



Audit, Risk and Improvement Committee Charter

A document governing Committee
composition, operation and conduct

Version	Purpose and description	Date adopted by Council	Resolution no.
0.1	Draft – Green Paper.	DRAFT (24/01/2013)	DRAFT
0.2	Draft – Update of Insurance details + Other Miscellaneous changes.	DRAFT (18/02/2013)	DRAFT
1.0	Adoption at Council meeting 20 March 2013.	20 March 2013	19/13
0.1	Risk and Audit Committee – minor amendments.	4 May 2016	Item 6. i)
2.0	Adoption at Council meeting 18 May 2016, subject to the following changes: <ul style="list-style-type: none"> • The term of appointment of the Internal Auditor (consultant) from two years to four years. • Secretariat title change from Manager Governance to Manager Governance and Human Services. • Removal of references to Richmond River County Council and Far North Coast County Council. 	18 May 2016	49/16 Refer page 13 Refer page 11
2.1	Review as a result of the <i>Local Government Amendment (Governance and Planning) Act 2016</i> (Audit, Risk and Improvement Committee) and organisation restructure.	DRAFT for 15 October 2018 RAC Committee meeting	Adopted 15/10/18
2.2	Incorporating proposed amendments from Risk and Audit Committee meeting of 15 October 2018. Audit Risk and Improvement Committee Charter 2018.	21 November 2018 Council meeting	104/18
3.0	Scheduled review and update incl. changes in anticipation of amendments to s428A of the <i>Local Government Act 1993</i> .	16 December 2020 (Council)	66/20
4.0	Reviewed and updated to align with the new ' <i>Guidelines for risk management and internal audit for local government in NSW</i> '	21 February 2024	03/24
5.0	Voting and Non-voting Committee position holders updated. Formatting updated to reflect new organisational branding.	21 July 2025 (adopted by ARIC)	

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Background

Rous County Council (**Council**) has established an Audit, Risk and Improvement Committee (**Committee**) in compliance with section 428A of the *Local Government Act 1993* and the Departmental Chief Executive's '*Guidelines for risk management and internal audit for local government in NSW*'. This Charter sets out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

The objective of the Committee is to provide independent assurance to Council by monitoring, reviewing and providing advice about the Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

Independence

The Committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and to provide Council with robust, objective and unbiased advice and assurance.

It has an advisory and assurance role only and is to exercise no administrative functions, delegated financial responsibilities or any management functions of Council. The Committee will provide independent advice to Council that is informed by Council's internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.

The Committee must ensure it maintains a direct reporting line to and from Council's internal audit function and act as a mechanism for internal audit to report to the governing body and the General Manager on matters affecting the performance of the internal audit function.

Authority

Council authorises the Committee, for the purposes of exercising its responsibilities, to:

- access any information it needs from the Council
- use any Council resources it needs
- have direct and unrestricted access to the General Manager and senior management of Council
- seek the General Manager's permission to meet with any other Council staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at Committee meetings, and
- obtain external legal or other professional advice in line with councils' procurement policies and where an available budget allocation exists or is obtained with the approval of the governing body.

Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release Council information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the General Manager, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Composition and tenure

The Committee consists of an independent Chair and a minimum of two independent members who have voting rights and one non-voting Councillor/board member, as required under the '*Guidelines for risk management and internal audit for local government in NSW*'

The governing body is to appoint by resolution the Chair and members of the Committee. Current Committee members are:

Peter Lewis	Independent Chair (voting)
Andrew Macleod	Independent member (voting)
Raymond Wong	Independent member (voting)
Cr Elia Hague	Councillor/board member (non-voting)

All Committee members must meet the independence and eligibility criteria prescribed under the *Local Government (General) Regulation 2021*.

Members will be appointed for up to a four-year term. Members can be reappointed for one further term, but the total period of continuous membership cannot exceed eight years. This includes any term as Chair of the Committee. Members who have served an eight-year term (either as a member or as Chair) must have a two-year break from serving on the Committee before being appointed again. To preserve the Committee's knowledge of Council, ideally, no more than one member should retire from the Committee because of rotation in any one year.

The terms and conditions of each member's appointment to the Committee are to be set out in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their responsibilities.

Prior to approving the reappointment or extension of the Chair's or an independent member's term, the governing body is to undertake an assessment of the Chair's or Committee member's performance. Reappointment of the Chair or a Committee member is also to be subject to that person still meeting the independence and eligibility requirements.

Members of the Committee must possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of Council, the environment in which Council operates, and the contribution that the Committee makes to the Council. At least one member of the Committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of Council's financial reporting responsibilities to be able to contribute to the Committee's consideration of Council's annual financial statements.

The General Manager is authorised to determine the method and conduct of the recruitment for independent members if and when a vacancy occurs.

In addition to the Councillor/board member appointed to the Committee, Council may also appoint an alternate Councillor/board member. The alternate Councillor/board member will be a substitute for the primary Councillor/board member when and if that Committee member is absent or unable to attend Committee meetings.

Payments and insurances

A sitting fee/rate is not payable to the Councillor/board member. Reasonable travel and other Committee-related expenses are reimbursable subject to production of valid tax invoices or other evidence, as required.

The General Manager is authorised to negotiate a sitting fee/rate for the Chair and independent Committee members. The sitting fee/rate is to be commensurate with the Committee member's skills, experience and qualifications and is payable subject to attendance and participation at meetings.

Reasonable travel and other Committee-related expenses are reimbursable subject to production of valid tax invoices or other evidence, as required.

Compulsory superannuation guarantee contributions, for eligible Committee members (e.g. those paid a sitting fee) will be remitted to a complying superannuation fund nominated by the Committee member.

Committee members will be covered by the following insurances held by Council:

- Public Liability and Professional Indemnity subject to the terms and conditions provided by the insurance policy held, as amended from time to time.
- Voluntary Workers' Insurance (including members of committees established by Council).

It is recommended that Committee members have private medical insurance in place appropriate for their individual circumstances as Council's 'Voluntary Workers' Insurance' policy does not cover medical expenses.

Under a shared arrangement, the above insurances are required to be held by the Participating Organisation in respect of Committee meetings held on its behalf - refer to the terms of the applicable Shared Arrangement Agreement.

Shared arrangements

Council may share its Committee with other local government organisations, such as (but not limited to) joint organisations, county councils, and general-purpose councils, constituted under the *Local Government Act 1993* (the Act) (hereinafter referred to as 'Participating Organisation/s').

A register of Participating Organisations is contained within Schedule 2 and will be updated by Council staff as required from time to time.

Participating Organisations will be required to enter into a Shared Arrangement Agreement with Council in the form, and on the terms, as negotiated and determined by the General Manager of Rous County Council. The agreement will cover the respective obligations of

Council and the Participating Organisation including (but not limited to) the payment of fees, insurance, secretariat, and the recruitment/appointment of Committee Members.

Where shared arrangements are in place, voting Committee members will be:

- Required to attend additional Committee meetings (scheduled to occur consecutively with Council's Committee meetings, where possible);
- Paid a sitting fee (amount to be agreed) plus superannuation guarantee contributions in respect of these additional meetings from the Participating Organisation;
- Required to maintain the confidentiality of the Participating Organisation's information and take all reasonable steps to ensure that information is not disclosed (without consent) to Council or any other third parties;
- Required to adhere to the Code of Conduct (including provisions relating to the management of conflicts of interest) and other policies and procedures of the Participating Organisation; and

Council's non-voting councillor/board member is excluded from participation in shared arrangements and, in lieu of, the Participating Organisation may elect to appoint a non-voting councillor/board member from within its organisation to participate in the Participating Organisation's Committee meetings only. In servicing the Participating Organisation, the terms of this Charter will continue to govern Committee members and operations, and references to 'Council', 'General Manager' and 'Chairperson' will be substituted and interpreted, where appropriate, with the equivalent terms of the Participating Organisation, being respectively the:

- Name of the Participating Organisation
- Head of the other local government agency
- Mayor or other elected official equivalent to a Mayor or Chairperson of the other local government organisation.

Role

As required under section 428A of the Act, the role of the Committee is to review and provide independent advice to Council regarding the following aspects of Council's operations:

- Compliance
- Risk management
- Fraud control
- Financial management
- Governance
- Implementation of the strategic plan, delivery program and strategies
- Service reviews
- Collection of performance measurement data by Council, and
- Internal audit.

The Committee must also provide information to Council for the purpose of improving Council's performance of its functions. An overarching objective is to encourage innovative thinking and problem solving across the spectrum of Council function and activities.

The Committee's specific audit, risk and improvement responsibilities under section 428A of the Act are outlined in Schedule 1 to this Charter.

The Committee will act as a forum for consideration of Council's internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The Committee has no power to direct external audit or the way it is planned and undertaken but will act as a forum for the consideration of external audit findings.

The Committee is directly responsible and accountable to the governing body for the exercise of its responsibilities. In carrying out its responsibilities, the Committee must at all times recognise that primary responsibility for management of Council rests with the governing body and the General Manager.

The responsibilities of the Committee may be revised or expanded in consultation with, or as requested by, the governing body from time to time.

Responsibilities of members

Independent members

The Chair and members of the Committee are expected to understand and observe the requirements of the Office of Local Government's '*Guidelines for risk management and internal audit for local government in NSW*'. Members are also expected to:

- Make themselves available as required to attend and participate in meetings
- Contribute the time needed to review and understand information provided to it
- Exercise due diligence including declaring conflicts of interest and maintaining the confidentiality of the information provided
- Apply good analytical skills, objectivity and judgement
- Act in the best interests of Council
- Respect and comply with Council's Code of Conduct
- Inform themselves of the relevant legislative and regulatory requirements applicable to Council
- Have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- Maintain effective working relationships with Council
- Have strong leadership qualities (Chair)
- Lead effective Committee meetings (Chair), and
- Oversee Council's internal audit function (Chair).

Councillor/board members

To preserve the independence of the Committee, the Councillor/board member of the Committee is a non-voting member. Their role is to:

- Relay to the Committee any concerns the governing body may have regarding the Council and issues being considered by the Committee

- Provide insights into local issues and the strategic priorities of Council that would add value to the Committee's consideration of agenda items
- Advise the governing body (as necessary) of the work of the Committee and any issues arising from it, and
- Assist the governing body to review the performance of the Committee.

Issues or information the Councillor member raises with or provides to the Committee must relate to the matters listed in Schedule 1 and issues being considered by the Committee.

The Councillor/board member of the Committee must conduct themselves in a non-partisan and professional manner. The Councillor/board member of the Committee must not engage in any conduct that seeks to politicise the activities of the Committee or the internal audit function or that could be seen to do so.

If the Councillor/board member of the Committee engages in such conduct or in any other conduct that may bring the Committee and its work into disrepute, the Chair of the Committee may recommend to the Council, that the Councillor/board member be removed from membership of the Committee. Where Council does not agree to the Committee Chair's recommendation, the Council must give reasons for its decision in writing to the Chair.

Conduct

Independent Committee members are required to comply with Council's Code of Conduct.

Complaints alleging breaches of Council's Code of Conduct by an independent Committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The General Manager must consult with the governing body before taking any disciplinary action against an independent Committee member in response to a breach of the Council's Code of Conduct.

Conflicts of interest

Once a year, Committee members must provide written declarations to the Council stating that they do not have any conflicts of interest that would preclude them from being members of the Committee. Independent Committee members are 'designated persons' for the purposes of the Council's Code of Conduct and must also complete and submit returns of their interests.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest. Where a Committee member or observer declares a pecuniary or a significant non-pecuniary conflict of interest, they must remove themselves from Committee deliberations on the issue. Details of conflicts of interest declared at meetings must be appropriately minuted.

Where a real or perceived conflict of interest is deemed by the Chair to exist (or in the case of the Chair by the majority of the Committee) the relevant person will be excused from Committee deliberations and leave the meeting on the issue from which the conflict arises.

Confidentiality

Voting and non-voting committee members, invitees, observers and Council officials/employees are bound by Council's confidentiality requirements including the provisions of the Code of Conduct.

Independent Committee members are required to sign a confidentiality agreement as a condition of appointment.

Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and current Australian risk management standard, where applicable.

Work plans

The work of the Committee is to be thoroughly planned and executed. The Committee must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the Committee and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The Committee may, in consultation with the governing body, vary the strategic work plan at any time to address new or emerging risks. The governing body may also, by resolution, request the Committee to approve a variation to the strategic work plan. Any decision to vary the strategic work plan must be made by the Committee.

The Committee must also develop an annual work plan to guide its work, and the work of the internal audit function over the forward year.

The Committee may, in consultation with the governing body, vary the annual work plan to address new or emerging risks. The governing body may also, by resolution, request the Committee to approve a variation to the annual work plan. Any decision to vary the annual work plan must be made by the Committee.

When considering whether to vary the strategic or annual work plans, the Committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

Assurance reporting

The Committee must regularly report to the Council to ensure that it is kept informed of matters considered by the Committee and any emerging issues that may influence the strategic direction of the Council or the achievement of the Council's goals and objectives.

The Committee will provide an update to the governing body and the General Manager of its activities and opinions after every Committee meeting.

The Committee will provide an annual assessment to the governing body and the General Manager on the Committee's work and its opinion on how the Council is performing. The Committee will provide a comprehensive assessment every council term of the matters listed in Schedule 1 to the governing body and the General Manager.

The Committee may at any time report to the governing body or the General Manager on any other matter it deems of sufficient importance to warrant their attention. The Chairperson

and the Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

Should the governing body require additional information, a request for the information may be made to the Chair by resolution. The Chair is only required to provide the information requested by the governing body where the Chair is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Act. Individual Councillors/board members are not entitled to request or receive information from the Committee.

Administrative arrangements

Meetings

The Committee will meet at least quarterly, at a time as agreed by the Committee, for ordinary business and once a year (generally in October) for a special meeting to review Council's financial statements prior to being referred to the governing body.

The Committee can hold additional meetings when significant unexpected issues arise, or if the Chair is asked to hold an additional meeting by a Committee member, the General Manager or the governing body.

All Committee meetings are closed to the public.

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted to attend meetings if a Committee member cannot attend (except for the alternate Councillor/board member).

If the Chairperson is unable to attend a Committee meeting, they must nominate one of the voting independent members of the Committee to preside over the meeting. If the Chairperson is unable to attend a Committee meeting and does not nominate a member to preside over the meeting, then the voting independent member elected by the voting and non-voting Committee members present at the meeting will preside over the meeting.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the Chair has the casting vote.

The Audit Office of NSW (AO), the AO's contracted external auditor, and Council's internal auditor (consultant) have a 'standing' invitation to meetings as independent, non-voting observers. This includes receiving all business papers and meeting minutes.

The General Manager and senior management attend Committee meetings as non-voting observers. The Chair can request Council employees, contractor/s of Council, and any subject matter expert to attend Committee meetings. Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the Committee present.

The Committee must meet separately with the head of the internal audit function and the Council's external auditor at least once each year.

Each Committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

Voting is to be by open means (such as by voice or by show of hands or other means of indicating a vote).

The Committee may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution. A recommendation to adopt multiple items of business together must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.

Dispute resolution

Members of the Committee and Council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the Committee and the General Manager or other senior managers, the dispute is to be resolved by the governing body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the NSW Office of Local Government Departmental Chief Executive or equivalent as appointed from time to time, in writing.

Secretariat

The General Manager will nominate a staff member to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and business papers (in hardcopy or electronic form) are circulated to the Committee at least 5 working days (inclusive of the day of issue) before the meeting and ensure that minutes of meetings are prepared and maintained. Where possible, meeting minutes will be reviewed and confirmed at the end of each Committee meeting.

The agenda and business papers will include a copy of the annual calendar / schedule of reporting to the Committee, for information only.

Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give a minimum three months, but ideally six months, notice to the Chair and the governing body prior to their resignation to allow the Council to ensure a smooth transition to a new Chair or Committee member.

The governing body can, by resolution, terminate the appointment of the Chair or an independent Committee member before the expiry of their term where that person has:

- Breached council's Code of Conduct
- Performed unsatisfactorily or not to expectations
- Declared, or is found to be in, a position of a conflict of interest which is unresolvable
- Been declared bankrupt or found to be insolvent
- Experienced an adverse change in business status

- Been charged with a serious criminal offence
- Been proven to be in serious breach of their obligations under any legislation,
- Experienced an adverse change in capacity or capability, or
- In the circumstances outlined above in the shared arrangements.

The position of a Councillor/board member on the Committee can be terminated at any time by the governing body by resolution.

Review arrangements

At least once every Council term, the governing body must review or arrange for an external review of the effectiveness of the Committee.

This Charter must be reviewed annually by the Committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

Further information

For further information on Council's Audit Risk and Improvement Committee, contact Council's Governance and Risk Manager by phone on (02) 6623 3800.

Schedule 1 – Audit, risk and improvement committee responsibilities

Audit

Internal audit

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the governing body, General Manager, senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise Council:
 - on whether Council is providing the resources necessary to successfully deliver the internal audit function
 - if Council is complying with internal audit requirements
 - if Council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the Council are suitable
 - of the strategic four-year work plan and annual work plans of internal audits to be undertaken by Council's internal audit function
 - if Council's internal audit activities are effective, including the performance of the head of the internal audit function and the internal audit function
 - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
 - of the implementation by Council of these corrective actions
 - on the appointment of the head of the internal audit function and external providers, and
 - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

- Act as a forum for communication between the governing body, General Manager, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- Provide advice to the governing body and/or General Manager on action to be taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk management

- Review and advise Council:
 - if a current and appropriate risk management framework that is consistent with the Australian risk management standard is in place
 - whether Council is providing the resources necessary to successfully implement its risk management framework
 - whether Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces, including those associated with individual projects, programs and other activities
 - if risk management is integrated across all levels of Council and across all processes, operations, services, decision-making, functions and reporting
 - of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
 - whether a sound approach has been followed in developing risk management plans for major projects or undertakings
 - whether appropriate policies and procedures are in place for the management and exercise of delegations
 - if the Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
 - if there is a positive risk culture within Council and strong leadership that supports effective risk management
 - of the adequacy of staff training and induction in risk management
 - how the Council's risk management approach impacts on Council's insurance arrangements
 - of the effectiveness of Council's management of its assets, and
 - of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

- Review and advise Council:
 - whether Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
 - whether Council has in place relevant policies and procedures and that these are periodically reviewed and updated
 - whether appropriate policies and procedures are in place for the management and exercise of delegations
 - whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with

- if Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately

Compliance

- Review and advise Council of the adequacy and effectiveness of Council's compliance framework, including:
 - if Council has appropriately considered legal and compliance risks as part of the Council's risk management framework
 - how the Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
 - whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise Council of the adequacy and effectiveness of Council's fraud and corruption prevention framework and activities, including whether Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

- Review and advise Council:
 - if Council is complying with accounting standards and external accountability requirements
 - of the appropriateness of Council's accounting policies and disclosures
 - of the implications for Council of the findings of external audits and performance audits and Council's responses and implementation of recommendations
 - whether Council's financial statement preparation procedures and timelines are sound
 - the accuracy of Council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by Council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
 - if effective processes are in place to ensure financial information included in Council's annual report is consistent with signed financial statements
 - if Council's financial management processes are adequate
 - the adequacy of cash management policies and procedures
 - if there are adequate controls over financial processes, for example:

- appropriate authorisation and approval of payments and transactions
- adequate segregation of duties
- timely reconciliation of accounts and balances
- review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of Council are adequate
- if Council's grants and tied funding policies and procedures are sound.

Governance

- Review and advise Council regarding its governance framework, including Council's:
 - decision-making processes
 - implementation of governance policies and procedures
 - reporting lines and accountability
 - assignment of key roles and responsibilities
 - committee structure
 - management oversight responsibilities
 - human resources and performance management activities
 - reporting and communication activities
 - information and communications technology (ICT) governance, and
 - management and governance of the use of data, information and knowledge.

Improvement

Strategic planning

- Review and advise Council:
 - of the adequacy and effectiveness of Council's integrated, planning and reporting (IP&R) processes
 - if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
 - whether Council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise Council:
 - If Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance

- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and

how Council can improve its service delivery and Council's performance of its business and functions generally.

Performance data and measurement

- Review and advise Council:
 - if Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
 - if the performance indicators Council uses are effective, and
 - of the adequacy of performance data collection and reporting.

Schedule 2 – Register of Participating Organisations under shared arrangements

Name of Participating Organisation	Appointed Head of Participating Organisation	Elected Head of Participating Organisation's governing body	Contact Person for Participating Organisation	Date of Shared Arrangement Agreement	Date/Resolution No. of approval of variations to Committee Charter
Northern Rivers Joint Organisation	Name: Phillip Rudd	Name: Chris Cherry	Chris Cherry E: ccherry@tweed.nsw.gov.au T: 0437 400 174		
	Position Title: Executive Officer	Position Title: Chairperson			
	Name:	Name:			
	Position Title:	Position Title:			
	Name:	Name:			
	Position Title:	Position Title:			
	Name:	Name:			
	Position Title:	Position Title:			
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