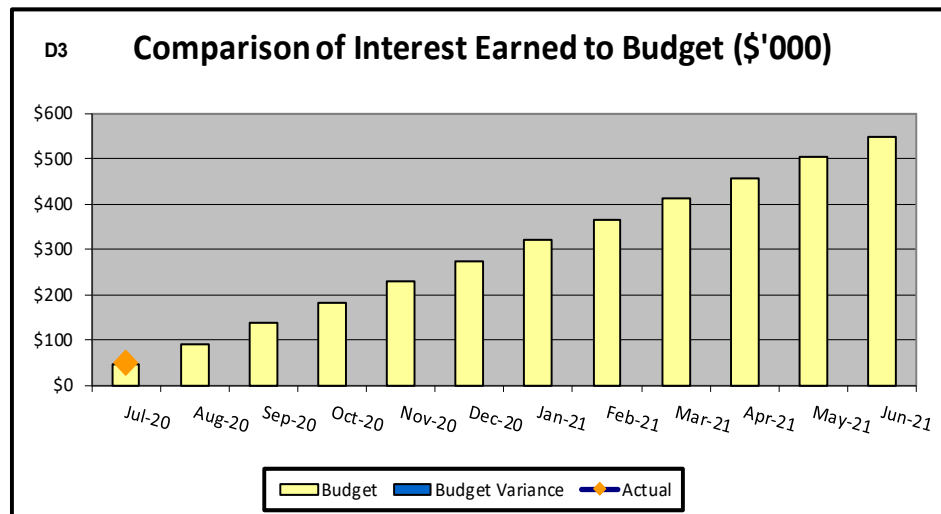
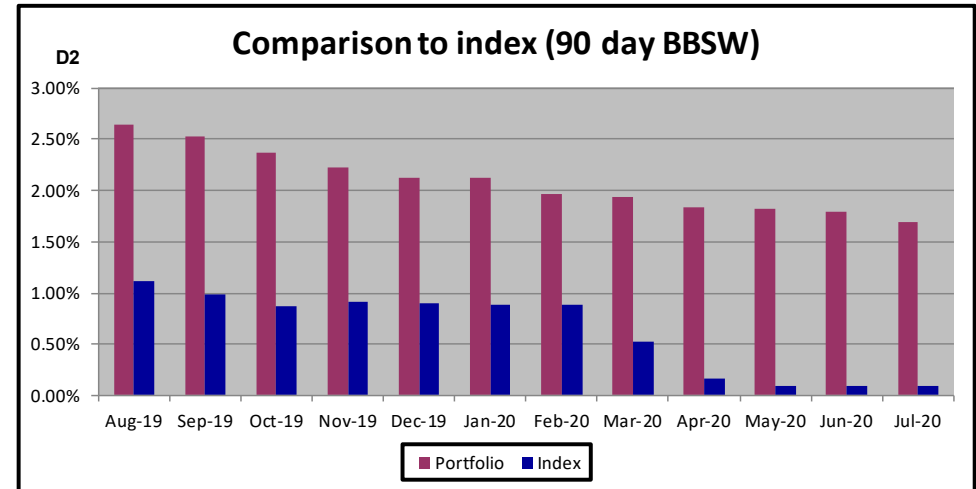
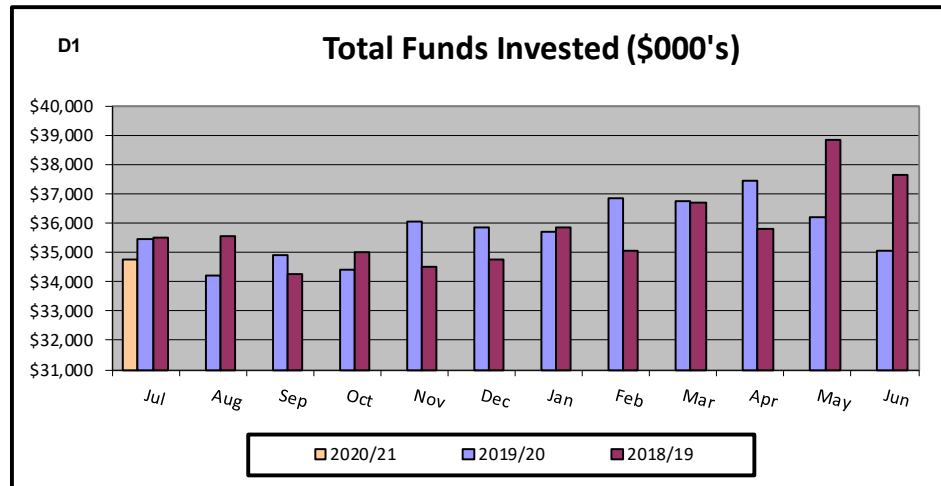


Attachment C



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

Attachment D



Water production and usage – June 2020 and July 2020

(5/12)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Background

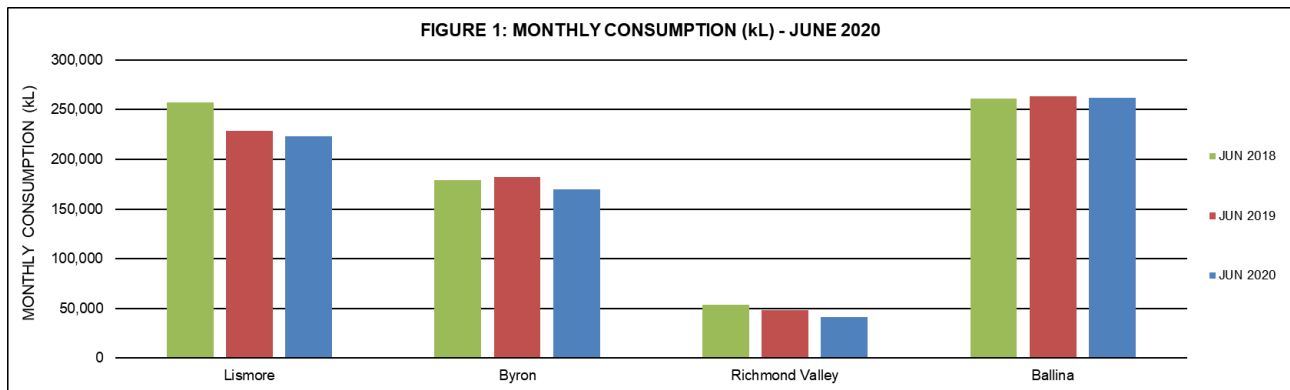
• Summary for June 2020

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

| Council | Council area | June 2018 | June 2019 | May 2020 | June 2020 | Change on previous year % | % of Total |
|--|------------------------|----------------|----------------|----------------|----------------|---------------------------|---------------|
| Lismore City Council | Dunoon/The Channon | 12,164 | 10,243 | 11,902 | 10,288 | | |
| | Clunes | 3,143 | 3,743 | 4,167 | 3,683 | | |
| | Pineapple Road | 407 | 356 | 397 | 359 | | |
| | Holland Street | 33,864 | 32,520 | 34,998 | 33,518 | | |
| | Ross Street | 77,077 | 67,462 | 68,313 | 64,566 | | |
| | Tullera | 1,467 | 1,685 | 1,461 | 1,172 | | |
| | No. 4 Reservoir | 37,482 | 35,968 | 33,680 | 32,273 | | |
| | No. 9 Reservoir | 86,191 | 72,019 | 74,871 | 72,631 | | |
| | Tanelawn | 4,497 | 4,015 | 4,294 | 3,934 | | |
| | North Woodburn | 540 | 606 | 783 | 679 | | |
| | TOTAL | 256,832 | 228,617 | 234,866 | 223,103 | ↓ 2.41 | 32.05 |
| Byron Shire Council | Bangalow | 15,776 | 12,172 | 15,008 | 13,761 | | |
| | Byron Bay | 38,726 | 38,680 | 26,840 | 32,508 | | |
| | Coopers Shoot | 66,410 | 72,361 | 65,835 | 65,604 | | |
| | Wategos Beach | 2,471 | 3,221 | 3,646 | 3,946 | | |
| | Brunswick Heads | 13,560 | 13,363 | 12,423 | 13,299 | | |
| | Ocean Shores | 42,024 | 42,709 | 44,981 | 40,359 | | |
| | TOTAL | 178,967 | 182,506 | 168,733 | 169,477 | ↓ 7.14 | 24.35 |
| Richmond Valley Council | Coraki | 8,785 | 9,995 | 9,843 | 8,960 | | |
| | Woodburn | 4,273 | 3,907 | 3,856 | 3,537 | | |
| | Broadwater | 18,092 | 10,530 | 6,062 | 6,747 | | |
| | Evans Head | 22,803 | 24,095 | 22,730 | 22,222 | | |
| | TOTAL | 53,953 | 48,527 | 42,491 | 41,466 | ↓ 14.55 | 5.96 |
| Ballina Shire Council | Ballina 375mm main | 66,062 | 98,913 | 77,853 | 74,678 | | |
| | Lennox Head 200mm main | 1,659 | 2,490 | 13,294 | 1,730 | | |
| | Basalt Crt 450mm main | 133,403 | 101,862 | 107,641 | 119,824 | | |
| | Ballina Heights | 5,217 | 5,543 | 6,791 | 6,716 | | |
| | Sub-Total | 206,341 | 208,808 | 205,579 | 202,948 | | |
| | Wollongbar 375mm main | 54,896 | 54,475 | 60,852 | 59,085 | | |
| | Lumley Park Bore | 0 | 0 | 0 | 0 | | |
| | Converys Lane Bore | 0 | 0 | 0 | 0 | | |
| | Sub-Total | 54,896 | 54,475 | 60,852 | 59,085 | | |
| | TOTAL | 261,237 | 263,283 | 266,431 | 262,033 | ↓ 0.47 | 37.64 |
| TOTAL MONTHLY CONSUMPTION BY CONSTITUENT COUNCILS | | 750,989 | 722,933 | 712,521 | 696,079 | ↓ 3.71 | 100.00 |

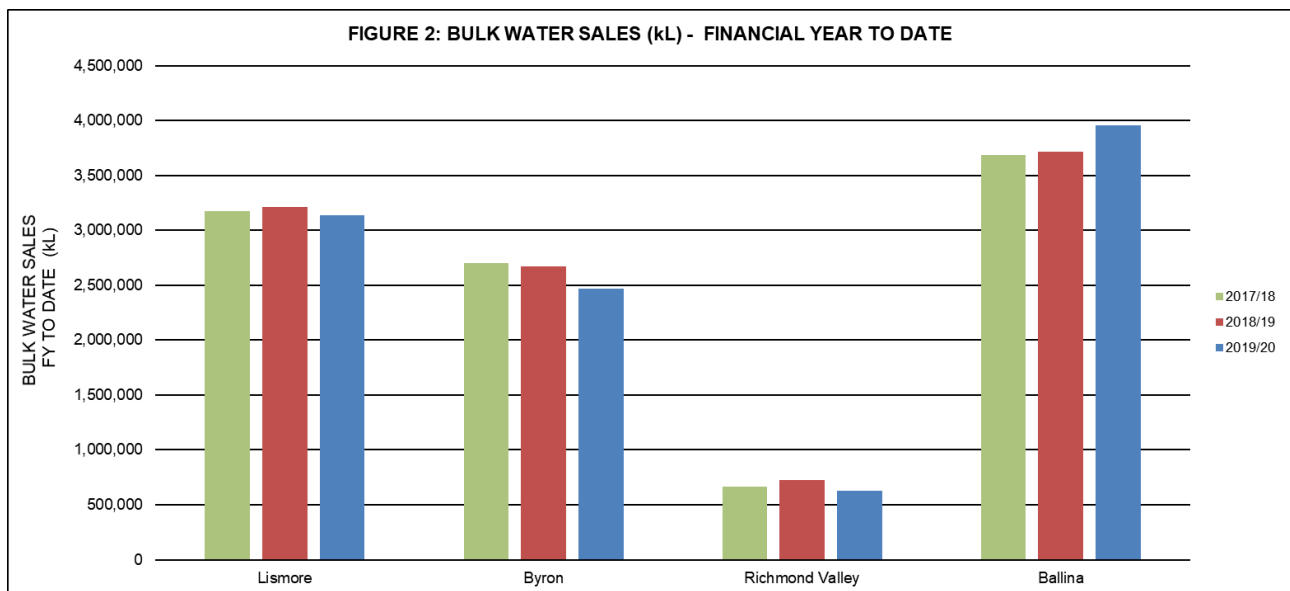
Monthly consumption by constituents

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



Sales to constituents – financial year to date

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



Source contribution

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

Daily source usage for June 2020 averaged 26.555ML. This is an increase from the May 2020 daily average of 23.976ML. Rocky Creek Dam as of 30 June 2020 was at 99.00% of full capacity.

The water meter used to record Rocky Creek Dam source is to be replaced on 18 August 2020. Rocky Creek Dam for this month has been derived from other process meters.

| Source | June 2018 | June 2019 | May 2020 | June 2020 | Change on previous year % | % of Total |
|------------------------------------|-----------|-----------|----------|-----------|---------------------------|------------|
| Rocky Creek Dam | 866,515 | 740,940 | 714,201 | 794,717 | | 99.76 |
| Wilson River | 0 | 0 | 0 | 8 | | 0.00 |
| Emigrant Creek Dam | 0 | 63,890 | 29,053 | 1,913 | | 0.24 |
| Alstonville Plateau Bores | 0 | 0 | 0 | 0 | | |
| Coastal Sands Bores | 0 | 0 | 0 | 0 | | |
| MONTHLY TOTAL | 866,515 | 804,830 | 743,254 | 796,638 | ↓ 1.02 | 100.00 |
| CALENDAR YEAR TO DATE TOTAL | | | | | ↓ 18.73 | |

New connections

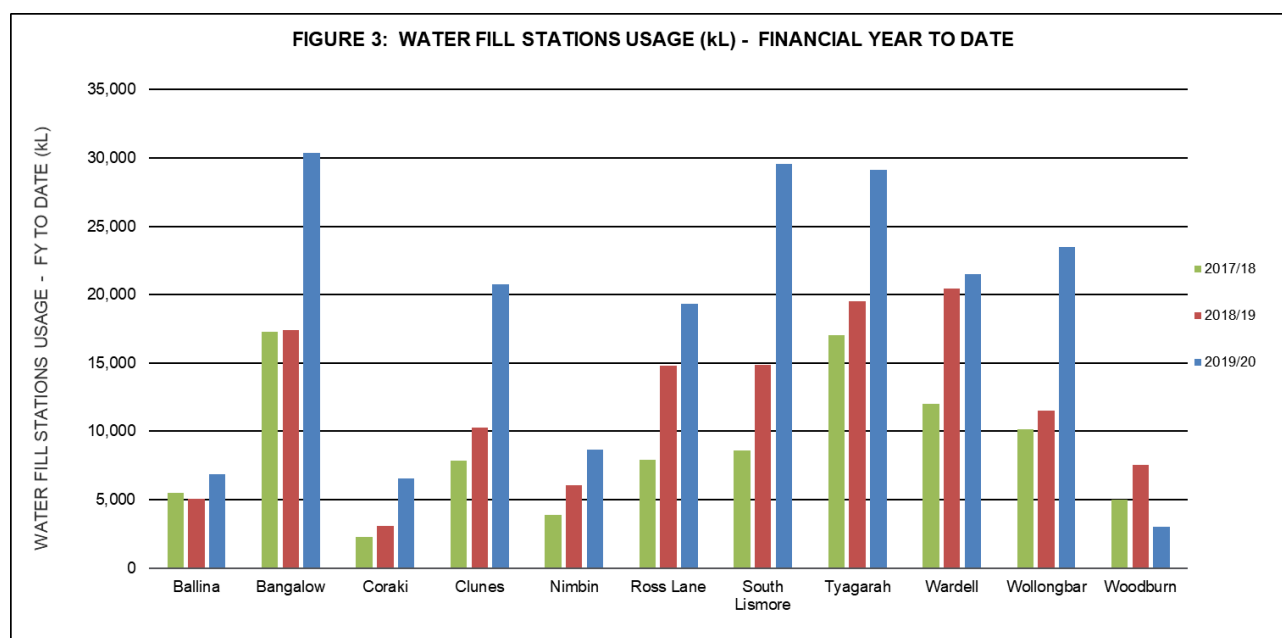
The table below is a summary of the new water connections for each council for the month. The kL/connection/day provides a comparison of the monthly consumption per connection per day.

| Supply authority | New connections for month | Calendar year to date total | Total connections | kL/Connection/Day |
|-------------------------|---------------------------|-----------------------------|-------------------|-------------------|
| Lismore City Council | 9 | 52 | 14,074 | 0.53 |
| Byron Shire Council | 0 | 115 | 10,222 | 0.55 |
| Richmond Valley Council | 0 | 14 | 2,722 | 0.51 |
| Ballina Shire Council | N/A | 90 | 15,470 | 0.56 |
| Rous County Council | 1 | 5 | 2,127 | 0.94 |
| TOTAL | 10 | 276 | 44,615 | |

Water fill stations

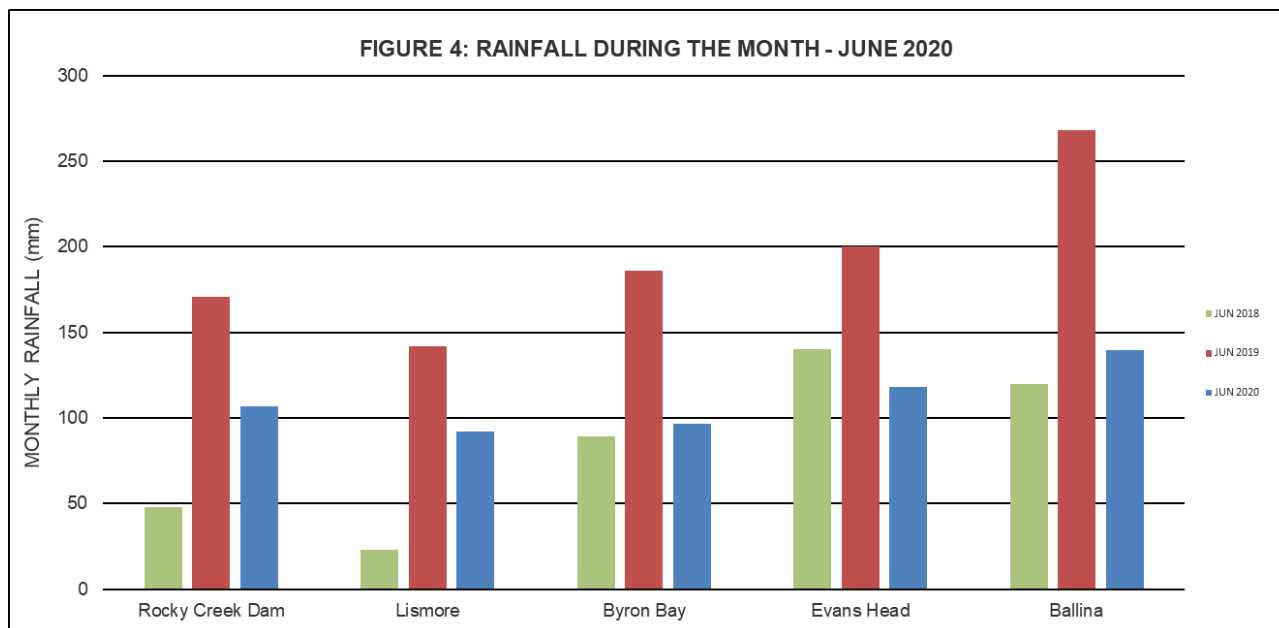
Figure 3 is the usage from the public water fill stations for the financial year to date in kilolitres for each water fill station compared to previous financial years.

Total water usage for the public water fill station network for June 2020 was 2,290kL, a decrease from 3,523kL in May 2020.



Rainfall by area

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



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

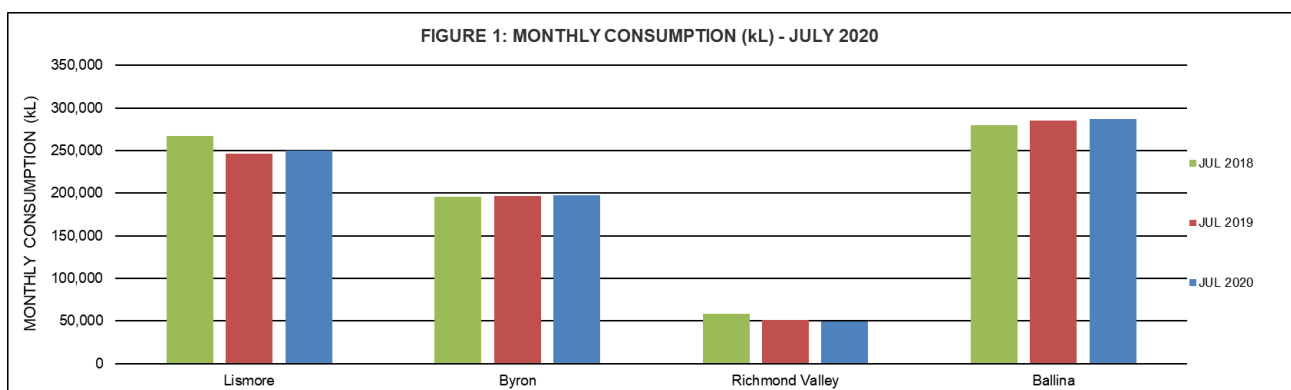
• Summary for July 2020

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

| Council | Council area | July 2018 | July 2019 | June 2020 | July 2020 | Change on previous year % | % of Total |
|--|------------------------|----------------|----------------|----------------|----------------|---------------------------|---------------|
| Lismore City Council | Dunoon/The Channon | 12,974 | 11,030 | 10,288 | 9,655 | | |
| | Clunes | 3,304 | 3,659 | 3,683 | 3,703 | | |
| | Pineapple Road | 477 | 414 | 359 | 444 | | |
| | Holland Street | 35,371 | 34,786 | 33,518 | 40,442 | | |
| | Ross Street | 79,278 | 71,004 | 64,566 | 75,590 | | |
| | Tullera | 1,649 | 1,104 | 1,172 | 1,170 | | |
| | No. 4 Reservoir | 44,048 | 46,358 | 32,273 | 33,954 | | |
| | No. 9 Reservoir | 83,905 | 72,375 | 72,631 | 79,738 | | |
| | Tanelawn | 5,136 | 4,725 | 3,934 | 4,210 | | |
| | North Woodburn | 585 | 805 | 679 | 721 | | |
| | TOTAL | 266,727 | 246,260 | 223,103 | 249,627 | ↑ 1.37 | 31.82 |
| Byron Shire Council | Bangalow | 12,942 | 13,034 | 13,761 | 13,906 | | |
| | Byron Bay | 44,604 | 46,553 | 32,508 | 40,579 | | |
| | Coopers Shoot | 73,524 | 75,308 | 65,604 | 75,258 | | |
| | Wategos Beach | 3,214 | 3,836 | 3,946 | 4,421 | | |
| | Brunswick Heads | 15,152 | 15,176 | 13,299 | 15,394 | | |
| | Ocean Shores | 46,081 | 42,754 | 40,359 | 48,282 | | |
| | TOTAL | 195,517 | 196,661 | 169,477 | 197,840 | ↑ 0.60 | 25.22 |
| Richmond Valley Council | Coraki | 9,788 | 9,220 | 8,960 | 8,914 | | |
| | Woodburn | 4,596 | 4,032 | 3,537 | 3,861 | | |
| | Broadwater | 18,468 | 11,604 | 6,747 | 10,943 | | |
| | Evans Head | 25,585 | 26,174 | 22,222 | 26,071 | | |
| | TOTAL | 58,437 | 51,030 | 41,466 | 49,789 | ↓ 2.43 | 6.35 |
| Ballina Shire Council | Ballina 375mm main | 67,766 | 102,952 | 74,678 | 77,688 | | |
| | Lennox Head 200mm main | 1,884 | 2,495 | 1,730 | 2,340 | | |
| | Basalt Crt 450mm main | 146,199 | 114,037 | 119,824 | 129,349 | | |
| | Ballina Heights | 5,718 | 6,031 | 6,716 | 7,846 | | |
| | Sub-Total | 221,567 | 225,515 | 202,948 | 217,223 | | |
| | Wollongbar 375mm main | 57,911 | 59,641 | 59,085 | 69,979 | | |
| | Lumley Park Bore | 0 | 0 | 0 | 0 | | |
| | Converys Lane Bore | 0 | 0 | 0 | 0 | | |
| | Sub-Total | 57,911 | 59,641 | 59,085 | 69,979 | | |
| | TOTAL | 279,478 | 285,156 | 262,033 | 287,202 | ↑ 0.72 | 36.61 |
| TOTAL MONTHLY CONSUMPTION BY CONSTITUENT COUNCILS | | 800,159 | 779,107 | 696,079 | 784,458 | ↑ 0.69 | 100.00 |

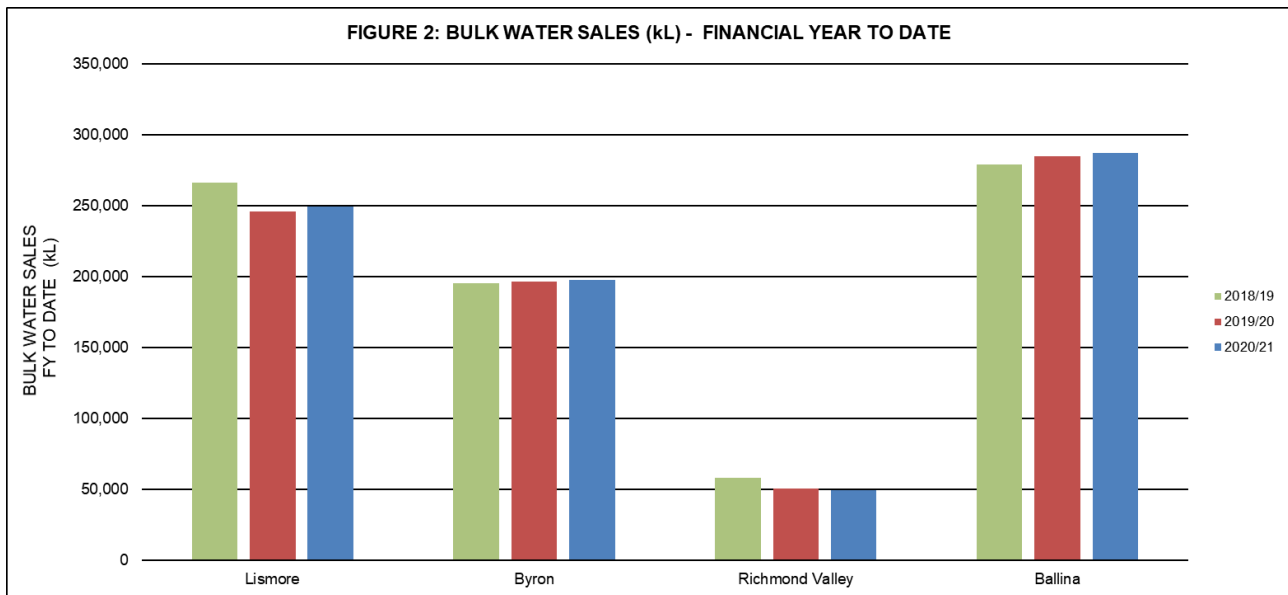
Monthly consumption by constituents

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



Sales to constituents – financial year to date

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



Source contribution

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

Daily source usage for July 2020 averaged 27.507ML. This is an increase from the June 2020 daily average of 26.555ML. Rocky Creek Dam as of 31 July 2020 was at full capacity.

The water meter used to record Rocky Creek Dam source is to be replaced on 18 August 2020. Rocky Creek Dam for this month has been derived from other process meters.

| Source | July 2018 | July 2019 | June 2020 | July 2020 | Change on previous year % | % of Total |
|------------------------------------|------------------|------------------|------------------|------------------|---------------------------|---------------|
| Rocky Creek Dam | 916,521 | 716,195 | 794,717 | 835,996 | | |
| Wilson River | 19,381 | 6,948 | 8 | 11,684 | | |
| Emigrant Creek Dam | 0 | 111,046 | 1,913 | 5,036 | | |
| Alstonville Plateau Bores | 0 | 0 | 0 | 0 | | |
| Coastal Sands Bores | 0 | 0 | 0 | 0 | | |
| MONTHLY TOTAL | 935,902 | 834,189 | 796,638 | 852,716 | ↑ 2.22 | 100.00 |
| CALENDAR YEAR TO DATE TOTAL | 6,501,860 | 6,803,687 | 5,704,026 | 5,546,320 | ↓ 18.48 | |

New connections

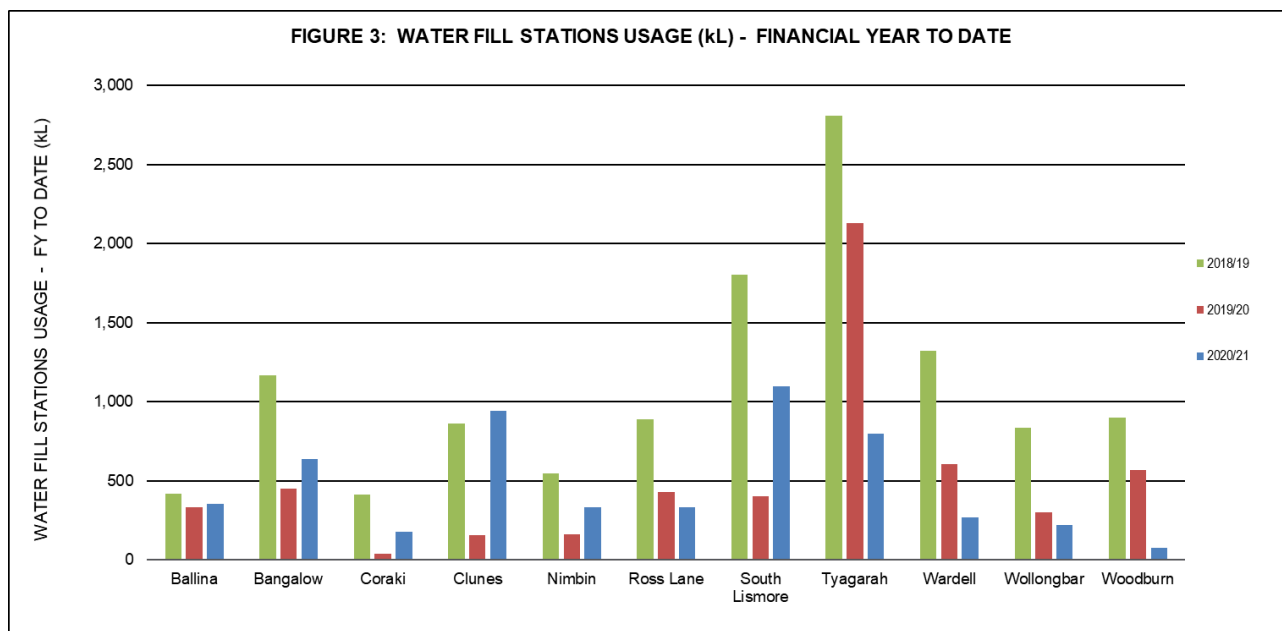
The table below is a summary of the new water connections for each council for the month. The kL/connection/day provides a comparison of the monthly consumption per connection per day.

| Supply authority | New connections for month | Calendar year to date total | Total connections | kL/Connection/Day |
|-------------------------|---------------------------|-----------------------------|-------------------|-------------------|
| Lismore City Council | 8 | 60 | 14,082 | 0.57 |
| Byron Shire Council | 6 | 121 | 10,228 | 0.62 |
| Richmond Valley Council | N/A | 14 | 2,722 | 0.59 |
| Ballina Shire Council | N/A | 90 | 15,470 | 0.60 |
| Rous County Council | 0 | 5 | 2,127 | 0.91 |
| TOTAL | 14 | 290 | 44,629 | |

Water fill stations

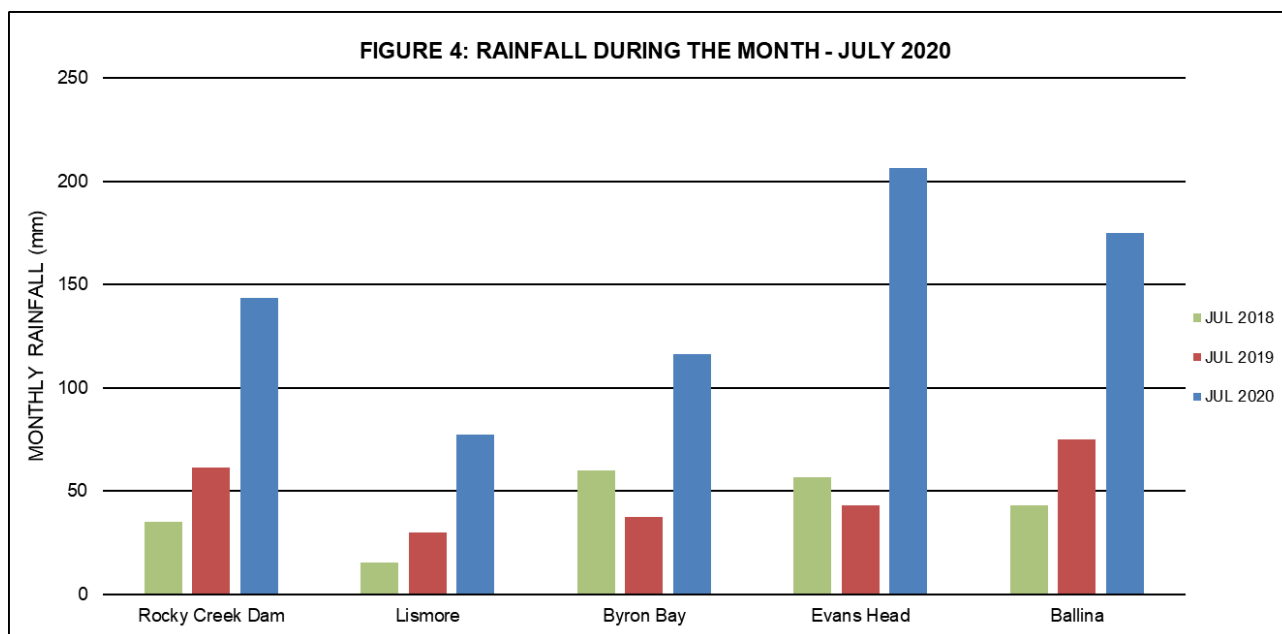
Figure 3 is the usage from the public water fill stations for the financial year to date in kilolitres for each water fill station compared to previous financial years.

Total water usage for the public water fill station network for July 2020 was 5,248kL, an increase from 2,290kL in June 2020.



Rainfall by area

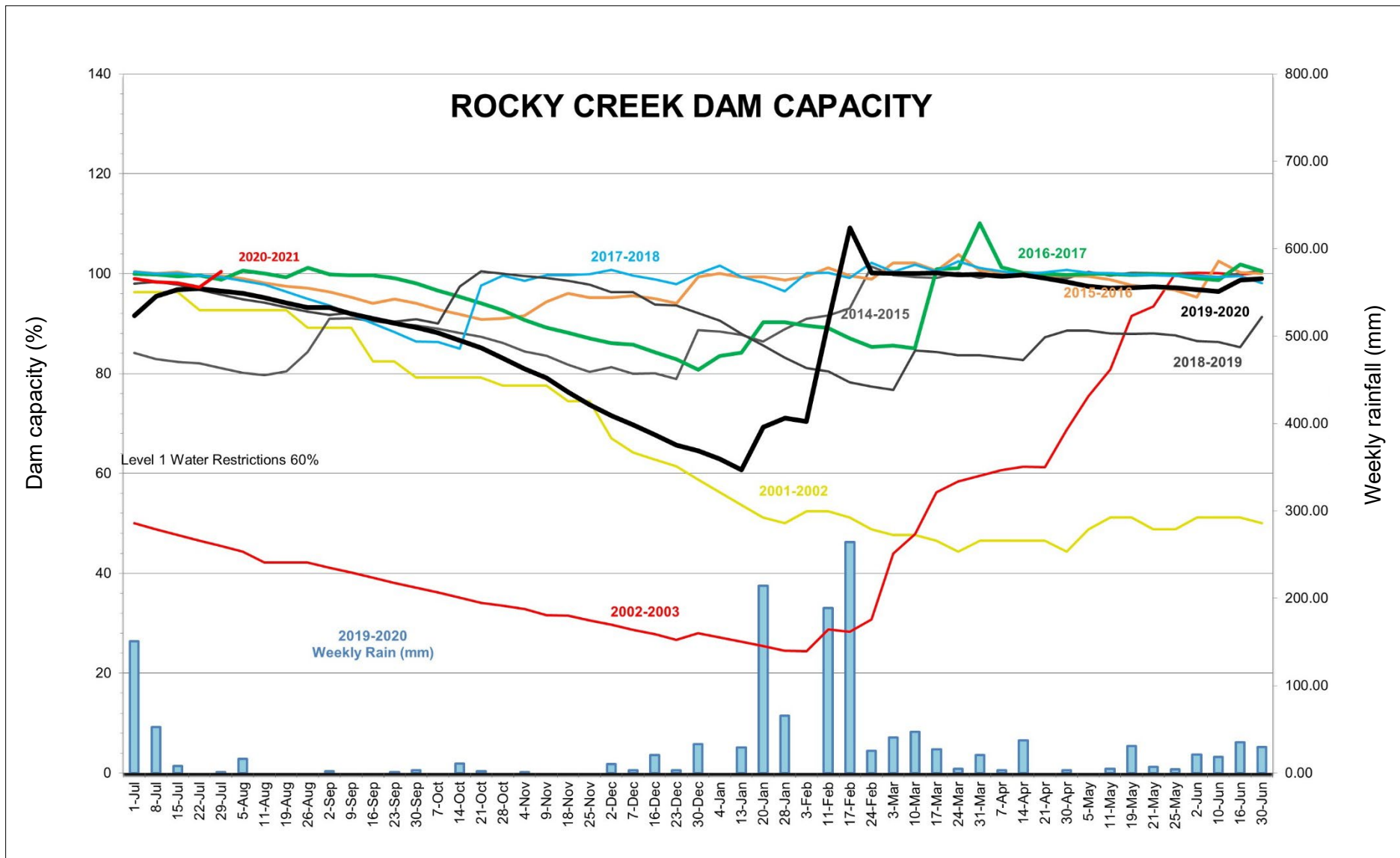
Figure 4 is the monthly rainfall for Rocky Creek Dam and council areas compared to the previous two years.



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

Andrew Logan
Planning Manager

Attachment: Rocky Creek Dam Capacity.



Audit, Risk and Improvement Committee – meeting update

(847)

Business activity priority

Strategy and planning

Goal 2

Align strategic direction to core functions and sustainability

Recommendation

That Council:

1. Receive and note the attached minutes from the Audit, Risk and Improvement Committee meeting of 27 July 2020.
2. Note the deferral of local government elections until 4 September 2021 due to COVID-19 and extend the appointment of the Councillor members of the Audit, Risk and Improvement Committee for a further 12 months (being, Councillor Cook (primary member) and Councillor Cameron (alternate member)).

Background

The Audit, Risk and Improvement Committee met on 27 July 2020 with members and invitees participating either in person at the Molesworth Street Administration building or online.

A copy of the meeting minutes is attached ([Attachment 1](#)).

Key messages

1. Committee Performance Review report – period 2019/20 – Chair's report

The Committee Chair will deliver the 2019/20 Committee's Performance Review report to Council's 21 October 2020 meeting.

2. COVID-19 planning and response

The Committee was provided with an update outlining the planning and response measures taken in relation to COVID-19. These are being led and coordinated by Council's Emergency Management Team. Some of the actions reported on were as follows:

- Kyogle Street Depot – controls: critical operational staff are on a week on/week off arrangement (maintaining blue/green team arrangements), in line with the on-call roster.
- Molesworth Street Office staggered return of staff effective 26 June 2020 and reopening of Reception effective 6 July 2020 – controls: changeover of tapware; social distancing reminder messaging; digital sign in for visitors; 3 x daily cleaning arrangements for high touch points on site.
- Rocky Creek Dam recreational area reopened effective 1 July 2020 – controls: commercial cleaner engaged; drinking fountains remain switched off; signage has been erected on site.

3. Financial update

Copies of the financial reports furnished to Council's May 2020 meeting were provided to the Committee. Other updates reported on include:

- *Interim Management letter (external audit)*
One new issue in relation to Council's contracts register as related to 'AASB15 – Revenue with Contracts with Customers'. Management is currently considering its position on developing a Contract management policy and procedure.
- *Implications of borrowing from TCorp*

The Committee was updated on the status of staff negotiations with NSW Treasury Corporation in relation to accessing borrowings through the TCorp facility. Currently County Councils have a six-month window in which to apply to TCorp.

As verbally advised to Council previously, one of the consequences of accessing TCorp funds is the need to comply with TCorp's investment guidelines. The guidelines are more conservative than Council's current 'Investment' policy. An analysis of 'savings on loans' versus 'loss of investment income' indicates that doing so will be to Council's financial advantage.

4. Fraud control improvements

Various improvement actions have been undertaken and are in progress:

- Implementation of the Audit Office of NSW Fraud Control Improvement Kit (February 2015):
 - Blended fraud control checklist self-assessment (resource 1) and risk assessment – complete.
 - Fraud control health check (resource 3) – complete.
 - Risk assessment (resource 2) – in progress.
 - Fraud control improvement workshop (resource 4) – in progress.

The focus area for future action will be based on the results of the 'Fraud control health check' survey (resource 3) which was conducted in May 2020. All staff were invited to participate, and the rate of participation was 58 of 95 (approx. 60%). The survey results indicated 'good performance' with improvement required in the area of 'fraud awareness'.

5. Insurance matters

An update on insurance was provided to the Committee. The combination of global and domestic natural disasters has had a significant impact with estimates of loss totalling US\$150B for 2019. The highest loss events were all international - typhoons, hurricanes, floods, storm events. Domestically, as at May 2020 losses from natural disasters in Australia were at \$5.19B.

While global commercial insurance prices rose 14% in the first quarter of 2020, pricing in the Pacific region increased by 23%.

The insurance market has been in a 'hard' phase since 2018 and is forecast to remain that way into 2021. This means the cycle is in a non-profitable period and insurers are more likely to wind back or withdraw coverage entirely, increase rates and scale back value add extras.

In 2019 Councillors expressed interest in testing the market for insurance. At the time the advice received from brokers in the open market was that it was too late in the reinsurance cycle to test the market for the upcoming financial year. That being the case staff undertook to test the market in 2020 for the 2020/21 year.

Enquiries were made with Procurement Australasia Ltd regarding conduct of a tender process. Their proposal was valued at \$12K. If Council were to proceed to tender, an option that may result is engaging an alternative insurance provider/s. It should be noted that 12 months prior notice is required to exit Statewide Mutual; the insurance mutual that Council is a member of. While such notice should have been provided in 2019, it was not.

Given the cost of the tendering process and the requirement for 12 months notice to exit Statewide Mutual, staff have deferred any action to test the market in 2020 with a view to doing so in 2020/21. Written notice has been provided to Statewide Mutual advising of Council's intentions.

Insurance costs for the 2020/21 period were \$338K compared to \$308K in 2019/20. Of the \$338K the two highest expenses in insurance products were: public liability and professional indemnity at \$113K (compared to \$103K in 2019/20) and property at \$92K for a \$61M declared value (compared to \$77K in 2019/20 for a \$58M declared value).

In 2019/20 there were no claims except in relation to fleet (11 claims of which 4 related to windscreen damage).

6. Upcoming internal audits

- Procure to Pay review – November 2020 (rescheduled from 2019/20)
- Project Management review – last review in the current Internal Audit Strategy – tentatively scheduled for February 2021.

Extension of Councillor appointments due to deferral of local government elections

The Committee's Charter provides that the Committee consists of the following voting members:

- One independent external member (not a member of the Council; to be Chair); and
- One independent external member (not a member of the Council); and
- One Rous County Council Councillor (excluding Council's Chair) and an alternate for when the Councillor is absent or unable to attend Committee meetings.

The Charter also provides that only Council can appoint members to the Committee.

Mr Brian Wilkinson and Mr David Yarnall are the appointed external independent members, with Mr Wilkinson being appointed as Chair. Their appointments were extended by Council at its 20 September 2017 meeting for a further four-year term ([79/17]).

Councillor Darlene Cook was nominated to the Committee by Council on 17 October 2018 with Councillor Basil Cameron being nominated as the alternate member ([91/18]). The term of appointment is two years. Given the 12-month deferral of the local government elections due to COVID-19 it is proposed that the appointment of both Cr Cook and Cameron be extended for a further year.

The proposed extension will mean that the term of all current Committee members will expire at or around the same time in 2021. Further consideration will need to be given to that matter and may result in a further report back to Council regarding appropriate options.

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 Council's Audit, Risk and Improvement Committee meeting of 27 July 2020. A copy of the minutes from the meeting are attached for information. In addition, it is also recommended that the term of appointment of the Councillor members to the Committee be extended for a further 12 months.

Phillip Rudd
General Manager

Attachment

1. Minutes from Audit, Risk and Improvement Committee meeting of 27 July 2020

Rous County Council

Audit, Risk and Improvement Committee minutes

Monday, 27 July 2020

The Chair opened the meeting at 10.00am.

In attendance:

Voting Committee:

- Brian Wilkinson (Independent member - Chair) – via Zoom link
- David Yarnall (Independent member) – present at Council offices
- Cr Darlene Cook (Council member) – present at Council offices

Rous County Council:

- Phillip Rudd (General Manager) – via Zoom link
- Helen McNeil (Group Manager People and Performance) – present at Council offices
- Guy Bezrouchko (Group Manager Corporate and Commercial) – via Zoom link
- Andrew Logan (Planning Manager) – via Zoom link
- Phil Courtney (Group Manager Operations) – via Zoom link
- Natalie Woodhead-Tiernan (Finance Manager) – via Zoom link
- Noeline Smith (minutes taker) – present at Council offices

Other attendees:

- Geoff Dwyer (Thomas Noble & Russell) – via Zoom link
- Jodie Carter (Thomas Noble & Russell) – via Zoom link
- Gearoid Fitzgerald (NSW Audit Office) – via Zoom link

1. APOLOGIES

Nil.

2. ACKNOWLEDGEMENT OF COUNTRY

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

3. MINUTES OF PREVIOUS MEETING

Minutes of the meeting held 25 May 2020 were noted as presented.

4. DISCLOSURE OF INTEREST

Nil.

The following item was brought forward in the agenda.

5. GROUP MANAGER CORPORATE AND COMMERCIAL REPORTS

i). Financial management

- **Final Delivery program | Operational plan | 2020/21 Budget**
- **Interim Management letter (external audit)**
- **Monthly Investment report – May 2020**
- **Status update - Data breach incident (8 April 2020)**
- **Position papers new Accounting Standards**
- **Revaluation flood mitigation infrastructure**
- **Implications of borrowing from TCorp**

RECOMMENDATION [15/20] (Yarnall/Cook) that the Audit, Risk and Improvement Committee receive and note the information presented in the Financial management report – July 2020 regarding:

1. The draft Delivery program / Operational plan and 2020/21 Budget furnished to Council's June 2020 meeting applicable for 1 July 2020 to 30 June 2021.
2. Interim management letter issued by the Audit Office of NSW for the year ending 30 June 2020, noting that further updates on matters will be provided to the next meeting.
3. The Investment report May 2020 provided to Council's June 2020 meeting.
4. Data breach incident.
5. Position papers provided to the external auditors for year end 30 June in respect to new Accounting Standards.
6. Revaluation flood mitigation infrastructure.
7. TCorp – potential access to loan funds.
8. An update on the Conflicts of Interest Declaration processes be provided to the Committee by July 2021.

CARRIED

Gearoid Fitzgerald (NSW Audit Office) left the meeting.

6. STANDARD REPORTS

i). Risk Management

- **Enterprise risk management**
- **Work Health and Safety (WHS)**
- **Fraud control improvement – update**
- **Insurance – renewal, claims history and performance**

RECOMMENDATION [16/20] (Wilkinson/Yarnall) that the Audit, Risk and Improvement Committee receive and note the information presented in this report regarding enterprise risk management and progress against completion of actions rated 'high' or above in Council's risk register.

CARRIED

ii). **Governance**

- **Internal audit actions – progress reporting**
- **Policy, procedure and delegations register review – status update**

RECOMMENDATION [17/20] (Cook/Yarnall) that the Audit, Risk and Improvement Committee receive and note the information presented in this report regarding progress against actions arising from internal audits.

CARRIED

iii). **Implementation of Integrated Planning and Reporting – final Delivery program | Operational Plan and Budget 2020/21**

RECOMMENDATION [18/20] (Yarnall/Cook) that the Audit, Risk and Improvement Committee receive and note:

1. The report that was furnished to Rous County Council's 17 June 2020 Council meeting regarding the Delivery program | Operational plan and Budget 2020/21.
2. The final version of the Delivery program | Operational plan and Budget 2020/21 (including Revenue policy and Fees and Charges).

CARRIED

7. GROUP MANAGER CORPORATE AND COMMERCIAL REPORTS

i). **Financial management**

Report was dealt with earlier in the meeting (refer Item 5.).

8. GROUP MANAGER PEOPLE AND PERFORMANCE REPORTS

i). **Other matters**

- **Actions pending**
- **Committee Performance Review – period 2019-2020 (Chair's report)**
- **Publications and guidance materials – for information:**
 - ***Independent Commission Against Corruption (linked to website)***
 - ***Information and Privacy Commission NSW (linked to website)***

RECOMMENDATION [19/20] (Wilkinson/Yarnall) that the Committee receive and note the report including the annual report prepared by the Chair regarding the performance of the Audit, Risk and Improvement Committee for the year ending 30 June 2020.

CARRIED

9. CONFIRMATION OF MINUTES

i). **Audit, Risk and Improvement Committee meeting minutes 27 July 2020**

RECOMMENDATION [20/20] (Wilkinson/Yarnall) that the minutes of the Audit, Risk and Improvement Committee meeting held 27 July 2020 be confirmed.

CARRIED

10. NEXT MEETING

Monday, 19 October 2020.

11. CLOSE OF BUSINESS

There being no further business the meeting closed at 11.07am.

Attachment 1

Fluoride Plants' dosing performance report: April to June 2020 - Quarter 2

(150/19)

Business activity priority

Create value through applying knowledge

Goal 3

Information and Knowledge

Recommendation

That Council receive and note the Fluoride Plant dosing performance report for Quarter 2 2020.

Background

In February 2019, it was resolved (6/19) that Council would receive a fluoride performance report incorporating chemical suppliers testing data and dosing plant performance on a quarterly basis. This report is for the 1 April to 30 June 2020 Quarter 2 (Q2).

Fluoride plants' performance

Plant performance is measured against three criteria:

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

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

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

1. None of the plants have dosed fluoride above the ADWG guideline value of 1.5 mg/L.
2. Monthly 95th percentile results for **all results** collected (dosed water and distribution) during the quarter are shown in Charts 1, 3, 5 and 7. Results were within the Code's target range of 0.9 to 1.5 mg/L with the exceptions listed below:
 - a. Chart 3: The Corndale fluoride plant was out of service at the beginning of the reporting period due to electrical surge damage that was sustained during a storm in February 2020. Plant repairs took longer than usual due to COVID-19 travel restrictions for interstate technicians. Normal fluoride dosing at the plant resumed on 26 May 2020. The 95th percentile of 0.85 mg/L for May 'all results' at Corndale was based on only five days of operation. As the plant had been off for some time it is our normal practice to gradually increase fluoride dose rates gradually over subsequent days to reach target levels and as such the fluoride results obtained during the five days were low.
3. Monthly 95th percentile results for **dosed water** at each fluoride plant is shown in Charts 2, 4, 6 and 8. Results were within the Code's dosing range of 0.95 to 1.05 mg/L with exceptions are listed below:

- a) Chart 4: See comment provided above for Chart 3.
- b) Chart 8: The 95th percentile result for Knockrow April 2020 was 0.923 mg/L. The low fluoride dose was the result of a restriction in the fluoride screw feeder which subsequently required the plant to be shut down briefly for maintenance.

Fluoride deliveries

During Q2, there was one delivery of Sodium Fluorosilicate which was distributed to the Knockrow and Corndale plants. Fluoride deliveries were supplied and tested in accordance with Council's specifications. A conforming certificate of analysis for the product supplied is included as Attachment 5.

| Supplier | Chemical | Date received | Batch no. | Purchase order no. | Delivered to | Total quantity received (kg) | Certificate of analysis received and meets spec? |
|----------|-----------------------|---------------|-----------|--------------------|--------------|------------------------------|--|
| AXIEO | Sodium Fluorosilicate | 1/07/2020 | 2017001A | PO12796 | Corndale | 3000 | Yes |
| AXIEO | Sodium Fluorosilicate | 1/07/2020 | 2017001A | PO12796 | Knockrow | 2000 | Yes |

Governance

Finance / Legal

Not applicable.

Consultation

Not applicable.

Conclusion

For the period 1 April to 30 June 2020, the four fluoride plants operated by Council have met the doing targets prescribed in the Australian Drinking Water Guidelines and the targets range within the NSW Health Code of Practice for Fluoridation of Public Water Supplies.

Philip Courtney
Group Manager Operations

Attachments 1:

- Chart 1 – Clunes Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results
- Chart 2 – Clunes Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Attachments 2:

- Chart 3 – Corndale Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results
- Chart 4 – Corndale Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Attachments 3:

- Chart 5 – Dorroughby Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results
- Chart 6 – Dorroughby Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Attachments 4:

- Chart 7 – Knockrow Fluoride Plant Dosing Performance – Monthly 95th Percentiles - All Results
- Chart 8 – Knockrow Fluoride Plant Dosing Performance – Monthly 95th Percentiles - Daily Results

Attachments 5:

- Certificate of Analysis for Sodium Fluorosilicate batch 2017001A

Attachment 1

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

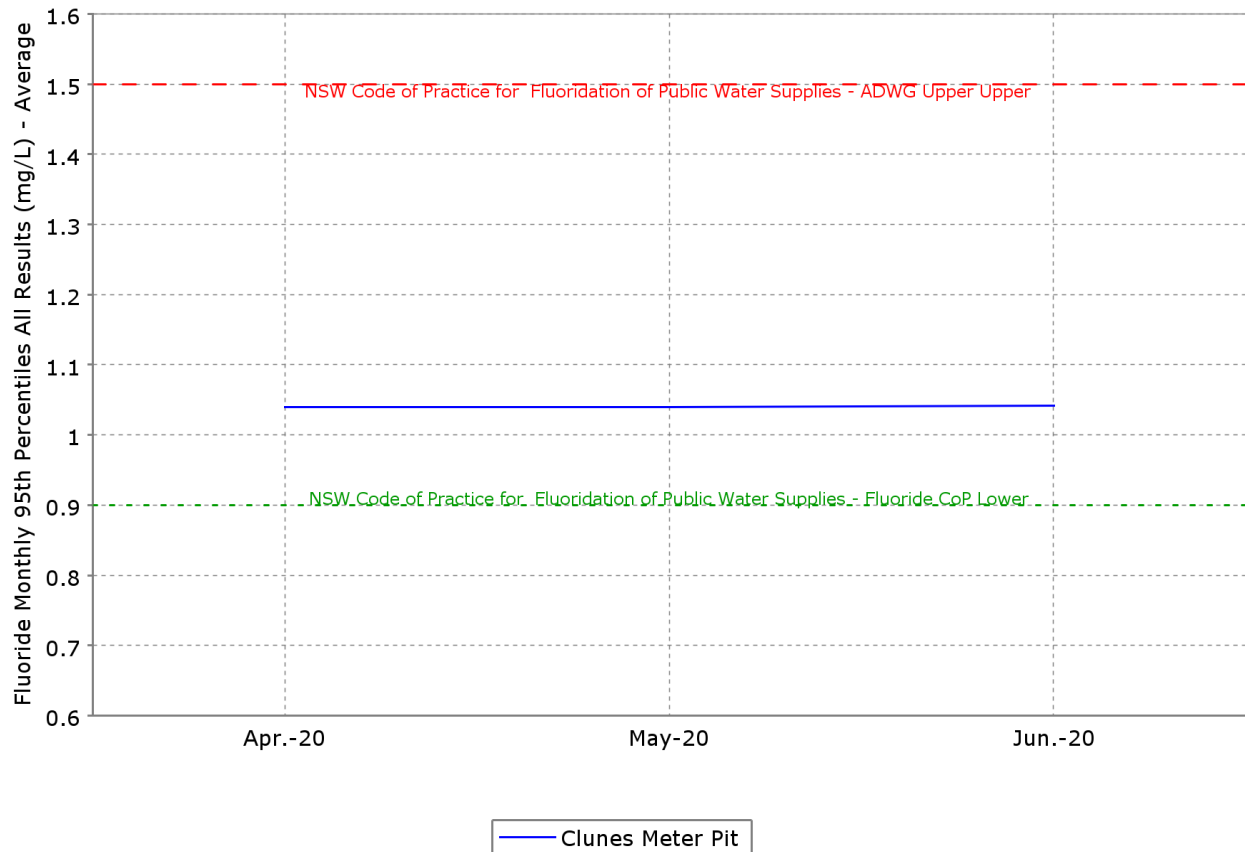
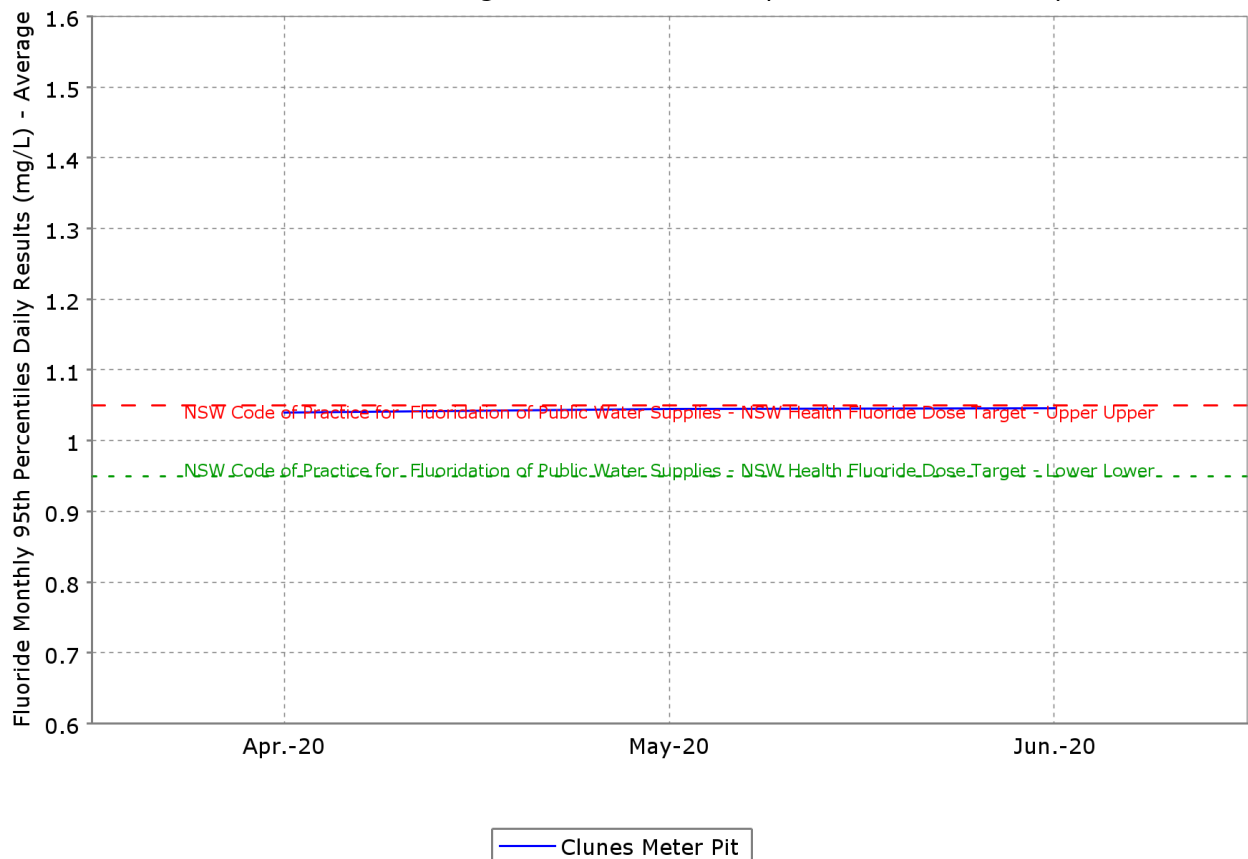


Chart 2 - Clunes Fluoride Dosing Performance Monthly 95th Percentiles Daily Results



Attachment 2

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

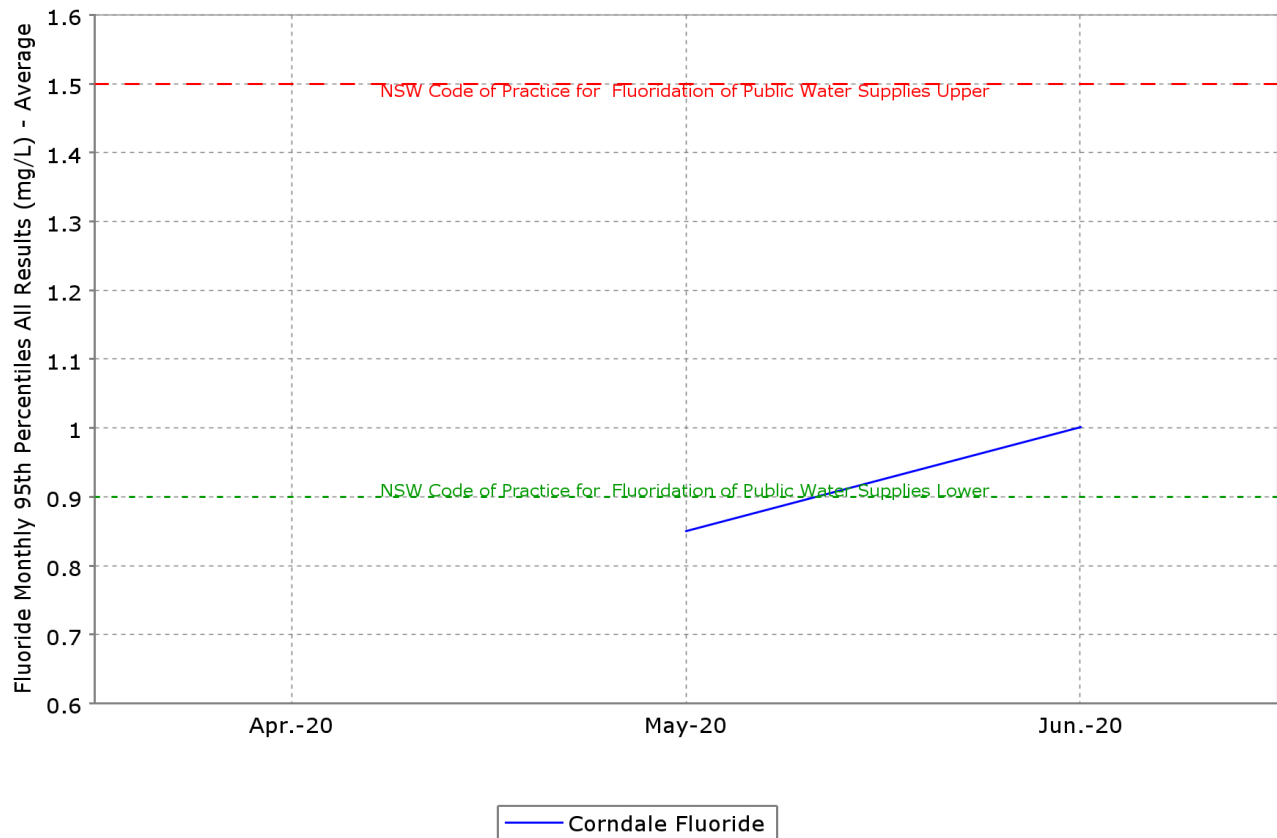
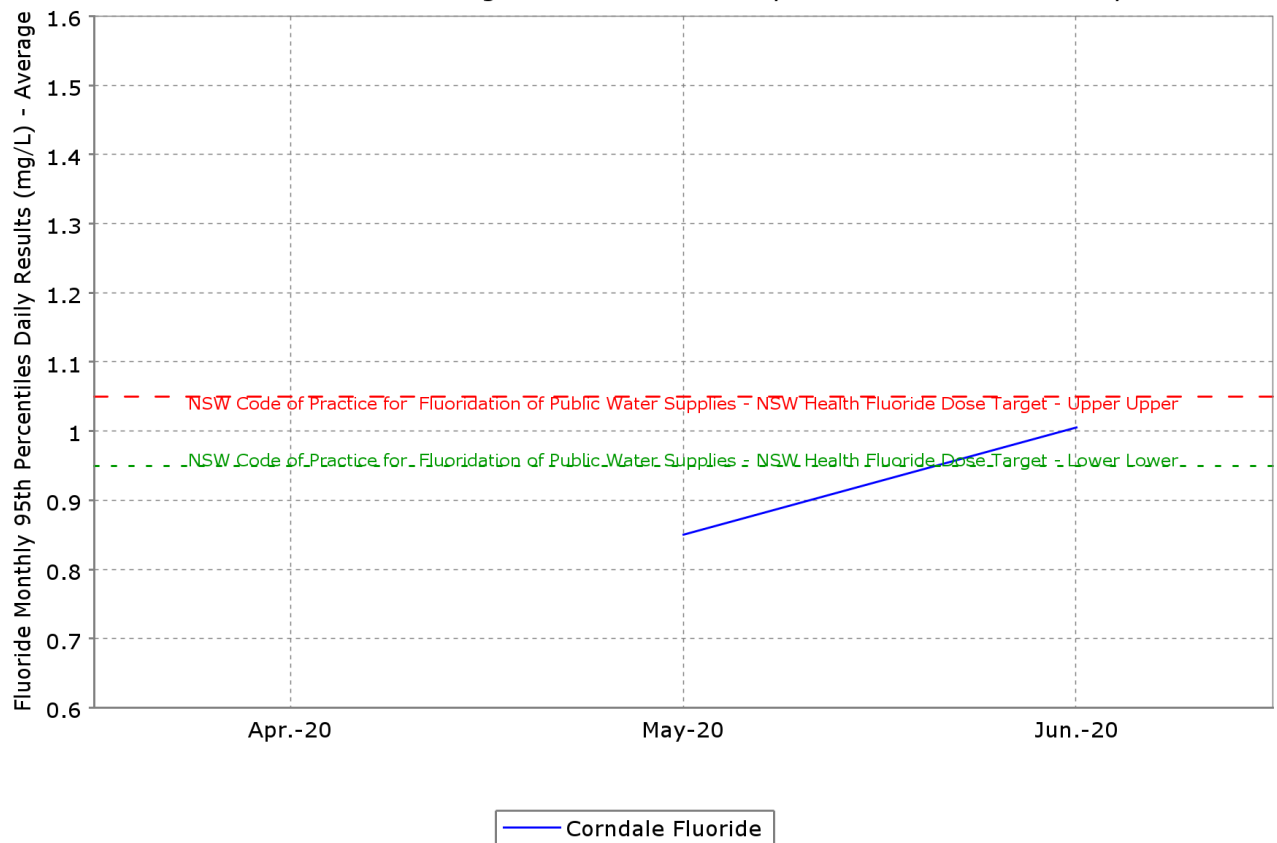


Chart 4 - Corndale Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results



Attachment 3

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

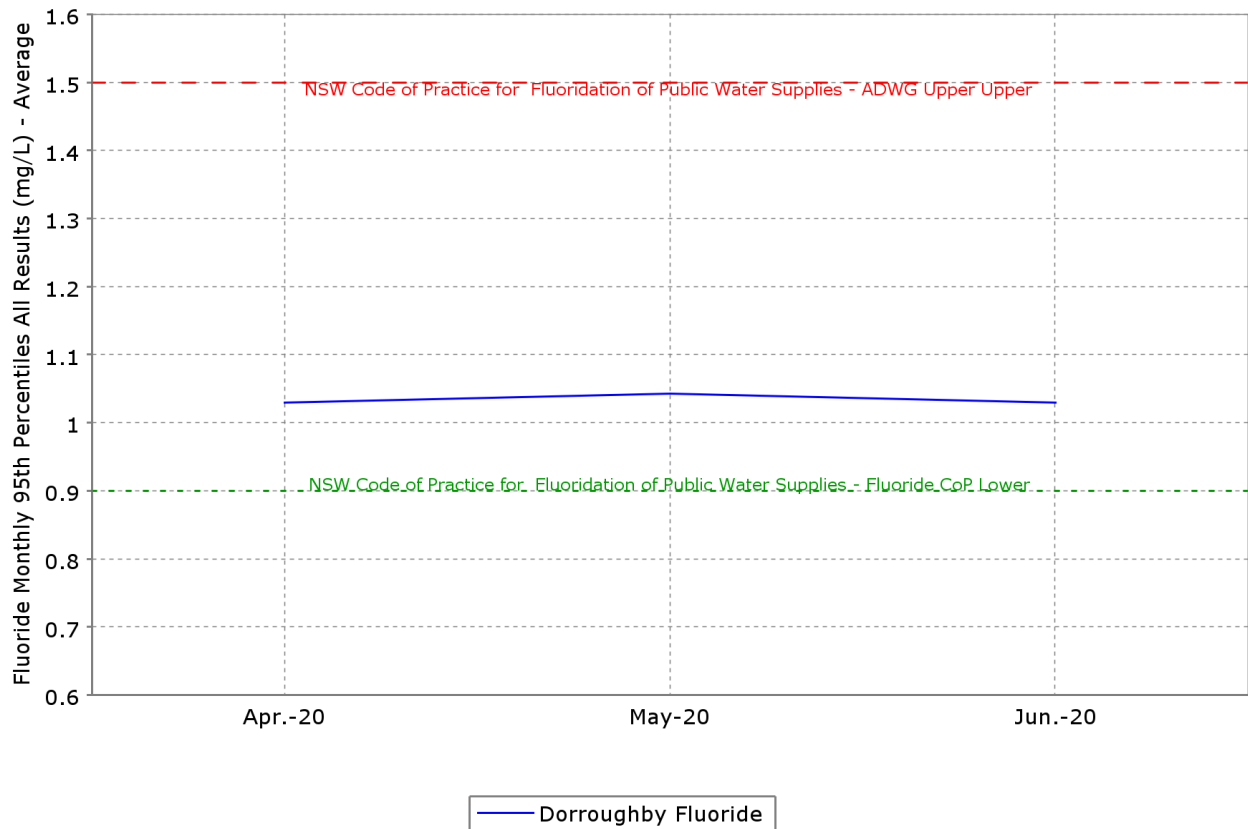
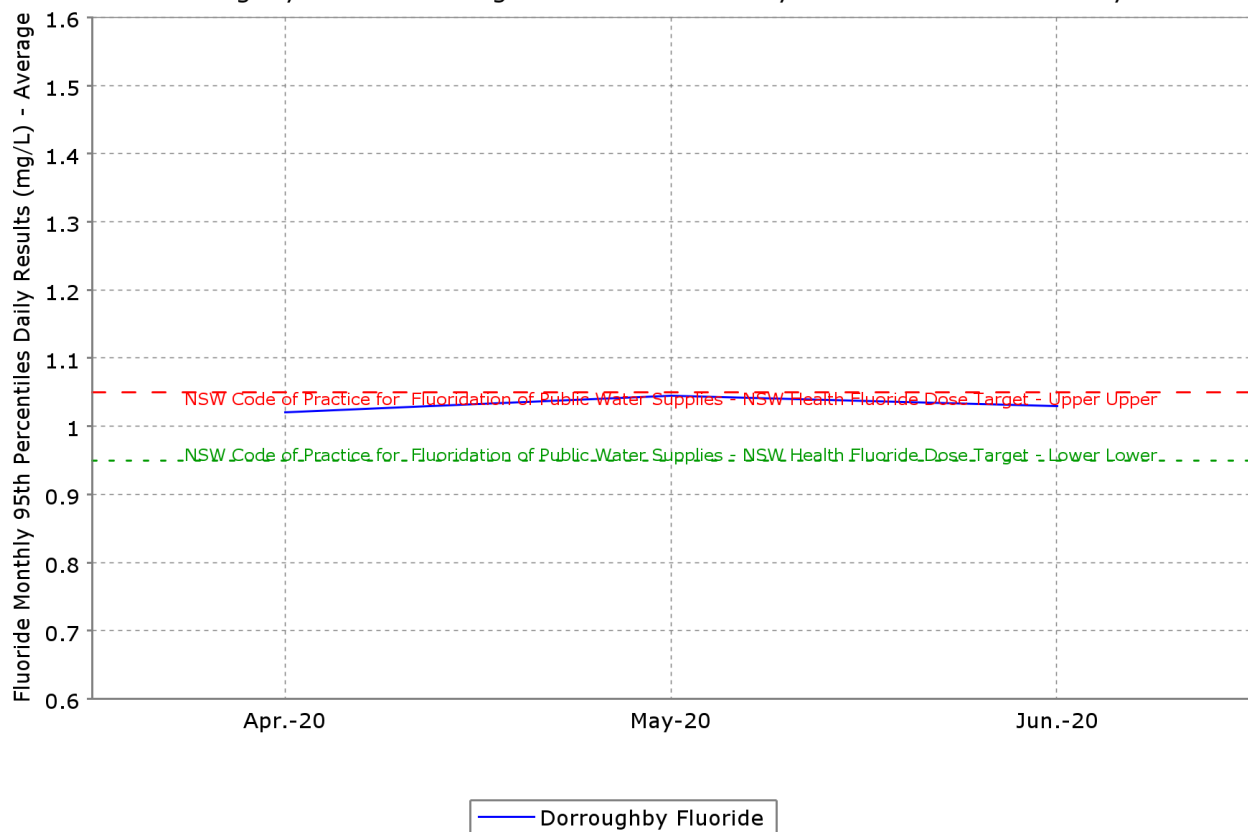


Chart 6 - Dorroughby Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results



Attachment 4

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

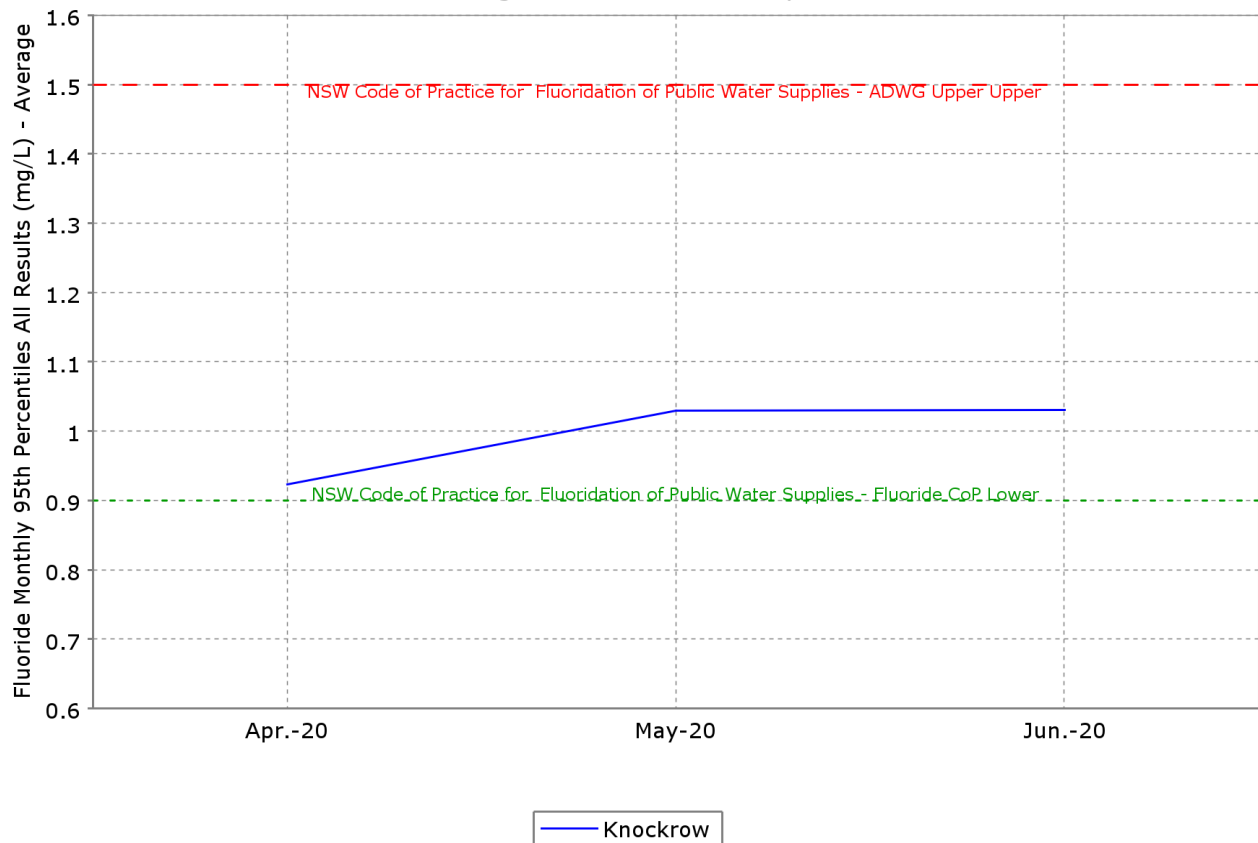
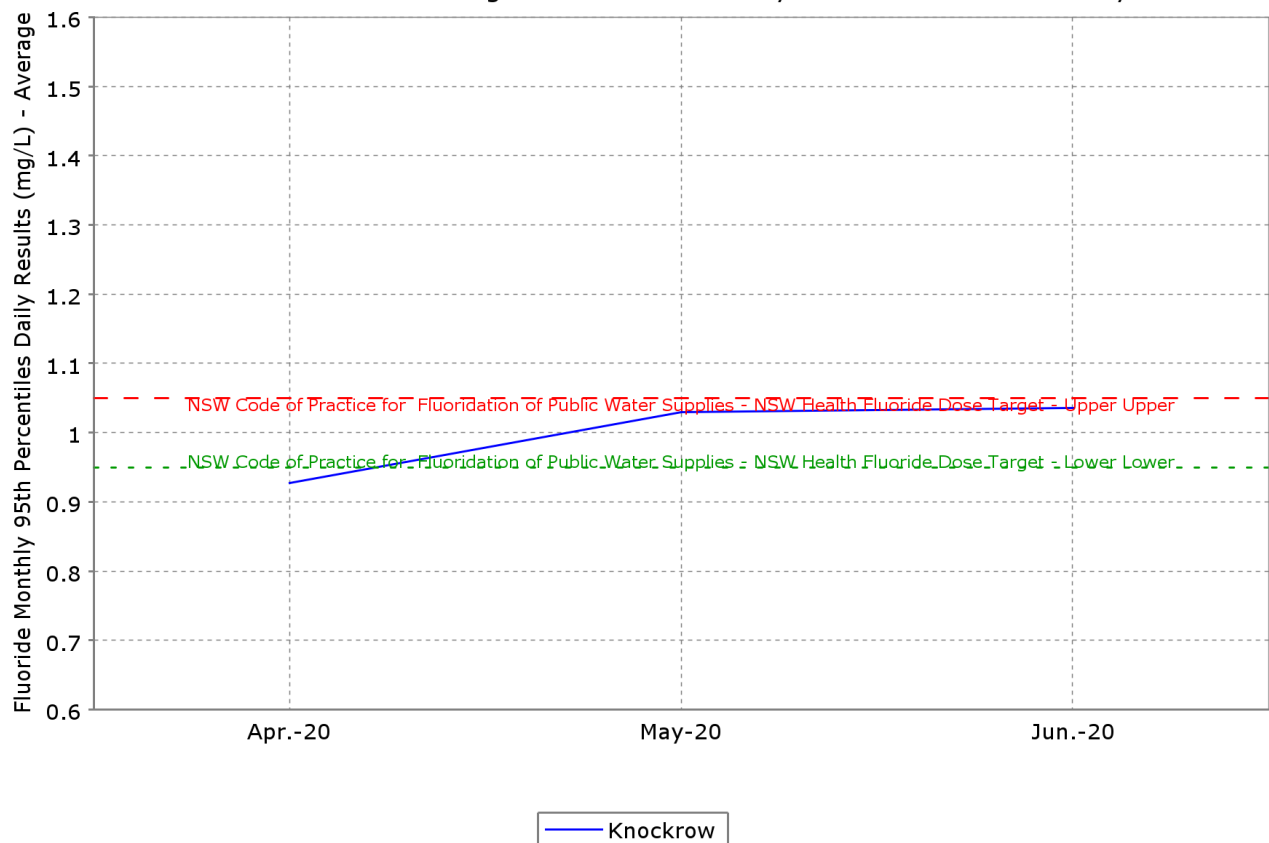


Chart 8 - Knockrow Fluoride Dosing Performance Monthly 95th Percentiles for Daily Results



Certificate of Analysis for Sodium Fluorosilicate batch 2017001A

(please refer over page for attachment)

CERTIFICATE OF ANALYSIS

| | | | |
|---------------------------|--------------------------------------|--------------------------|--|
| Certificate Number | B909013-A [R00] | Page | 1/3 |
| Client | Axien Operations (Australia) Pty Ltd | Registering Laboratory | Brisbane |
| Contact | Devinder Singh | Contact | Customer Service Team |
| Address | Level 3, 35 Cotham Road Kew VIC 3101 | Address | 52 Brandl Street, Eight Mile Plains, QLD 4113 |
| Telephone | 61 3 9208 6804 | Email | admin@symbiolabs.com.au |
| Order Number | POAU-032807 | Telephone | 1300 703 166 |
| Project ID | Other - Sodium Fluorosilicate | Date Samples Received | 25/05/2020 |
| Sampler | Dwayne | Date Analysis Commenced | 25/05/2020 |
| Client Job Reference | 2017001A | Issue Date | 05/06/2020 |
| No. of Samples Registered | 1 Sampler: Dwayne | Receipt Temperature (°C) | Room Temperature |
| Priority | Normal | Storage Temperature (°C) | Ambient (-25 °C) |
| | | Quote Number | --- |

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

Definitions

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

Authorised By

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

Sample Information - Client/Sampler Supplied

| | |
|--------------------|---------------------------------------|
| Sample ID | B909013-A/1 |
| Sample Description | Sodium Fluorosilicate, Batch 2017001A |
| Sample Matrix | Other - Sodium Fluorosilicate |

| | |
|--------------------|-------------------------------------|
| Client | Axio Operations (Australia) Pty Ltd |
| Certificate Number | B909013-A [R00] |
| Page | 2/3 |

| | |
|--------------|-------------------------------|
| Project ID | Other - Sodium Fluorosilicate |
| Sampler | Dwayne |
| Order Number | POAU-032807 |



| Analytical Results | | | | Sodium Fluorosilicate, Batch 2017001A |
|---|-----|--------------|-------|---------------------------------------|
| Client Sample Description | | | | --- |
| Client Sampling date/time | | | | --- |
| Compound/Analyte | LOR | Limit Range+ | Units | B909013-A/1 |
| | | | | Results |
| IND31.1 NaSiF for Quantum | | | | |
| CF005.1 - Determination of Moisture Content by Air Oven | | | | |
| Moisture (air) | 0.1 | <0.5 | %w/w | 0.2 |
| CF065.B - Particle Size - Industrial | | | | |
| Sieve (<0.425mm)* | 1 | >98 | % w/w | 99.5 |
| Sieve (<0.045mm)* | 1 | <25 | % w/w | 11.3 |
| CF090.1 - Water Insoluble Residue | | | | |
| Water Insoluble Residue | 0.1 | <0.5 | %w/w | <0.1 |
| IND031.1 - Fluoride in Sodium Fluorosilicate | | | | |
| Sodium Fluorosilicate | 0.1 | >98 | %w/w | 98.2 |
| Fluoride # | --- | >59.4 | %w/w | 59.5 |
| IND041 - Metals in Soil - ICP-AES | | | | |
| Antimony (Sb)* | 2 | <100 | mg/kg | <2.0 |
| Arsenic (As) | 5 | <100 | mg/kg | <5.0 |
| Barium (Ba) | 1 | <100 | mg/kg | <1 |
| Beryllium (Be) | 1 | <100 | mg/kg | <1 |
| Cadmium (Cd) | 0.5 | <50 | mg/kg | <0.5 |
| Chromium (Cr) | 1 | <100 | mg/kg | 4.8 |
| Copper (Cu) | 1 | <100 | mg/kg | <1 |
| Lead (Pb) | 2 | <100 | mg/kg | <2.0 |
| Mercury (Hg) | 2 | <20 | mg/kg | <2.0 |
| Nickel (Ni) | 1 | <100 | mg/kg | <1 |
| Selenium (Se) | 5 | <100 | mg/kg | <5.0 |
| Thallium (Tl)* | 2 | <70 | mg/kg | <2.0 |
| Uranium (U)* | 2 | <920 | mg/kg | <2 |

APPROVED
By Andrew at 5:03 pm, Jun 10, 2020

| | | | |
|--------------------|----------------------------------|--------------|-------------------------------|
| Client | Axien Operations (Australia) Pty | Project ID | Other - Sodium Fluorosilicate |
| Certificate Number | Ltd B909013-A [R00] | Sampler | Dwayne |
| Page | 3/3 | Order Number | POAU-032807 |



Analysis Location

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

Report Comments

Client Comment:

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

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

Reports / actions pending

(1181/12)

Business activity priority

Process management, improvement and innovation

Goal 6

Continuous improvement through process management and innovative thinking

Background

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

| Meeting | Resolution | Status |
|----------|---|--|
| 20/02/19 | Confidential report: Development Servicing Plan for Bulk Water Supply 2016 – request for deferred payment arrangement | |
| | <p>RESOLVED [13/19] (Mustow/Cadwallader) that Council:</p> <ol style="list-style-type: none"> 1. Receive and note this report; 2. Approve the request for deferred payment arrangements as set out in the report; 3. Receive a subsequent report on policy options for deferred payment arrangements having regard to the Development Servicing Plan for Bulk Water Supply and the policy positions of the constituent councils; and 4. Reject any further consideration of similar requests until point 3. is complete and a policy position is determined. | Scheduled for review before the expiry of the current Development Servicing Plan in 2021. |
| 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> | |
| 11/12/19 | Information reports | |
| | A future report be provided to Council on Perradenya cycleway. | IN PROGRESS. Response from Lismore City Council has been received and is currently being considered. Workshop scheduled for September 2020. |
| | Richmond River Cane Growers' Association submission: <i>Review of Tuckombil Canal fixed weir (Letters 118585 / 53238)</i> | Report to Council December 2020. |

Phillip Rudd
General Manager