

Richmond
Valley
Council



ATTACHMENTS

Tuesday, 20 April 2021

UNDER SEPARATE COVER

Ordinary Council Meeting

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MINUTES

Ordinary Council Meeting 16 March 2021

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16 MARCH 2021

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16 MARCH 2021

**MINUTES OF RICHMOND VALLEY COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO
ON TUESDAY, 16 MARCH 2021 AT 5.00PM**

Please note: these minutes are subject to confirmation at the next Council Meeting. Decisions recorded in the draft minutes are subject to the Council's Code of Meeting Practice in relation to rescinding decisions.

PRESENT: Cr Robert Mustow (Mayor), Cr Stephen Morrissey (Deputy Mayor), Cr Sam Cornish, Cr Robert Hayes, Cr Sandra Humphrys, Cr Jill Lyons, Cr Daniel Simpson

IN ATTENDANCE: Vaughan Macdonald (General Manager), Angela Jones (Director Infrastructure & Environment), Ryan Gaiter (Chief Financial Officer/Manager Mid-Richmond), Kate Alder-Conn (Governance Coordinator), Charlene Reeves (Project Support Officer), Daniel Goulding (IT Support Officer)

1 ACKNOWLEDGEMENT OF COUNTRY

The Mayor provided an Acknowledgement of Country by reading the following statement on behalf of Council:

"Richmond Valley Council recognises the people of the Bundjalung Nations as Custodians and Traditional Owners of this land and we value and appreciate the continuing cultural connection to lands, their living culture and their unique role in the life of this region in the past, present and future."

2 PRAYER

The meeting opened with a prayer by the General Manager.

3 PUBLIC ACCESS AND QUESTION TIME

3.1 PUBLIC ACCESS AND QUESTION TIME – ITEM 14.1 DA2021/0071 SITE AMALGAMATION

Mr Adrian Zakaras, Town Planner, Newton Denny & Chapelle, addressed the meeting in relation to Item 14.1 – DA2021/0071 – 36 & 38 Mangrove Street, Evans Head speaking in support of the application and provided the following address:

It is noted that:

- *No public submissions were received regarding the proposal.*
- *The proposed lot sizes are consistent with the development pattern in the locality with at least 15 lots within the immediate vicinity below the minimum lot size.*
- *Clause 4.1C of the LEP provides a mechanism for lots to a size of 350m² to be created in the locality.*
- *The proposal allows the owner of No 38 to bring the current dwelling into compliance with Council's DCP and the current BCA and fire separation requirements. The owner has also advised that the footings for the dwelling encroach over the boundary.*

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- *The proposal does not diminish the development potential of the larger allotment, Number 36, as a 611m² block realistically can only support an attached dual occupancy. The reduced lot size of approximately 500m² also has the ability to support an attached dual occupancy which demonstrates the public benefit is not compromised.*
- *It has been demonstrated that there are sufficient environmental planning grounds to approve the proposal and the variation to the minimum lot size standards are warranted in the circumstances of this case.*

The Mayor thanked Mr Zakaras for his address to the meeting.

4 APOLOGIES

Nil

5 MAYORAL MINUTES

Nil

6 CONFIRMATION OF MINUTES**6.1 INTERNAL AUDIT AND RISK COMMITTEE MINUTES 2 FEBRUARY 2021****RESOLUTION 160321/1**

Moved: Cr Daniel Simpson

Seconded: Cr Jill Lyons

That Council receives and notes the Minutes of the Internal Audit and Risk Committee Meeting held on 2 February 2021.

CARRIED

6.2 MINUTES ORDINARY MEETING HELD ON 16 FEBRUARY 2021**RESOLUTION 160321/2**

Moved: Cr Sandra Humphrys

Seconded: Cr Jill Lyons

That:

1. Council confirms the Minutes of the Ordinary Meeting held on 16 February 2021.

CARRIED

Minor adjustments made to Item 16.2 – South Ballina Beach Closure to ensure accuracy.

7 MATTERS ARISING OUT OF THE MINUTES

Cr Simpson referred to Item 16.6 - Naming of Roads associated with Pacific Highway Project and enquired whether incorrect signage had been removed.

The Director Infrastructure & Environment advised that representation had been made to Transport for NSW and that further advice would be provided to Councillors once available.

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8 DECLARATION OF INTERESTS

The General Manager, Vaughan Macdonald, declared a pecuniary interest in relation to Item 20.4 – General Manager's Annual Performance Review February 2021 and left the meeting for this item.

9 PETITIONS

Nil

10 NOTICE OF MOTION

Nil

11 MAYOR'S REPORT**11.1 MAYORAL ATTENDANCES 9 FEBRUARY - 8 MARCH 2021****RESOLUTION 160321/3**

Moved: Cr Robert Mustow

Seconded: Cr Stephen Morrissey

That Council receives and notes the Mayor's attendance report 9 February – 8 March 2021.

CARRIED

12 DELEGATES' REPORTS**12.1 DELEGATES' REPORT SUBMITTED TO MARCH 2021 ORDINARY MEETING****RESOLUTION 160321/4**

Moved: Cr Sandra Humphrys

Seconded: Cr Robert Mustow

That Council receives and notes the Delegates' Report for the month of February 2021.

CARRIED

13 MATTERS DETERMINED WITHOUT DEBATE**13.1 MATTERS TO BE DETERMINED WITHOUT DEBATE****RESOLUTION 160321/5**

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That Item 14.2 identified be determined without debate.

CARRIED

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14 GENERAL MANAGER'S REPORTS**14.1 DA2021/0071 – SITE AMALGAMATION OF LOT 3 AND LOT 173, RE-SUBDIVISION TO CREATE TWO LOTS BEING LOT 1 (464M2) & LOT 2 (500.6M2) AND ASSOCIATED VARIATION TO CLAUSE 4.6 OF RVLEP – 36 & 38 MANGROVE STREET, EVANS HEAD****EXECUTIVE SUMMARY**

A Development Application has been received for the site amalgamation of Lot 3 and Lot 173, re-subdivision to create two lots being proposed Lot 1 (464m2) and proposed Lot 2 (500.6m2) and associated variation to the minimum subdivision lot size development standard pursuant to Clause 4.6 of the *Richmond Valley Local Environmental Plan 2012 (RVLEP)* at 36 and 38 Mangrove Street, Evans Head. The existing site at 38 Mangrove Street (Lot 3) provides an approved single dwelling and is currently below minimum lot size. The adjoining site at 36 Mangrove Street (Lot 173) meets the minimum lot size and is currently vacant.

The site is zoned R1 – General Residential. Clause 4.1 of the *RVLEP* stipulates a minimum lot size of 600m2 for the locality. The proposed subdivision will result in both lots being below the prescribed minimum lot size development standard. Proposed Lot 1 being 464m2 and proposed Lot 2 being 500.6m2.

The applicant has requested, pursuant to clause 4.6 of the LEP a variation to the minimum lot size to permit the creation of both lots. The variation is in excess of 10% of the development standard and therefore must be determined by the Council in accordance with Secretary of the Department of Planning and Environment's notification of assumed concurrence.

Council resolved to approve the variation, noting that its reasons for doing so were:

- a) the proposal was publicly exhibited, resulting in no objections,
- b) the proposed lot sizes are consistent with the existing historical subdivision pattern in the vicinity,
- c) given the subdivision pattern and development types in the vicinity of the proposal, it is not considered that the public benefit is compromised, and
- d) the proposed variation does not raise any matter of significance for State or regional environmental planning and does not set a precedent for other similar development applications.

RESOLUTION 160321/6

Moved: Cr Robert Mustow

Seconded: Cr Robert Hayes

That:

1. Pursuant to clause 4.6 of *Richmond Valley Local Environmental Plan 2012* a variation in respect of clause 4.1 minimum subdivision lot size be approved.
2. Development Application DA2021/0071 be approved in accordance with the proposed conditions of consent and reasons for supporting the variation as contained in this report.

CARRIED

ORDINARY COUNCIL MEETING MINUTES

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14.2 PROPOSED ROAD CLOSURE AND SALE OF JABIRU LANE CASINO**EXECUTIVE SUMMARY**

The Casino RSM has approached Council for the closure and sale of Council public roads contained within and adjoining land owned by the RSM.

Council would be required to undertake relevant consultation in accordance with Section 38B of the *Roads Act 1993* to close the public road for disposal.

A land valuation for the roads has been obtained and a further report will be submitted to Council at the end of the consultation period for consideration and determination.

RESOLUTION 160321/7

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That:

1. Council undertakes the relevant consultation in accordance with Section 38B of the *Roads Act 1993* to close the public road for disposal.
2. A further report be submitted to Council at the completion of the consultation.

CARRIED**15 FINANCIAL REPORTS****15.1 FINANCIAL ANALYSIS REPORT - FEBRUARY 2021****EXECUTIVE SUMMARY**

The purpose of this report is to inform Council of the status and performance of its investment portfolio in accordance with the *Local Government Act 1993* s.625, Local Government (General) Regulation 2005 cl.212, Australian Accounting Standard (AASB 9) and Council's Investment Policy. The value of Council's Investment Portfolio as at 28 February 2021 is shown below.

Bank Accounts	Term Deposits	Floating Rate Notes	TCorp IM Funds	Total
\$19,477,334	\$24,000,000	\$750,000	\$11,751,034	\$55,978,368

The weighted average rate of return on Council's investments for February 2021 was -0.92% which was below the Bloomberg AusBond Bank Bill Index for February of 0.00%, which is Council's benchmark.

RESOLUTION 160321/8

Moved: Cr Daniel Simpson

Seconded: Cr Robert Hayes

That Council adopts the Financial Analysis Report detailing investment performance for the month of February 2021.

CARRIED

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16 GENERAL BUSINESS**16.1 DRAFT DEVELOPMENT CONTROL PLAN 2021****EXECUTIVE SUMMARY**

Over the past six months, Council has undertaken a comprehensive review of its Development Control Plan (DCP) to ensure consistency of development, improve local neighbourhood amenity and strengthen alignment with existing NSW codes and guidelines.

As a result, the *Draft Richmond Valley Development Control Plan 2021* has been prepared and it is proposed to exhibit the Draft Plan from 24 March 2021, with written submissions being received until 6 May 2021. This report seeks Council's endorsement to undertake the community consultation process.

RESOLUTION 160321/9

Moved: Cr Robert Hayes

Seconded: Cr Sandra Humphrys

That Council:

1. Notes the current Development Control Plan (DCP) has been reviewed by Council officers with input from Councillors and frequent users of the DCP, and
2. Approves for public exhibition of the Draft Richmond Valley Development Control Plan 2021 for a minimum period of 28 days.

CARRIED**16.2 DEBT RECOVERY POLICY REVIEW****EXECUTIVE SUMMARY**

Council adopted the Debt Recovery Policy in its current form on 16 October 2018. Due to increasing unpaid water accounts, the policy has been reviewed and proposed additions have been made to include the use of water restrictors to improve debt recovery. Should Council adopt these changes, it is proposed to implement them in the new financial year.

RESOLUTION 160321/10

Moved: Cr Sandra Humphrys

Seconded: Cr Stephen Morrissey

That Council adopts the revised Debt Recovery Policy and notes the proposed timetable for implementation.

CARRIED

ORDINARY COUNCIL MEETING MINUTES

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16.3 DRAFT NSW WATER STRATEGY**EXECUTIVE SUMMARY**

The NSW Government has developed a Draft NSW Water Strategy to guide its priorities and actions on water quality and security issues over the next 20 years. The Draft Strategy is currently on public exhibition and Council has been invited to make a submission. The issues raised in the Draft Strategy are very relevant to the Richmond Valley and will impact on Council's long-term water planning and service delivery. Of key concern are the predicted impacts of climate change and the need to identify alternative water sources.

RESOLUTION 160321/11

Moved: Cr Sandra Humphrys

Seconded: Cr Jill Lyons

That Council:

1. Notes the issues raised in the Draft NSW Water Strategy regarding water quality and long-term security
2. Authorises the General Manager to make a submission on Council's behalf to the Draft Strategy public consultation.

CARRIED**17 MATTERS FOR INFORMATION****RESOLUTION 160321/12**

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

Recommended that the following reports submitted for information be received and noted.

CARRIED**17.1 GRANT APPLICATION INFORMATION REPORT - FEBRUARY 2021****RESOLUTION 160321/13**

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receives and notes the Grant Application Information Report for the month of February 2021.

CARRIED

ORDINARY COUNCIL MEETING MINUTES

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17.2 DEVELOPMENT APPLICATIONS DETERMINED UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT FOR THE PERIOD 1 FEBRUARY 2021 TO 28 FEBRUARY 2021**RESOLUTION 160321/14**

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receives and notes the Development Application report for the period 1 February 2021 to 28 February 2021.

CARRIED**17.3 WOMEN'S TRY A TRADE PROGRAM****RESOLUTION 160321/15**

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receives and notes the information provided in the Women's Try a Trade program report.

CARRIED**17.4 CORRESPONDENCE - CENTRE STREET TRAFFIC ISSUES****RESOLUTION 160321/16**

Moved: Cr Stephen Morrissey

Seconded: Cr Jill Lyons

That Council receives and notes the correspondence provided to the Minister for Regional Transport and Roads the Hon. Paul Toole MP, State Member Chris Gulaptis MP and Federal Member Kevin Hogan MP reiterating the community's serious concerns with traffic and pedestrian safety along Centre Street, Casino.

CARRIED**18 QUESTIONS ON NOTICE****18.1 QUESTION ON NOTICE - CR SIMPSON - PACIFIC HIGHWAY/RIVER STREET WOODBURN - STATUS UPDATE AND PEDESTRIAN CROSSING**

The following question on notice was received from Councillor Simpson.

Question

Could the General Manager please outline where we are at with the handback of what was the Pacific Highway/River Street, Woodburn and comment on the process required to obtain a pedestrian crossing in Woodburn?

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Response

Advice received from Transport for NSW (TfNSW) is that the reclassification process is not yet finalised, and a further update will be provided in July. Until the NSW Government agrees to re-classify the road, it will remain under the control of TfNSW. Therefore, a crossing at Woodburn is a matter for TfNSW and responsibility for streetscaping is yet to be resolved.

RESOLUTION 160321/17

Moved: Cr Daniel Simpson

Seconded: Cr Sandra Humphrys

That the response to the question regarding Pacific Highway/River Street Woodburn, Status update and pedestrian crossing, raised by Councillor Simpson be received and noted.

CARRIED

19 QUESTIONS FOR NEXT MEETING (IN WRITING)

Nil

20 MATTERS REFERRED TO CLOSED COUNCIL**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

20.1 Tender – Construct Bridge, Crown Road Busbys Flat

This matter is considered to be confidential under Section 10A(2) - (d)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

20.2 Tender – Canning Drive Stage 2 Civil Works

This matter is considered to be confidential under Section 10A(2) - (d)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

20.3 Proposed Purchase of Casino Bowling Club Land

This matter is considered to be confidential under Section 10A(2) - (c) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

20.4 General Manager's Annual Performance Review - February 2021

This matter is considered to be confidential under Section 10A(2) - (a) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with personnel matters concerning particular individuals (other than councillors).

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The General Manager reported that no written representations had been received in respect to the items listed for consideration in Closed Council.

The Chair called for verbal representations from the gallery.

There were no representations from the gallery.

The Chair advised that under section 10A of the *Local Government Act 1993*, the media and public are to be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10(2) as outlined above.

RESOLUTION 160321/18

Moved: Cr Stephen Morrissey

Seconded: Cr Robert Hayes

That:

1. Council resolved to enter Closed Council to consider the business identified in Item 20.1, 20.2, 20.3 and 20.4 together with any late reports tabled at the meeting.
2. Pursuant to section 10A(2) – (c) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis that the business to be considered is classified confidential under the provisions of section 10A(2) as outlined above.
3. The correspondence and reports relevant to the subject business be withheld from access to the media and public as required by section 11(2) of the *Local Government Act 1993*.

CARRIED

Council closed its meeting at 5:48pm. The public left the Chamber.

The Open Council meeting resumed at 5:59pm.

21 RESOLUTIONS OF CLOSED COUNCIL

The following resolutions of Council, passed while the meeting was closed to the public, were read to the Open Council Meeting by the General Manager and Director Infrastructure & Environment.

20.1 Tender – Construct Bridge, Crown Road Busbys Flat

That Council:

1. Awards the tender to MCS Ltd for the construction of Crown Road Bridge near 2260 Busbys Flat Rd, Busbys Flat, at the assessed tendered rate of \$608,933.67 inclusive of GST.
2. Authorises the General Manager to enter into and endorse relevant contracts and documents, including affixing the Seal of Council where appropriate, generally in accordance with the details contained within this report.

ORDINARY COUNCIL MEETING MINUTES

16 MARCH 2021

20.2 Tender – Canning Drive Stage 2 Civil Works

That:

1. Council accept the tender from Santin Earthmoving which represents the best value for Council at \$202,004.30 (exclusive of GST); and
2. The General Manager be authorised to negotiate and finalise the terms and conditions of any contract or agreement, including extension of the scope of works, in line with the content of this report and the available budget, and affixing the seal of Council where necessary.

20.3 Proposed Purchase of Casino Bowling Club Land

That:

1. Council authorises the General Manager to negotiate the purchase of the land generally in accordance with the details contained within this report.
2. Council authorises the General Manager to enter into and endorse relevant documents, contracts and transfers, including affixing the seal of Council where appropriate, for the purchase of the land generally in accordance with the details contained within this report.

20.4 General Manager's Annual Performance Review - February 2021

The Panel agreed and recommend Council approves that:

1. In accordance with Clause 8.3 of the Standard Contract of Employment, General Managers of Local Government in NSW and the Guidelines for the Appointment and Oversight of General Managers, a discretionary increase as outlined in this report be awarded to the General Manager's total remuneration package in recognition of:
 - the results achieved for the period
 - the high standards set and achieved by the General Manager, and
 - in line with market remuneration rates in like sized councils.
2. The Mayor, General Manager and Facilitator are to develop a draft performance agreement for the coming year, for review and adoption by all Councillors.

The Meeting closed at 6:03pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 20 April 2021.

.....
CHAIRPERSON





MESSAGE FROM THE CHAIR



From drinking, cooking and washing through to farming or running a business – every day, every member of every local community depends on water. This is why a secure

drinking water supply is one of the most precious pieces of community infrastructure.

Like most water utilities across Australia, our regional supply is facing a number of critical water security challenges. These challenges are inescapable here in the Northern Rivers given it is one of the fastest growing regions in NSW, which is set to become more susceptible to less reliable rainfall and hotter weather.

Additional water conservation efforts will undoubtedly help prolong our existing supplies, but on their own won't be enough to ensure the region's future water security.

We know new water sources are required to meet our long-term water needs. Otherwise, the community will be burdened with longer and more severe water restrictions.

The mission of Rous County Council's Future Water Project 2060 is to deliver the new water sources needed – in conjunction with ongoing water saving measures – to tackle the increasing demands confronting our regional water supply.

In late 2020, after an extended public exhibition period, the Council decided not to proceed with the new Dunoon Dam as its preferred long-term water supply source option.

Ultimately, the environmental and Indigenous cultural heritage risks posed by the new dam along with strong community opposition to its construction could not be ignored.

As a result, our revised Future Water Project 2060 now recommends a more suitable alternate approach under which additional groundwater sources are gradually brought online as primary supplies.

At the same time, we will implement more demanding water saving initiatives and investigate potential purified recycled water schemes.

It takes a strong commitment to innovative, long-term planning to provide a resilient water supply today and well into the future for the many communities across the Ballina Shire, Byron Shire, Lismore City and Richmond Valley areas.

Rous County Council looks forward to working closely with its constituent councils and their residents over the coming decades to establish a water supply security legacy for the region.

Cr Keith Williams
Chair, Rous County Council
April 2021

WHAT IS ROUS COUNTY COUNCIL'S ROLE?

Rous County Council is a multi-purpose county council constituted under the Local Government Act 1993 to deliver bulk water, weed biosecurity and flood mitigation services to its constituent councils.

It is the regional water supply authority, providing water in bulk from its principal supply source at Rocky Creek Dam. RCC provides this bulk water directly to the Ballina Shire, Byron Shire, Lismore City and Richmond Valley councils.

We are responsible for providing safe and secure drinking water to over 110,000 people in an area of 3000 km².

With this important role as the bulk water supplier, RCC must ensure our community has a safe, sustainable and secure the bulk water supply not only now, but also into the future.

A changing climate means less reliable rainfall and hotter weather. At the same time, water use is forecast to increase as the population grows.

RCC's Future Water Project 2060 delivers water security for our region.



FUTURE WATER PROJECT 2060

FUTURE WATER PROJECT 2060

Our mission - to secure our region a high quality drinking water supply for future generations and continue to deliver ongoing water conservation measures.

The challenges

- Population growth forecasts indicate a 37% increase in drinking water demand by 2060
- Climate forecasts predict a reduction in available surface water of 22% by 2060
- On current growth, water demand will exceed reliable supply by 2024

Our communities

Byron Shire, Ballina Shire, Lismore City and Richmond Valley. A supply area of over 3,000 km², encompassing growing and diverse communities.

Acknowledgment of country

Rous County Council acknowledges the traditional custodians of the land on which it works and pays respect to Elders past, present and future. We're committed to working in partnership with the traditional custodians of the Bundjalung Nation.



Our guiding principles

Secure a healthy, reliable, sustainable water supply, compatible with and welcomed by our communities.

Continuously adapt to the challenges of a changing climate and a growing population.

Ensure a decision making process that seeks to balance environmental and cultural imperatives with feasibility costs and ongoing financial viability.



Rocky Creek Dam
Northern Rivers, NSW

Existing water sources:



Rocky Creek Dam



Emigrant Creek Dam



Wilsons River

With a capacity of 14,000ML, Rocky Creek Dam has been the primary bulk water source for the region since 1953. Water is also sourced from Emigrant Creek Dam at Newrybar and from the Wilsons River at Howards Grass upstream from Lismore.

When full, Rocky Creek Dam is able to meet a years water needs for our total supply area.

2000 Two decades ago, the Rous regional water supply served **26,000 properties (population of 87,000)** with an average annual water demand of **12,500ML**

2021 Today, Rous supplies water to **47,000 properties (population of 110,000)** with an average annual water demand of **11,500ML**

2060 By 2060, Rous is expected to supply water to **67,000 properties (population of 150,000)** with an average annual water demand of **16,000ML**

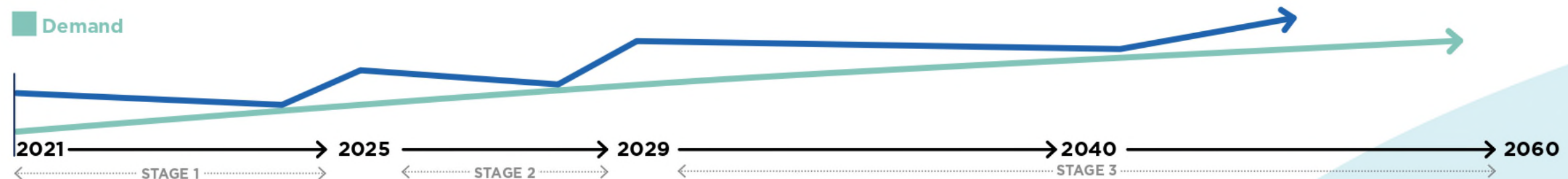
- 1 Continued water efficiency and conservation measures
- 2 Identifying and preparing new sources of groundwater
- 3 Further investigate recycled water systems and sources
- 4 Further assessment on desalination plant locations

Extensive investigations have been completed to evaluate all future options for the region's water supply. On the evidence and community acceptance, the following options present meaningful sources for ongoing and emergency water supply for our region.

- 1 Ground water sources
- 2 Recycled water
- 3 Desalination

Supply

Demand



Over the next 40 years Rous will take a 3 stage approach to investigating, implementing and securing our region's water supply.

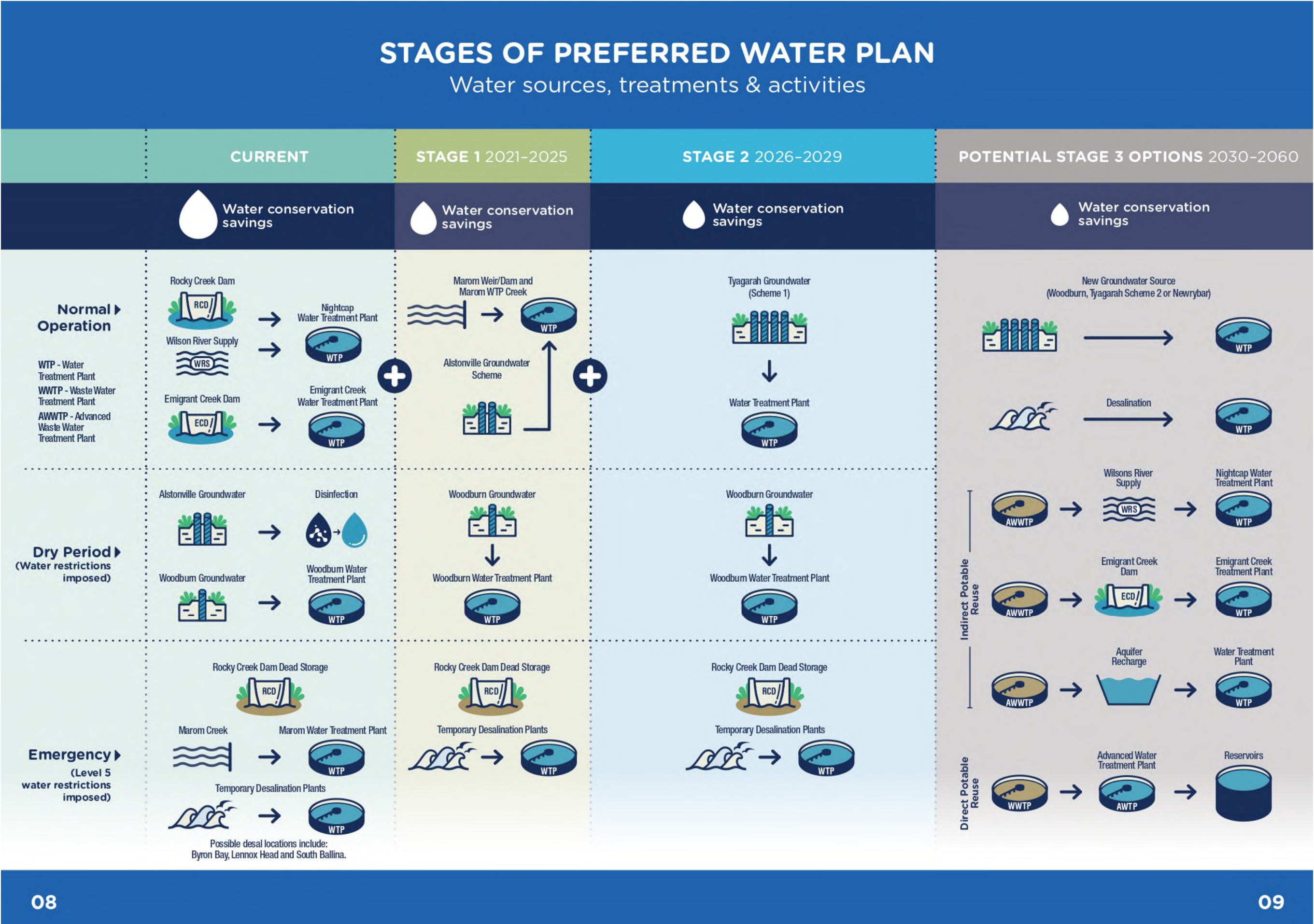
2021-2025 focuses on maximising the efficiencies of our existing water sources by undertaking innovative water conservation measures programs and upgrading existing community infrastructure, at the Marom Creek Water Treatment Plant and it's existing network of groundwater bores. This stage also commences the planning for a pilot purified recycled water treatment plant to obtain community acceptance of the advance purification technology, as well as complete further investigations into the opportunities of purified recycled water as an indirect water supply option.


2026-2029 focuses on the further delivery of contemporary water conservation measures and delivery of a new groundwater scheme in the Byron Shire area. This stage will commence planning for future groundwater sources and the construction and verification process of the pilot purified recycled water treatment plant. This will coincide with a broad community education program about the benefits of purified recycled water.

2030 – 2060 focuses on being agile and keeping all appropriate options available to respond to a changing climate and advancements in technology. This stage is critical in determining and implementing the most cost effective and sustainable option to secure the region's long-term water supply to 2060 and beyond.

- Further groundwater schemes
- Purified recycled water schemes
- Seawater desalination (local and regional)

A forecast
16,000 ML p.a.
required by 2060






ROUS
COUNTY COUNCIL


FUTURE WATER PROJECT 2060

PLANNED NEW SOURCES OF WATER SUPPLY

Marom Creek / Alstonville Plateau groundwater

Rous are working with Ballina Shire Council to implement an extensive upgrade of the existing **'Marom Creek Water Treatment Plant'** to treat additional future volumes of **Alstonville Plateau** groundwater through stage 1 of the Future Water Project.





10



Woodburn groundwater

Rous' preliminary modelling indicates the **'Woodburn Groundwater Scheme'** could provide an additional 700ML of water per annum to our region's water supply. Enough to supply the projected 2060 annual **daily demand of the lower Richmond Valley** supply area.

Tyagarah groundwater

Two **Tyagarah groundwater schemes** have been identified as regional supplies that can commence operation by 2029 and implemented in planned stages. This source can meet the bulk of **Byron Shire's water demands until 2040.**



11



FUTURE WATER PROJECT 2060

WATER CONSERVATION

Since 1995 our region has reduced individual water consumption by 50%. Our plan incorporates a continuation of that reduction via a suite of measures. Moving forward these ongoing efficiency measures can go on to secure a further 15% reduction across our communities in the long-term.



Partnership activities with local councils

- Monitoring and reporting
- Water loss management
- The Sustainable Water Partner Program
- Smart metering
- Recycled water
- Rainwater tank rebates
- Community education

Smart metering

Over a 2 year period starting from mid 2021, Rous will commence the rollout of smart metering to all 2,000 direct customers.

Benefits of smart metering include better monitoring of daily water use to help customers find new ways to reduce consumption, and early notification of leaks.

It also provides Rous with accurate real time data for better planning.

Technology for water loss management

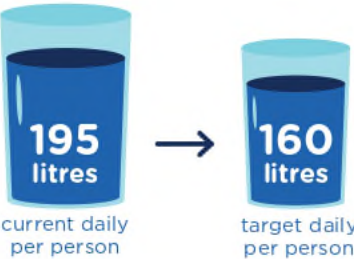
Rous will invest in technologies for better pressure management and active leak detection, significantly reducing water loss within the bulk supply network.

Reducing household water use

In 1991 the average water use was 484 KL per connection per annum.

By 2019 usage was reduced to 247 KL per connection per annum.

Current 2021 use is 195 ltr per person per day. Usage reduction target is 160 ltr per person per day.



further reduction target approx
18%
per person per day



PIONEERING PURIFIED RECYCLED WATER

It is estimated a region wide water recycling scheme once fully implemented can provide significant additional purified water to bulk water supplies.

Rous County Council's **2060 Future Water Project** has **Purified Recycled Water** firmly positioned as an ongoing part of the region's bulk water supply.

To ensure we meet our objectives, we will need to meet universal challenges such as public health regulatory approvals, costly approval and planning processes and community acceptance first.

To meet these challenges and bring the community onboard, Rous is proposing to implement **Pilot Water Scheme** to supply purified recycled water to the existing Perradenya residential estate.





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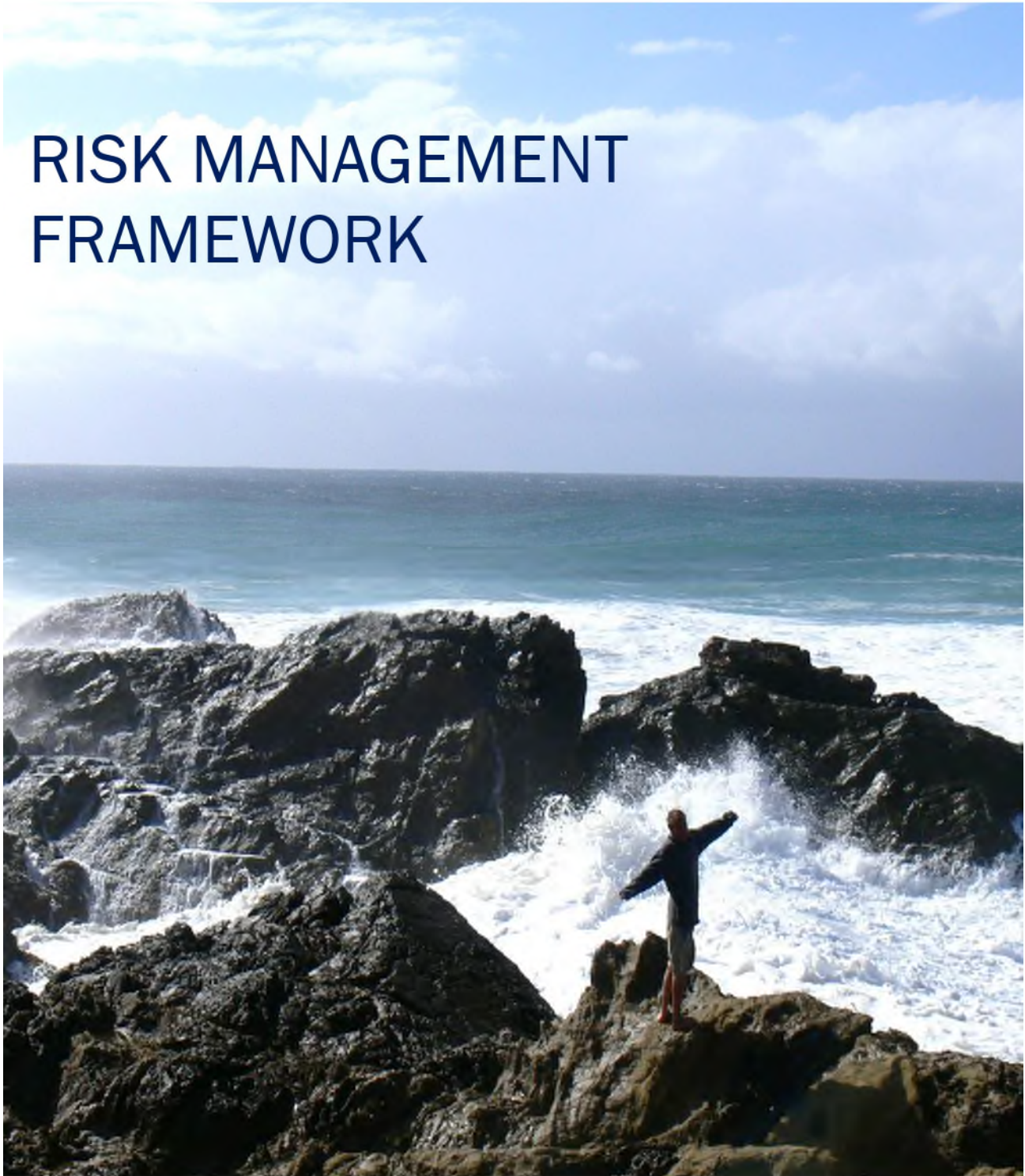
Published April 2021

MARCH 2021



Richmond
Valley
Council

RISK MANAGEMENT FRAMEWORK



Smart Decisions . . . Sustainable Council . . . Thriving Community

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Richmond Valley Council recognises the people of the Bundjalung Nations as Custodians and traditional Owners of the land upon which we live and work. Council values and appreciates their continuing cultural connection to land and pay respect to Elders past and present as well as to young indigenous leaders of tomorrow.

1. Introduction

Risk management is a part of everything we do at Richmond Valley Council. It helps us to make well-informed decisions about the strategies and goals we will pursue, the resources we allocate and the activities we undertake every day to serve the community. If we manage risk effectively, Council will become a strong and sustainable organisation and we will help the Richmond Valley community to thrive and prosper.

Everyone at our Council is responsible for risk management and there are three key objectives that we aim to achieve:

To keep people safe in our workplace and community
 To pursue opportunities that will add value to our organisation and the wider community
 To act as responsible stewards for the assets and resources in our care

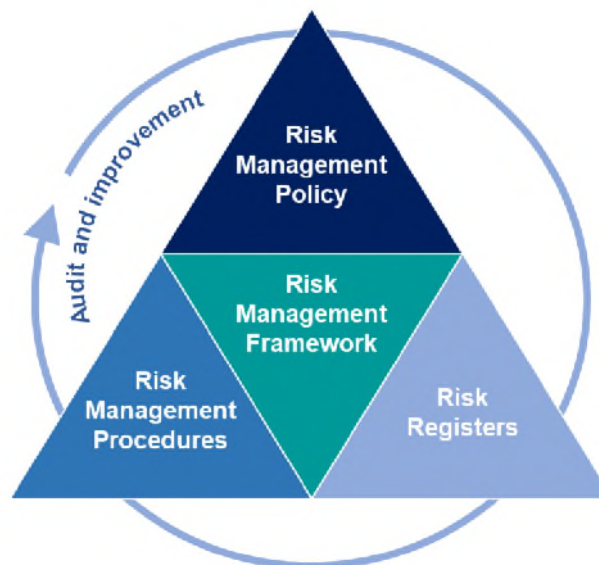
To achieve this, we need effective business systems and procedures to manage risk - and a personal commitment from everyone in the organisation to play their part in the process.

The *Local Government Act 1993* explains that Council has a two-part responsibility for managing risk:

- To proactively and effectively manage risks within the organisation (s.8C and s.428A)
- To manage risks to the community, through effective long-term planning and stewardship over community resources and assets (s.8A and s.8C).

Council also has responsibilities under other State legislation to undertake effective risk management. This includes the *Work Health and Safety Act 2011* the *Public Health Act 2010* and the *Protection of the Environment Operations Act 1997*.

This Risk Management Framework has been developed in accordance with the guidelines of Australian Standard ISO 31000. It provides a roadmap for the way our organisation will manage risks and explore opportunities. This document should be read in conjunction with RVC's Risk Management Policy and Risk Management Procedures. The diagram below shows how the whole system fits together.



2. About our organisation

Richmond Valley Council covers an area of some 3000 km² and serves a population of 23,400.

The traditional custodians of the land on which we live and work are the people of the Bundjalung nations and Council recognises and values their continuing cultural connection to the land.

Richmond Valley Council employs 257 local people and undertakes a wide range of activities including:

- Long-term planning for community growth & infrastructure
- Development assessment
- Environmental management
- Public health and safety
- Cultural and community programs, such as libraries, events and tourism
- Managing community assets and infrastructure such as roads, bridges, parks, pools and public spaces
- Water and sewerage services
- Waste management
- Council business activities, such as quarries and the NRLX



All of these activities involve a level of risk that is shared across the organisation. Council recognises its pivotal role in leading, developing and sustaining the Richmond Valley and the potential for its decisions and actions to impact upon our community and those beyond our boundaries.

Organisational objectives

Through implementing an integrated and consistent approach to risk management across the organisation, RVC aims to achieve the following outcomes:

- A culture of care and responsibility for people and place
- Shared ownership of risk management responsibilities at all levels
- Employees who feel safe and supported to do their work and serve the community
- Increased confidence to seek out and embrace opportunities
- A commitment to reliable, evidence-based planning and decision making
- A consistent approach to identifying, assessing and treating risks
- Consistent achievement of Council's strategic objectives through IP&R
- Enhanced organisational resilience and continuity of service
- Reduced exposure to liability and financial loss
- Greater community confidence and trust in Council

Aligning with our values and behaviours

Richmond Valley Council takes pride in its reputation as a "can do" council. Our people aren't afraid to try new things, take on new projects and explore new opportunities. Council recognises that this sometimes involves a level of risk, which needs to be managed, so we can continue to deliver for our community and capitalise on the opportunities at hand.

Our corporate values are Passion and Integrity and both align well with the principles of risk management.

Passion connects us to people and place. It drives us to recognise and seize opportunities and bring them to fruition – doing our best to make wise decisions that deliver long-term value for our community and our organisation. Effective risk management provides a pathway to work together to make a positive difference, achieve our goals and build success.

Integrity is about taking responsibility for our decisions and actions and being a faithful steward for community resources. Risk management provides a pathway to make informed decisions about the actions we undertake and the way we allocate resources and manage community assets. It helps us to consider all the stakeholders involved in the decision and ensure that people are treated fairly.

Our corporate behaviours are:

- We are all in this together
- We take responsibility
- We lead by example
- We are community focused
- We embrace change
- We do what we say

All of these behaviours have an important role to play in effective risk management.

Recognising that we are all in this together helps to ensure that we care for and consider others in the workplace and community and involve our stakeholders in important decisions.

Taking responsibility, leading by example and doing what we say means that we own our decisions and ensure that they are carefully considered and based on the best information available.

Being community focused reminds us of our stewardship over community resources and assets and the need to consider public safety in our plans and decisions

Embracing change is an important part of managing risk. It allows RVC to not only 'bounce back' after challenging events, but to also 'bounce forward' - to learn from our experience and adapt to new circumstances in a positive way.

Aligning with Integrated Planning and Reporting

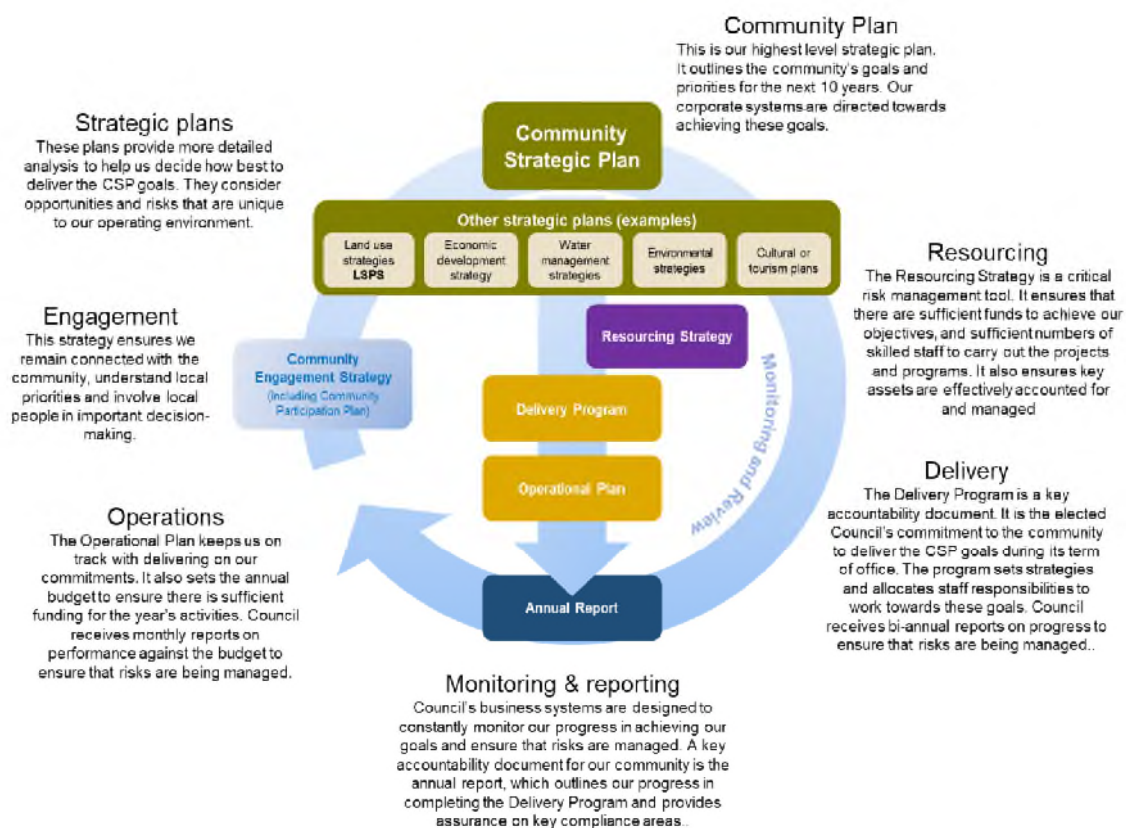
All local councils in NSW use a central operating system, the Integrated Planning and Reporting Framework (IP&R) to undertake their planning, decision-making, service and project delivery functions. IP&R is a mandatory framework, under s.402-406 of the *Local Government Act 1993* and RVC respects and values its obligations to the community under IP&R, as outlined in s.8C of the Act.

The Community Strategic Plan (CSP) is the main instrument for Council to add value to our community by pursuing opportunities for social wellbeing, environmental enhancement, investment and infrastructure. It also helps to ensure that long-term risks to our community are adequately addressed across the quadruple bottom line of Social, Environmental, Financial and Governance issues. The plan identifies what is important to the Richmond Valley Community and sets strategic goals for a minimum 10-year period.

The CSP is supported by a series of corporate strategic plans that address specific areas of risk and opportunity (such as land-use planning, water resource management, environmental management, culture and the arts). Together with the CSP, these plans help to inform a 4-year Delivery Program, which outlines Council's commitment to the community to deliver or advocate for its strategic priorities during the elected council's term of office.

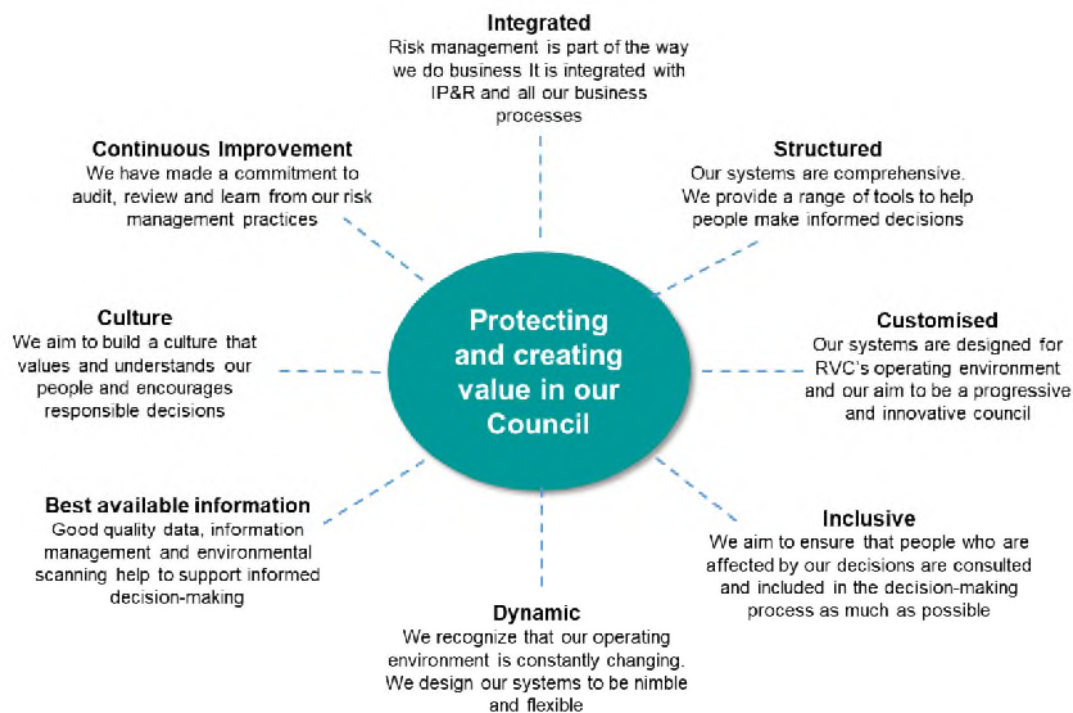
The Delivery Program is in turn supported by a Resourcing Strategy, where Council sets a path to ensure there are adequate resources to deliver the Program, while protecting the long-term sustainability of the organisation.

The IP&R framework is the main driver of our organisation's community engagement and performance measurement systems and plays a fundamental role in ensuring that risks are adequately identified and addressed across the organisation and the wider community. The co-dependency of the plans is shown below.



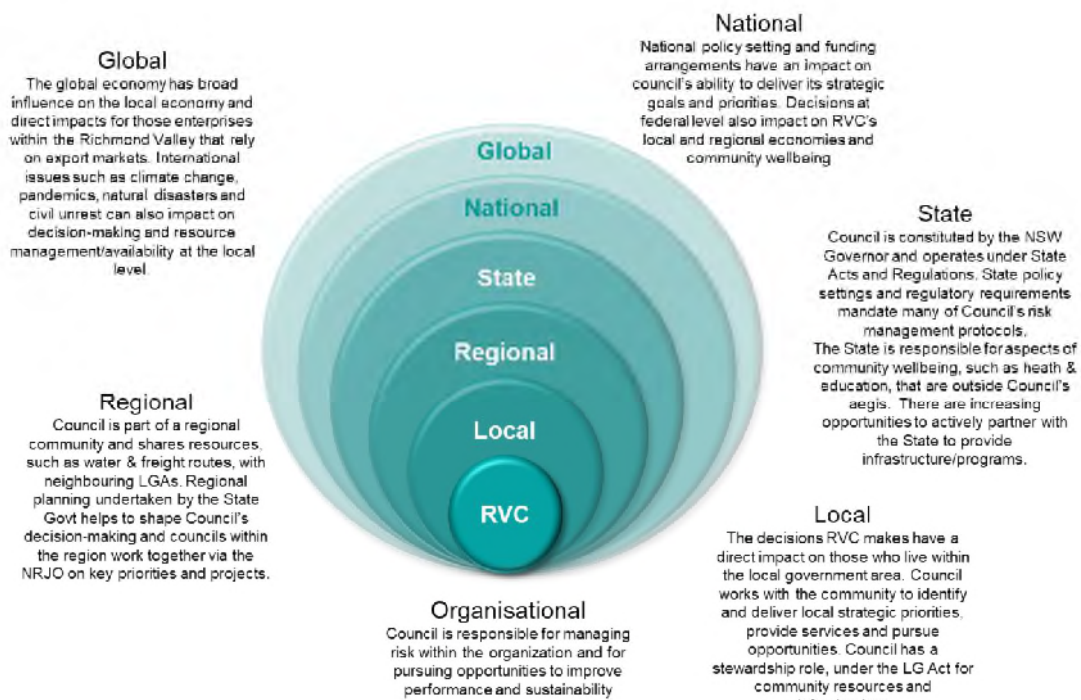
Applying the Risk Management Principles

RVC's risk management systems are based on the Risk Management Principles outlined in the Australian Standard - ISO 31000:2018. The diagram below shows how we apply these principles within our organisational context.



3. Our operating environment

Although RVC is responsible for managing an area of some 3000km², its operating environment is much broader than this. Decisions that are made at regional, state, national and global levels all have an impact on Council to varying degrees. To effectively manage risk within the organisation, we need to be aware of these broader decisions and potential impacts. The diagram below provides a summary of key issues. A more comprehensive analysis of the operating environment is included with the Risk Registers. RVC's community engagement, environmental scanning and relationship management programs are an important part of understanding our external operating environment and anticipating and responding to potential opportunities and impacts.



4. Our stakeholders

Council has a wide range of stakeholders to consider when planning its risk management activities. Some stakeholders have potential impacts on Council and its operations, others are directly affected by our decisions and actions. Including as many stakeholders as possible in the decision-making process helps to ensure that risks are identified, analysed and appropriately managed. The diagram below shows a summary of key stakeholders. A more detailed stakeholder analysis is included in the Risk Registers.

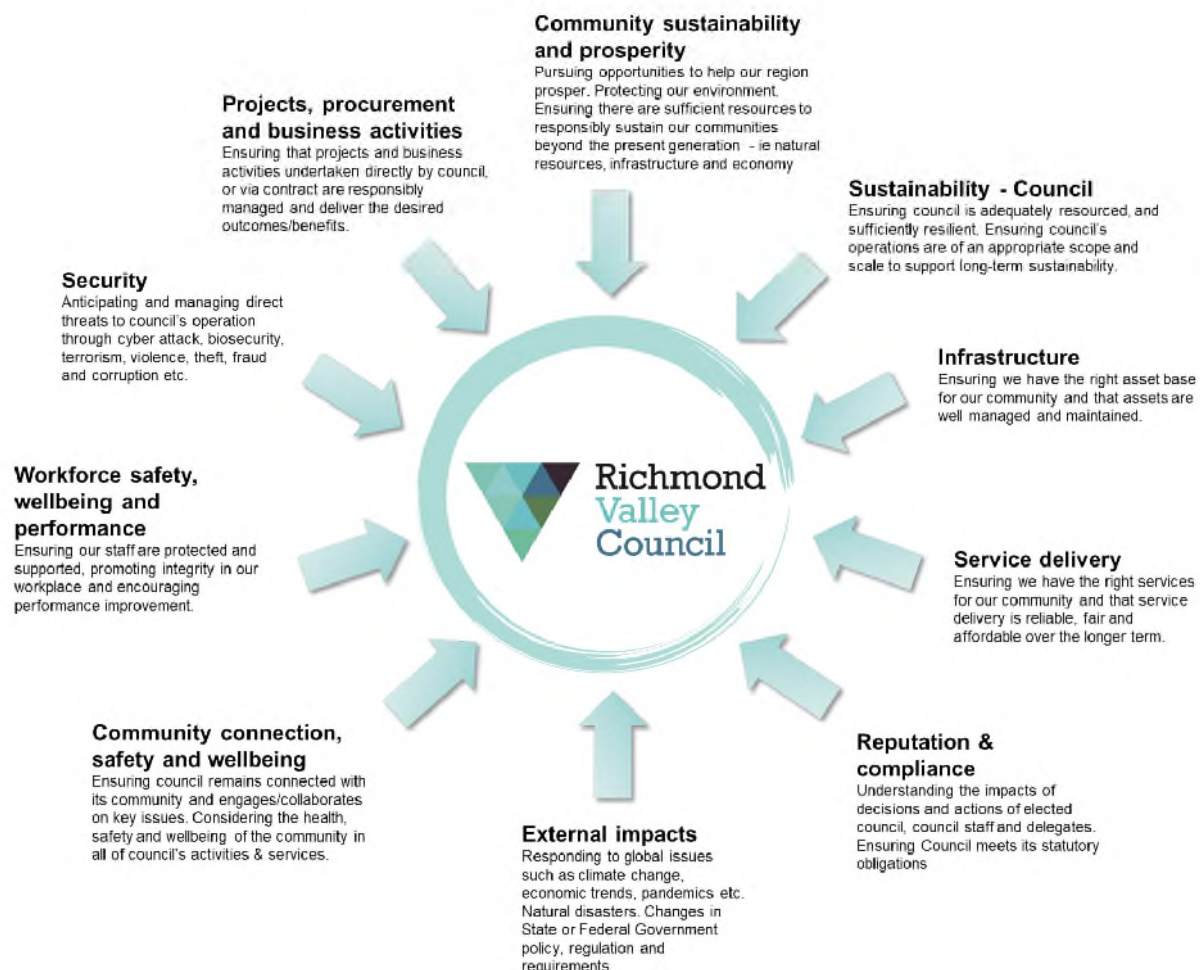


5. Key Risk Areas

Council has identified 10 key risk areas that have potential impacts on our organisation. Our risk management framework is built around these key areas and the systems we have set in place to address them.

Some areas are directly within Council's control and others are largely influenced by external drivers. However, it is important that we acknowledge, monitor and address each of these key areas as part of RVC's daily business activities. The key risk areas do not operate in isolation – there are many activities that involve a number of these areas and they require an integrated approach across the organisation. Responsibility for risk management is shared across the RVC team, recognising that everyone has a role to play and that the activities of one team will affect another, as well as the wider community.

The risk areas are constantly changing and evolving, so Council's risk management framework needs to be sufficiently flexible to capture and respond to these changes.



6. Risk appetite statements

Council prides itself as a “can do” council and our organisational culture supports innovation. We are not afraid to try new things, to develop new services and infrastructure and support new council-managed business ventures. However, in some aspects of our business, we are much more risk averse. When it comes to the safety and wellbeing of our staff and community, or managing council's finances and resources, we take a more cautious approach.

Council has identified four levels of risk appetite:



The following table explores RVC's risk appetite within each of the key risk areas:

Workforce safety and wellbeing

Council values the safety and wellbeing of its workforce and understands its risk management responsibilities under the *Work Health and Safety Act 2011*. Safety is everyone's responsibility at RVC - we are all in this together. Council has very low tolerance for risk in this area and will develop comprehensive WHS systems to ensure that people are working safely. We will support these systems with appropriate staff training, supervision and performance management.



Community safety and wellbeing

RVC acknowledges the importance of community safety and the wellbeing of our volunteers and visitors. We have very low tolerance for risk in this area and will endeavour to ensure that our infrastructure is well designed and maintained, and that our services are delivered in a manner that is safe to the public. We will work collaboratively with our regulators to ensure that we meet appropriate standards for public health and safety.



Security

Council acknowledges the need to be vigilant in protecting community resources, data and personal information, while still pursuing opportunities to explore new technologies and on-line service delivery. Our organisation has no tolerance for fraud, corruption, dishonesty and theft. We will develop comprehensive risk management systems and



support them with training, performance management and environmental scanning to ensure we are alert to emerging risks.

Organisational sustainability

RVC understands that our council must remain strong and sustainable to continue to serve its community into the future. While we are willing to take on new projects and opportunities, we must also be careful not to over-reach our resources and capabilities or leave a legacy of risk for future generations. Our aim is to achieve a balance between actively pursuing growth and opportunity while ensuring that we continue to maintain our services and sustain critical community infrastructure and assets.



Community sustainability and prosperity

Council understands the critical role it plays in ensuring that our community has opportunities to grow and that adequate resources are available to sustain that growth into the future. While RVC is open to new growth and investment opportunities, it is also mindful of the need to protect and preserve the unique identity and lifestyle that the Richmond Valley enjoys. Through well considered use of our regulatory powers, and sound strategic planning we will aim to ensure that the foundations for long-term sustainability and economic growth are set in place.



Reputation and compliance

RVC takes its statutory responsibilities seriously and values its reputation as a reliable and progressive council. We want the Richmond Valley to be a place that is widely respected. While our organisation is mindful of its reputation, we are not afraid to speak up where we perceive inequity or injustice, or to challenge policies or reforms that may have a negative impact on our community. Council will work to build strong links with our community and to develop sound working relationships with regulators and other key decision-makers.



External impacts

Council accepts that many external drivers and decisions are beyond its immediate influence. We cannot avoid risk in this regard. However, Council will be pro-active in increasing its resilience to external impacts and improving environmental scanning to ensure it is alert to emerging risks and opportunities.



Infrastructure

RVC acknowledges its responsibility under the *Local Government Act 1993* to act as a faithful steward of community assets and infrastructure. Although council is open to exploring new technologies, construction techniques and designs, it will also be diligent in ensuring that infrastructure is safe, fit for purpose, sustainable and affordable for our community.



Service delivery

While Council recognises the need to provide reliable, value for money essential services, it is also willing to explore new methods of service delivery and new technologies if there is a benefit for our community. We will assess each new opportunity on its merits.



Projects and business activities

RVC wants to be proactive in pursuing new business opportunities and delivering new projects and infrastructure. We are willing to explore and assess a wide range of options if we believe there is potential benefit for the Richmond Valley. However, Council is also mindful of its responsibility to be diligent with community resources, maintain core services and effectively manage risk.



7. Risk management foundations



RVC relies on 10 methodologies to manage its key risk areas. These include:

- Corporate governance and decision-making
- Business processes and systems
- Emergency management systems
- Risk management plans
- Regulatory controls and standards
- Strategic planning
- Environmental scanning and relationship management
- Risk sharing
- Organisational learning
- Monitoring, audit and review

Governance and decision-making

RVC's leadership team - including Councillors, the General Manager and Executive - work together to determine the organisation's risk appetite in each of the key areas. This helps to guide future decision-making on how much risk the organisation is willing to accept to achieve specific goals.

As with all local councils, RVC has protocols regarding how corporate decisions are made, under what circumstances, and by whom. These protocols ensure that matters involving a higher level of risk to the organisation are referred to the elected council for decision, while other matters can be addressed through delegation and standard systems of work. The *Local Government Act 1993* identifies those matters which can only be determined by the elected council – such as endorsing the Community Strategic Plan, approving the Delivery Program and setting rates and charges. The Act provides discretion for the Council to delegate other decisions to the General Manager, who in turn delegates to members of the management team. Delegations are established at the beginning of each Council term. The Act also includes a mandatory Model Code of Conduct for Councillors and staff and procedures for declaring and recording potential conflicts of interest, to ensure that decisions are made in a transparent manner.

Business processes and systems

This is the most comprehensive part of Council's risk management system. It includes large scale business processes, such as workplace safety, project/portfolio management, asset management, procurement, financial management, recruitment and performance management systems. It also incorporates more specific systems of work such as standard operating procedures, guides, instructions and checklists. All of RVC's systems are based on risk assessment, mitigation and monitoring. In some circumstances, higher levels of government have determined appropriate risk control measures, which are then passed on to councils, via legislation or regulatory requirements, to implement. Examples of these systems include: The Local Government Investment policy, the State Records Act, disclosure of interest procedures, Drinking Water Quality Management Systems and food safety inspection programs.

In other circumstances, RVC has developed its own systems of work, based on its own risk assessment and control measures. Examples of this include Council's Work Health and Safety System and organisational policies and procedures - such as working from home, cash handling, complaints management, and debt recovery.

A list of the current systems of work that relate to each key risk area is included with the Risk Registers.

Emergency management systems

Emergency management systems deal with unpredictable or extraordinary events that may be encountered by Council, such as, floods, storms, bushfire, pandemics, civil unrest or acts of terrorism. These systems anticipate, as far as possible, what may occur in these events and outline the critical responses required to ensure public safety, protect assets and infrastructure and restore business operations as quickly as possible. These systems include Local Emergency Management Committees, Council's Business Continuity Plan and Disaster Recovery Plan, critical asset mapping and flood/fire preparation procedures. Emergency management systems are regularly reviewed and reassessed after each event.

Risk management plans

Where Council undertakes high risk activities, or provides critical services, the General Manager will determine, in consultation with Councillors, whether a specific risk management plan for the activity or service is required. Specific RMPs ensure that all risks are being adequately managed and monitored and clarify who is responsible for managing risk in each situation. Examples of where these risk management plans may be used include large scale capital works involving multiple contracts, public-private partnerships, high risk business activities, or high-risk essential services. A list of specific RMPs is included with the Risk Registers.

Regulatory controls and standards

These systems play a two-part role in risk management. Firstly, they set out specific risk management requirements under legislation or other regulatory instruments to ensure good governance and organisational outcomes. Examples include the Local Government Accounting Standard, the Local Government Award and the various requirements of the *Local Government Act 1993*. Council builds these compliance responsibilities into its business processes and systems to ensure that risks are adequately managed.

Regulatory controls and standards also provide a framework for council to manage risks within the community. Examples include: Development standards, planning instruments, building codes, companion animals regulation, food safety standards and various controls under s.632 of the Local Government Act. Council's Enforcement Procedure sets out how it will exercise its regulatory powers to ensure good community outcomes.

Strategic planning

Council's suite of strategic plans – including IP&R and supporting strategies – are the main instruments RVC uses to address sustainability risks in both the organisation and the wider community. The strategic plans that support the CSP help to inform decision-making on key issues, such as water management, waste management, economic development and environmental management. Council regularly reviews and updates its strategic plans, in accordance with legislative requirements and community priorities. RVC's strategic plans also connect to wider regional, state and national plans that help to guide and influence local decision-making on key issues.

Environmental scanning & relationship management

Many of the external risks that council faces are beyond its immediate control. Issues such as climate change, pandemics, global economic trends, national and state policies and legislative change have impacts on council and the wider community. While council can't avoid these risks, it can work to improve its 'early warning systems' by regularly scanning its wider operating environment and building strong relationships with key drivers or influencers of change, such as local members of parliament, State agencies and leaders of industry and education. This will help to reduce or avoid some of the impacts and ensure that council is in a better position to anticipate, recover from, or adapt to, changing circumstances. RVC has established formal and informal environmental scanning and intelligence gathering practices and is working to strengthen its key external relationships and networks.

Risk sharing

In some cases, Council aims to offset the impacts of key risk areas by sharing the risk with other parties. This includes:

- Acquiring insurance for areas such as infrastructure and property damage, workers compensation, public liability and professional indemnity.
- Entering into contracts with third parties to manage council facilities such as swimming pools and quarries
- Entering into service agreements with other councils for key resources, such as bulk water supply
- Undertaking joint procurement activities with other councils in the region
- Working with other councils through the NR Joint Organisation or other arrangements to advocate for community priorities or share the cost of projects.

Organisational learning

Organisational learning plays a critical role in risk management. This includes:

- Providing induction and training opportunities for staff, Councillors and volunteers to ensure they have the skills and knowledge they need to carry out their duties safely
- Providing professional development opportunities to improve performance and build a positive workplace culture
- Strengthening RVC's capacity to learn from its experiences, reflect on overall performance and implement organisational change and improvement.

Monitoring, audit and review

Council undertakes a variety of monitoring, review and assessment activities to identify risks and ensure risk management practices are effective. These include:

- Staff supervision and performance management
- Pre-employment and ongoing health checks
- Monitoring key indicators or benchmarks identified in risk management plans, quality management systems and regulation
- Reporting on compliance with regulatory requirements
- Reporting on achievement of corporate goals and KPIs
- Systems and service reviews
- Internal audit program
- Third party compliance and improvement audits
- Community satisfaction surveys

8. Risk management processes

Choosing the best approach

Every day, people in our organisation are confronted with new decisions to make.

There are operational decisions such as "Is this worksite safe?" "Should I enter that confined space?" "Should I process that payment?"

And there are tactical decisions such as "Is this the best design for the park?" "Should I try a different method of procurement for this contract?"

And strategic decisions such as "Where is the best place for new housing estates?" "What is the best water source for our community?" "Is our organisation sustainable?"

These decisions all need different levels of risk assessment. The more complex the issue, the more detailed the analysis and evaluation process will be.

ISO 31000:2018 provides guidance on Risk Management Processes (see diagram above). Although this process is often described as a series of steps, the 'steps' rarely occur in isolation and the process will move back and forth as more information comes to light, or more people need to join the conversation.

The main parts of the process are:

1. Scope, context, criteria - Decide what the issue is. What problem are you trying to solve? What does your project involve? Is it connected to other things?
2. Communication and consultation - Identify who needs to be involved in the conversation – who are the stakeholders?
3. Risk identification - Work together to identify what the sources of risk may be
4. Risk analysis - Decide how significant these risks are – Are they major or minor risks?
5. Risk evaluation - Decide whether you need to do anything about them
6. Risk treatment - Agree on what you are going to do.
7. Monitoring and review - Make sure your risk treatments are working
8. Recording and reporting - Make a record of what you did so others can learn from it and everyone knows the issue is under control.

Council has a number of risk management tools to help with this process and guide decisions at the various stages.

Stage One: Scope, context and criteria

This is one of the most important parts of the risk management process. Getting the scope right and understanding whether your project or issue is connected to other people's projects and issues is critical to ensuring that all the risks are identified and fully understood.

Sometimes, the issue will be relatively simple – a small worksite with one team carrying out the job. Sometimes it will be more complex – multiple teams on site doing different tasks, or members of the public interacting with the site

At other times, there may be organisational impacts – such as a project that affects other teams' work programs, or has budgetary or resourcing impacts for the whole organisation

And sometimes, the issue will be complex and affect the whole community – such as resolving housing, environmental or transport needs.

Understanding the scale of the issue helps us to understand how much time, effort and resources will need to be devoted to the risk management process and who needs to be involved in the conversation.



It will also help to identify the risk criteria that will be used for the assessment. This includes referring to the risk appetite statements, Council's Risk Management Procedure and the Consequence Criteria.

Stage Two: Communication and consultation

Once the scope and scale of the issue is understood, the next part of the process is to identify the people who may be affected and need to be involved in the risk management process. The number of people involved will depend on the complexity of the issue.

On some jobs a tool box talk before the job commences may be sufficient consultation to ensure that risks are addressed.

For more complex issues, multiple teams may need to be involved in a formal risk assessment process, or community consultation may be required.

Council's community engagement strategy provides guidance on when the community should be involved in various discussions and the level of consultation required.

In all cases, the person leading the work team, project or program is responsible for ensuring that stakeholders are identified and that adequate consultation takes place.

Stage Three: Risk identification

The purpose of risk identification is to find, understand and describe risks that may help or hinder the progress of the work task, project or program you are undertaking. There are a number of methods for identifying sources of risk:

- Observation – commonly used for identifying hazards on a worksite
- Analysis of threats and opportunities – often undertaken as part of a SWOT analysis
- Environmental scanning – identifying changes and emerging issues in the external environment
- Technical review – such as interrogating diagrams and plans for anomalies or potential construction/operation issues, or conducting a Hazop review
- Testing timelines and budgets – are they realistic for the tasks involved?
- Modelling scenarios – What could go wrong? What might happen if it did?
- Undertaking testing or research – this might be required for more complex issues, such as environmental or public health matters.

Stage Four: Risk analysis

The next part of the process is to undertake an assessment of the risks, to understand how significant they are, how urgently they need to be addressed and by whom.

Council's Risk Management Procedure provides guidance on assessing and managing safety risks to prevent injury and illness to staff, contractors, volunteers, visitors and others undertaking work on behalf of Council. All council staff are required to follow this procedure when identifying and responding to these risks. The Procedure includes the following risk assessment matrix:

	Consequence				
Likelihood	5 Major	4 Serious	3 Moderate	2 Minor	1 Minimal
5 Very Likely	Extreme	Extreme	High	High	Medium
4 Likely	Extreme	Extreme	High	Medium	Low
3 Possible	High	High	Medium	Medium	Low
2 Unlikely	High	Medium	Medium	Low	Low
1 Very unlikely	Medium	Low	Low	Low	Low

It also outlines Council's agreed Likelihood Criteria:

Likelihood	Description
Very likely	Is expected to occur at most times
Likely	Will probably occur at most times
Possible	Might occur at some time
Unlikely	Could occur at some time
Very Unlikely	May occur in rare circumstances

The matrix and the likelihood criteria should be used when assessing risks across the 10 key risk areas, as appropriate. Consequence Criteria for workplace and community safety risks is included in the Procedure. Consequence Criteria for other key risk areas is attached as an appendix to the Risk Procedure.

For more complex strategic risks, other risk assessment methods and criteria will be required. This may include reference to criteria established by other levels of Government, such as DPIE's water security criteria, or the *NSW Government Guide to Climate Change Risk Assessment for NSW Local Government*.

Stage Five: Risk Evaluation

Once risks have been identified and assessed, the next stage is to decide how to respond. This will depend on the level of risk identified and whether it can be effectively controlled. Council's Risk Management Procedure provides guidance on how to respond to risk scores and options are summarised below.



Low-Medium risk score
Manage through standard procedures and processes and existing delegations. Supervise and manage performance. Monitor for any change. Use internal reporting systems.



Medium – High risk score
Take action to reduce residual risk to low-medium. Escalate to Manager or Executive as required. Monitor for change. May require information reports to elected Council. State agencies may require reports.



High – Extreme risk score
Do not proceed until risk treatments are in place to reduce residual risk to low-medium. Escalate to Manager or Executive as required. Strategic risks may require consultation with State agencies or decision of elected Council.

Stage Six: Risk Treatment

This part of the process includes selecting and implementing options to address the risks identified. For workplace health and safety risks, refer to the Hierarchy of Controls in Council's Risk Management Procedure for guidance.

Risk treatment options may include:

- Avoiding the risk by deciding not to start or continue the activity
- Accepting the risk in order to pursue an opportunity – this requires careful consideration and consultation.
- Managing the risk – either by eliminating it, or reducing its potential impacts
- Sharing the risk – such as purchasing insurance

In selecting the best risk treatment option, consider the quadruple bottom line of Social, Environmental, Economic and Governance. The option you select may be the least expensive, but will it be acceptable to the community? Is it an environmentally sound solution? Is it in keeping with our corporate values and behaviours? You may need to consult further with key stakeholders before deciding on the final treatment options. Risk treatments may also have unexpected outcomes or produce unintended consequences. It is

important to consider these possibilities and model scenarios and outcomes before making the final decision. Risk treatments may also introduce new risks that need to be managed. The process of selecting and testing risk treatments is best done collaboratively with your team or other key stakeholders. At times you will need to make practical judgements about the benefits of the activity, compared to the time, effort and cost it requires to control the risk. For example, entering into a new business activity might offer some financial benefits to Council, but when you consider the amount of cost and effort required to manage the business or reputational risks, it might not be a viable proposition.

Once you decide on the appropriate risk treatments, run the risk analysis process again to ensure that the risk has been reduced to low-medium before proceeding. The aim is to get the risk as low as reasonably practicable (ALARP) – so, if you achieve a medium risk score after treatment, consider whether it is possible and practical to get to low. If the risk can't be reduced to medium/low, the matter should be escalated to the Management or Executive team, as appropriate.

Stage Seven: Monitoring and Review

Once risk treatments are decided, the next stage is to develop a plan for monitoring the activity, project or program to make sure that the controls are working. The plan should be documented and identify who is responsible for undertaking the process. This could include using one of Council's standard monitoring/reporting tools such as Pulse or Vault. Monitoring will vary depending on the scale and complexity of the task and the original risk score. For example, if a project was originally assessed as having extreme risk and, through risk treatment you reduced the risk to medium, it will require careful monitoring to ensure the controls don't fail. During the monitoring stage, you may need to make adjustments to risk treatments and revisit the risk assessment process. It is also important to monitor the activity for any new risks that may emerge.

Stage Eight: Recording and Reporting

Recording and reporting the results of the risk management process not only provides reassurance to Council that risks are being managed, but also highlights opportunities to learn and improve, through systems such as the Project Management Body of Knowledge (PMBOK) or lessons learned reviews. Recording and reporting also helps Council to better understand and manage risk. For example, reporting a near miss in the workplace may help to avoid a colleague being injured in the future. Requirements for reporting will vary depending on the circumstances, but may include using Council's standard tools, such as Pulse (for capital works, projects, IP&R and internal audit actions), Vault (for workplace safety incidents) or CRMs for maintenance and issues reported by the community.

9. Roles and responsibilities



Everyone at Richmond Valley Council is responsible for risk management and everyone has a role to play in ensuring a safe and sustainable future for the organisation and the wider community. The General Manager, Managers, Co-ordinators and team members all have specific duties under the *Work Health and Safety Act 2011* and some council employees have specific roles and duties under other legislation, such as the *Public Health Act 2010* and the *Protection of the Environment Operations Act 1997*.

Roles and responsibilities are listed below:

The Mayor

The Mayor has a critical role to play in leading the community, responding to opportunities and managing risk. Section 226 of the Local Government Act 1993 explains these responsibilities:

- to be the leader of the council and a leader in the local community,
- to advance community cohesion and promote civic awareness,
- to be the principal member and spokesperson of the governing body, including representing the views of the council as to its local priorities,
- to exercise, in cases of necessity, the policy-making functions of the governing body of the council between meetings of the council,
- to preside at meetings of the council and ensure they are conducted efficiently, effectively and in accordance with the Act,
- to ensure the Council's strategic plans, programs and policies are developed, adopted and implemented
- to promote partnerships between the council and key stakeholders,
- to advise, consult with and provide strategic direction to the general manager in relation to the implementation of the strategic plans and policies of the council,
- in conjunction with the general manager, to ensure adequate opportunities and mechanisms for engagement between the council and the local community,
- to carry out the civic and ceremonial functions of the mayoral office,
- to represent the council on regional organisations and at inter-governmental forums at regional, State and Commonwealth level,
- in consultation with the councillors, to lead performance appraisals of the general manager,

The Councillors

Councillors (including the Mayor) are accountable to the local community for the performance of the council. The elected council sets the organisation's risk appetite, in consultation with the Executive Team, oversees the performance of Council's risk management systems and ensures adequate resources are allocated to effectively manage risk. Section 232 of the Act outlines the role Councillors play in key decision-making and consultation.

The role of a councillor is as follows:

- to be an active and contributing member of the governing body,
- to make considered and well-informed decisions as a member of the governing body,
- to participate in the development of the integrated planning and reporting framework,
- to represent the collective interests of residents, ratepayers and the local community,
- to facilitate communication between the local community and the governing body,
- to uphold and represent accurately the policies and decisions of the governing body,
- to make all reasonable efforts to acquire and maintain the skills necessary to perform the role of a councillor.

The General Manager

The General Manager has a critical role to play in ensuring that risk is effectively managed in the organisation and promoting a positive culture of responsible risk management.

The General Manager has a primary duty of care under Section 19 of the *Work Health and Safety Act 2011* as the Person Conducting a Business or Undertaking (PCBU) to ensure the health and safety of workers while they are at work, and others who may be affected by the carrying out of work, such as visitors.

The primary duty of care requires PCBUS to ensure so far as is reasonably practicable the:

- provision and maintenance of a safe work environment;
- provision and maintenance of safe plant and structures;
- provision and maintenance of safe systems of work;
- safe use, handling and storage of plant, structures and substances;
- provision of accessible and adequate facilities
- provision of any instruction, training, information and supervision;
- monitoring of workers health and conditions at the workplace and
- maintenance of any accommodation owned or under their management and control to ensure the health and safety of workers occupying the premises

Section 335 of the *Local Government Act 1993* outlines the General Manager's broader responsibilities:

- to conduct the day-to-day management of the council in accordance with the strategic plans, programs, strategies and policies of the council,
- to implement, without undue delay, lawful decisions of the council,
- to advise the mayor and the governing body on the development and implementation of the strategic plans, programs, strategies and policies of the council and the appropriate form of community consultation required. This includes the plans required under IP&R.
- to ensure that the mayor and other councillors are given timely information and advice and the necessary support to effectively discharge their functions,
- to exercise any of the functions of the council that are delegated by the council to the general manager,
- to appoint staff in accordance with the organisation structure, and the resources approved by the council,
- to direct and dismiss staff and implement the council's workforce management strategy.

The Executive Team

Council's Executive team supports the General Manager in implementing effective risk management across the organisation. The team has a duty under s.27 of the *Work Health and Safety Act 2011* to exercise due diligence to ensure the General Manager can meet his obligations under the Act.

The team is responsible for advising on risk appetite, overseeing the development and implementation of the Risk Management Framework and leading by example in promoting a proactive culture of risk management across the organisation.

The Executive Team will also undertake risk analysis of key strategic risks and ensure that appropriate strategies and resources are in place to address these risks. The team is responsible for oversight of IP&R and regular review of Council's Risk Registers, policies and processes

Managers

Council's Management Team is responsible for implementing the organisation's risk management systems, leading by example in promoting a proactive culture of risk management and ensuring that adequate resources are in place to manage risks within their area of responsibility.

Duties under s.27 of the WHS Act also apply to members of the Management Team. The Team supports the Executive in analysing key organisational risks and monitoring and reviewing the risk registers, policies and procedures. Managers are responsible for overseeing the implementation of IP&R within their area of responsibility and for ensuring that organisational monitoring and reporting requirements are met.

Co-ordinators

Co-ordinators are responsible for proactively managing risks within their area of responsibility and ensuring their team is aware of risk management policies, procedures and reporting requirements. Co-ordinators support the Management Team in undertaking risk assessment and reviewing risk registers, policies and procedures, as required. Team members also have duties under s.27 of the WHS Act.

Specific roles

The following roles have specific risk management responsibilities within the organisation:

- Director Community Service Delivery – Local Emergency Management Officer
- Director Organisational Services – Public Officer. Also oversees RVC's insurance portfolio and the Business Continuity Plan

- Leader Strategy – oversees the development and maintenance of the Risk Management Framework
- Manager People and Culture – oversees the development and maintenance of the Workplace Health and Safety Management System
- Manager Information Technology- oversees the Disaster Recovery Plan
- Co-ordinator Governance – maintains the corporate risk registers and policy register

Internal Audit and Risk Committee

The Committee consists of the elected Council, supported by council staff. Its role is to provide independent assurance and assistance on risk management, governance and external accountability responsibilities. The responsibilities of the Committee are governed by its adopted Charter which defines its purpose, composition, structure, authority, scope of activities and reporting requirements.

10. Measuring success



Council will use qualitative and quantitative measures to assess whether its Risk Management systems are effective.

Qualitative measures will focus on cultural and behavioural change and improved communication. The information will be gathered through the annual performance review process, feedback from Council's People and Culture Team, Management and Executive Teams and the Workplace Safety Committee.

This will provide an indication of whether staff are aware of their risk management responsibilities, proactively seeking to address risk, communicating effectively with other stakeholders and following the required processes and procedures.

Council will also consider quantitative measures including:

- The Key Performance Measures identified in the Workplace Health and Safety Management System
- Reported performance against Council's Delivery Program actions
- Financial Analysis Reports, Quarterly Budget Review, and Annual Audit Report
- Customer Service KPMs
- Development Assessment KPMs
- KPMs identified for signature projects
- Internal Audit recommendations and responses

This will provide an indication as to whether Council is meeting its goals - and the level of variation from its performance targets. Collectively, performance reporting forms a picture of how well council is managing risk within the organisation.

Council's success in meeting its risk management responsibilities to the community will also be regularly assessed through community engagement, community satisfaction surveys and monitoring and review of CRMs.

The Executive Team will undertake a comprehensive review of the Risk Management Framework every four years, following the Local Government Election and prior to commencing the next round of IP&R. A key focus of the review will be to revisit the Key Risks and Risk Appetite statements with the newly-elected council.



Concise Investment Report Pack

Richmond Valley Council

1 March 2021 to 31 March 2021



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5. Environmentally Sustainable Investment Performance Report For Period Ending 31 March 2021 Relative To 28 February 2021



1. Portfolio Valuation As At 31 March 2021

	Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Average Return
At Call Deposit												
	CBA Business Online Saver Acct RVC At Call	S&P ST A1+		7,920,000.00	1.00000000	7,920,000.00	100.000	0.000	7,920,000.00	12.99%	0.20%	
	CBA General Fund Bk Acct RVC At Call	S&P ST A1+		5,813,455.71	1.00000000	5,813,455.71	100.000	0.000	5,813,455.71	9.53%	0.00%	
	CBA Trust Acct RVC At Call	S&P ST A1+		87,050.17	1.00000000	87,050.17	100.000	0.000	87,050.17	0.14%	0.00%	
	MACQ At Call	Moodys A2		10,003,397.29	1.00000000	10,003,397.29	100.000	0.000	10,003,397.29	16.40%	0.35%	
	NAB Business Cheque Acct RVC At Call	S&P ST A1+		20.00	1.00000000	20.00	100.000	0.000	20.00	0.00%	0.00%	
				23,823,923.17		23,823,923.17			23,823,923.17	39.07%		0.08%
Term Deposit												
	AMP 1.8 30 Aug 2021 544DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	1.80%	
	AMP 0.95 30 Nov 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.95%	
	AMP 0.95 07 Dec 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.95%	
	AMP 0.95 22 Feb 2022 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.95%	
	AMP 0.95 03 Mar 2022 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.95%	
	Auswide 1.75 03 Mar 2022 730DAY TD	Moodys ST P-2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	1.75%	
	SYD 0.4 28 May 2021 91DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.40%	
	SYD 0.4 28 May 2021 91DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.40%	
	SYD 0.72 16 Jun 2021 182DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.72%	
	SYD 0.72 16 Jun 2021 182DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.72%	
	SYD 0.6 02 Sep 2021 182DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.60%	
	GB 1 03 Sep 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	1.00%	
	GB 1 03 Sep 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	1.00%	
	GB 0.7 12 Nov 2021 365DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.70%	
	GB 0.6 13 Dec 2021 367DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.60%	
	JUDO 1 14 Apr 2021 180DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	1.00%	
	JUDO 0.75 31 May 2021 181DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.75%	
	JUDO 0.8 07 Jun 2021 182DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.80%	
	JUDO 0.82 11 Jun 2021 182DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.82%	
	JUDO 0.8 01 Sep 2021 182DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.80%	
	ME Bank 0.4 27 May 2021 90DAY TD	S&P ST A2		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.40%	
	Warwick CU 0.45 01 Sep 2021 182DAY TD	Unrated ST UR		1,000,000.00	1.00000000	1,000,000.00	100.000	0.000	1,000,000.00	1.64%	0.45%	
				22,000,000.00		22,000,000.00			22,000,000.00	36.08%		0.30%



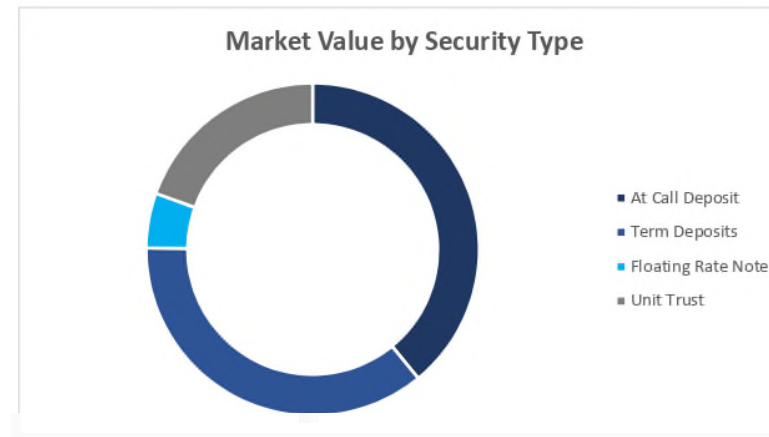
1. Portfolio Valuation As At 31 March 2021

	Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Market Value	% Total Value	Running Yield	Weighted Average Return
Floating Rate Note												
	Auswide 0.9 06 Nov 2023 FRN	Moodys Baa2	AU3FN0057352	750,000.00	1.00000000	750,000.00	99.999	0.127	750,000.00	1.23%	0.91%	
	Auswide 0.6 22 Mar 2024 FRN	Moodys Baa2	AU3FN0059317	1,500,000.00	1.00000000	1,500,000.00	99.999	0.016	1,500,000.00	2.46%	0.63%	
	MACQ 0.48 09 Dec 2025 FRN	S&P A+	AU3FN0057709	1,000,390.00	1.00000000	1,000,390.00	99.730	0.031	1,000,390.00	1.64%	0.52%	
				3,250,390.00		3,250,390.00			3,250,390.00	5.33%		0.11%
Unit Trusts												
	NSWTC Medium Term Growth Fund UT			11,005,029.35		11,005,029.35			11,906,021.87	19.52%	15.84%	
				11,005,029.35		11,005,029.35			11,906,021.87	19.52%		3.09%
FI Total				60,079,342.52		60,079,342.52			60,980,335.04	100.00%		3.59%



2. Portfolio Valuation By Categories As At 31 March 2021

Security Type	Market Value	% Total Value
At Call Deposit	23,823,923.17	39.07%
Term Deposits	22,000,000.00	36.08%
Floating Rate Note	3,250,390.00	5.33%
Unit Trust	11,906,021.87	19.52%
Portfolio Total	60,980,335.04	100.00%





2. Portfolio Valuation By Categories As At 31 March 2021

Issuer	Market Value	% Total Value
AMP Bank Ltd	5,000,000.00	8.20%
Auswide Bank Limited	3,250,000.00	5.33%
Bank of Sydney Ltd	5,000,000.00	8.20%
Commonwealth Bank of Australia Ltd	13,820,505.88	22.66%
Greater Bank Ltd	4,000,000.00	6.56%
Judo Bank	5,000,000.00	8.20%
Macquarie Bank	11,003,787.29	18.04%
Members Equity Bank Ltd	1,000,000.00	1.64%
National Australia Bank Ltd	20.00	0.00%
NSW Treasury Corporation	11,906,021.87	19.52%
Warwick Credit Union	1,000,000.00	1.64%
Portfolio Total	60,980,335.04	100.00%



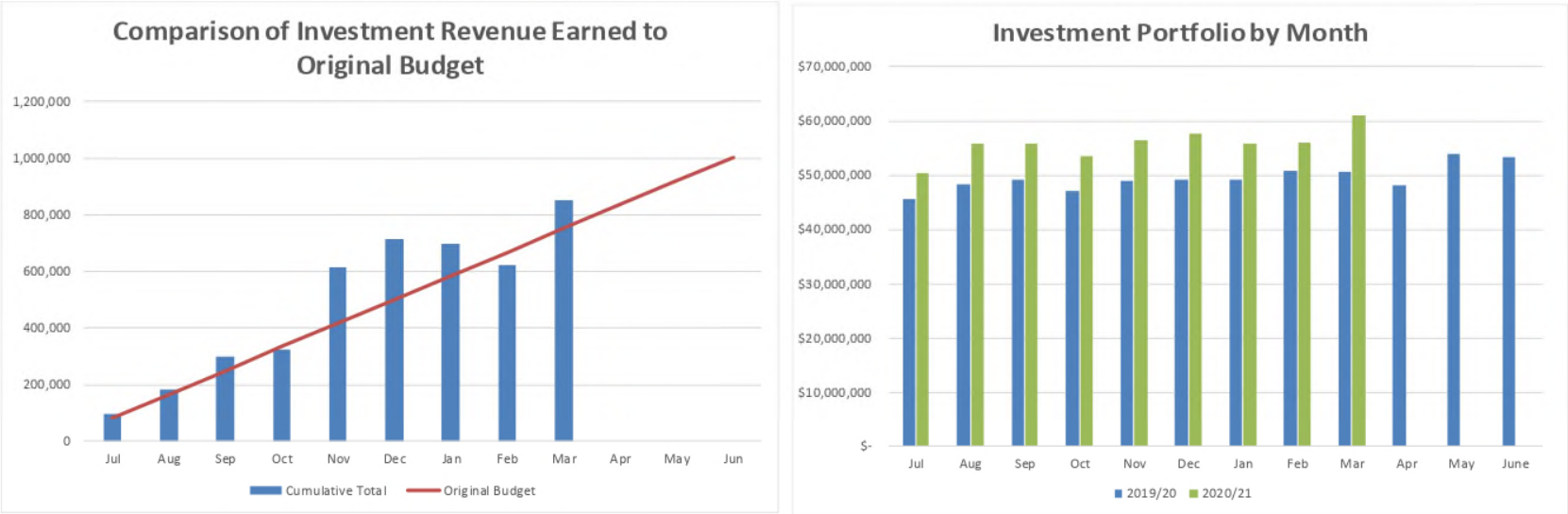


3. Investment Revenue Received For 1 March 2021 to 31 March 2021

Security ISIN	Security	Issuer	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional	Income Type	Trading Book
	ING 1.5 02 Mar 2021 365DAY TD	ING Bank Australia Limited	2 Mar 2021	1,000,000.00	15,000.00	Security Coupon Interest	Richmond Valley Council
	AMP 1 03 Mar 2021 182DAY TD	AMP Bank Ltd	3 Mar 2021	1,000,000.00	4,986.30	Security Coupon Interest	Richmond Valley Council
	JUDO 1.06 03 Mar 2021 181DAY TD	Judo Bank	3 Mar 2021	1,000,000.00	5,256.44	Security Coupon Interest	Richmond Valley Council
	Warwick CU 1.9 03 Mar 2021 365DAY TD	Warwick Credit Union	3 Mar 2021	1,000,000.00	18,956.91	Security Coupon Interest	Richmond Valley Council
	SYD 0.65 04 Mar 2021 90DAY TD	Bank of Sydney Ltd	4 Mar 2021	1,000,000.00	1,602.74	Security Coupon Interest	Richmond Valley Council
	MYS 0.85 15 Mar 2021 182DAY TD	MyState Bank Ltd	15 Mar 2021	1,000,000.00	4,238.36	Security Coupon Interest	Richmond Valley Council
	AMP 1.8 30 Aug 2021 544DAY TD	AMP Bank Ltd	30 Aug 2021	1,000,000.00	18,000.00	Security Coupon Interest	Richmond Valley Council
	CBA BOS Account	CBA			789.05	Bank Interest	Richmond Valley Council
	MACQ At Call	Macquarie Bank			3,397.29	Bank Interest	Richmond Valley Council
					72,227.09		
	NSWTC Medium Term Growth Fund UT				154,987.99	Fair Value Gain/(Loss)	Richmond Valley Council
					154,987.99		
	TOTAL				227,215.08		



4. Comparison of Investment Revenue Earned to Original Budget and Investment Portfolio by Month 2020-2021 YTD

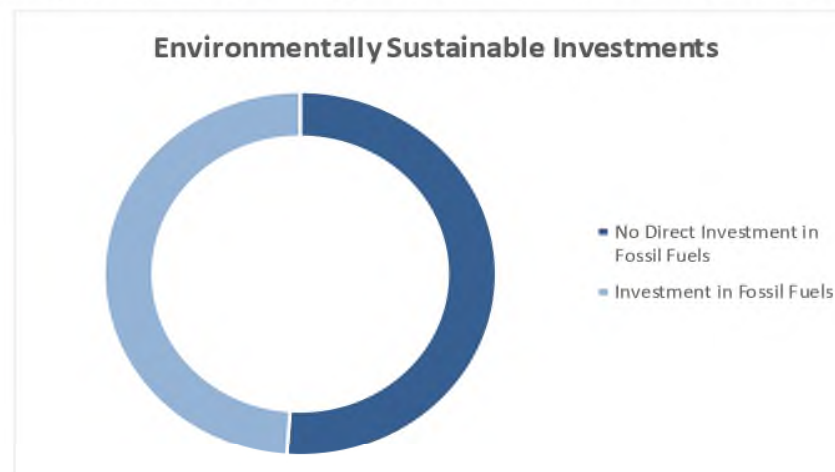




5. Environmentally Sustainable Investment Performance Report For Period Ending 31 March 2021 Relative To 28 February 2021

Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Status	% Total	Current Period	% Total	Prior Period
Fossil Fuel Lending ADIs				
AMP Bank Ltd	8.2%	5,000,000.00	8.9%	5,000,000.00
Commonwealth Bank of Australia Ltd	22.7%	13,820,505.88	16.9%	9,472,983.92
ING Direct	0.0%	0.00	1.8%	1,000,000.00
Macquarie Bank	18.0%	11,003,787.29	17.9%	10,004,330.15
National Australia Bank Ltd	0.0%	20.00	0.0%	20.00
	48.9%	29,824,313.17	45.5%	25,477,334.07
Non Fossil Fuel Lending ADIs				
Auswide Bank Limited	5.3%	3,250,000.00	3.1%	1,750,000.00
Bank of Sydney Ltd	8.2%	5,000,000.00	8.9%	5,000,000.00
Greater Bank Ltd	6.6%	4,000,000.00	7.1%	4,000,000.00
Judo Bank	8.2%	5,000,000.00	8.9%	5,000,000.00
Members Equity Bank Ltd	1.6%	1,000,000.00	1.8%	1,000,000.00
MyState Bank Ltd	0.0%	0.00	1.8%	1,000,000.00
Warwick Credit Union	1.6%	1,000,000.00	1.8%	1,000,000.00
NSWTC Medium Term Growth Fund UT	19.5%	11,906,021.87	21.0%	11,751,033.88
	51.1%	31,156,021.87	54.5%	30,501,033.88
Total Portfolio		60,980,335.04		55,978,367.95





Concise Investment Report Pack
Richmond Valley Council
1 March 2021 to 31 March 2021

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Report Description: Concise Investment Report Pack
Parameters:
Trading Entity: Richmond Valley Council
Trading Book: Richmond Valley Council

Casino Showground and Racecourse

Plan of Management



Richmond Valley Council



Cover images by Locale Consulting, Equestrian Services Australia, Centalbuild

Version	Date	Author	Reviewed	Approved
1	11.04.19	Steve Thompson / Lelia Kamphorst	Lelia Kamphorst	Steve Thompson

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EXECUTIVE SUMMARY

The Casino Showground and Racecourse has long been part of the social history of the Casino area, and continues to play an important role for many groups that utilise the site and for its occasional use for major events. The site is Crown land that has been reserved for the purposes of Showground, Racecourse and Public Recreation, with a wide range of sports and community groups recognising the site as their home.

In recent years Council has been working with site user groups and other stakeholders such as peak sporting bodies, to develop a comprehensive Master Plan for the site. This Master Plan was completed and endorsed by Council in 2018 following public exhibition. This Master Plan envisages the site as having the opportunity to grow its existing uses and to expand its reach to become a regional centre for a range of equestrian, horse racing and other inter-related activities.

Under amendments to the Crown land management system in 2018, the site is now to be managed by Council under the *Local Government Act* 1993. Whilst remaining as a Crown land reserve, the land will essentially be managed by Council as if it were Council land. This means that the land is to be "Classified" as "Community Land" and "Categorised" as land to be used for "General Community Use" under the *Local Government Act*, and there requiring a Plan of Management to guide future use and management of the land.

This Plan of Management for the Casino Showground and Racecourse includes two main parts:

- Part 1: Existing Situation and Desired Directions - provides an overview of the current situation, including the legislative context, land information and context of potential future use; and
- Part 2: Achieving Desired Directions - which provides for additional details around the site issues, key aspects of legislative influence and how the site and its management will respond over time. This part ultimately identifies an Action Plan which will guide implementation of the Plan of Management.

Ultimately, the Plan of Management is designed to provide the management context to enable the delivery of the site Master Plan. Together, the Plan of Management and the Master Plan outlines future development outcomes as including:

- A substantial new under-cover equestrian style arena, including associated building and infrastructure to enable local through to high level events to be accommodated - both within the context of equestrian sports, but also other event activities suitable to the site;
- Improvements to the racecourse and associated Club infrastructure to enable an increase in racing, including during adverse weather conditions which can result in "wash-out" of others in the region and enable the site to host emergency meetings;
- Redevelopment of the on-site stables and associated facilities, with a view to increasing the presence of on-site thoroughbred training, which will utilise the upgraded tracks and establish the site as a seven day per week facility; and
- Enable other improvements and associated infrastructure to facilitate the safe and effective use of the site commensurate with the increase in use and size / frequency of events.

In undertaking the proposed works, Council will seek to effectively establish the facility as a key community asset where a combination of sporting and recreational pursuits will sit alongside community-based activities, as well as occasional events that highlight the strengths of the Richmond Valley area. These directions are consistent with core operational documents of Council, seeking to capture tourism, events and economic development opportunities alongside jobs growth and social opportunity.

The Plan of Management authorises Council to enter into long-term leases and licences over the site, for both existing and future users - including for the potential of overarching management of new facilities and where commercial opportunities are available to ensure income streams can be captured to reinvest in the site over the longer-term.

To meet the core objectives for management, and the design objectives identified through the master planning process, this Plan of Management contains a number of actions to respond to identified issues and opportunities. These are summarised in the table below.

Management Issue	Means of achievement of objectives (Actions)
1. Maintain and grow equestrian and other recreational uses	1.1. Maintain current facilities prior to new development by Clubs and Council 1.2. Develop new facilities that meet user requirements and in accordance with the intent of the Master Plan
2. Maintain and grow thoroughbred training and racing	2.1 Maintain current facilities prior to new development by Club and Council 2.2 Develop new facilities that meet user requirements and in accordance with the intent of the Master Plan
3. Achieve safe and effective access arrangements	3.1 Main entry is retained and improved as required 3.2 Secondary entry / exit point is available adjoining the public entry to the Race Club 3.3 Undercover arena competitor entry point is available on the northern boundary of the site 3.4 Horse racing competitor entry point is available off Ellangowan Road on the southern boundary of the site 3.5 Summerland Way operational speed is limited to 60km/hr along the site frontage on a permanent basis
4. Integrate existing facilities with new	4.1 A Reserve Working Group / Committee is established to meet regularly to assist in whole of site co-ordination of design and management 4.2 Detailed design work involves relevant user groups and is regularly reported to the Reserve Working Group / Committee 4.3 Overall management of the site by Council is transparent for both site user groups and the public.
5. Define role and responsibilities with user groups	5.1 On-site user groups have current, clear and appropriate agreements with Council 5.2 Communication with and between user groups will be facilitated by Council to best meet the needs of groups and the broader community
6. Establish short-term visitor access	6.1 Appropriate infrastructure is developed to support the use of the site by overnight visitors including access arrangements, amenities and payment systems as applicable 6.2 Appropriate management agreements and responsibilities are in place to manage the site over time.

Management Issue	Means of achievement of objectives (Actions)
7. Integrate signage, public art and wayfinding devices	<p>7.1 Signage and wayfinding designs and layouts are developed in conjunction with detailed design - including a whole of site approach</p> <p>7.2 Signage, branding and public art opportunities are integrated with new works or as funding opportunities arise</p> <p>7.3 Signage is maintained and updated (e.g. variable message signs) to communicate regular events and activities</p>
8. Integrate, protect and enhance natural features	<p>8.1 Appropriate detailed assessments are undertaken of natural areas to ensure proposed uses are appropriate and managed in ways that respond to natural area needs - e.g. design of cross-country equestrian course</p> <p>8.2 Where high value environments are identified, appropriate mechanisms are put in place to protect and enhance these environments.</p>
9. Manage public safety in emergency situations	<p>9.1 Emergency response plans are developed and are readily available and communicated to all user groups from bushfire, flood and other emergency situations as identified through development of such plans</p> <p>9.2 Appropriate assessments are undertaken to ensure that development appropriately responds to the potential threats</p>
10. Management of user group leases and licences	<p>10.1 Council will ensure that use of the site is conducted in accordance with appropriate user agreements</p> <p>10.2 Council, in conjunction with respective user groups and relevant legislation, will determine the appropriate user agreements to be utilised.</p> <p>10.3 User agreements will include but are not limited to:</p> <ul style="list-style-type: none"> • Sporting and recreational groups, including equestrian related sports, horse racing and training, and other as applicable • Commercial entities and activities including events, retail and food outlets, and other uses such as electric vehicle changing stations • Community groups and related activities, such as the Men's Shed • Camping and overnight stays in designated camping areas
11. Ensuring adequate baseline infrastructure availability	<p>11.1 Prior to any substantive development, detailed assessments of electrical, water and sewerage systems are undertaken</p> <p>11.2 Appropriate rectification works are undertaken to meet user needs and ensure safe operation of facilities.</p>
12. Simplify site zoning	<p>12.1 Council will include the rezoning of Lot 73 DP 755627 within an appropriate LEP housekeeping amendment to create consistency in zoning across the Reserve</p>

PART 1: EXISTING SITUATION AND DESIRED DIRECTIONS**1. KEY INFORMATION**

CROWN RESERVE NUMBER	97756
LAND OWNER	CROWN
CROWN LAND MANAGER	RICHMOND VALLEY COUNCIL
APPLICABLE LAND	LOT 72 & 73 DP 755627 LOT 3 DP 823672
LAND AREA	62.5 HECTARES
LOCAL GOVERNMENT AREA	RICHMOND VALLEY
LAND RESERVATION / DEDICATION	PUBLIC RECREATION, RACECOURSE, SHOWGROUND
INTERIM LAND CATEGORY	GENERAL COMMUNITY USE
PROPOSED LAND CATEGORY	GENERAL COMMUNITY USE
DATE OF ADOPTION	[TBC]

2. INTRODUCTION

Richmond Valley Council is responsible for a range of Crown and Council owned land that extends across its local government area. Under the *Local Government Act 1993*, Council owned land is managed as either "Community" or "Operational" land, with a range of Categories being applied to Community land to guide their ongoing management. All Community land is required to be captured within a Plan of Management, which provides the details of how land will be managed.

These same management directions and principles now also apply to Crown reserves that are managed by Council under the *Crown Lands Management Act 2016*. These Crown lands will also have a reservation or dedication "purpose/s" that also give direction to how this land is to be used.

When a Plan of Management is being develop for the first time, as is the case for the site subject to this Plan, the reservation or dedication purposes are captured through their alignment with the relevant Community land Categories. This relationship is shown in Figure 1.



Figure 1: Legislative relationship to Plan of Management requirements

This Plan of Management identifies how the Casino Showground and Racecourse, formally referred to as Crown Reserve 97756, will be managed into the future. It applies the principles of the *Local Government Act 1993*, identifying the land as if it were Community land and providing an appropriate Category that meets community needs whilst respecting and integrating the reservation purposes.

The Showground and Racecourse site has long been a part of the local area, with horse racing at the site commencing around 1881 while the annual show moved to the Racecourse around 1955 following a 14-year hiatus. The site is now home to a range of community activities and groups, creating an important hub that has great potential to grow into the future.

2.1 Corporate objectives

Richmond Valley Council's operating mandate is highlighted through its 10 year Community Strategic Plan - Richmond Valley Made 2030. It outlines Council's high level priorities and feeds into the associated Delivery Program and Operational Plans which guide the day to day activities of Council's staff. The Vision and Mission statements from the Richmond Valley Made document are highlighted below, alongside the community priorities and objectives which provide further context to the relationship of the Casino Showground and Racecourse site.



Figure 2: Community Priorities and Objectives

Richmond Valley Made identifies the Casino Showground and Racecourse as a key project for planning improvements as part of the Connecting People and Places priority. This priority includes the Fresh and Vibrant Community objective to provide and maintain key amenities and open spaces which service the needs of the Richmond Valley's diverse community. Master planning for the site was also identified and has since been completed in July 2018.

2.2 Land to which this plan applies

The Richmond Valley is located in the Northern Rivers region of NSW, with the Casino Showground and Racecourse site being on the southern fringe of the regional town of Casino. In turn, Casino is centrally located between a series of other regional towns, including Lismore and Ballina to the east,

and Grafton to the south. Each of those localities also contain racecourse facilities, and together with the Casino Racecourse, form the four core regional race facilities in the area.

The regional context is shown in Figure 3.



Figure 3: Site location - Regional Context

As mentioned above, the site itself is located on the southern outskirts of Casino, on the Summerland Way, just over 2km from the central business district. This means that the site is ideally located to service the Casino community and whilst being well integrated to the town, also has a degree of separation to enable future development to have minimal impacts on neighbouring areas.

The context of the site and its relationship to Casino is shown in Figure 4.



Figure 4: Site location - Context of site to Casino

This Plan of Management specifically applies to the Casino Showground and Racecourse, being Crown Reserve 97756. The Reserve contains a total of three land parcels, being Lot 72 and 73 DP755627 and Lot 3 DP823672, and measuring a total of 62.5 hectares. The site itself is located on the main road between Casino and Grafton, the Summerland Way. It extends along this frontage for around 1,000m, with rural land generally surrounding the site with the exception of a small area of urban residential land to the immediate north. The extent of the Reserve is shown in Figure 5.

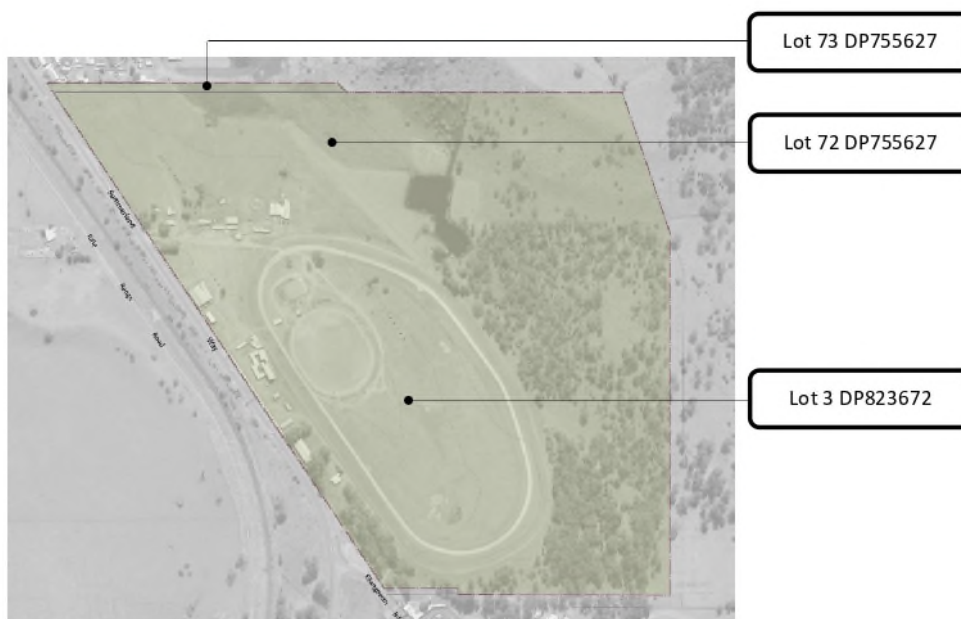


Figure 5: Reserve Extents

2.3 Owner of the land

The land subject to this Plan of Management is owned by the Crown and is managed by Richmond Valley Council as the relevant Crown Land Manager under the *Crown Land Management Act 2016*.

There are no known covenants or restrictions applying to the land and is not subject to any conditions by the Crown. A Reserve Trust over Reserve 97756 (the subject land) was established on 9 May 1986. The Casino Council, and by extension the Richmond Valley Council, was appointed to manage the affairs of the Casino Showground Racecourse and Public Recreation Reserve Trust on 9 September 1994.

2.4 Categorisation of the Reserve

The Reserve is classified as "Community" land consistent with the *Local Government Act 1993*. All land classified as Community land is required to be placed into a "Category" as also defined under the *Local Government Act 1993*. In respect of the land to which this Plan of Management applies, the relevant category is **General Community Use**.

This Plan of Management categorises the Reserve for the first time.

3. LEGISLATION CONTEXT

This Plan of Management has been prepared in accordance with relevant legislation, primarily relating to the *Crown Land Management Act* 2016 and the *Local Government Act* 1993. These provide the core framework to enable the future management and improvement of the Casino Showground and Racecourse site. This section also includes other relevant legislation and associated policies, regulations, guidelines and strategies.

3.1 Local Government Act 1993

Under Section 36(1) of the *Local Government Act* 1993, Plans of Management must be prepared for all Community land. In general terms, Plans of Management:

- are prepared by a council in consultation with the community
- identifies the important features and attributes of the land, including how it is used at the current time
- identifies how the council will manage the land
- indicates how the land may be used or developed in the future

This Act sets out a range of associated activities and processes under various sections. A summary of the key provisions are provided in the table below, though a number of other sections also apply, generally being captured under Chapter 6, Part 2, Division 2 of the Act.

Requirement	Act Section
To prepare plans of management for all community land	35, 36(1)
What a plan of management for council owned land must include and how it is to be categorised for use	36(3), 36(4)
Process for community land that is not owned by the council (i.e. Crown land)	37, 39
A draft must be exhibited prior to adoption and may be re-exhibited if amended prior to adoption	38, 39, 40
Use and nature of community land must not change prior to the preparation of a plan of management	44

3.2 Crown Land Management Act 2016

Section 3.23(6) of the *Crown Land Management Act* requires council managers to adopt a Plan of Management for any Crown reserve for which it is the appointed Crown land manager, and that is classified as "Community" land under the *Local Government Act*. This process is described in Section 3.1 above.

Section 3.23(7) of the *Crown Land Management Act* also specifies an 'initial period' that ends on 30 June 2021, during which Council must adopt the first Plan of Management using the above process (e.g. this Plan of Management). This section also states that Council can amend existing Plans of Management over existing Council owned land so that they also apply to Crown reserves

(for example where "generic" Plans of Management are used to provide across a number of Council managed sites).

As another interim process, Section 3.23(7)(c) of the Act also enables the first Plan of Management for Crown land that is to be managed by Council to not hold a public hearing as would typically be required under section 40A of the *Local Government Act*. This is the situation for this Plan of Management.

After 30 June 2021, any Plan of Management that is prepared must meet all of the requirements of the *Local Government Act*.

3.3 Other relevant legislation and statutory controls

In addition to the legislative directions established via the *Local Government Act* and *Crown Land Management Act* as outlined above, there are also a number of broader strategic directions that have been established by Richmond Valley Council and others which are also important to the Plan of Management at the site -specific level. These are highlighted below.

3.3.1 Broad Strategies and Directions

The following broad strategy documents provide important direction to the Showground and Racecourse site:

- *Richmond Valley Made 2030*: Being Council's overarching Community Strategic Plan / guiding document over the next 10 years. As outlined in Section 2.1 of this Plan of Management, Richmond Valley Made 2030 provides an overarching vision for the area, as well as highlighting improvements to the Casino Showground and Racecourse site as a key project for the area. The Plan also targets increased community satisfaction with events and with the availability of recreation and sporting facilities, being primary use elements of the Showground and Racecourse site both now and into the future.
- *A Guide to Economic Development in the Richmond Valley*: Council's economic development strategy document which highlights key existing and future industry opportunities for the area, including tourism and links through to the significant agricultural production businesses that are located in the LGA. The document also seeks to establish and reinforce the "Richmond Valley Made" brand; and
- *Richmond Valley Tourism Development Plan*: Council's tourism strategy document which highlights the need for tourism and event activities to be created and enlarged - particularly within the Casino area. The Plan highlights the easy accessibility of the area, and the positive links between tourism and the strong agricultural sector, but that there is a lack of existing infrastructure and drive for new sporting tourism and related events.



3.3.2 Site Specific Directions

Council has undertaken both generic and detailed site-specific planning for the Casino Showground and Racecourse site. These are based on:

- A master plan that was prepared for the site in 2018; and
- Local Environmental Planning controls that apply to the site.

A review of these is provided below.

Casino Showground and Racecourse Master Plan

Over and above Council's suite of strategic documents as outline in the previous section, and as directed by them, in 2018 Council prepared the *Casino Showground and Racecourse Master Plan* and associated *Design Report*. This document identifies both the current and future use potential for the land that is subject to this Plan of Management, outlining future use potential in a spatial manner.

The master planning process included extensive consultation with site user groups, as well as public exhibition of the subsequent documents. It highlights that the existing Casino Showground and Racecourse site meets the basic needs of many of its users, however the potential exists to greatly enhance the facilities for the future, in-line with the strategic directions of Council as outlined in the previous section.

The Master Plan drawings that were the outcome of this process are provided in Appendix A.

Richmond Valley Local Environmental Plan 2012

The Richmond Valley Local Environmental Plan (RVLEP) 2012 is the primary land use planning document that applies to the Richmond Valley LGA, and therefore to the subject site. Under RVLEP 2012, the subject site is predominantly zoned as RE1 - Public Recreation. The objectives of RE1 - Public Recreation zone are as follows:

- To enable land to be used for public open space or recreational purposes.
- To provide a range of recreational settings and activities and compatible land uses.
- To protect and enhance the natural environment for recreational purposes.

The activities and development outlined within this Plan of Management are permissible with consent under the RVLEP 2012 and include such things as:

Animal boarding or training establishments; Building identification signs; Business identification signs; Community facilities; Emergency services facilities; Information and education facilities; Kiosks; Markets; Recreation areas; Recreation facilities (indoor); Recreation facilities (major); Recreation facilities (outdoor); Roads; Water reticulation systems; Water storage facilities.

A small area of the subject site, being Lot 73 DP755627, is zoned RU1 - Primary Production. This area adjoins the residential development to the immediate north of the subject site and area would remain integral to the recreational purposes of the site.

A zone plan for the site is provided in Figure 6.

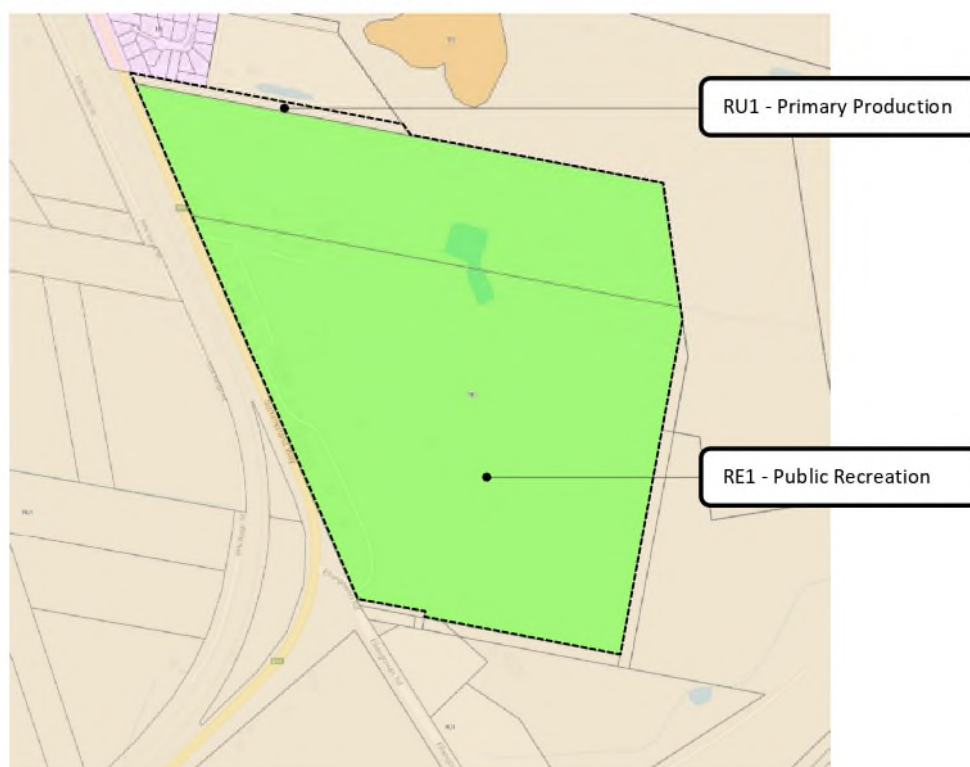


Figure 6: Richmond Valley Local Environmental Plan - Land Use Zones

Other key site-specific controls associated with the site under RVLEP 2012, and well as associated natural hazard constraints, include:

- Bushfire planning
- Flood planning
- Wetland and Terrestrial Biodiversity overlays

Mapping associated with these are provided in the maps shown in Figure 7.

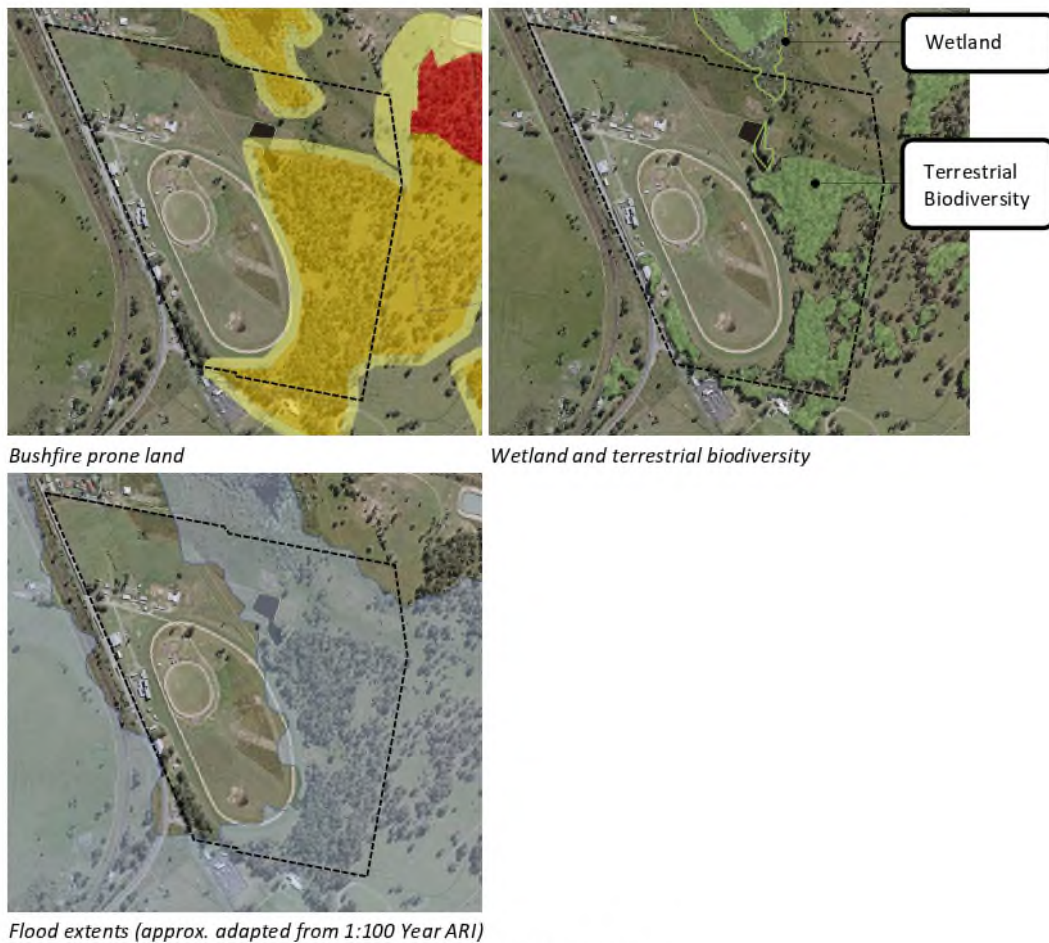


Figure 7: Richmond Valley Local Environmental Plan - Other Mapping

3.3.3 Reclassification

This is the first time the land has been classified as "community" land under the *Local Government Act 1993*. As such there is no intention to reclassify the land at the current time.

3.3.4 Review of this plan

This Plan of Management is to be reviewed after a 10-year period. However, the performance of this PoM may be reviewed within this period to ensure that the Reserve is being managed in accordance with the PoM.

3.3.5 Community consultation

Richmond Valley Council have developed and adopted a Community Engagement Strategy which sets out the principals for their engagement with the community. These are summarised as follows:

- Partnership and respect - We seek to partner with our community and key stakeholders and will engage respectfully at all times.

- Accessibility - We will provide access to information that is both easily obtained and understood.
- Right to be informed - Our stakeholders have a right to be informed about Richmond Valley Council decisions that affect them.
- Proportionate - We will involve the community to participate in decisions in a way which is proportionate to the significance or impact of an activity on them.
- Transparency - Richmond Valley Council will make decisions in an open and transparent way and provide stakeholders with reasons for decisions, including how views have been taken into account.

Council have applied these principals in planning for the Showground and Racecourse site over a number of years. Council will continue to liaise and involve key stakeholders and the broader community in the ongoing development of the site into the future.

In addition, this Plan of Management will be exhibited in its draft form in accordance with Section 38 of the *Local Government Act 1993*. This will entail Council giving public notice of the draft Plan, exhibiting it for a minimum of 28 days, and providing an opportunity for the community to respond to the draft Plan for a period of not less than 42 days.

Under Section 40A, Council is also required to hold a public hearing regarding a proposed plan of management where the category of land is to be altered. However, Section 3.23(7)(c) of the *Crown Land Management Act* also states that if the Plan of Management does not add, change or alter the initial assigned categories that were made by Council - as is the case in the circumstances of this Plan of Management - a public hearing is not required.

The draft Plan of Management was placed on Public Exhibition via Council's website on 17 February 2021 for 28 days and was open for public submissions for a total of 42 days, closing 2 April 2021. During this period no public submissions were received.

4. EXISTING USE AND BROAD FUTURE DIRECTIONS

This section provides an overview of the current and future use of the site in general terms. It has a particular focus on the existing situation and the broad opportunities for the future. Section 5 provides greater detail as to the future ongoing development and management priorities, key issues to be considered and a management framework for the site.

4.1 Overview

Council is responsible for a broad range of public land, including land owned by Council, as well as Crown owned land for which Council has management responsibilities. Council manages these reserves through a range of in-house services delivery teams that undertake general maintenance and improvements over time.

Council also operates an asset management framework that seeks to meet its legislative and regulatory requirements which emphasise prudent resource usage whilst limiting impact on natural resources. Council has developed a series of Asset Management Plans specifically focused on built assets, including buildings and structures. Both the current and future assets at the subject site would be subject to this management regime.

4.2 Existing Site and Asset Condition

The site is located on the southern outskirts of Casino, on the Summerland Way, just over two kilometres from the central business district. The facility has an extensive frontage to the main road (Summerland Way), which links Casino and Grafton.

The site contains a number of substantial buildings and other improvements, including turf and sand tracks for horse racing, outdoor camp draft and dressage / show jump grass arenas, and various buildings, sheds, stables and other structures such as amenity blocks. The existing buildings and other facilities have been developed over time and are in varying stages of their useful lives.

4.3 General Features

The physical improvements / buildings within the site are generally aligned to the western portion of the area, being on the Summerland Way frontage. Areas to the east have been, and in some areas continued to be, grazed by beef cattle. These areas are typically lower lying areas subject to occasional inundation. In the south-east, around 17 hectares of native trees and associated vegetation are present, albeit with relatively limited understory as a consequence of historical grazing activities.

Key buildings that are located on the site include:

- o Racing club tracks and buildings;
- o Stabling buildings;
- o Pony Club building and yards;
- o Show Pavilion and poultry shed;
- o Infield facilities, including camp draft buildings, canteen and toilets;
- o Men's Shed building; and

- Various other structures and covered yards in varying degrees of repair.

4.3.1 Landform and Views

The site area gently slopes down from a high point / ridge that extends from the north-west to the south-east. Elevations of up to around 29m AHD are apparent, dropping to lows of around 23m AHD in the north-east, coinciding with the presence of mapped wetlands that exist on and to the north of the site.

The site is relatively open and low scale in nature, as highlighted by the images in Figure 8, albeit with some two storey buildings associated with the Racing Club, Pavilion and Men's Shed being located along the Summerland Way frontage. Views from the site to external areas are relatively limited due to only small changes in elevation. Tree cover around the southern and eastern boundaries enclose the otherwise open site lines in these directions. Views to residential areas in the north and open fields to the west are also apparent.

The site analysis plans in Appendix B provide further information on the contours of the site and the general site attributes.



Internal site view towards Pavilion building



View across southern portion of race track

Figure 8: Views within Site

4.3.2 Existing Buildings and Other Features

As outlined above, at the time of adoption of this Plan of Management, there are a number of building and other assets on the site. Photos in Figure 9 show many of these, whilst a site plan indicating their respective location is also provided in Figure 10. A more comprehensive list of the existing assets and their condition is also provided in Appendix D.



Pavilion with RV dump point and toilets at front



Men's Shed (background) and Pony Club area (left)



Race Club grandstand / bar under



View from inside Race Club entry area



Show cattle undercover yard



Race day stalls facing to Race Club building

Figure 9: Existing buildings within the Showground & Racecourse Site

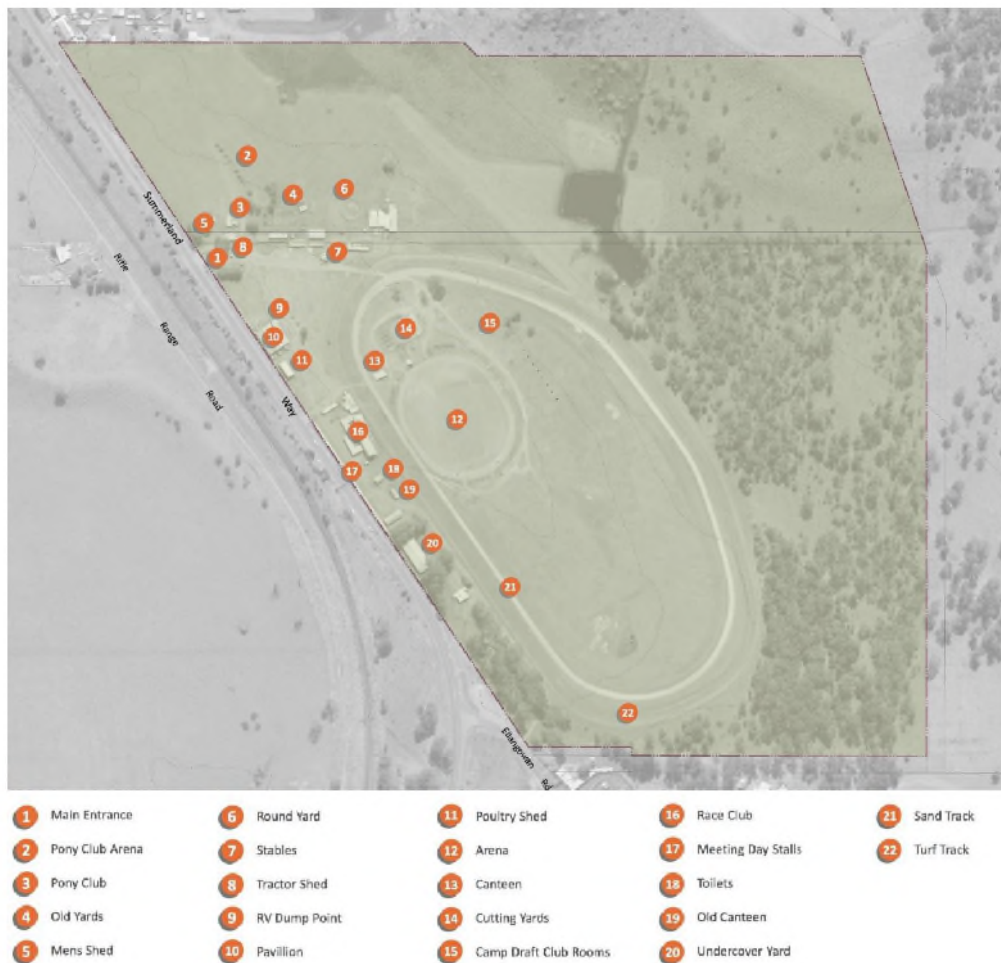


Figure 10: Summary of site assets / features

4.3.3 Use of the land and structures

At the time of adoption of the Plan of Management, the site is used by a number of different organisations for a range of typically localised activities and events, including:

- Casino Racing Club;
- Casino Pony Club;
- Richmond Valley Riding Club;
- Casino Community Men's Shed;
- Casino Poultry Club;
- Casino Rodeo and Campdraft Association;
- Northern Rivers Horse Cutting Club; and
- Casino Show Society.

A number of earlier identified existing buildings, structures and other improvements are associated with the core equestrian, horse racing and community-based user groups. Key assets used by the various groups are summarised as follows:

- Casino Racing Club - Utilise training facilities including stabling and sand track on a daily basis. The turf track is utilised more infrequently for training, as well as for race days. Race Club buildings / areas utilised for race meetings and other functions and include meeting rooms, grandstand, betting ring, bar, jockey's and steward's rooms, entry area (including toilets) and separate amenities block;
- Casino Pony Club - Generally utilise the north-eastern portion of the site including club building, storage shed, day yards and basic outdoor dressage arena area;
- Richmond Valley Riding Club - Also generally utilise the north-eastern portion of the site, similar to the Pony Club;
- Casino Community Men's Shed - Utilise the recently completed Men's Shed building and associated spaces located to the immediate north of the main entry;
- Casino Poultry Club - Utilise the Poultry Shed;
- Casino Rodeo and Campdraft Association - Utilise the arena within the racecourse, including the associated buildings within that precinct;
- Northern Rivers Horse Cutting Club - Utilise the cutting yards at the northern end of the racecourse in-field; and
- Casino Show Society - Utilise much of the north-eastern portion of the site during the annual show period, typically around mid-October each year.

The way that the current user groups utilise the site is shown in the current use plans that are set out in Appendix C. The current leases and licences that are associated with the site are also included in Table 1 below.

Table 1: Existing Lease and Licence Holders (as at January 2021)

Type	Licensee	Term	Dates
Short Term Licence	Richmond Valley Riding Club	1 year	01.01.21 - 31.12.21
Short Term Licence	Casino Pony Club	1 year	01.01.21 - 31.12.21
Short Term Licence	Miss Sophie's Dance School	1 year	01.01.21 - 31.12.21
Short Term Licence	Northern Rivers Cutting Horse Club	1 year	01.07.20 - 30.06.21
Short Term Licence	Casino Rhee Taekwondo	1 year	01.01.21 - 31.12.21
Short Term Licence	Hilton Murphy	1 year	01.07.20 - 30.06.21
Short Term Licence	Casino Community Men's Shed Inc	1 year	01.07.20 - 30.06.21
Short Term Licence	Casino Racing Club Ltd	1 year	01.07.20 - 30.06.21
Short Term Licence	Casino Show Society Inc	1 year	01.07.20 - 30.06.21
Short Term Licence	Casino On-Road Remote Control Car Association	1 year	01.07.20 - 30.06.21

Type	Licensee	Term	Dates
Grazing Agreement	M & L Gollan – Grazing No 9	2 years + 2 year option	01.07.20 - 30.06.22
Grazing Agreement	M & A Usher – Grazing No 35	2 years + 2 year option	01.10.20 - 30.09.22

4.3.4 Permitted use and future use

At the current time uses are undertaken at the site in accordance with relevant policies and procedures of Council and the Crown. Permissibility of uses are guided by the Richmond Valley Local Environmental Plan 2012, the public purposes of the reserve (being 'public recreation', 'racecourse' and 'showground'), and the needs of the broader community.

Formal use of the site is generally managed in accordance with lease and licence agreements as previously outlined in Section 4.3.3.

In the future, there is potential for the use of the site, including the scale and intensity of use, to increase over time. These uses would generally be as identified by the site master plan included at Appendix A. These uses would include:

- Retention of all current uses, generally in the same or similar locations to existing; and
- Expansion to include a range of new related uses, particularly related to the development or redevelopment of the following:
 - Indoor equestrian facility, including a range of sports and non-sporting uses; and
 - Horse training facilities, including the removal of existing, and replacement with new (including additional) training facilities to support the thoroughbred racing industry already present on the site.

These potential future uses are further explored in Section 5.3.

PART 2: ACHEIVEING DESIRED DIRECTIONS

5. ESTABLISHING A RATIONALE FOR FUTURE USE

This section establishes the rationale for why the proposed future directions for the Casino Showground and Racecourse site are being pursued. In doing so it considers the way that the land has been categorised and the public purposes by which has been established. It also explores the key issues with the site and how these are to be managed into the future.

5.1 Introduction

5.1.1 Identification of Land Category

As previously outlined the entire Casino Showground and Racecourse site, formally referred to as Crown Reserve 97756, is to be categorised as General Community Use. This category provides for a relatively wide range of uses, which best meets the variety of uses that occur across the site at various times of the year. However, there are a number of "core objectives" that are associated with the category that are to be met in considering current and future use potential. For the General Community Use category, in accordance with Section 36I of the *Local Government Act*, these core objectives are as follows.

Core objectives for management of community land categorised as general community use

The core objectives for management of community land categorised as general community use are to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public:

- (a) in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public, and*
- (b) in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).*

With a wide range of current uses, and the potential additional investment to generate an even greater scale and intensity of use, the General Community Use category is considered to be appropriate for the subject site. Whilst some aspects of the site are focused on sporting activities for periods of the year, they are also used for a range of regular non-sporting events which are an important aspect of the site - such as the annual show and a range of events associated with the annual Beef Week showcase.

Similarly, no part of the site is included within the Office of Environment and Heritage Biodiversity Values Map and whilst some areas will only be used with a relatively low level of intensity to retain their natural character, they have potential for future uses such as cross-country equestrian events subject to appropriate assessment.

5.1.2 Key Statutory Guidance

The Casino Showground and Racecourse is subject to a range statutory controls, from the overarching public land management guidance (see *Crown Land Management Act* and *Local Government Act* comments in Section 3), through to the *Environmental Planning & Assessment Act* which establishes local, regional and state land use planning frameworks. Key aspects of these as they apply to the Casino Showground and Racecourse include:

- Future use of the land must be consistent with the relevant land use zone, being RE1 - Public Recreation, with the area of RU1 - Primary Production recommended to be included in the RE1 - Public Recreation zone subject to future minor amendments to the Richmond Valley LEP 2012 (refer Section 3.3.2 for details of site areas);
- Future development / infrastructure provision within the site will need to consider as required, the following State Environmental Planning Policies (SEPPs):
 - SEPP (Vegetation in Non-Rural Areas) 2017 - outlines approval requirements for clearing of vegetation in non-rural areas such as the subject site. A permit is required from Council for clearing below the biodiversity offsets scheme threshold where a development control plan applies, albeit no such plan applies in the Richmond Valley at the time of adoption. Above the biodiversity offsets scheme threshold, approval is required from the NSW Government's Native Vegetation Panel. If an approval under the SEPP is not required, clearing that is not ancillary to other development can be undertaken without development consent.
 - SEPP (Infrastructure) 2007 - provides for the development of certain infrastructure to be exempt or complying or development that is permitted with consent. Part 3, Division 12 is of particular interest, as this specifies type of infrastructure and approval pathways for works on public reserves.
- Rural Fires Act - This Act related to the mapping of bushfire prone lands and a requirement for development to respond to the requirements of the "Planning for Bushfire Protection" Guidelines. Under Section 100B, a "bush fire safety authority" approval is required from the Rural Fire Service (RFS) for a range of residential, tourism accommodation and other development. As parts of the site are mapped as bushfire prone, referral of relevant matters to the RFS may be required.
- Native Title Act (Commonwealth) and Aboriginal Land Rights Act (NSW) - The *Crown Lands Management Act* 2016 requires Council to nominate a "Native Title Manager" to provide advice on conducting activities which may impact Native Title. Written advice is also required for Plans of Management. Under NSW legislation, Aboriginal Land Councils are able to make a Land Right claim, including over Crown land. Claims are assessed based on issues such as the current and potential need for the land in the future. A current, but undetermined land claim has been made over Lot 3 DP823672 of the site (the southern portion including the racecourse). No Native Title claim is known over the site.

Future use and development of the subject site will otherwise be generally guided by legislation as relevant to the circumstance of the project type - including accessibility requirements, building standards and operational parameters.

5.1.3 Key Values and Future Site Development Objectives

The Casino Showground and Racecourse site is particularly valuable to the community for a number of reasons. The core values to the community of the facility are highlighted below.

<p>Social and Economic Values</p> 	<p>The Casino Showground and Racecourse forms an important part of the identity of the Richmond Valley community. The area accommodates a range of community and sporting groups, facilitates a range of events and is home to the annual show. The site generates direct employment, and the visitors to its events provide economic stimulus through the town, as well as being a great source of pride for the community.</p>
<p>Recreation and Sporting Values</p> 	<p>The Casino Showground and Racecourse provides a highly valued recreational facility for the Richmond Valley community and beyond. In particular, it facilitates a range of equine related activities, including thoroughbred training and racing, pony club / riding club and camp draft competition. These clubs and associated activities provide a major focus for many local and regional residents and visitors.</p>
<p>Natural and Historic Values</p> 	<p>The Casino Showground and Racecourse comprises areas of both natural and built heritage value. Along the eastern boundary are area of native vegetation and mapped wetland, presenting opportunities to retain a natural outlook retain native habitats. The racecourse and show facilities are of historic importance to Casino, and this long-term presence is valued by many in the community.</p>

Objectives for the future development of the site based on these values, and as established by the site Master Plan, include:

- i. To ensure that existing user needs are carefully considered alongside opportunities to establish clear pathways for development of new facilities;
- ii. To enhance the identity of the site through the use of a more consistent set of building materials, vegetation and colours - and in doing so, to create a more recognisable "brand" for the facility consistent with the broader "Richmond Valley Made" branding being promoted by Council;
- iii. To increase the attractiveness and useability of the site through higher quality facilities, presence of simple attributes such as shade trees, amenities and access arrangements, and rationalised site precincts that establish clear and safe operational practices for the various events that are held at the site;

- iv. To elevate the level of the facility to being regionally significant in terms of its infrastructure provision, activities undertaken and attraction of future events;
- v. To recognise key constraints and opportunities to the development and use of the site, such as low-lying areas and locations of potential environmental sensitivity; and
- vi. To ensure that new facilities are designed, wherever possible, with a view to ensuring their ability to return an income to the site and the regional economy more broadly.

These objectives apply to the site, over and above those Core Objective that apply to land categorised as General Community Use (refer Section 5.1.1).

5.2 Key Issues

Based on consultation activities associated with the site over the last five years, there are a number of known needs and desires that have been identified. In brief these include:

- o Need for upgrade to basic site infrastructure, including for example, electrical supply
- o Need for upgrade to recreational infrastructure to maintain and grow existing uses, including for example, storage space, outdoor arena surfaces, day yards and associated facilities
- o Need for upgrade to professional sporting infrastructure based around the thoroughbred racing activities, including access, amenities, training and track based improvements
- o Consideration of a new undercover equestrian arena in order to attract larger and high-level events
- o Consideration of dedicated spaces for ongoing, and/or event focused on-site camping areas

The ongoing development and maintenance of the Showground and Racecourse site to achieve these highlights a number of key issues that need to be addressed to enable their implementation. With a spatial framework in place as generally set out in the associated site master plan at Appendix A, this section seeks to establish the directions of key issues to enable the progression of this in a managed and co-ordinated way. This is done through a series of identified key issues as identified and discussed below. These are further described within the Action Plan presented in the Management Framework component of this Plan of Management - see Section 5.6.

5.2.1 Maintain and grow equestrian and other recreational uses

Existing Situation

One of the two core existing uses of the site is a range of equestrian based recreation and sporting activities. These are undertaken by the following site user groups:

- o Casino Pony Club
- o Richmond Valley Riding Club
- o Casino Rodeo and Campdraft Association
- o Northern Rivers Horse Cutting Club

The Pony and Riding Clubs generally utilise facilities in the north-western portion of the site, shown as area "A" on plan number "05 Existing Use - Other" which is provided in Appendix C. The Rodeo

and Campdraft Association, and the Cutting Club utilise areas within the racing track, referred to as area "C", "D" and "E" on the plan described above.

Future Directions

All these uses are intended to be retained and wherever possible, their use profiles increased within the site. This will involve two aspects:

- Maintaining and improving existing facilities; and
- Establishing new facilities to supplement or replace existing.

The extent of these is described in the Master Plan drawings at Appendix A and generally include:

- Undercover arena area including appropriate competition sized sand-based arena floor (shown as 90 x 50m in the Master Plan) including:
 - Surrounding areas suitable for portable grandstand seating
 - Associated lighting, sprinkler systems and other needs
- Adjoining turfed event spaces which could be used in conjunction with the arena (e.g. camp draft / cutting competitions that are partially indoor and outdoor), or as additional warm-up, display or corporate areas for major events;
- Adjoining amenities / changes facilities / canteen building (also to be utilised by the Pony and Riding Clubs as local club facilities);
- Improved outdoor arena / warm-up areas including:
 - One 60 x 30m grassed arena (two dressage or one show jumping space)
 - Small embankment areas for elevated seating
 - New sand-based warm-up / dressage area
- New fencing and shade trees;
- Riding trails connecting to facilities and the proposed cross-country course;
- Ancillary areas including day yards (up to 40 initially), round yard and wash bay; and
- Parking areas for both spectators / visitors (~100), as well as competitor parking allowing for a range of floats / trucks within the precinct.

All these facilities would generally be focused in the north-western portion of the site.

In addition, a new cross-country trail is envisaged within the south-eastern portion of the site. This would need to give consideration to native vegetation and associated environmental constraints, though would appear to be possible based on the relatively sparse understorey and with careful site layout.

Within the infield, on-site camping associated with event activities are identified, including potential for power, water and sullage to be provided. Other nominated infield improvements include recent amenities and current canteen / bar upgrades are identified as being sufficient for future use at the current time. Over the longer-term, there is however scope for additional equestrian facilities within the infield area. For example, facilities could be developed in the south-eastern portion in association with the proposed cross-country course, whilst additional multi-purpose fields / arenas could also be developed near the south of the rodeo and camp draft arena. Facilities such as

additional camping areas and amenities buildings could be considered on an as need basis if these facilities become more regularly used.

Desired outcome

These identified changes are designed to enable both the short and long-term progression of these groups and their recreation / sporting activities. In the long-term, more regular use of the site for larger and high-level competition is envisaged, providing opportunity for grass-roots through to high level competition to be attained locally.

These facilities also provide a platform for the attraction for larger events, enabling site facilitation of tourism and economic development benefits to flow through to the community over and above localised participation.

5.2.2 Maintain and grow thoroughbred training and racing**Existing Situation**

The Casino Racing Club and its predecessors have been utilising the site since 1881 when racing was first established. The Racing Club facilitates a relatively limited number of racing meetings each year, and is home to a relatively small number of trainers, who utilise on-site or other external stabling facilities.

The facilities utilised by the Racing Club fall into three general areas:

- Turf and sand racing / training tracks
- Stabling and associated facilities to the north of the track
- Club building area and associated facilities, such as the bar and betting ring - located to the west of the track

These assets are in varying condition, with elements no longer being fit for purpose or in such poor condition that they require immediate attention. However, all facilities are regularly used, and have the potential to having greater use in the future. This is particularly apparent given the relative elevation of the track which is predominantly above flood levels unlike many others in the region. This means that the site has potential to grow its use through the security that it can remain in use during heavy rain periods, and that it can remain available for emergency races that have been "washed out" in other localities in the region.

Future Directions

To enable the future growth of the Racing Club activities, a number of infrastructure improvements are required. These include (under the three areas identified above):

- Turf and sand racing / training tracks:
 - Turf track drainage upgraded around the southern turn where poor drainage and inappropriate track camber result in some wet weather concerns.
 - Sand track upgraded to an appropriate standard for regular and more intensive training activities.
- Stabling and associated facilities:

- Series of new stables would be established in locality of existing stables in very poor condition. Designed and constructed in a staged manner to best suit demand, with stable sets of 20, each being approximately 4m x 4m shown on the Master Plan.
- Centralised area established where associated facilities would be provided (wash bays, round yard etc.).
- Stable enclosure separated from other “public use” areas, with the opportunity to isolate that component of the site via fencing and landscape treatments.
- Future opportunity for onsite caretaker’s residence / administration space and other facilities as required over time.
- Club building area:
 - New jockey and steward's rooms, catering for both male and female participants
 - New / improved public toilets
 - Improvements to the betting ring
 - Associated improvements of bar and spectator areas

Designed and managed in a co-ordinated way, these facilities would create a steady revenue stream that increases the capacity of the Club to maintain and improve other facilities over time. It would also seek to create a critical mass of on-site racing activity (and combined for recreation equine sporting activity) that may support future on-site employment in related fields - e.g. veterinary services.

Desired Outcomes

These identified changes are designed to enable both the short and long-term progression of the Racing Club activities. In the long-term, more regular use of the site for race days (both emergency replacement and regular) would generate not only income for the facility, but create additional social and sporting activity for the Casino community.

When supported by more effective long-term training facilities, these two aspects of the facilities create a more generous business case for investment, opportunities for ongoing full-time employment and greater exposure of the Richmond Valley to broader markets.

5.2.3 Achieve safe and effective access arrangements

Existing Situation

There are a number of inter-related access and internal access arrangements that exist within the Showground and Racecourse site. These include:

- External conflict between site users and external road (Summerland Way) users due to travelling speed and entry locations
- Internal conflict between public and competitors, particularly on race days and for events with larger crowds
- Lack of access infrastructure other than by private vehicle
- Need to ensure adequate event parking on the site given the context of the adjoining State Road.

These issues are of concern even within the context of the current use of the site. Should the use of the site increase as envisaged by the Master Plan and this Plan of Management, these matters are of particular note into the future.

Future Directions

To address these concerns, the following measures are identified:

- Need to reduce travelling speed along the site frontage (Summerland Way), extending the 60km/hr zone from the northern boundary, to beyond the southern boundary of the site - a distance of approximately one kilometre
- Need for separation of public and competitor access for race day events:
 - Enabling safe negotiation of trucks / floats and horses within a secured area - to be access from the southern boundary where dedicated race day competitor facilities can then be established
 - Enabling a clearer network of entry and exit for visiting public on race days, including one-way loop system utilising the existing main entry and secondary access adjoining the visitor entry gates
- Extension of a shared user path from Eccles Street to the north and the main site entrance - a distance of approximately 750m
- Provision of appropriate parking and wayfinding signage to cater for future event needs during detailed design stages.

Desired Outcomes

Ultimately, the reduction in speed limit of the adjoining road and the provision of safe pedestrian and cycle access should be progressed within the context of the existing situation. These do not rely on new projects being established for the intensification of use, and as such should be a key priority.

As required by future site development, the internal conflicts, provision of effective entry and exit arrangements and the assurance of effective ongoing parking arrangements are all matters to be resolved as projects progress into the future. Direction is provided for these by the Master Plan for the site as shown at Appendix A.

5.2.4 Integrate existing facilities with new

Existing Situation

The size of the site and the way that it is currently used means that there are few conflicts between the various activities and events which occur on the site. Whilst there are occasional "whole of site" events, such as the annual show, rodeo and major race events, the majority of the time there is more than sufficient space for multiple small-scale events to be occurring simultaneously. Over time and as the use of the site intensifies, there is potential for use conflicts to occur and to be more frequent.

Future Directions

There are two key areas which will be important to ensuring that the ongoing use of the Showground and Racecourse site is a positive experience for those utilising the area - the design of the spaces, and how they are managed.

Firstly, the design and integration of new infrastructure requires careful consideration. This has already occurred through the consultation processes associated with the Master Plan for the site, but will remain critical moving forward into detailed design. Considerations during these next stages will include:

- Ensuring that site access and internal distribution occurs in ways that are easily understood and which do not create confusion or congestion that spills onto the adjoining public road network;
- Ensuring that private use areas, and those areas that have specialised needs - such as the racecourse and training stables - have appropriate separation to the more publicly accessible locations, including well integrated access restrictions; and
- Ensuring that the detail of future use spaces meet the diverse needs of the groups that are intended to use those areas.

It is recognised that the Master Plan is indicative only, and is subject to detailed design outcomes.

The second key aspect for effective integration of new facilities is to ensure that ongoing management of the site recognises the needs of various user groups. This is particularly important in terms of the co-ordination of events (particularly larger / whole of site events), and ensuring that there are clear management responsibilities that are understood and respected.

Desired Outcomes

Prior to the implementation of the Master Plan, a formalised working group or reserve committee will be established to create a regular consultation loop and to ensure that decisions made for projects areas are respecting others. This same group would be expected to continue to meet to ensure that ongoing management issues and needs are being considered.

At full operation, it is envisaged that the promotion and use of the site would be well co-ordinated with regular updating of a "what's on" style calendar being used to promote use of the site and to facilitate bookings. This would be co-ordinated by Council or as otherwise agreed by the reserve working group / committee.

5.2.5 Define role and responsibilities with user groups**Existing Situation**

As an extension to the above discussion of facility integration (see Section 5.2.4), there is also a need to ensure that all user groups have clearly defined roles and responsibilities over the longer-term and particularly as new facilities are developed.

Under current arrangements, roles and responsibilities are generally managed as part of site licence agreements as they pertain to each user groups and the location of their activities. Council has then historically provided oversight as the Reserve Trust Manager (now Crown Land Manager). Council

regularly meets with user groups and assists with the management and co-ordination of major events.

Future Directions

Over the longer-term, Council will work with user groups and to expand leases and/or licences over site areas and facilities in line with the needs of future activities. In particular, Council will ensure that future management arrangements are established around the requirements of new facilities and the ongoing operation of these facilities that provides opportunities for both existing and new user groups, events and activities to occur. Council will determine the most appropriate form of arrangements are required and in consultation with the reserve working group / committee.

Desired Outcomes

The desired outcome for the site is to establish a range of user group activities and events which are operated and delivered in a co-ordinated and transparent way. This will require clear roles and responsibilities which can best be defined by both formal agreements and through communication and co-ordination roles to be led by Council.

5.2.6 Establish short-term visitor access

Existing Situation

Showgrounds are commonly used in regional areas to provide low cost accommodation for the visiting public. Whilst the Casino Showground and Racecourse is not currently used in this way, there are demands for this type of service and for event camping provisions. The site also accommodates a recreational vehicle (RV) dump point, which is advertised for public use and frequently provided at camping locations.

Future Directions

There is potential to provide for time limited RV camping outside of event periods. This could be managed on a self-serve basis (e.g. honesty system) in conjunction with online booking systems. The service may also be contracted to an on-site organisation such as the Men's Shed, acting as both a regulator under appropriate agreements from Council, as well as a provider of tourist information to visitors.

The locality of this form of service could be within a main access / parking area that is located centrally within the site with a frontage to the Summerland Way (as identified by the Master Plan at Appendix A. This public / common-use area could be made accessible to visitors with careful planning around further access into the site.

Desired Outcomes

The establishment of short-term visitor access for camping is supported by the planning for the site, though will need to be carefully integrated with site use and ongoing management frameworks. Where supported by existing user groups, a clear process for booking and use will need to be established so that conflicts between on-site camping and other activities does not occur. This will need to include notice of major events requiring the use of the space and delineation of responsibilities of the various organisations including Council.

5.2.7 Integrate signage, public art and wayfinding devices

Existing Situation

With the current use of the site being predominantly low scale, access arrangements and the need for wayfinding and other signage is correspondingly minimal or informal. Whilst this meets the current needs of users, the Master Plan and this Plan of Management highlight that there is significant potential for change and with this will come need for improvements in these areas. As a consequence, there is also a need for improvements to:

- the way that the site is presented in terms of appearance,
- the way in which it communicates upcoming events and activities, and
- the way that people are able to access the site, and find their way to relevant site facilities.

Future Directions

There are a number of future directions that are relevant to this area, many of which are outlined by the site Master Plan, though will need to be detailed moving forward. These include:

- Establishing a clear and legible internal distribution network, with associated signage so that site users are able to effectively find their way to relevant locations,
- Rectifying the presence of an expansive blank wall along Summerland Way, that presents the opportunity to establish a new piece of public art or related signage infrastructure, and
- Identifying opportunities to best promote and advertise upcoming events via new signage, potentially in conjunction with the undercover equestrian centre building.

The intent of these directions is to ensure that the site is well presented to passing traffic, that the public is aware of the site and upcoming events and once on site, are able to clearly and effectively find their destination.

Desired Outcomes

The future of the site in terms of integrating signage, public art and wayfinding devices is to create an effective and consistent "branding" of the area that establishes its presence, highlights its offerings and enables users to effectively negotiate their surrounds once they have entered the site. Creating a consistent palette of materials and a clear style guide for their creation will be key steps to enabling this to occur. Once this is established, opportunities for signage and associated features can be created over time and to work in effectively with future detailed site planning and design.

5.2.8 Integrate, protect and enhance natural features

Existing Situation

The existing wetland and native vegetation areas which exist predominantly on the eastern side of the site present an opportunity to integrate and enhance these features to site uses. This must however, be undertaken in ways that are cognisant of the environmental values and which balance such use with the protection of the integrity of these areas.

Future Directions

Integration of these uses has already commenced with recognition of site opportunities and constraints as part of the master planning process. For example, the proposed cross-country

equestrian course will need to be integrated within the native vegetation with consideration of impacts on flora and fauna through this area. It does however present the opportunity to retain significant trees and large extents of the understorey in this area, creating an opportunities for native flora and fauna protection while maintaining a backdrop to the more formal use areas such as the racecourse.

Prior to any clearing or development within vegetated or low-lying areas, consideration will need to be given to legislative requirements under appropriate legislation such as the *State Environmental Planning Policy (Vegetation in Non-Rural Areas) 2017*, *Local Land Services Act 2013* and the *Biodiversity Conservation Act 2016*. Opportunities may also exist to highlight, rehabilitate and provide interpretive information relating to natural areas - particularly the wetland areas to the north-east.

Desired Outcomes

The site is highly disturbed in some areas, whilst others have more natural settings (albeit also largely disturbed either in past or present times). The master planning process has sought to concentrate use activities in those areas that have been previously disturbed, whilst lower intensity uses are highlighted in other areas. Retaining natural areas presents both an opportunity to provide an attractive backdrop to activities, create a sense of place within the site and to provide opportunities for rehabilitation and improvement of their attributes. This balanced approach is the overarching desired outcome across the site.

5.2.9 Manage public safety in emergency situations

Existing Situation

The Showground and Racecourse site is located on land which is subject to various natural hazards and other potential emergency situations. These include bushfire and flood threat from natural hazards, and others threats that are associated with the forms of use associated with the site - such as infectious disease and biosecurity measures. Whilst these risks are currently minimal given the intensity of use, these risks increase with use intensity and the ongoing impacts of Climate Change and require regular attention over time.

Future Directions

Over time and as projects are developed and site conditions change - such as during drought periods, Council will ensure emergency management procedures and plans are in place to address known and potential threats on a risk management basis. This would include consideration of both day to day use of the site, potential for overnight accommodation / visitors, as well as major event planning and management.

Desired Outcomes

The future use of the site should be focused on creating both a safe atmosphere for site visitors, as well as having clear and well-communicated emergency response processes for these situations. This is also important in terms of "business continuity", particularly where (for example) the Race Club is able to assist other Clubs in the region suffering from adverse weather conditions.

5.2.10 Management of user group leases and licences

Existing Situation

Council current provides a number of leases and licences to user groups that utilise the site. This practice is consistent with local government requirements and these are generally supported by this Plan of Management. A use agreement on Crown land may also impact on Native Title rights and interests. Any use agreement issued on Crown land must be issued in accordance with the "future acts" provisions of the *Native Title Act 1993* (Commonwealth) and in accordance with Part 8 of the *Crown Land Management Act 2016* (State) unless Native Title is extinguished. This will require written advice of Council's Native Title Manager that it complies with any applicable provisions of the native title legislation.

Future Directions

Council will continue to work with existing user groups and entities that have an interest in the Showground and Racecourse site. Council will continue to ensure that appropriate management systems are in place to facilitate this. In addition to these existing user groups, Council will also seek to increase the extent of use and the groups that utilise the site over time - particularly as and when new infrastructure is developed. This would potentially include, but is not limited to:

- Operators of new infrastructure such as the indoor arena space
- Operators of ancillary uses, such as canteen / bar and other services
- Operators of accommodation offerings, including camping areas
- Operators of equine support services, such as veterinary services and the like
- Event operators, including both commercial and community style events

Council will determine the appropriate form of these as applicable at the time.

Desired Outcomes

The intent is not to replace any existing users groups and their established activities, but to supplement this use where desired by Council with additional groups, operators and activities which have a relationship to the site and the intent for its long-term use. This may result in additional user groups agreements, and modification of user group agreements to best meet the needs of Council and users over time.

5.2.11 Ensuring adequate baseline infrastructure availability

Existing Situation

At the current time, concerns exist with respect to infrastructure capacity to service the site. In particular, concerns have been raised regarding electrical capacity. This issue particularly relates to the ongoing future use and growth / intensification of use of the site.

Future Directions

As major elements of the site Master Plan are progressed on the ground, upgrade works for electrical capacity have been identified. Detailed design will dictate the extent and type of upgrade required and these will need to be progressed to suit the timing of site expansion.

Desired Outcomes

That baseline infrastructure requirements at the site keep pace with future use expansion, particularly as and when major investments are being considered.

5.2.12 Simplify site zoning**Existing Situation**

At the current time the land that comprises the Reserve has two zones - predominantly being the appropriate RE1 - Public Recreation, though with the most northern lot, being Lot 73 DP755627 being within the RU1 - Primary Production zone under the Richmond Valley Local Environmental Plan 2012 (**RVLEP**). The lot is around 16 metres in width between the existing RE1 zoned land and the adjoining urban residential areas - zoned R1 - General Residential.

Future Directions

Preferably, the entire site would be under the same zone unless otherwise dictated by specific site attributes - e.g. sensitive environmental areas. Modification of the zone from RU1 to RE1 is considered to be an administrative change which could be best progressed within an "LEP housekeeping" amendment process.

Desired Outcomes

The desired outcome would be for all land within the Reserve to be consistently zoned, in the instance of the Showground and Racecourse site, this is suggested to be the RE1 - Public Recreation zone.

5.3 Development and Use

The future development and use of the site are set out in the Master Plan drawings provided at Appendix A. Further details of the intent and proposed infrastructure associated with the Master Plan are also provided in Section 5.4. This Plan of Management enables the development of the land consistent with the Master Plan, and as the proposal moves to detailed design, the changes that may be required to the Master Plan to establish and implement the intent thereof.

Other development may also be required from time to time that is not directly identified by the Master Plan. Such development should be integrated with the Master Plan so as to not impact on its future implementation. In particular, this Plan of Management does not prevent the implementation of infrastructure under the following:

- *State Environmental Planning Policy (Infrastructure) 2007* provides for certain infrastructure developments to be exempt development, complying development or development that is permitted with consent. Division 12 of the SEPP applies to parks and other public reserves and includes a wide range of infrastructure developments for sport and recreation activities.
- Division 1 of Part 2 of *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008* provides for a range of activities to be exempt including:
 - Temporary event signs
 - Community notice and public information signs

- Tents, marquees or booths for community events
- Stage or platforms for community events

For the avoidance of doubt, these activities remain possible under this Plan of Management over and above those specifically identified by the site Master Plan.

Future use of the site is to include those authorised under Section 5.5 of this Plan of Management to enter into appropriate forms of agreement with Council in regard to that use.

5.4 Master Plan Intent

In terms of the extent and type of infrastructure proposed, and how this would be used, there are five main precinct areas that have been identified by the site Master Plan as follows:

- o Equestrian areas and facilities;
- o Racecourse areas and facilities;
- o Stables and race horse training facilities;
- o Infield facilities; and
- o Streetscape presentation and entry areas.

The extent of development and use of each of these areas is summarised below.

5.4.1 Equestrian Areas and Facilities

The existing equestrian areas and associated facilities are primarily consolidated within the north-western portion of the site. The proposed undercover equestrian arena in this locality will have a significant footprint and change the function of this space into the future. Key infrastructure and use areas within this precinct will include:

- o Undercover arena area including:
 - 90 x 50m sand-based arena floor
 - Surrounding areas suitable for portable grandstand seating
 - Associated lighting, sprinkler systems and other needs
- o Adjoining turfed event spaces which could be used in conjunction with the arena (e.g. camp draft / cutting competitions that are partially indoor and outdoor), or as additional warm-up, display or corporate areas for major events.
- o Adjoining amenities / changes facilities / canteen building (also to be utilised by the Pony and Riding Clubs as local club facilities).
- o Improved outdoor arena / warm-up areas including:
 - One 60 x 30m grassed area (two dressage or one show jumping space)
 - Small embankment areas for elevated seating
 - New sand-based warm-up / dressage area (30 x 35m)
 - New fencing and shade trees
- o Riding trails connecting to facilities and the proposed cross-country course.
- o Ancillary areas including day yards (up to 56 or more if required), round yard and wash bay.

- o Parking areas for both spectators / visitors (approximately 100 spaces), as well as competitor parking allowing for a range of floats / trucks within the precinct.

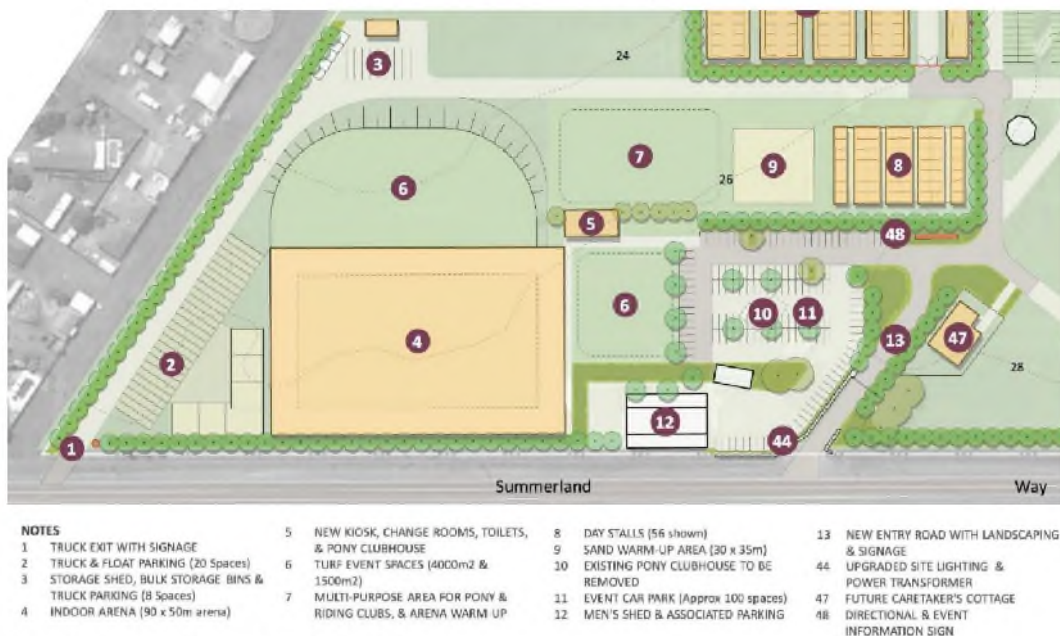


Figure 11: Proposed equestrian precinct area

INDOOR ARENA



PONY & RIDING CLUB FACILITIES & COVERED DAY STALLS



Figure 12: Equestrian precinct character images and uses

5.4.2 Racecourse Areas and Facilities

Much of the existing racecourse area footprint would be retained, with improvements being focused on useability and ensuring all-weather use of the sand and turf race courses. Key works would include:

- Turf racing track: drainage upgraded, particularly around the southern, and inappropriate camber rectified to ensure all weather operations are possible.
- Sand training track: redressed and upgraded to an appropriate training standard as the primary training facility in the region.
- Racecourse building upgrades including:
 - Reconfigured and improved jockey and steward's rooms, catering for both male and female participants
 - New / improved public toilets
 - Improvements to the betting ring
 - Associated improvements of bar and spectator areas
- Competitor entry: southern entry upgraded to facilitate access by competitors, including larger horse floats and trucks, to avoid conflict with event spectators. Parking areas and holding pens provided.
- Spectator drop-off / entry area: basic upgrades to existing access to create a one-way spectator drop-off system at or near the front entry.



Figure 13: Proposed racecourse precinct area improvements



Figure 14: Equestrian precinct images

5.4.3 Stables and Race Horse Training Facilities

Within the area currently occupied by older stables that are in relatively poor condition, a series of new stables would be established, designed to be constructed in stages. Key works would include:

- Stable buildings: stable building comprising sets of 20 stables each. Each stable would be approximately 4 x 4m in size, with four buildings provided (total 80 stables).
- Associated training facilities: central area with wash bays, round yard, associated fencing and landscaping.
- Agistment yards: delivered in a range of sizes.
- Caretaker's residence / administration space: including accommodation for on-site oversight and security and to facilitate operation of the stabling / training facilities.



Figure 15: Proposed horse training complex area

TRAINING STABLES



WASH BAYS, ROUND YARD, & SAND AREA



Figure 16: Proposed horse training complex area character images

5.4.4 Infield Facilities

The infield area, which is currently used by a range of stakeholders including the Show Society, Rodeo and Campdraft and Horse Cutting, would be largely retained under the Master Plan. Recent improvements have been made to the area with the construction of a new amenities and club room space, whilst funding has been secured for the construction of a new canteen / bar facility in this area to replace the existing sub-standard facility. Key improvements that are proposed in the infield area include:

- Camping facilities: Provision of facilities for on-site camping, including water, sullage and electrical power heads.
- Cross-country circuit: accessed from the in-field area, a new 2.2km cross-country circuit would be developed in the south-eastern portion of the site.
- Portable grandstands: Portable grandstands would be provided (10 x 6m / 4 tier or similar), which would be used across the site depending on the event requirements and providing seating for around 500 people.



Figure 17: Proposed infield area

CUTTING YARD, CAMP DRAFTING & RODEO



EQUESTRIAN CROSS COUNTRY & TETRATHLON CIRCUIT



Figure 18: Proposed infield and cross country areas character images

5.4.5 Streetscape Presentation and Entry Areas

The Summerland Way frontage provides an opportunity for both improvement of visual appearance and promotion of the facility. The frontage currently comprises chain link / barbwire security fencing, or the blank rear wall of the racing day stalls. In particular, the day stalls provide a “blank canvas” to the road frontage upon which a mural could be installed or painted. Key improvements include:

- Signage and wayfinding: Provision of site signage and internal directions signage between the various areas location of the site.
- Frontage mural: Provision of mural or similar artwork to existing day stall façade to promote the site and the regional more generally.

5.5 Authorised Uses - Leases, Licences and other Estates

Based on the precincts as described in the previous section, the following uses / user groups are authorised under this Plan of Management.

5.5.1 Equestrian areas and facilities

This Plan of Management authorises Council to enter into the most appropriate management arrangement for the proposed undercover arena area, and associated equestrian facilities, based on an assessment of:

- Current and future benefit to the relevant sports and community more broadly.
- Capacity to respond to the facility's:
 - Long term asset maintenance requirements
 - Staffing needs and associated considerations
- Potential financial cost to Council of the facilities in their entirety or by segregation of the respective aspects of the facility.

Council may enter into leases or licenses with community or commercial operators for purposes which are consistent with core objectives for general community use, including but not limited to the following:

- Café and/or food related outlet
- Undercover arena facility
- External yards, day stalls and open-air facilities
- Meeting rooms or any related building facilities

The above purposes for which a lease or licence may be granted are consistent with the core objective for the General Community Use category of the land and are purposes nominated by the *Local Government Act 1993* (section 46(1)(b)), being public recreation activities or activities supporting the physical, cultural, social and intellectual welfare or development of persons.

5.5.2 Racecourse areas and facilities

This Plan of Management authorises Council to enter into the most appropriate management arrangement with the Casino Racing Club to facilitate the long-term use and improvement of the Racecourse areas and facilities.

5.5.3 Stables and race horse training facilities

This Plan of Management authorises Council, or the Casino Racing Club under a sub-lease or licence arrangement, to enter into the most appropriate management arrangement for the proposed stable and horse training facilities, based on an assessment of:

- Current and future benefit to the relevant sports and community more broadly.
- Capacity to respond to the facility's:
 - Long term asset maintenance requirements
 - Staffing needs and associated considerations
- Potential financial cost to Council of the facilities in their entirety or by segregation of the respective aspects of the facility.

Council may enter into leases or licenses with community or commercial operators for purposes which are consistent with core objectives for general community use, including but not limited to the following:

- Stabling facilities under individual stable or grouping of stables
- External yards, stalls and open-air facilities
- Caretaker facilities or associated administration building facilities

The above purposes for which a lease or licence may be granted are consistent with the core objective for the General Community Use category of the land and are purposes nominated by the *Local Government Act 1993* (section 46(1)(b)), being racecourse activities or activities supporting the physical, cultural, social and intellectual welfare or development of persons.

5.5.4 Infield facilities

This Plan of Management authorises Council to enter into the most appropriate management arrangement for the proposed infield facilities, based on an assessment of:

- Current and future benefit to the relevant sports and community more broadly.
- Capacity to respond to the facility's:
 - Long term asset maintenance requirements
 - Staffing needs and associated considerations
- Potential financial cost to Council of the facilities in their entirety or by segregation of the respective aspects of the facility.

Council may enter into leases or licenses with community or commercial operators for purposes which are consistent with core objectives for general community use, including but not limited to the following:

- Overnight camping areas

- Cutting yards and associated facilities
- Bar and canteen facilities

The above purposes for which a lease or licence may be granted are consistent with the core objective for the General Community Use category of the land and are purposes nominated by the *Local Government Act 1993* (section 46(1)(b)), being public recreation activities or activities supporting the physical, cultural, social and intellectual welfare or development of persons.

5.6 Implementation Action Plan

This section provides an ongoing management framework for the implementation of this Plan of Management and associated Master Plan. This framework is identified through the "action plan" presented overleaf, which includes the minimum requirements of the *Local Government Act 1993*.

References to various elements included within the Action Plan include:

Management Issue: Refers to the issues identified in Section 5.2 of the Plan of Management

Objectives and Performance Targets: Refers to the objectives for General Community land (the "core objectives") and the Master Plan Objectives that were nominated in Section 5.1.3. It also provides performance targets that can be used to measure outcomes. This is in accordance with s.36(3)(b) of the *Local Government Act 1993*.

Means of achievement of objectives: Refers to options available to undertake actions that seek to meet the objectives - what will be done? This is in accordance with s.36(3)(c) of the *Local Government Act 1993*.

Manner of assessment of performance: Refers to the ways that performance or success of the management process will be measured. This is in accordance with s.36(3)(d) of the *Local Government Act*

Casino Showground and Racecourse Plan of Management - Implementation Action Plan

Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
1. Maintain and grow equestrian and other recreational uses	Core Objectives: (a) (b) Master Plan Objectives: (i) (iii) (iv) Performance Targets: <ul style="list-style-type: none"> • Increase participation rates within local clubs • Increase the number of equestrian related events undertaken at the site 	1.3. Maintenance of current facilities prior to new development by Clubs and Council 1.4. Development of new facilities that meet user requirements and in accordance with the intent of the Master Plan	<ul style="list-style-type: none"> • User group membership numbers • Number of equestrian events held per annum
2. Maintain and grow thoroughbred training and racing	Core Objectives: (a) (b) Master Plan Objectives: (i) (iii) (iv) (vi) Performance Targets: <ul style="list-style-type: none"> • Increase number of onsite trainers / thoroughbred horses being trained • Increase number of racing days, including emergency race meetings 	2.1 Maintenance of current facilities prior to new development by Club and Council 2.2 Development of new facilities that meet user requirements and in accordance with the intent of the Master Plan	<ul style="list-style-type: none"> • Number of thoroughbred horses trained on site • Number of on-site trainers / stabled horses • Number of race meetings held per annum
3. Achieve safe and effective access arrangements	Core Objectives: (a) Master Plan Objectives: (i) (iii) (v) Performance Targets: <ul style="list-style-type: none"> • Effective access arrangements along Summerland Way are achieved, including main and secondary access points • Speed limits along the site frontage are appropriate for the level of use of the site • Appropriate separation between site visitors and competitors is achieved 	3.1 Main entry is retained and improved as required 3.2 Secondary entry / exit point is available adjoining the public entry to the Race Club 3.3 Undercover arena competitor entry point is available on the northern boundary of the site 3.4 Horse racing competitor entry point is available off Ellangowan Road on the southern boundary of the site 3.5 Summerland Way operational speed is limited to 60km/hr along the site frontage on a permanent basis	<ul style="list-style-type: none"> • Access arrangements are provided in a safe manner and to meet user needs • Speed limit along Summerland Way is reduced

Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
4. Integrate existing facilities with new	<p>Core Objectives: (a) (b)</p> <p>Master Plan Objectives: (i) (ii) (iii) (iv) (v) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> New and existing facilities are able to be integrated through careful site planning and detailed design Ongoing operation of the site is well co-ordinated and meets public and user needs 	<p>4.1 A Reserve Working Group / Committee is established to meet regularly to assist in whole of site co-ordination of design and management</p> <p>4.2 Detailed design work involves relevant users groups and is regularly reported to the Reserve Working Group / Committee</p> <p>4.3 Overall management of the site by Council is transparent for both site user groups and the public.</p>	<ul style="list-style-type: none"> Regularity of Reserve Working Group / Committee meetings Participation of user groups in advisory roles during design periods
5. Define role and responsibilities with user groups	<p>Core Objectives: (a) (b)</p> <p>Master Plan Objectives: (i) (iii) (iv) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> User groups have clear and defined roles established under site user agreements User agreements reflect the scale of the roles and responsibilities 	<p>5.1 On-site user groups have current, clear and appropriate agreements with Council</p> <p>5.2 Communication with and between user groups will be facilitated by Council to best meet the needs of groups and the broader community</p>	<ul style="list-style-type: none"> User group agreements are in place for each user and appropriately managed by Council Effective management reporting opportunities are in place via effective communication
6. Establish short-term visitor access	<p>Core Objectives: (a) (b)</p> <p>Master Plan Objectives: (i) (ii) (iii) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> On-site camping / overnight stays are available for visitors to the area 	<p>6.1 Appropriate infrastructure is developed to support the use of the site by overnight visitors including access arrangements, amenities and payment systems as applicable</p> <p>6.2 Appropriate management agreements and responsibilities are in place to manage the site over time.</p>	<ul style="list-style-type: none"> Site is established as an available overnight camping area Number of overnight stays

Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
7. Integrate signage, public art and wayfinding devices	<p>Core Objectives: (a)</p> <p>Master Plan Objectives: (ii) (iii)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> Effective and consistent signage palette and plans are in place through detailed design Signage is consistent with branding of Council and the site as applicable Signage is effective in the communication of upcoming events and activities that are occurring at the site over time 	<p>7.1 Signage and wayfinding designs and layouts are developed in conjunction with detailed design - including a whole of site approach</p> <p>7.2 Signage, branding and public art opportunities are integrated with new works or as funding opportunities arise</p> <p>7.3 Signage is maintained and updated (e.g. variable message signs) to communicate regular events and activities</p>	<ul style="list-style-type: none"> Signage palette and plans are available to guide implementation over time Signage meets design requirements and able to facilitate the communication of upcoming events and activities
8. Integrate, protect and enhance natural features	<p>Core Objectives: (a)</p> <p>Master Plan Objectives: (ii) (iii) (v)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> Use of areas reflects and responds to their natural assets and constraints Natural elements to the site are retained and integrated into use activities wherever possible 	<p>8.1 Appropriate detailed assessments are undertaken of natural areas to ensure proposed uses are appropriate and managed in ways that respond to natural area needs - e.g. design of cross-country equestrian course</p> <p>8.2 Where high value environments are identified, appropriate mechanisms are put in place to protect and enhance these environments.</p>	<ul style="list-style-type: none"> Environmental assessment is undertaken prior to use of natural areas in accordance with relevant legislation Environmental management plans are in place for recognised areas of high environmental value (should these be identified over time)
9. Manage public safety in emergency situations	<p>Core Objectives: (a)</p> <p>Master Plan Objectives: (i) (iii) (iv) (v)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> Emergency management plans are in place and able to be effectively implemented during such situations 	<p>9.1 Emergency response plans are developed and are readily available and communicated to all user groups from bushfire, flood and other emergency situations as identified through development of such plans</p> <p>9.2 Appropriate assessments are undertaken to ensure that development appropriately responds to the potential threats</p>	<ul style="list-style-type: none"> Emergency management plans are in place, up to date and well communicated to user groups New development has appropriately responded to potential for natural hazards and emergency response situations

Management Issue	Objectives and Performance Targets	Means of achievement of objectives	Manner of assessment of performance
10. Management of user group leases and licences	<p>Core Objectives: (a) (b)</p> <p>Master Plan Objectives: (i) (iii) (iv) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> User groups activities occur within the context of site user agreements with Council 	<p>10.1 Council will ensure that use of the site is conducted in accordance with appropriate user agreements</p> <p>10.2 Council, in conjunction with respective user groups and relevant legislation, will determine the appropriate user agreements to be utilised.</p> <p>10.3 User agreements will include but are not limited to:</p> <ul style="list-style-type: none"> Sporting and recreational groups, including equestrian related sports, horse racing and training, and other as applicable Commercial entities and activities including events, retail and food outlets, and other uses such as electric vehicle changing stations Community groups and related activities, such as the Men's Shed Camping and overnight stays in designated camping areas 	<ul style="list-style-type: none"> Regular site users are captured within a user agreement, either with Council or another identified site user under subsequent agreements Legislative requirements are met
11. Ensuring adequate baseline infrastructure availability	<p>Core Objectives: (a)</p> <p>Master Plan Objectives: (i) (iii) (iv) (vi)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> Necessary baseline infrastructure is adequate to meet site user needs. 	<p>11.1 Prior to any substantive development, detailed assessments of electrical, water and sewerage systems are undertaken</p> <p>11.2 Appropriate rectification works are undertaken to meet user needs and ensure safe operation of facilities.</p>	<ul style="list-style-type: none"> Appropriate assessments are undertaken in conjunction with major works
12. Simplify site zoning	<p>Core Objectives: (a)</p> <p>Master Plan Objectives: (i) (iii)</p> <p>Performance Targets:</p> <ul style="list-style-type: none"> Entire Reserve is within the RE1 - Public Recreation zone 	<p>12.1 Council will include the rezoning of Lot 73 DP 755627 within an appropriate LEP housekeeping amendment to create consistency in zoning across the Reserve</p>	<ul style="list-style-type: none"> Site is consistently zoned as RE1 - Public Recreation

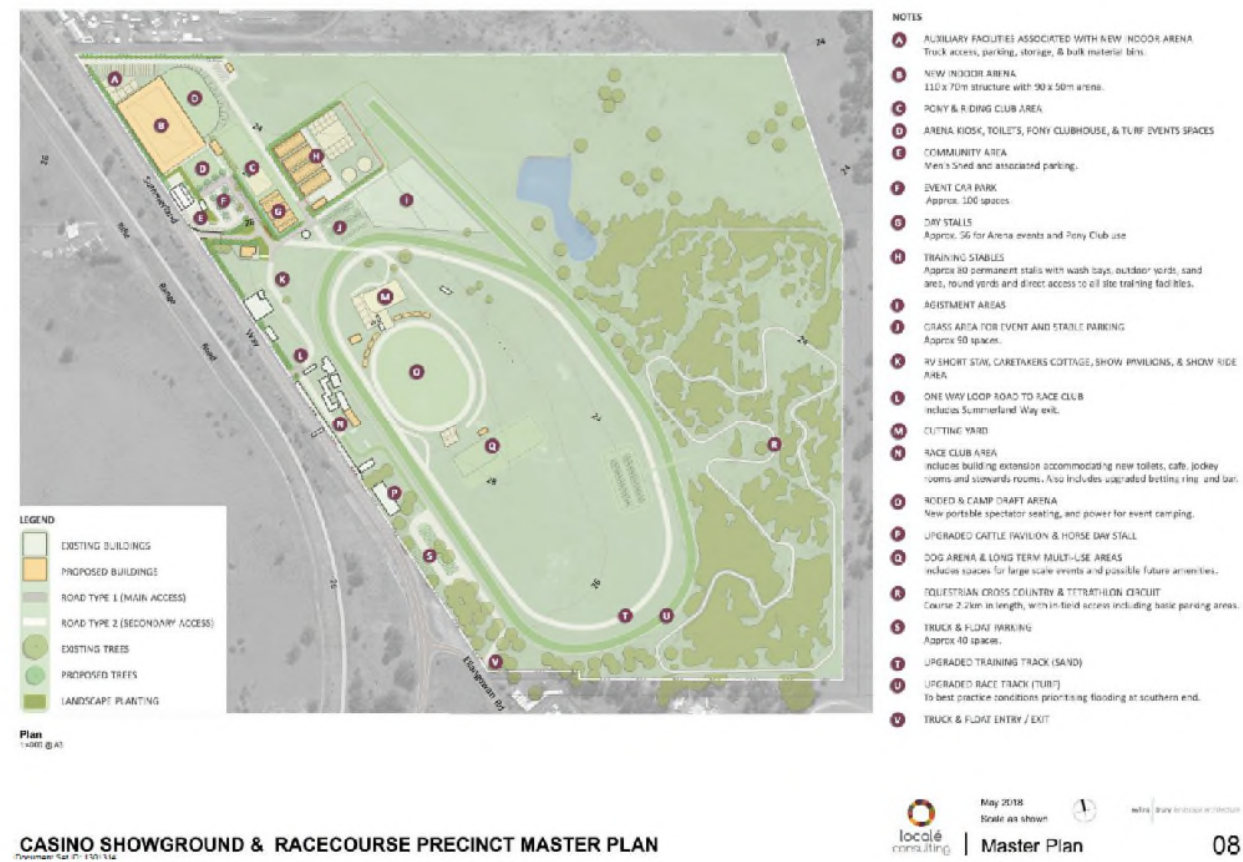
6. POM ADMINISTRATION AND MANAGEMENT

Council will administer this Plan of Management in conjunction with its other Plans of Management for individual sites and generic plans that incorporate a range of Categorised lands. Funding for ongoing development of the site in accordance with the Master Plan at Appendix A will be subject to the considerations of Council and the competing pressures for project funding.

Efforts have been made to secure external funding for the project and these opportunities will continue to be pursued. This will include both State and Federal programs, with funding opportunities and efforts to be co-ordinated with user groups as required. Details of project costs are provided in the Master Plan Design Report (Locale Consulting, September 2018).

It is intended that the Plan of Management will be reviewed within 10 years of the date of endorsement by Council.

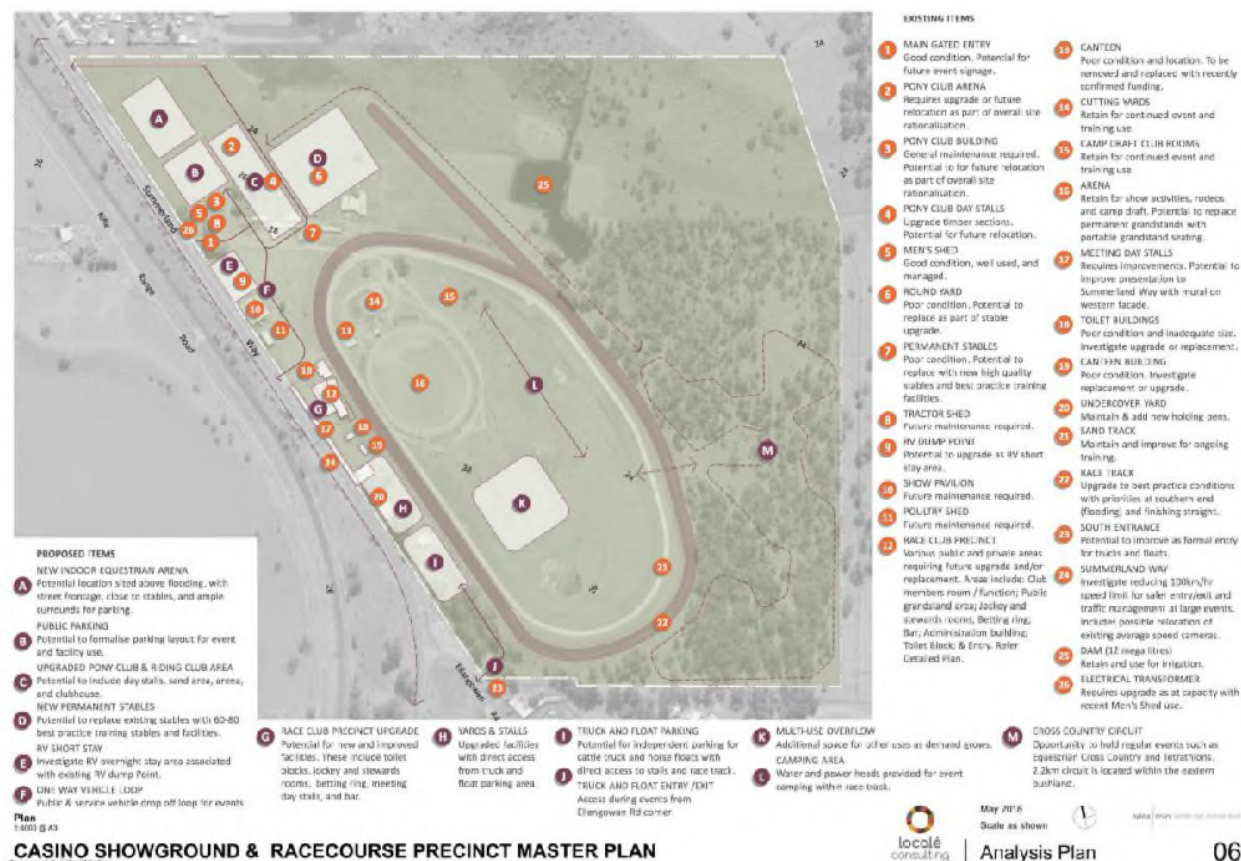
Appendix A – Site Master Plan Drawings



Richmond Valley Council
Casino Showground and Racecourse Plan of Management

Appendix A

Appendix B – Site Analysis Plans

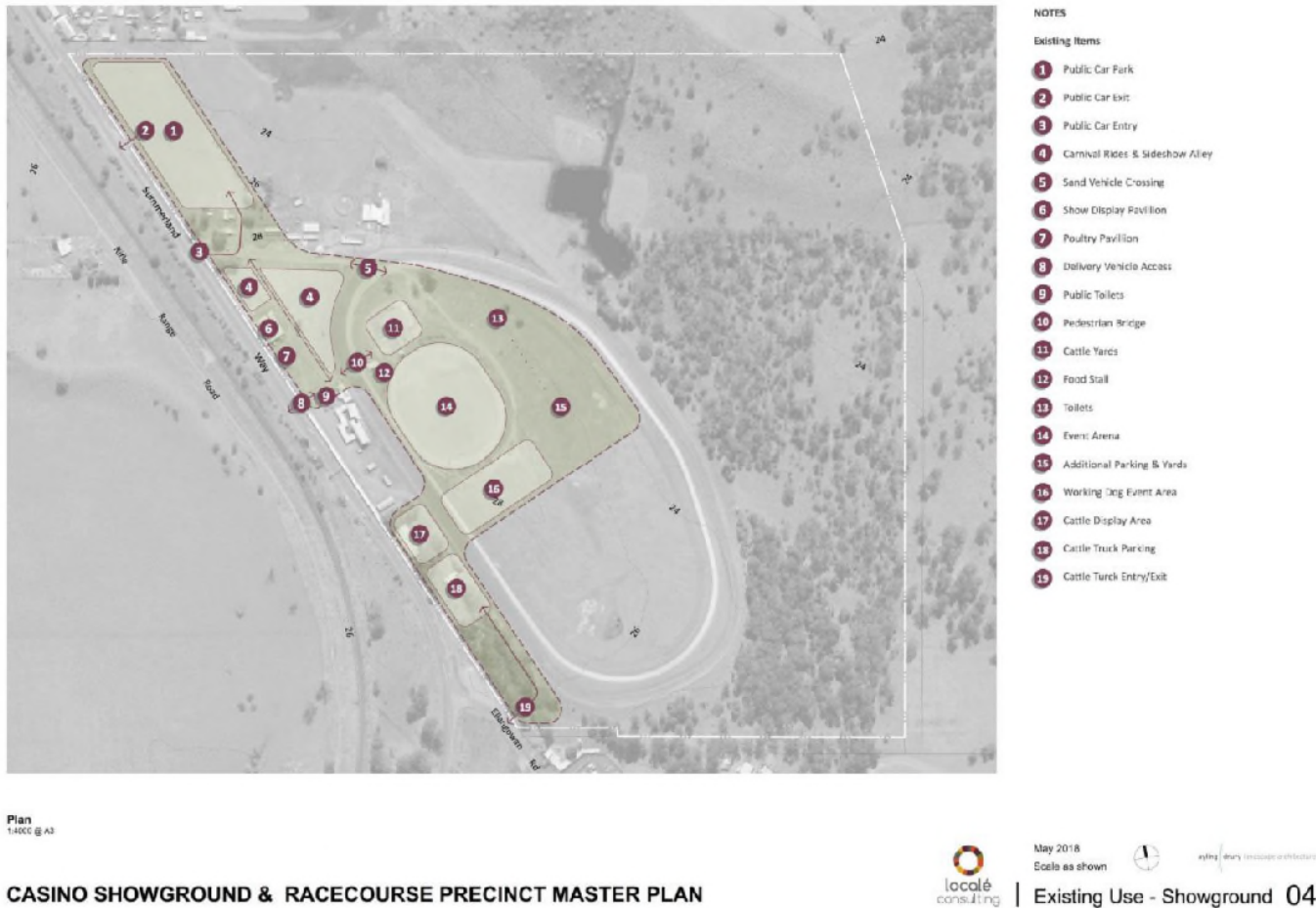


Appendix C – Site Use Plans



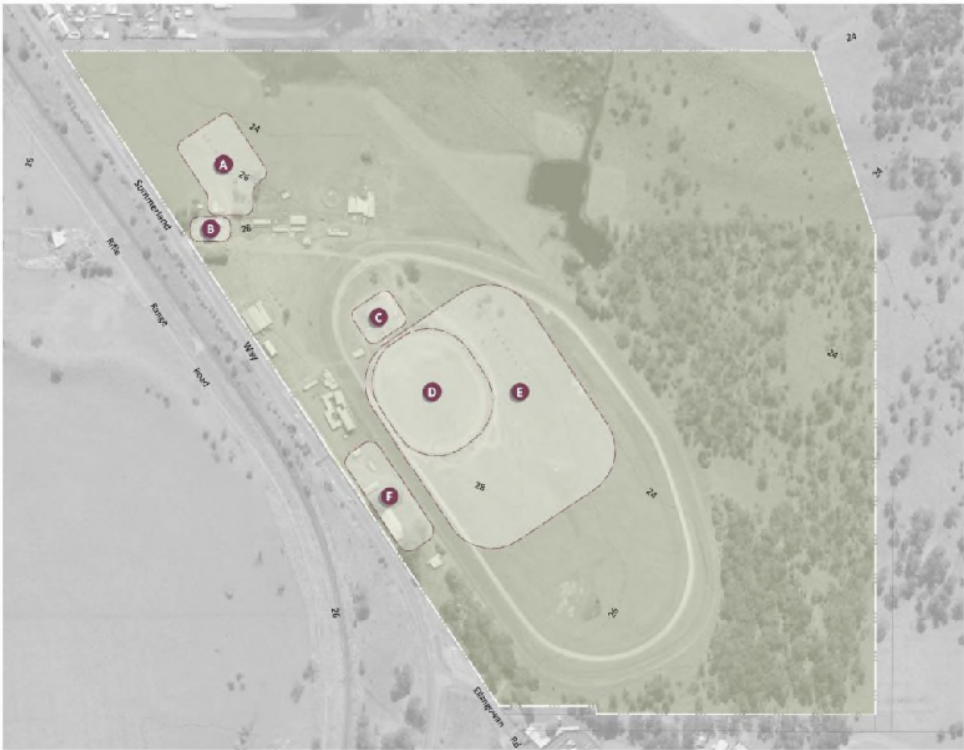
Richmond Valley Council
Casino Showground and Racecourse Plan of Management

Appendix C



Richmond Valley Council
Casino Showground and Racecourse Plan of Management

Appendix C



- NOTES
- Existing Items
- A** PONY & RIDING CLUB
Riding area, Clubhouse, Day Stalls and parking.
Used twice per month.
 - B** MEN'S SHED
 - C** CUTTING CLUB
Cutting yards used twice per month.
 - D** RODEO
Arena used twice a year (Beef Week + Show).
 - E** CAMP DRAFT
Arena, toilets, and camping area used 2-3 times per year.
 - F** BOS INDICUS
Children's agricultural education use twice per year.

Plan
1:4000 @ A3

CASINO SHOWGROUND & RACECOURSE PRECINCT MASTER PLAN



May 2018
Scale as shown



Existing Use - Others



05

Appendix D – List of Existing Assets

Casino Showground and Racecourse - Existing Assets List

Assets in the following table are identified in the subsequent plan by asset number (#).

#	Description	Condition ¹	Comments
1	Main entrance	2	Walls and entry boom gate generally in good condition
2	Pony Club arena	3	Basic grassed surface with some landscape surrounds. Perimeter fencing in relatively poor condition.
3	Pony Club building	3	Metal framed and clad building in fair condition with outdoor undercover area.
4	Pony Club day stalls	3	Metal and timber fenced areas. Metal fencing in good condition, however timber fenced areas are in comparatively poor condition.
5	Men's shed	1	Near new metal clad building in good condition.
6	Round yard	4	Approx. 24m diameter timber construction in relatively poor condition.
7	Permanent stables	4 - 5	Typically metal clad and roofed stables in relatively poor condition. Some more substantial block work buildings with metal roof.
8	Tractor shed	3	Block work building with metal roof.
9	RV dump point	3	Dump point for recreational vehicle water and sewer.
10	Pavilion	3	Brick building with metal roof.
11	Poultry shed	3	Metal roof and clad building.
12	Arena	3	Earth arena area for show time activities, rodeos and camp draft. Metal perimeter fencing surround with some permanent metal / timber grandstands.
13	Canteen	4	Block work building with metal roof.
14	Cutting yards	2	Steel fenced holding yards and larger cutting yard space approx. 30 x 35m.
15	Camp draft club rooms	1	Near new metal framed and clad building in good condition with outdoor undercover area.
16	Race Club building	3	<p>Various buildings comprising public and private club areas. Predominantly brick / block with metal roof. Areas include:</p> <ul style="list-style-type: none"> o Club members room / function - upstairs overlooking track; o Public grandstand area near finish line; o Jockey and stewards rooms - poor condition with regular water damage - inadequate female jockey space;

#	Description	Condition ¹	Comments
			<ul style="list-style-type: none"> o Betting ring - bitumen seal floor surface with partial metal roof - floor area uneven and requires repair; o Bar - Under upstairs function space with frontage to both track and betting ring; o Office space / administration building (weatherboard cottage with extensions); and o Entry areas including toilets.
17	Race meeting day stalls	3	Brick stalls with metal roof - approx. 160m in length along road frontage.
18	Toilets	4	Block work building with metal roof.
19	Canteen building	4	Block work building with metal roof. Limited use.
20	Undercover yard	3	Timber framed, metal roof and metal pens under. Used for show cattle.
21	Sand track	3	Sand based training track. Approx. 1,400m total distance. Approx. 5-6m wide.
22	Turf track	3	Turf track with start shoot. Various race lengths, up to 1,400m from start shoot to finish line. South-east corner become water-logged during heavy rain periods.

Footnote 1

Condition rating is based on 1 - 5 scale. 1 representing assets in near new condition and 5 representing those that have failed or are on the verge of failure. These ratings are representative only and for comparative purposes. It is noted that no structural and detailed examinations of any infrastructure have been completed and assessment is visual only.



Department of
Primary Industries



SHARKSMART

NSW SHARK MANAGEMENT STRATEGY

Snapshot of Key Results



sharksmart.nsw.gov.au



Department of
Primary Industries



NSW SHARK MANAGEMENT STRATEGY

Snapshot of Key Results

The NSW Government's world first, five-year \$16 million Shark Management Strategy trialled a suite of shark mitigation technologies and helped to increase knowledge about the movement and ecology of White, Tiger, and Bull Sharks.

The Strategy complemented the NSW Government's other existing shark mitigation and awareness programs, including the Shark Meshing (Bather Protection) Program (SMP).



COMMUNITY ENGAGEMENT AND
SOCIAL RESEARCH

CLEVER BUOY™

VR4G SHARK
LISTENING STATIONS



PERSONAL
PROTECTION

SMART DRUMLINE

TAGGING AND TRACKING
TARGET SHARKS

BARRIERS



Shark Mitigation Technology

Testing and trialling a suite of measures to increase protection for beachgoers

The key results of the technologies trialled under the NSW Shark Management Strategy include:



AERIAL SURVEILLANCE

Drones

MOST
PREFERRED

DPI's research showed drones are the most effective shark detection and surveillance tool for NSW ocean beaches. The NSW Government partnered with Surf Life Saving NSW (SLSNSW) to trial deploying drones at many beaches across the State. As well as conducting shark surveillance flights, drones can be used to communicate with water users through sirens and a loudspeaker. Beach authorities can also use drones to identify swimmers in distress, enabling lifeguards and volunteer lifesavers to save more lives.



Key Results

DPI's partnership with SLS NSW has now established NSW as leaders in embedding drones as a critical tool to keep ocean beaches as safer places for water users.

Community surveys show that using drones for shark surveillance is the most supported and preferred mitigation approach across all coastal regions and was seen as the future of not just shark mitigation, but beach and ocean safety. It was valued for its versatility, non-invasive targeted coverage over individual beaches and ability to hover over sharks and water users in distress. Overall, it was considered excellent value for money and more environmentally friendly than helicopters.



AERIAL SURVEILLANCE

Helicopters

Helicopters were trialled across the NSW coastline for surveillance at both patrolled and unpatrolled beaches. They can cover large areas, with no impacts on marine animals. If a potentially dangerous shark is identified close to swimmers or surfers, helicopters can communicate with water users through sirens and a loudspeaker and are also able to herd the shark back out to sea.

Surveillance can also be impacted by visibility due to weather and ocean conditions.

Key Results

Data show that approximately 15% of all marine wildlife sightings are of potentially dangerous sharks such as White, Tiger or Bull Sharks or other large but unidentified sharks. Approximately 10% of target species sightings led to beach evacuations.

While helicopter surveillance is generally supported across all coastal regions, they are seen as being more expensive and less environmentally friendly than drones, and generally viewed as not as effective due to the short time spent on each beach.





IN - WATER MANAGEMENT

SMART Drumlines

MOST
PREFERRED

Shark Management Alert in Real Time (SMART) drumlines are both a shark mitigation and research tool. SMART drumlines consist of an anchor, two buoys and a satellite-linked GPS communications unit attached to a hook baited with one sea mullet. When a shark takes the bait, the boat crew are alerted, and the team responds immediately to relocate, tag, and release the shark or other marine animal 1km offshore.

Trials were undertaken at multiple locations on the NSW coast to assess how the technology works in different coastal areas and operating environments.



Key Results

SMART drumlines remove the immediate risk by intercepting the sharks beyond the surf break, with boat crew relocating the shark 1km offshore. After relocation, most sharks tend to remain offshore for a period of time.

Using SMART drumlines, DPI now leads one of the largest shark tagging programs in the world, to build more knowledge about the movements and ecology of target sharks.

Community surveys show that many people in the NSW community think SMART drumlines are better than traditional shark nets because they catch more target sharks, release and relocate sharks and have less bycatch. There are some concerns that SMART drumline baits attract sharks and should not be located near swimmers, and around the welfare of sharks during the catch, tag and release process.



IN - WATER MANAGEMENT

Clever Buoy™

The Clever Buoy™ uses sonar technology and specialised video software to detect sharks and transmit information to beach authorities. The Clever Buoy™ was installed by Shark Mitigation Systems at Hawks Nest, NSW in November 2016. Overall, the 2016 field trial showed that Clever Buoy™ can detect and identify White Sharks as well as estimate their length.

Key Results

The greatest distance from the Clever Buoy™ that a White Shark was detected, and confirmed by Baited Remote Underwater Video Stations (BRUVS) was 28 m. Further refinement and field testing is required to improve the range of Clever Buoy™.



IN - WATER MANAGEMENT

Barriers

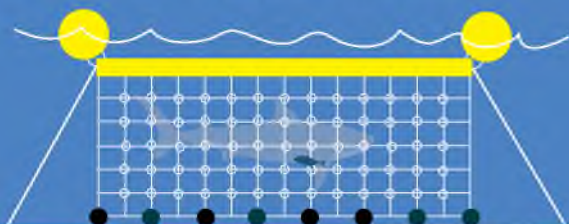
Shark barriers are a physical barrier that separates sharks from beachgoers. Unlike the Shark Meshing Program nets, barriers form a fully enclosed swimming area like an 'underwater fence' which goes from the seabed to the surface.

For the first time on Australia's East Coast, NSW DPI aimed to trial two shark barriers in 2016 to provide an enclosed shark-free area for beachgoers.

The objectives of the 3-year barrier trials were to determine if the barriers could be safely and effectively installed and survive the eastern coastal environment.

Key Results

As the barriers could not be installed effectively and safely, both trials were discontinued. Currently available shark barrier products are only suitable for NSW estuaries or highly sheltered coastlines.





IN - WATER MANAGEMENT

Personal Protection

Personal shark deterrents can be worn by an individual or attached to surfboards. There are different types of devices including electric, magnetic, chemical and visual deterrents designed to disrupt sharks' sensors to deter them from approaching.



Key Results

Five commercially available products were independently tested to determine if they deter sharks.

Testing of the products confirmed that whilst none are 100% effective, one product, the Ocean Guardian Freedom + Surf, reduced interactions with White Sharks by 56%, and the other products reduced interactions by less than 15%.

As none of the devices tested provided guaranteed protection from White sharks, further research is required.



TECHNOLOGY & MONITORING

VR4G Shark Listening Stations

MOST
PREFERRED

Shark listening stations have been deployed at 21 locations on the NSW Coast from Kingscliff to Merimbula, to provide real-time alerts of tagged sharks to beachgoers via the SharkSmart app. When a tagged shark swims within 500 metres of a listening station, an instant alert is sent to the SharkSmart App, website and Twitter feed @NSWSHarkSmart providing real-time updates to the public and beach authorities.



Key Results

This information has been used by researchers and the public to improve the knowledge on where and when these sharks are along our coast, via the SharkSmart App and Twitter.

DPI has provided more than 50,000 alerts from listening stations to the public to inform where and when tagged sharks are along our coast.

Community surveys show that listening stations are valued for real-time detection of tagged sharks and provide valuable contributions to the tracking of sharks for research. However, there are concerns around their effectiveness being dependent on the number of tagged sharks, and only being helpful for those at a beach with a listening station.

Tagging and Tracking Target Sharks

Increasing knowledge about the movement and ecology of White, Bull and Tiger Sharks

DPI has tagged and monitored over 700 White, Bull and Tiger sharks to learn more about how these animals are using NSW coastal waters. SMART drumlines and shark listening stations are critical components of the tagging and tracking program.



Key Results

Analysis on tagged sharks shows that most juvenile White Sharks move north along the NSW coast during winter and spring, when the waters are cooler in northern NSW. They then head south over summer and autumn to track cooler waters in the southern states. That's not to say there are no sharks in NSW waters in summer or autumn – tagging results show they can be anywhere at any time along our coast.

DPI contributed to an analysis of shark bites in Australia and it appears that White Shark bites usually happen when there's a patch of cold water close to the coast surrounded by warm water. This suggests White Sharks move closer to the coast to be in the cooler water.

Overall, the tagging and tracking program has showed that White Sharks travel significant distances, rather than staying close to one location; some tagged sharks travel as far as New Zealand or Western Australia, whilst in summer, more Bull and Tiger sharks use NSW waters, as they move south with the East Australian Current.

Community Engagement and Social Research

DPI has shared the journey of the Strategy through strong community and stakeholder engagement. Education programs and messaging around how to be SharkSmart has led to a better awareness of sharks and their behaviour to help everyone enjoy the beach and reduce the risk of a shark encounter.



Key results

The SharkSmart App has been downloaded over 70,000 times allowing beach goers to stay updated when a tagged shark is detected.

Surveys have provided the NSW Government with information on community sentiment about sharks, and shark bite mitigation preferences.

Non-invasive approaches such as aerial surveillance were supported and preferred over invasive and/or lethal approaches such as shark nets. Drone surveillance was highly supported (and preferred over helicopters).

Community education was seen as an important part of reducing the risk of shark bites to help people take personal responsibility for their own safety.

For more information on the Shark Management Strategy, visit sharksmart.nsw.gov.au

Stakeholder Consultation on Preferred Shark Mitigation Measures in NSW

Q1

Preferred Shark Mitigation Measures in NSW Survey

This survey is being conducted by the University of Wollongong and Charles Sturt University on behalf of the NSW Department of Primary Industries (**DPI**).

You are invited to complete a survey and share your views on shark mitigation measures in NSW.

Researchers:

Dr Clifford Lewis, Charles Sturt University

Associate Professor Peter Simmons, Charles Sturt University

Dr Michael Mehmet, University of Wollongong

Mr Kane Callaghan, Charles Sturt University

It is important for you to understand the purpose of the survey and what it will involve, please take the time to read the following information carefully and discuss with others if you wish.

Q3

1. Why have I been invited to participate in this survey? On 30 June 2020, **DPI** came to the end of a five-year program of trialling world-class technology and researching shark behaviour in NSW waters to increase protection of beachgoers from shark interactions. This program was called the 'NSW Shark Management Strategy' (visit www.sharksmart.nsw.gov.au). Following this work, the NSW Government is sharing the results with local councils and communities and using this survey to listen to what the preferred shark mitigation measures are. This will help guide future decisions on shark bite mitigation measures across NSW.

2. What is the purpose of this survey? The purpose of the survey is to identify local government and community preferences for shark mitigation in NSW to help inform future decisions related to sharks and beach safety. We define shark mitigation as the public and personal protection measures to increase the safety of beachgoers to reduce the chance of a shark-human interaction occurring.

3. What does this survey involve? You will be asked to answer questions about shark mitigation measures. For some questions, you will be provided with videos and fact-sheets to review

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before you provide an answer. If you agree to participate by proceeding to the survey, this will be regarded as consent to participate in the research.

4. Are there risks and benefits to me in taking part in this study? You may find the questions interesting but there will be no personal benefit to you in participating in this research. The benefit is for the NSW Government to understand local council and community preferences to shark mitigation measures to guide decision making.

Q4

5. How is this study being paid for?

The research is being funded by the **DPI**.

6. Will taking part in this study cost me anything, and will I be paid?

There is no cost to you to participate, apart from your time in completing the survey. Participation is voluntary.

7. What if I participate and want to withdraw later?

a) **Organisations** Those who are responding to this survey on behalf of an organisation will be able to withdraw from the survey at any time before the end of the survey, or within three weeks following the survey at which point the analysis process will commence. If you choose to withdraw, any information collected pertaining to the organisation you are affiliated with will be deleted and not included in the analysis.

b) **Individuals** Those responding to this survey in an individual capacity can decide to withdraw from the survey at any time before the end of the survey. Because all information is anonymous, we cannot remove your answers after you submit the completed survey.

8. How will confidentiality be addressed?

You will be asked if you are responding as an organisation or as an individual.

a) **Organisations** If you are responding on behalf of an organisation you will be asked to provide us with a contact name, the name of the organisation you are representing, and an email/postal address. Your responses will be published in the final report along with the name of your organisation, but not the contact name.

b) **Individuals** If you reply as an individual any information collected by the **researchers** as part of the survey (gender, age, ocean interests and postcode) will not identify you. It will be

stored securely and only accessed by the **researchers**, except as required by law. There are limits on assurances of confidentiality as law may subpoena research data/records. Data will be retained for at least 5 years in a secure premise and on a password protected computer at Charles Sturt University.

9. What will happen to the information that I give you?

The **researchers** will prepare a report for the **DPI**. The report and any papers will not be sold, and the research will not be used for commercial gain.

Individual participants will not be identified in any reports arising from the project.

10. What should I do if I want to discuss this study further before I decide?

If you would like further information please contact Dr Clifford Lewis on cllewis@csu.edu.au or 02 6338 6364.

11. Who should I contact if I have concerns about the conduct of this study?

Charles Sturt University's Human Research Ethics Committee has approved this project. If you have any complaints or reservations about the ethical conduct of this project, you may contact the Committee on (02) 6933 4213 or ethics@csu.edu.au.

Any issues you raise will be treated in confidence and investigated fully, and you will be informed of the outcome.

1. To start off with, please indicate if you are making this submission as:

- ☐ An organisation (representing the view of a council, NGO, or other community group)
- ☐ An individual (representing your personal opinion)

2.1

In the space below, please provide us with the following details of the organisation you are representing:

- ☐ Name of organisation: _____
- ☐ Contact name: _____
- ☐ Email/postal address: _____
-

2.2 Please select from the list below which local government area you live in:

- ☐ Ballina Shire Council
- ☐ Bega Valley Shire Council
- ☐ Bellingen Shire Council
- ☐ Byron Shire Council
- ☐ Central Coast Council
- ☐ City of Newcastle
- ☐ Clarence Valley Council
- ☐ Coffs Harbour City Council
- ☐ Eurobodalla Shire Council
- ☐ Kempsey Shire Council
- ☐ Kiama Council
- ☐ Lake Macquarie City Council
- ☐ MidCoast Council
- ☐ Nambucca Shire Council
- ☐ Northern Beaches Council
- ☐ Port Macquarie-Hastings Council
- ☐ Port Stephens
- ☐ Randwick Council
- ☐ Richmond Valley Council
- ☐ Shellharbour City Council
- ☐ Shoalhaven City Council

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- ☐ Sutherland Shire Council
 - ☐ Tweed Shire Council
 - ☐ Waverley Council
 - ☐ Wollongong City Council
 - ☐ Woollahra Council
 - ☐ Other Council
-

2.2.1 You selected 'Other Council' in the previous question, please type your local council into the space below:

3.2 When do you think shark mitigation measures should be deployed?

Please select all that are relevant

- ☐ All year
- ☐ September-April when people swim in the ocean
- ☐ Winter
- ☐ Summer
- ☐ Spring
- ☐ Autumn
- ☐ Never

4 The list below includes different **community education and shark-alert measures**. Which, if any, do you support in your local government area (or NSW in general)?

You can watch the 1.09 min [video](#) or view this [fact-sheet](#) on community education before you respond to this question.

	Yes, supported	No, do not support
Beach signage informing beachgoers about how to avoid the chance of a shark encounter	<input type="radio"/>	<input type="radio"/>
Community education forums (e.g. information nights at surf clubs, community meetings)	<input type="radio"/>	<input type="radio"/>
Pop-up Mobile SharkSmart Education (e.g. DPI SharkSmart education trailer attends beaches, schools and surfing events)	<input type="radio"/>	<input type="radio"/>
SharkSmart App (using alerts from shark listening stations)	<input type="radio"/>	<input type="radio"/>
Digital communications (through social media or special interest websites)	<input type="radio"/>	<input type="radio"/>
SharkSmart Education 'packages' for different beach user groups (videos or FAQs relevant to surfers, divers, surf life savers)	<input type="radio"/>	<input type="radio"/>

*We are now going to ask you about **shark mitigation measures**, many of which DPI has trialled over the last five years under the NSW Shark Management Strategy. This includes public and personal protection measures to increase the safety of beachgoers to reduce the chance of a shark-human interaction occurring.*

Before you respond to the question, you are encouraged to click on the videos or read the fact sheets to find out more about these trials and the results.

You can watch the two 1.20 min videos [Here](#) and [Here](#) or view this fact-sheet before you

respond to this question.

5 The list below includes different **aerial surveillance measures** like helicopters and drones. Which, if any, do you support in your local government area (or NSW in general)?

	Yes, supported	No, do not support
Helicopters helicopter surveillance fact sheet	<input type="radio"/>	<input type="radio"/>
Drones drone surveillance fact sheet	<input type="radio"/>	<input type="radio"/>

6.1

The list below includes different **in-water measures**. Which, if any, do you support in your local government area (or NSW in general)?

You can view the [Shark Listening Station](#) (1.07 min); and [Personal Deterrent](#) (1.20 min) video below or review the fact sheets.

	Yes, supported	No, do not support
Shark Listening stations linked to the SharkSmart app (detection tracking notifications) Shark listening stations fact sheet	<input type="radio"/>	<input type="radio"/>
Personal shark deterrent devices Personal deterrent devices fact sheet	<input type="radio"/>	<input type="radio"/>

6.2

You can view the [SMART Drumline](#) (1.40 min) and [Traditional Shark Net](#) (1.50 min) video below

or review the fact sheets.

	Yes, supported	No, do not support
SMART drumlines SMART drumlines fact sheet	<input type="radio"/>	<input type="radio"/>
Shark mesh nets Shark mesh nets fact sheet	<input type="radio"/>	<input type="radio"/>

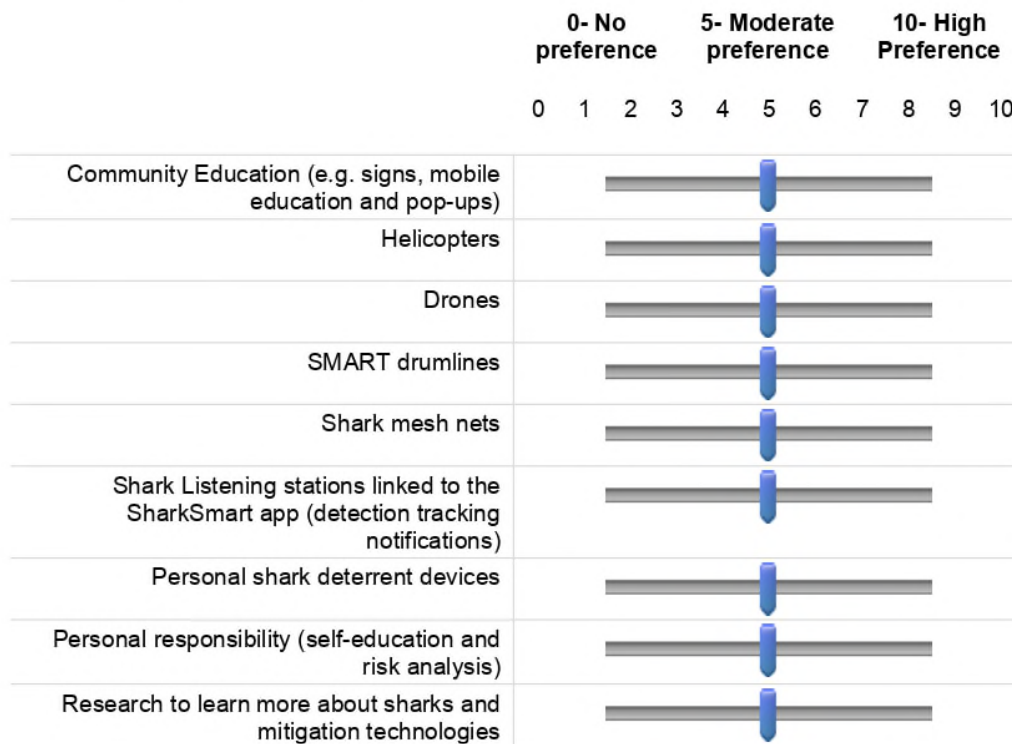
7 And, which of the following **research** topics, should the government focus on in your local government area (or in NSW in general) to increase protection of beachgoers?

	Yes, supported	No, do not support
Shark movement patterns and behaviour	<input type="radio"/>	<input type="radio"/>
Role of sharks in the marine ecosystem	<input type="radio"/>	<input type="radio"/>
Drone technology improvements	<input type="radio"/>	<input type="radio"/>
Patterns in human-shark interactions	<input type="radio"/>	<input type="radio"/>
Monitoring of shark populations	<input type="radio"/>	<input type="radio"/>

8.1 Please indicate which (if any) of the shark mitigation measures listed below you would prefer for your region (or NSW in general).

For each option, please use the slider bar to indicate your preference on a scale of 0 to 10 where 0=No preference and 10=High preference. **If you have no preference for a measure, please click on the slider and ensure it is at 0.**

NOTE. We have also included personal responsibility as a mitigation option. This refers to the responsibility of individuals for their own safety when deciding to enter the ocean and includes self-education and assessing possible risk factors (e.g. bait fish, diving birds).



8.2 In 2000 characters or less (approximately 300 words), can you tell us why you selected those options the way you did based on the needs in your local area (or NSW in general)?

9 Do you have any further comments or suggestions for the NSW Government regarding shark mitigation in your region (or NSW in general), including any local factors that you feel should be considered?

☐ Yes

☐ No

10 In 600 characters or less (approximately 100 words), please provide your additional comments/suggestions based on the needs in your local area (or NSW in general):

11 Thank you for participating in the survey. Before you submit your responses, we would like to know how satisfied you were overall with the information provided to you in this survey.

- ☐ Extremely satisfied
- ☐ Moderately satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Extremely dissatisfied

END

We thank you for your time spent taking this survey.

If you would like further information please contact - Dr Clifford Lewis on cllewis@csu.edu.au or 02 6338 6364. To contact NSW DPI please email nsw.sharkprogram@dpi.nsw.gov.au

Procedure

Procedure Title:	Disclosure of Interest
Procedure Number:	PRO 1.15
Focus Area:	CS2: Great Support
Responsibility:	Governance and Risk
Date Adopted:	INSERT DATE



Purpose

To outline how councillors, designated persons and other persons make annual disclosures of interest, how they make disclosures at or before meetings and how councillors make disclosures to the Electoral Funding Authority.

Scope

Councillors, Council staff, Council delegates and advisors to Council.

Definitions

See definitions in Code of Conduct – Councillors & Personnel (CPOL 1.1) 2020 Schedule 1 Part 1.

References

- Code of Conduct – Councillors & Personnel (CPOL 1.1) 2020 Schedule 1 (Part 1 & Part 2) and Schedule 2
- Disclosure of Interest form
- *Election Funding Act 2018*
- Gifts and Benefits Policy (CPOL 1.05) including Councillors and Staff Personal Benefit Disclosure form

Procedure

Councillors, Council staff, delegates (e.g. community members who are members of Council committees) and advisors to Council are required to be scrupulously honest in all of their dealings with council business. They are bound by a Code of Conduct and must from time to time make disclosure of pecuniary and non-pecuniary interests.

Councillors

Councillors must lodge initial and annual disclosures of interests on the form provided (Schedule 2). Councillors must make disclosures of pecuniary and non-pecuniary interests at council meetings, and they must also make disclosures to the Electoral Funding Authority.

Designated Persons

The General Manager, senior staff and other staff who are “designated persons” must also lodge initial and annual disclosures of interest and disclose pecuniary and non-pecuniary interests at meetings and prior to making decisions relating to council business.

Council staff with a financial delegation of \$50,000 or more, and those who make significant regulatory and contractual decisions (e.g. planning decisions, decisions about access to information or decisions about large contracts) are required to be included on the list of "designated persons". A list of Designated Persons is provided in Annexure A.

Committee members and advisors (other than councillors and Council staff) may also be required to make disclosures of interest prior to meetings or the exercise of functions that could give rise to a conflict between the person's duty in relation to Council and the person's private interests.

Designated persons must prepare and submit written returns of interest in accordance with Clause 4.21 and must disclose pecuniary interests in accordance with Clause 4.1 of the Model Code of Conduct in accordance with Schedule 2.

A designated person must also disclose in writing to the General Manager the nature of any pecuniary interest the person has in any council matter with which the person is dealing as soon as practicable after becoming aware of the interest. Disclosure is made by completing the Disclosure of pecuniary interests and other matters form at Schedule 2.

Annual Disclosure of Interests

A councillor or designated person must make and lodge with the General Manager a return in the form set out in Schedule 2 of the Code of Conduct, disclosing the councillor or designated person's interests as specified in Schedule 1 to the Code of Conduct within 3 months after becoming a councillor or designated person, and 30 June each year, and the councillor or designated person becoming aware of an interest they are required to disclose under Schedule 1 of the Code of Conduct that has not been previously disclosed in a return.

Disclosure of Interests at Meetings

A councillor or a council committee member who has a pecuniary interest in any matter with which the Council is concerned, and who is present at a meeting of the Council or committee at which the matter is being considered, must disclose the nature of the interest to the meeting as soon as practicable and must not be present at, or in sight of, the meeting of the council or committee during the matter being considered or discussed or during voting on any question in relation to the matter. Disclosures may be made by using the Disclosure of Interest at Ordinary Council Meeting or Council Committee Meetings form (Annexure B).

Disclosure of Receipt of Gifts and Benefits

Councillors and Council staff are required to make disclosures of personal benefits in accordance with Council's Gifts and Benefits Policy (POL 1.05). Disclosures are made by completing the Councillors and Staff Personal Benefits Disclosure form (Annexure C).

Councillors and Election Candidates Disclosure of Election Funding

Councillors and candidates for election as councillors are required to make disclosures of election funding in accordance with the *Election Funding Act 2018*.

Disclosures of this nature are administered by the Election Funding Authority. Councillors are required to make Election Funding Disclosures every six months and are solely responsible for their compliance with the legislation.

Review

This procedure is to be reviewed as required and at least annually.

Version Number	Date	Reason / Comments
1	July 2019	New procedure
2	September 2019	Update Annexure A
3	March 2020	Update formatting and Annexure A
4	INSERT DATE	Annual review of Annexure A, together with minor adjustments to Annexure B & C and Schedules 1 – 3 (updates to match Model Code of Conduct adopted in 2020).

ANNEXURE A**LIST OF DESIGNATED PERSONS**

At this time, Council designates Councillors, the General Manager, Directors and Managers. This is subject to change in line with organisational structure changes.

Position Title
Mayor
Deputy Mayor
Councillors (5)
General Manager
Director Community Service Delivery
Director Organisational Services
Director Projects and Business Development
Leader Strategy
Manager Development and Environment
Manager Customer Experience
Manager Communications, Events and Tourism
Manager Infrastructure Services
Recovery Manager
Manager People and Culture
Manager Information and Technology Services
Manager Regional Library
Manager Asset Planning
Manager Property and Economic Projects
Northern Rivers Livestock Exchange (NRLX) Operations Manager

ANNEXURE B**DECLARATION OF INTEREST COUNCIL AND COMMITTEE MEETINGS****DISCLOSURE OF INTEREST**

BY
(full name of person declaring interest)

IN THE MATTER OF *(insert Agenda Item No and Report Subject)*

to be considered at the Meeting / Committee Meeting
(Ordinary / Extraordinary) *(Name of Committee)*

to be held on the day of 20.....

.....
(Declarant's Signature) *(Date)*

PECUNIARY INTEREST *(insert the reason for declaring an interest)*

.....
[Tick or cross one box]

☐ **Pecuniary – interest in a principal environmental planning instrument**

☐ **Pecuniary – other**

☐ **Non-pecuniary – significant conflict**

☐ **Non-pecuniary – insignificant conflict**

IMPORTANT INFORMATION

- (1) **Pecuniary – interest in a principal environmental planning instrument** - You do not need to leave chamber/meeting and can participate in the discussion of and vote on the instrument, provided that you make a special disclosure in the prescribed form (Schedule 3 Model Code of Conduct).
- (2) **Pecuniary – other interest** - You must leave chamber/meeting and take no part in the discussion and voting (Part 4 Model Code of Conduct)
- (3) **Non-Pecuniary – significant Conflict** - Recommended that Councillor/committee member leaves chamber/meeting (Part 5 Model Code of Conduct)
- (4) **Non-Pecuniary – insignificant Conflict** - Councillor/committee member may choose to remain in chamber/meeting and participate in discussion and voting (Part 5 Model Code of Conduct)

Richmond Valley Council 1.05 Gifts and Benefits Policy

ANNEXURE C

Richmond
Valley
Council



The Model Code of Conduct for Local Councils in NSW Councillors and Staff Personal Benefit Disclosure

GIFTS OR BENEFITS

1. You must not:
 - seek or accept a bribe or other improper inducement
 - seek gifts or benefits of any kind
 - accept any gift or benefit of more than a token value (for the purpose of this policy, token value is regarded as being a value of \$100.00 or less.)
 - accept an offer of cash or a cash-like gift, regardless of the amount, including but not limited to gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internal credit, memberships or entitlements to discounts.
2. You must not seek or accept any payment, gift or benefit that may create a sense of obligation on your part or may be perceived to be intended or likely to influence you in carrying out your public duty to:
 - act in a particular way (including making a particular decision)
 - fail to act in a particular circumstance
 - otherwise deviate from the proper exercise of your official duties.
3. You may accept gifts or benefits of a nominal or token value that do not create a sense of obligation on your part.

TOKEN GIFTS AND BENEFITS

Generally speaking, token gifts and benefits may include:

- gifts of single bottles of reasonably priced alcohol to individual council officials at end of year functions, public occasions or in recognition of work done (such as providing a lecture/training session/address).
- free or subsidised meals, of a modest nature, and/or beverages provided infrequently (and/or reciprocally) that have been arranged primarily for, or in connection with the discussion of official business
- council work related events such as:
 - training, education sessions, workshops
 - conferences
 - council functions or events
 - social functions organised by groups, such as council committees and community organisations
- invitations to and attendance at local social, cultural or sporting events
- ties, scarves, coasters, tie pins, diaries, chocolates or flowers
- prizes of token value

GIFTS OF VALUE

- You must never accept an offer of money, regardless of the amount.
- In general, you must not accept gifts and benefits that have more than a nominal or token value. These include, but are not limited to, tickets to major sporting events, corporate hospitality at a corporate facility at a sporting venue, discounted products for personal use, the frequent use of facilities such as gyms, use of holiday homes, free or discounted travel.
- If you receive a gift of more than token value in circumstances where it cannot reasonably be refused or returned, you should accept the gift and disclose this promptly to your supervisor, the Mayor or the General Manager. The supervisor, Mayor or General Manager will ensure that any gifts or benefits of more than token value that are received are recorded in a Gifts Register. The gift or benefit must be surrendered to council, unless the nature of the gift or benefit makes this impractical.
- You must avoid situations in which the appearance may be created that any person or body, through the provision of hospitality or benefits of any kind, is securing or attempting to influence or secure a favour from you or the council.
- You must also take all reasonable steps to ensure that your immediate family members do not receive gifts or benefits that could appear to an impartial observer to be an attempt to influence or secure a favour. Immediate family members ordinarily include parents, spouses, children and siblings.
- Councillors and designated persons must by law disclose a description of any gift or gifts totalling a value exceeding \$500 made by the same person during a period of 12 months or less. *Required to be included in the disclosure of interests returns – section 449.*

Personal Benefit Disclosure by:
(Full Name)

Description of Gift or Benefit:

Value of Gift or Benefit: \$ Date Received:

Signature: Date:

To be forwarded to the General Manager for notation and recording in Council's Corporate Information System

Model Code of Conduct for Local Councils in NSW

Schedule 1:

Disclosures of Interests and Other Matters in Written Returns Submitted Under Clause 4.21

Part 1: Preliminary

Definitions

1. For the purposes of the schedules to this code, the following definitions apply:

address means:

- a) in relation to a person other than a corporation, the last residential or business address of the person known to the councillor or designated person disclosing the address, or
- b) in relation to a corporation, the address of the registered office of the corporation in New South Wales or, if there is no such office, the address of the principal office of the corporation in the place where it is registered, or
- c) in relation to any real property, the street address of the property.

de facto partner has the same meaning as defined in section 21C of the *Interpretation Act 1987*.

disposition of property means a conveyance, transfer, assignment, settlement, delivery, payment or other alienation of property, including the following:

- a) the allotment of shares in a company
- b) the creation of a trust in respect of property
- c) the grant or creation of a lease, mortgage, charge, easement, licence, power, partnership or interest in respect of property

- d) the release, discharge, surrender, forfeiture or abandonment, at law or in equity, of a debt, contract or chose in action, or of an interest in respect of property
- e) the exercise by a person of a general power of appointment over property in favour of another person
- f) a transaction entered into by a person who intends by the transaction to diminish, directly or indirectly, the value of the person's own property and to increase the value of the property of another person.

gift means a disposition of property made otherwise than by will (whether or not by instrument in writing) without consideration, or with inadequate consideration, in money or money's worth passing from the person to whom the disposition was made to the person who made the disposition, but does not include a financial or other contribution to travel.

interest means:

- a) in relation to property, an estate, interest, right or power, at law or in equity, in or over the property, or
- b) in relation to a corporation, a relevant interest (within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth) in securities issued or made available by the corporation.

listed company means a company that is listed within the meaning of section 9 of the *Corporations Act 2001* of the Commonwealth.

occupation includes trade, profession and vocation.

professional or business association means an incorporated or unincorporated body or organisation having as one of its objects or activities the promotion of the

Model Code of Conduct for Local Councils in NSW

economic interests of its members in any occupation.

property includes money.

return date means:

- a) in the case of a return made under clause 4.21(a), the date on which a person became a councillor or designated person
- b) in the case of a return made under clause 4.21(b), 30 June of the year in which the return is made
- c) in the case of a return made under clause 4.21(c), the date on which the councillor or designated person became aware of the interest to be disclosed.

relative includes any of the following:

- a) a person's spouse or de facto partner
- b) a person's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- c) a person's spouse's or de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child
- d) the spouse or de facto partner of a person referred to in paragraphs (b) and (c).

travel includes accommodation incidental to a journey.

which a councillor or designated person has an interest includes a reference to any real property situated in Australia in which the councillor or designated person has an interest.

- 4. *Gifts, loans etc. from related corporations:* For the purposes of this schedule and schedule 2, gifts or contributions to travel given, loans made, or goods or services supplied, to a councillor or designated person by two or more corporations that are related to each other for the purposes of section 50 of the *Corporations Act 2001* of the Commonwealth are all given, made or supplied by a single corporation.

Matters relating to the interests that must be included in returns

- 2. *Interests etc. outside New South Wales:* A reference in this schedule or in schedule 2 to a disclosure concerning a corporation or other thing includes any reference to a disclosure concerning a corporation registered, or other thing arising or received, outside New South Wales.
- 3. *References to interests in real property:* A reference in this schedule or in schedule 2 to real property in

Model Code of Conduct for Local Councils in NSW

Part 2: Pecuniary interests to be disclosed in returns

Real Property

5. A person making a return under clause 4.21 of this code must disclose:
 - a) the street address of each parcel of real property in which they had an interest on the return date, and
 - b) the street address of each parcel of real property in which they had an interest in the period since 30 June of the previous financial year, and
 - c) the nature of the interest.
6. An interest in a parcel of real property need not be disclosed in a return if the person making the return had the interest only:
 - a) as executor of the will, or administrator of the estate, of a deceased person and not as a beneficiary under the will or intestacy, or
 - b) as a trustee, if the interest was acquired in the ordinary course of an occupation not related to their duties as the holder of a position required to make a return.
7. An interest in a parcel of real property need not be disclosed in a return if the person ceased to hold the interest prior to becoming a councillor or designated person.
8. For the purposes of clause 5 of this schedule, "interest" includes an option to purchase.

Gifts

9. A person making a return under clause 4.21 of this code must disclose:
 - a) a description of each gift received in the period since 30 June of the previous financial year, and
 - b) the name and address of the donor of each of the gifts.

10. A gift need not be included in a return if:
 - a) it did not exceed \$500, unless it was among gifts totalling more than \$500 made by the same person during a period of 12 months or less, or
 - b) it was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
 - c) the donor was a relative of the donee, or
 - d) subject to paragraph (a), it was received prior to the person becoming a councillor or designated person.
11. For the purposes of clause 10 of this schedule, the amount of a gift other than money is an amount equal to the value of the property given.

Contributions to travel

12. A person making a return under clause 4.21 of this code must disclose:
 - a) the name and address of each person who made any financial or other contribution to the expenses of any travel undertaken by the person in the period since 30 June of the previous financial year, and
 - b) the dates on which the travel was undertaken, and
 - c) the names of the states and territories, and of the overseas countries, in which the travel was undertaken.
13. A financial or other contribution to any travel need not be disclosed under this clause if it:
 - a) was made from public funds (including a contribution arising from travel on free passes issued under an Act or from travel in government or council vehicles), or
 - b) was made by a relative of the traveller, or
 - c) was made in the ordinary course of an occupation of the traveller that is not related to their functions

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- as the holder of a position requiring the making of a return, or
- d) did not exceed \$250, unless it was among gifts totalling more than \$250 made by the same person during a 12-month period or less, or
 - e) was a political donation disclosed, or required to be disclosed, under Part 3 of the *Electoral Funding Act 2018*, or
 - f) was made by a political party of which the traveller was a member and the travel was undertaken for the purpose of political activity of the party in New South Wales, or to enable the traveller to represent the party within Australia, or
 - g) subject to paragraph (d) it was received prior to the person becoming a councillor or designated person.
14. For the purposes of clause 13 of this schedule, the amount of a contribution (other than a financial contribution) is an amount equal to the value of the contribution.
16. An interest in, or a position held in, a corporation need not be disclosed if the corporation is:
- a) formed for the purpose of providing recreation or amusement, or for promoting commerce, industry, art, science, religion or charity, or for any other community purpose, and
 - b) required to apply its profits or other income in promoting its objects, and
 - c) prohibited from paying any dividend to its members.
17. An interest in a corporation need not be disclosed if the interest is a beneficial interest in shares in a company that does not exceed 10 per cent of the voting rights in the company.
18. An interest or a position in a corporation need not be disclosed if the person ceased to hold the interest or position prior to becoming a councillor or designated person.

Interests and positions in corporations

15. A person making a return under clause 4.21 of this code must disclose:
- a) the name and address of each corporation in which they had an interest or held a position (whether remunerated or not) on the return date, and
 - b) the name and address of each corporation in which they had an interest or held a position in the period since 30 June of the previous financial year, and
 - c) the nature of the interest, or the position held, in each of the corporations, and
 - d) a description of the principal objects (if any) of each of the corporations, except in the case of a listed company.

Interests as a property developer or a close associate of a property developer

19. A person making a return under clause 4.21 of this code must disclose whether they were a property developer, or a close associate of a corporation that, or an individual who, is a property developer, on the return date.
20. For the purposes of clause 19 of this schedule:
- close associate*, in relation to a corporation or an individual, has the same meaning as it has in section 53 of the *Electoral Funding Act 2018*.
- property developer* has the same meaning as it has in Division 7 of Part 3 of the *Electoral Funding Act 2018*.

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Positions in trade unions and professional or business associations

21. A person making a return under clause 4.21 of the code must disclose:
- a) the name of each trade union, and of each professional or business association, in which they held any position (whether remunerated or not) on the return date, and
 - b) the name of each trade union, and of each professional or business association, in which they have held any position (whether remunerated or not) in the period since 30 June of the previous financial year, and
 - c) a description of the position held in each of the unions and associations.
22. A position held in a trade union or a professional or business association need not be disclosed if the person ceased to hold the position prior to becoming a councillor or designated person.

Dispositions of real property

23. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property by the person (including the street address of the affected property) in the period since 30 June of the previous financial year, under which they wholly or partly retained the use and benefit of the property or the right to re-acquire the property.
24. A person making a return under clause 4.21 of this code must disclose particulars of each disposition of real property to another person (including the street address of the affected property) in the period since 30 June of the previous financial year, that is made under arrangements with, but is not made by, the person making the return, being a disposition under which the person making the return

obtained wholly or partly the use of the property.

25. A disposition of real property need not be disclosed if it was made prior to a person becoming a councillor or designated person.

Sources of Income

26. A person making a return under clause 4.21 of this code must disclose:
- a) each source of income that the person reasonably expects to receive in the period commencing on the first day after the return date and ending on the following 30 June, and
 - b) each source of income received by the person in the period since 30 June of the previous financial year.
27. A reference in clause 26 of this schedule to each source of income received, or reasonably expected to be received, by a person is a reference to:
- a) in relation to income from an occupation of the person:
 - (i) a description of the occupation, and
 - (ii) if the person is employed or the holder of an office, the name and address of their employer, or a description of the office, and
 - (iii) if the person has entered into a partnership with other persons, the name (if any) under which the partnership is conducted, or
 - b) in relation to income from a trust, the name and address of the settlor and the trustee, or
 - c) in relation to any other income, a description sufficient to identify the person from whom, or the circumstances in which, the income was, or is reasonably expected to be, received.

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28. The source of any income need not be disclosed by a person in a return if the amount of the income received, or reasonably expected to be received, by the person from that source did not exceed \$500, or is not reasonably expected to exceed \$500, as the case may be.
29. The source of any income received by the person that they ceased to receive prior to becoming a councillor or designated person need not be disclosed.
30. A fee paid to a councillor or to the mayor or deputy mayor under sections 248 or 249 of the LGA need not be disclosed.
- previous financial year, as the case may be, and
- (ii) the amounts to be paid exceeded, in the aggregate, \$500, or
- b) the person was liable to pay the debt to a relative, or
- c) in the case of a debt arising from a loan of money the person was liable to pay the debt to an authorised deposit-taking institution or other person whose ordinary business includes the lending of money, and the loan was made in the ordinary course of business of the lender, or
- d) in the case of a debt arising from the supply of goods or services:
- (i) the goods or services were supplied in the period of 12 months immediately preceding the return date, or were supplied in the period since 30 June of the previous financial year, as the case may be, or
- (ii) the goods or services were supplied in the ordinary course of any occupation of the person that is not related to their duties as the holder of a position required to make a return, or
- e) subject to paragraph (a), the debt was discharged prior to the person becoming a councillor or designated person.

Debts

31. A person making a return under clause 4.21 of this code must disclose the name and address of each person to whom the person was liable to pay any debt:
- a) on the return date, and
- b) at any time in the period since 30 June of the previous financial year.
32. A liability to pay a debt must be disclosed by a person in a return made under clause 4.21 whether or not the amount, or any part of the amount, to be paid was due and payable on the return date or at any time in the period since 30 June of the previous financial year, as the case may be.
33. A liability to pay a debt need not be disclosed by a person in a return if:
- a) the amount to be paid did not exceed \$500 on the return date or in the period since 30 June of the previous financial year, as the case may be, unless:
- (i) the debt was one of two or more debts that the person was liable to pay to one person on the return date, or at any time in the period since 30 June of the

Discretionary Disclosures

34. A person may voluntarily disclose in a return any interest, benefit, advantage or liability, whether pecuniary or not, that is not required to be disclosed under another provision of this Schedule.

Schedule 2:

Form of Written Return of Interests Submitted Under Clause 4.21

'Disclosures by councillors and designated persons' return

1. The pecuniary interests and other matters to be disclosed in this return are prescribed by Schedule 1 of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).
2. If this is the first return you have been required to lodge with the general manager after becoming a councillor or designated person, do not complete Parts C, D and I of the return. All other parts of the return should be completed with appropriate information based on your circumstances at the return date, that is, the date on which you became a councillor or designated person.
3. If you have previously lodged a return with the general manager and you are completing this return for the purposes of disclosing a new interest that was not disclosed in the last return you lodged with the general manager, you must complete all parts of the return with appropriate information for the period from 30 June of the previous financial year or the date on which you became a councillor or designated person, (whichever is the later date), to the return date which is the date you became aware of the new interest to be disclosed in your updated return.
4. If you have previously lodged a return with the general manager and are submitting a new return for the new financial year, you must complete all parts of the return with appropriate information for the 12-month period commencing on 30 June of the previous year to 30 June this year.
5. This form must be completed using block letters or typed.

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6. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.
7. If there are no pecuniary interests or other matters of the kind required to be disclosed under a heading in this form, the word "NIL" is to be placed in an appropriate space under that heading.

Important information

This information is being collected for the purpose of complying with clause 4.21 of the Model Code of Conduct.

You must not lodge a return that you know or ought reasonably to know is false or misleading in a material particular (see clause 4.23 of the Model Code of Conduct). Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the council, the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

The information collected on this form will be kept by the general manager in a register of returns. The general manager is required to table all returns at a council meeting.

Information contained in returns made and lodged under clause 4.21 is to be made publicly available in accordance with the requirements of the *Government Information (Public Access) Act 2009*, the *Government Information (Public Access) Regulation 2009* and any guidelines issued by the Information Commissioner.

You have an obligation to keep the information contained in this return up to date. If you become aware of a new interest that must be disclosed in this return, or an interest that you have previously failed to disclose, you must submit an updated return within three months of becoming aware of the previously undisclosed interest.

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Disclosure of pecuniary interests and other matters by [full name of councillor or designated person]

as at [return date]

in respect of the period from [date] to [date]

[councillor's or designated person's signature]

[date]

A. Real Property		
Street address of each parcel of real property in which I had an interest at the return date/at any time since 30 June		Nature of interest

B. Sources of income		
1 Sources of income I reasonably expect to receive from an occupation in the period commencing on the first day after the return date and ending on the following 30 June		
Sources of income I received from an occupation at any time since 30 June		
Description of occupation	Name and address of employer or description of office held (if applicable)	Name under which partnership conducted (if applicable)
2 Sources of income I reasonably expect to receive from a trust in the period commencing on the first day after the return date and ending on the following 30 June		
Sources of income I received from a trust since 30 June		
Name and address of settlor		Name and address of trustee

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3 Sources of other income I reasonably expect to receive in the period commencing on the first day after the return date and ending on the following 30 June

Sources of other income I received at any time since 30 June

[Include description sufficient to identify the person from whom, or the circumstances in which, that income was received]

C. Gifts

Description of each gift I received at any time since 30 June	Name and address of donor

D. Contributions to travel

Name and address of each person who made any financial or other contribution to any travel undertaken by me at any time since 30 June	Dates on which travel was undertaken	Name of States, Territories of the Commonwealth and overseas countries in which travel was undertaken

E. Interests and positions in corporations

Name and address of each corporation in which I had an interest or held a position at the return date/at any time since 30 June	Nature of interest (if any)	Description of position (if any)	Description of principal objects (if any) of corporation (except in case of listed company)

F. Were you a property developer or a close associate of a property developer on the return date? (Y/N)

G. Positions in trade unions and professional or business associations

Name of each trade union and each professional or business association in which I held any position (whether remunerated or not) at the return date/at any time since 30 June	Description of position

H. Debts

Name and address of each person to whom I was liable to pay any debt at the return date/at any time since 30 June

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I. Dispositions of property
1 Particulars of each disposition of real property by me (including the street address of the affected property) at any time since 30 June as a result of which I retained, either wholly or in part, the use and benefit of the property or the right to re-acquire the property at a later time
2 Particulars of each disposition of property to a person by any other person under arrangements made by me (including the street address of the affected property), being dispositions made at any time since 30 June, as a result of which I obtained, either wholly or in part, the use and benefit of the property
J. Discretionary disclosures

*Model Code of Conduct for Local Councils in NSW***Schedule 3:****Form of Special Disclosure of Pecuniary Interest Submitted Under Clause 4.37**

1. This form must be completed using block letters or typed.
2. If there is insufficient space for all the information you are required to disclose, you must attach an appendix which is to be properly identified and signed by you.

Important Information

This information is being collected for the purpose of making a special disclosure of pecuniary interests under clause 4.36(c) of the *Model Code of Conduct for Local Councils in NSW* (the Model Code of Conduct).

The special disclosure must relate only to a pecuniary interest that a councillor has in the councillor's principal place of residence, or an interest another person (whose interests are relevant under clause 4.3 of the Model Code of Conduct) has in that person's principal place of residence.

Clause 4.3 of the Model Code of Conduct states that you will have a pecuniary interest in a matter because of the pecuniary interest of your spouse or your de facto partner or your relative or because your business partner or employer has a pecuniary interest. You will also have a pecuniary interest in a matter because you, your nominee, your business partner or your employer is a member of a company or other body that has a pecuniary interest in the matter.

"Relative" is defined by clause 4.4 of the Model Code of Conduct as meaning your, your spouse's or your de facto partner's parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal

descendant or adopted child and the spouse or de facto partner of any of those persons.

You must not make a special disclosure that you know or ought reasonably to know is false or misleading in a material particular. Complaints about breaches of these requirements are to be referred to the Office of Local Government and may result in disciplinary action by the Chief Executive of the Office of Local Government or the NSW Civil and Administrative Tribunal.

This form must be completed by you before the commencement of the council or council committee meeting at which the special disclosure is being made. The completed form must be tabled at the meeting. Everyone is entitled to inspect it. The special disclosure must be recorded in the minutes of the meeting.

Special disclosure of pecuniary interests by [full name of councillor or designated person]

which is considered at a meeting of the [name of council or council committee (as the case requires)]

Pecuniary interest	
Address of the affected principal place of residence of the councillor or an associated person, company or body (the identified land)	
Relationship of identified land to the councillor [Tick or cross one box.]	<input type="checkbox"/> The councillor has an interest in the land (e.g. is the owner or has another interest arising out of a mortgage, lease, trust, option or contract, or otherwise). <input type="checkbox"/> An associated person of the councillor has an interest in the land. <input type="checkbox"/> An associated company or body of the councillor has an interest in the land.
Matter giving rise to pecuniary interest ¹	
Nature of the land that is subject to a change in zone/planning control by the proposed LEP (the subject land) ² [Tick or cross one box]	<input type="checkbox"/> The identified land. <input type="checkbox"/> Land that adjoins or is adjacent to or is in proximity to the identified land.
Current zone/planning control [Insert name of current planning instrument and identify relevant zone/planning control applying to the subject land]	
Proposed change of zone/planning control [Insert name of proposed LEP and identify proposed change of zone/planning control applying to the subject land]	
Effect of proposed change of zone/planning control on councillor or associated person [Insert one of the following: "Appreciable financial gain" or "Appreciable financial loss"]	

Councillor's signature

Date _____

¹ Clause 4.1 of the Model Code of Conduct provides that a pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person. A person does not have a pecuniary interest in a matter if the interest is so remote or insignificant that it could not reasonably be regarded as likely to influence any decision the person might make in relation to the matter, or if the interest is of a kind specified in clause 4.6 of the Model Code of Conduct.

Item 17.1 - Attachment 1