

Richmond
Valley
Council



ATTACHMENTS

Tuesday, 15 November 2022

UNDER SEPARATE COVER

Ordinary Council Meeting

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MINUTES

**Ordinary Council Meeting
18 October 2022**

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ORDINARY COUNCIL MEETING MINUTES

18 OCTOBER 2022

**MINUTES OF RICHMOND VALLEY COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO
ON TUESDAY, 18 OCTOBER 2022 AT 6PM**

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 Patrick Deegan, Cr Debra McGillan

IN ATTENDANCE: Vaughan Macdonald (General Manager), Angela Jones (Director Community Service Delivery), Ryan Gaiter (Director Organisational Services), Ben Zeller (Director Projects & Business Development), Jenna Hazelwood (Chief of Staff), Julie Clark (Personal Assistant to the General Manager & Mayor) and Simon Breeze (IT Support Coordinator).

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

Ms Jill Lyons addressed Council in relation to Item 14.1 North Coast Alternative Waste Treatment EIO process.

Ms Lyons submitted four questions to Council regarding this matter. The questions and the responses are provided at Appendix A.

The Mayor thanked Ms Lyons for her attendance and address to the meeting.

Ms Liz Stops addressed Council in relation to Item 14.1 North Coast Alternative Waste Treatment EIO process and expressed concern.

Ms Stops submitted four questions to Council regarding this matter. The questions and the responses are provided at Appendix A.

The Mayor thanked Ms Stops for her attendance and address to the meeting.

A full recording of the public addresses to the meeting are available at:

<https://richmondvalley.nsw.gov.au/council/council-meetings/council-meeting-videos/>

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4 APOLOGIES

Nil

5 MAYORAL MINUTES

Nil

6 CONFIRMATION OF MINUTES**6.1 MINUTES ORDINARY MEETING HELD 20 SEPTEMBER 2022****RESOLUTION 181022/1**

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That Council confirms the Minutes of the Ordinary Meeting held on 20 September 2022.

CARRIED**7 MATTERS ARISING OUT OF THE MINUTES**

Nil

8 DECLARATION OF INTERESTS

Nil

9 PETITIONS

Nil

10 NOTICE OF MOTION**10.1 NOTICE OF MOTION – CR PATRICK DEEGAN; WASTE MANAGEMENT**

A Motion was put to the meeting and was lost.

In Favour: Crs Patrick Deegan and Debra McGillanAgainst: Crs Robert Mustow, Stephen Morrissey, Sam Cornish, Robert Hayes and Sandra Humphrys**LOST 2/5**

That Council:

- Notes that the NSW Environment Protection Authority held a community consultation process, via its website, from late February to late March this year, into the inclusion of the Richmond Valley Jobs Precinct as an allowable location for Thermal Waste to Energy.
- Acknowledges that this consultation coincided with catastrophic flooding in the Richmond Valley, meaning most local residents were unable to participate in or were even unaware that this consultation was taking place.
- Acknowledges that while there is currently no development application for a Waste to

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Energy facility in the Richmond Valley, Council has been actively pursuing investments in the Waste to Energy sector in the Richmond Valley since 2018 and in April this year Council called for expressions of interest for Alternate Waste Solutions on behalf of eight other North Coast Councils.

- Commits to undertaking community consultation to seek the community's views on the inclusion of the Richmond Valley Jobs Precinct as one of the four identified locations for Thermal Waste to Energy in NSW as part of the consultation process for the precinct's master plan.
- At the November Councillor Information Session, a workshop be held to discuss the format and process for this consultation.

11 MAYOR'S REPORT**11.1 MAYORAL ATTENDANCE REPORT 13 SEPTEMBER - 12 OCTOBER 2022****RESOLUTION 181022/2**

Moved: Cr Robert Mustow
Seconded: Cr Stephen Morrissey

That Council receives and notes the Mayoral Attendance Report for the period 13 September – 12 October 2022.

CARRIED**12 DELEGATES' REPORTS**

Nil

13 MATTERS DETERMINED WITHOUT DEBATE**13.1 MATTERS TO BE DETERMINED WITHOUT DEBATE****RESOLUTION 181022/3**

Moved: Cr Stephen Morrissey
Seconded: Cr Robert Hayes

That items 15.1 and 15.2, identified be determined without debate.

CARRIED

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14 GENERAL MANAGER**14.1 NORTH COAST ALTERNATIVE WASTE TREATMENT EOI PROCESS****EXECUTIVE SUMMARY**

Councils on the North Coast have been exploring opportunities for alternative waste treatment for the past five years. Local and regional landfills are approaching capacity and councils face increasing environmental challenges and rising costs in managing these facilities.

In 2020 a group of 12 North Coast councils, supported by the Department of Regional NSW, worked together to conduct a stocktake of regional waste types and quantities and prepare the North Coast Region Waste Investment Report. This report highlighted the need to develop alternative waste treatment infrastructure to divert residual waste from landfill.

Following on from the Report, nine of the councils agreed to undertake an Expression of Interest process, as a market-sounding exercise. While the process did not commit any of the councils to a particular course, it aimed to provide a better understanding of the range of technologies available and whether there would be market interest in establishing alternative waste treatment facilities on the North Coast. The EOI attracted strong interest and has confirmed that, should the councils wish to pursue any of the options, there are viable alternatives to continued reliance on landfill.

RESOLUTION 181022/4

Moved: Cr Sandra Humphrys

Seconded: Cr Sam Cornish

That Council:

1. Notes the outcome of the Alternative Waste Treatment Expressions of Interest process and the broad range of responses received;
2. Continues to work with North Coast councils to explore future options for waste management and reduce reliance on landfill to improve economic and environmental outcomes for our community and the region.

In Favour: Crs Robert Mustow, Stephen Morrissey, Sam Cornish, Robert Hayes, Sandra Humphrys and Debra McGillan

Against: Cr Patrick Deegan

CARRIED 6/1

15 ORGANISATIONAL SERVICES**15.1 CHILD SAFE SCHEME****EXECUTIVE SUMMARY**

Council has obligations under State legislation to ensure child safety and wellbeing. Additional mandatory requirements have recently been introduced through the NSW Child Safe Scheme. These requirements apply to Councillors, staff and volunteers within the organisation. The first step in Council's implementation of the scheme is to adopt a Child Safety and Wellbeing Policy. A draft policy has been prepared for Council's consideration.

RESOLUTION 181022/5

Moved: Cr Stephen Morrissey

Seconded: Cr Robert Hayes

That Council:

1. Notes its responsibilities under the NSW Child Safe Scheme
2. Adopts the draft Child Safety and Wellbeing Policy.

CARRIED**15.2 FINANCIAL ANALYSIS REPORT - SEPTEMBER 2022****EXECUTIVE SUMMARY**

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

The value of Council's cash and investments at 30 September 2022 is shown below:

Bank Accounts	Term Deposits	Floating Rate Notes	Fixed Rate Bonds	TCorp IM Funds	Total
\$18,326,518	\$38,000,000	\$4,750,390	\$2,000,000	\$14,327,757	\$77,404,665

The weighted average rate of return on Council's cash and investments as at 30 September 2022 was negative (2.05%) which was below the Bloomberg AusBond Bank Bill Index for September of 0.15%, which is Council's benchmark.

RESOLUTION 181022/6

Moved: Cr Stephen Morrissey

Seconded: Cr Robert Hayes

That Council adopts the Financial Analysis Report detailing the performance of its cash and investments for the month of September 2022.

CARRIED

15.3 DRAFT FINANCIAL STATEMENTS 2021/2022**EXECUTIVE SUMMARY**

Council's draft financial statements for the year ended 30 June 2022 have been prepared and subjected to external audit by the Audit Office of New South Wales. A copy of the draft financial statements and draft auditor's report have been provided separately to Councillors for information.

Council's external auditor, the Audit Office of New South Wales has advised that its representative firm, Thomas, Noble and Russell will be attending the Ordinary Meeting of Council 15 November 2022 and will provide a presentation on the 2021/2022 financial statements and the final audit report.

Council achieved a surplus from continuing operations of \$19.987 million for the 2021/2022 financial year, compared to a surplus of \$10.086 million in the previous year. Council recorded a loss before capital grants and contributions of \$5.595 million for 2021/2022, compared to a loss of \$2.407 million for the 2020/2021 financial year. The decrease in this result for 2021/2022 is reflective of additional expenditure incurred due to Council's response to the flood disaster and waste clean-up, noting that this expenditure is claimable under Natural Disaster Funding which will be received in the 2022/2023 financial year.

Total revenue increased to \$101.857 million, from \$71.633 million in 2020/2021. The main factor contributing to this was an increase in grants and contributions of \$28.169 million as a result of the flood disaster, as well as significant infrastructure grants.

Council received \$25.582 million in capital grants and contributions during 2021/2022, an increase of \$13.089 million from the previous year. The main increases were in natural disaster funding as well as funding for Casino Showground and Casino Swimming Pool upgrade.

Total operating expenditure was \$81.870 million, an increase from \$61.547 million in the previous year. The main changes included an increase in materials and services of \$17.051 million and net loss from the disposal of assets of \$1.369 million.

Council's total cash, cash equivalents and investments increased by \$16.876 million to \$78,652 million as at 30 June 2022.

Council has achieved improvements in four out of nine of its key performance measures, with all but four of the ratios meeting or exceeding the industry benchmark. A notable improvement was in Council's building and infrastructure renewal ratio from 86.64% to 125.26%. Other improvements included Council's operating performance ratio, improving from -4.10% to -2.80% (benchmark >0.00%), and asset maintenance ratio, improving from 129.63% to 162.32% (benchmark > 100%). Results of the other key performance measures are detailed in the report.

RESOLUTION 181022/7

Moved: Cr Robert Mustow

Seconded: Cr Sandra Humphrys

That Council:

1. Adopts the general purpose financial statements, special purpose financial statements and special schedules for the year ended 30 June 2022.
2. Certifies the following in respect of the general purpose financial statements and special purpose financial statements for the year ended 30 June 2022:
 - (a) Council's general purpose financial statements and special purpose financial statements have been prepared in accordance with:
 - (i) The *Local Government Act 1993 (NSW)* and the regulations made thereunder, and

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- (ii) The Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board, and
 - (iii) The Local Government Code of Accounting Practice and Financial Reporting.
 - (b) The general purpose financial statements and special purpose financial statements present fairly Council's financial position and operating result for the year ended 30 June 2022 and:
 - (i) The reports are in accordance with Council's accounting and other records;
 - (ii) The signatories to this statement being the Mayor, a Councillor, General Manager and Responsible Accounting Officer are not aware of anything that would make the financial statements false or misleading in any way;
3. Fixes Tuesday 15 November 2022 as the date for the meeting to present the financial statements for the year ended 30 June 2022 to the public, invites submissions in writing and provides appropriate public notice of this meeting.
4. Adopts the restricted assets (reserves) schedule as detailed in this report.

CARRIED**16 COMMUNITY SERVICE DELIVERY****16.1 CASINO WATER SECURITY STUDY****EXECUTIVE SUMMARY**

Richmond Valley Council has been investigating future water supply options for Casino over the past 10 years and has recently completed a Water Supply Scoping Study to consider future water security and the potential impacts of climate change. The study concluded that, over a 30-year horizon, Casino could experience water supply shortfalls in dry periods. It recommended a number of options to improve water security, which will require further investigation to determine feasibility and cost-benefit. It is now proposed that Council proceeds to a more detailed analysis of the options.

RESOLUTION 181022/8

Moved: Cr Sandra Humphrys
Seconded: Cr Stephen Morrissey

That Council:

1. Notes the completion of the Casino Water Supply Scoping Study and the support received from Phase 1 of the NSW Safe and Secure Water Program to undertake this work
2. Commits to further investigation of the water security options identified in the Scoping Study through a detailed options analysis
3. Writes to the administrators of the Safe and Secure Water Program, reaffirming Council's commitment to this project and seeking funding support under Phase 2 of the program
4. Notes that community consultation will be undertaken on the Casino Water Supply Project following completion of the options analysis.

CARRIED

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17 PROJECTS & BUSINESS DEVELOPMENT

Nil

18 GENERAL BUSINESS

Nil

19 MATTERS FOR INFORMATION**RESOLUTION 181022/9**

Moved: Cr Stephen Morrissey

Seconded: Cr Debra McGillan

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

CARRIED**19.1 CUSTOMER EXPERIENCE REPORT 1 JULY - 30 SEPTEMBER 2022****RESOLUTION 181022/10**

Moved: Cr Stephen Morrissey

Seconded: Cr Debra McGillan

That Council receives and notes the Customer Experience Report for the period 1 July – 30 September 2022.

CARRIED**19.2 GRANT APPLICATION INFORMATION REPORT - SEPTEMBER 2022****RESOLUTION 181022/11**

Moved: Cr Stephen Morrissey

Seconded: Cr Debra McGillan

That Council receives and notes the Grant Application Information Report for the month of September 2022.

CARRIED**19.3 DEVELOPMENT APPLICATIONS DETERMINED UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT FOR THE PERIOD 1 SEPTEMBER 2022 TO 30 SEPTEMBER 2022****RESOLUTION 181022/12**

Moved: Cr Stephen Morrissey

Seconded: Cr Debra McGillan

That Council receives and notes the Development Application report for the period 1 September 2022 to 30 September 2022.

CARRIED

19.4 CORRESPONDENCE - DRAFT NORTH COAST REGIONAL PLAN AND NSW FLOOD INQUIRY**RESOLUTION 181022/13**

Moved: Cr Stephen Morrissey

Seconded: Cr Debra McGillan

That Council receives and notes the correspondence regarding:

1. Draft North Coast Regional Plan – letter to Member for Clarence and the Minister for Planning and Minister for Homes; and
2. NSW Independent Flood Inquiry – letter to the NSW Premier.

CARRIED

19.5 OUTCOME OF NEGOTIATIONS OF TENDER VP308256 - DESIGN AND CONSTRUCT AMENITIES BUILDING AT CASINO SHOWGROUND**RESOLUTION 181022/14**

Moved: Cr Stephen Morrissey

Seconded: Cr Debra McGillan

That Council receives and notes the report on the outcome of negotiations on Tender VP308256 – Design and Construct Amenities Building at Casino Showground.

CARRIED

19.6 OUTCOME OF NEGOTIATIONS OF TENDER VP277869 - DESIGN AND CONSTRUCT WILLOX BRIDGE REPLACEMENT**RESOLUTION 181022/15**

Moved: Cr Stephen Morrissey

Seconded: Cr Debra McGillan

That Council receives and notes the report on the Outcome of Negotiations of Tender VP277869 – Design and Construct Willox Bridge Replacement.

CARRIED

20 QUESTIONS ON NOTICE**20.1 RESPONSE TO QUESTION: CR ROBERT HAYES - CASINO'S FUTURE WATER SECURITY**

The following question on notice was received from Councillor Robert Hayes:

Question

Can a report come back to Council detailing the effect that the Northern Cooperative Meat Company (NCCMC) (now known as Casino Food Co-Op) has on the long-term water security of the town water supply in Casino?

Can the report:

- Outline the contractual arrangements that are in place between Council and the NCMC and how ratepayers are financially impacted by this agreement;
- Include a desktop study as to the result, if the NCMC was not drawing water from Casino's water supply; and
- Discuss any other options that are available to the NCMC for its future water supply

Response

1. Contractual arrangements and financial impacts

In July 2012 Richmond Valley Council executed an agreement to supply water at a discounted rate to the Northern Cooperative Meat Company (NCMC), now the Casino Food Co-op. The terms of the agreement are commercial in confidence, but it essentially commits Council to supply discounted water, as long as the Co-op agrees to purchase a minimum amount each year and does not to develop its own water supply.

The financial impact of this arrangement is different for every ratepayer. As Council's water fund needs to break even, and set aside reserve funds for future capital works, each year's water charges are calculated on this basis. If one ratepayer has a set price lower than the rest, the charge to the other ratepayers would need to be higher to cover the difference.

The Casino Food Co-op currently pays \$1.06 for each kilolitre of water it uses. Other manufacturing businesses pay \$2.88 per kl and residential customers pay between \$2.88 and \$4.38 per kl, depending on how much water they use.

2. Outcomes if the NCMC was not drawing water from Casino's supply

The 2022 Casino Water Supply Scoping Study has confirmed that the Richmond River is currently the only viable water source available to Casino, and therefore the only viable source for the Co-op. If the Co-op ceased to draw water from the town supply, it would still need to extract some 900 ML from the river each year to support its operations, so water security for the township would not improve.

In terms of financial impacts, the costs to produce water are largely fixed costs, therefore do not decrease with reduced consumption. Council would still need to provide a pumping station to draw water from the river, a water treatment plant, reservoirs and water mains – and ultimately pay to replace this infrastructure – regardless of whether the Co-op was connected to the system. The Co-op currently pays a Water Access Charge (in addition to its consumption charges) to contribute to the long-term cost of replacing this infrastructure.

Water treatment and chemical costs for the Casino Water Treatment plant last financial year were \$509,004. If these costs were halved (the Co-op currently consumes some 47% of total water supplied) Council would see a reduction in costs of just over \$250,000. If the Co-op stopped purchasing its water through Council, based on last year, RVC would lose approximately \$730,000 in income. Subtracting the production savings of \$250,000, Council would have a negative impact on Water Fund of approximately \$480,000 per annum. There would also be additional loss of the Access Charges currently paid by the Co-op if it was wholly independent of Council's water supply network. These charges amount to \$25,800 per year.

3. Future water supply options for NCMC

If the Co-op wished to operate independently of Council's water supply, it would need to secure an alternative water source and build its own water treatment plant, storage and reticulation system for the site. This option would come at considerable cost and require licensing and approvals to extract water from the Richmond River and build and operate a water treatment plant.

To have a wholly independent water supply:

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- The Co-op would need to obtain a Water Access Licence to extract water from the Richmond River (assuming it could first acquire sufficient water allocation under the Water Sharing Plan).
- It would then need to obtain approval to construct inlet works to pump the water out of the river. The Co-op would be regulated by the Natural Resources Access Regulator (NRAR) to ensure it was complying with its Water Access Licence.
- Having obtained a licence, the Co-op would then have to obtain approval to construct and operate a water treatment plant. This would be addressed under the Water Industries Competition Act, which is administered by IPART. The estimated cost of construction works is \$15-20m.
- Having constructed and commissioned the treatment plant, the Co-op would then need to develop and implement a Drinking Water Quality Management System (which is regulated by NSW Health) and employ suitably qualified technicians to operate the plant in accordance with these requirements.

RESOLUTION 181022/16

Moved: Cr Robert Hayes

Seconded: Cr Sandra Humphrys

That the response to the question regarding Casino's future water security, raised by Cr Robert Hayes be received and noted.

CARRIED**21 QUESTIONS FOR NEXT MEETING (IN WRITING)****21.1 QUESTION FOR NOVEMBER MEETING CR ROBERT HAYES; DISCOUNTED WATER**

Can the General Manager bring a report back to the November Council meeting with a full cost assessment related to the discounted water supplied to the Northern Cooperative Meat Company, explaining the possible effect it has on the water rates of all the ratepayers across Richmond Valley Council.

I would like to see the report based around a scale of discounted rates from the existing rate of \$1.06 per kl, \$1.44 per kl, \$2.16 per kl, in comparison with the current manufacturers business rate of \$2.88 per kl.

22 MATTERS REFERRED TO CLOSED COUNCIL

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:

22.1 Proposed Purchase of Industrial Land Development

This matter is considered to be confidential under Section 10A(2) - (c) and (d)(ii) 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 and information that would, if disclosed, confer a commercial advantage on a competitor of the council.

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

The Chair called for representations from the gallery.

There were no verbal representations from the gallery in respect to this item.

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

RESOLUTION 181022/17

Moved: Cr Stephen Morrissey

Seconded: Cr Sam Cornish

That:

1. Council resolved to enter Closed Council to consider the business identified in Item 22.1, together with any late reported tabled at the meeting.
2. Pursuant to section 10A(2) of the *Local Government Act 1993*, the media and public be excluded from the meeting on the basis the business to be discussed is classified confidential under the provisions of section 10(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) *Local Government Act 1993*.

CARRIED

Council closed its meeting at 7.09 pm.

The Open Council meeting resumed at 7.16pm.

The resolutions of the Closed Council meeting were read by the General Manager.

23 RESOLUTIONS OF CLOSED COUNCIL**22.1 Proposed Purchase of Industrial Land Development**

That:

1. Council authorises the General Manager to proceed with the purchase of land suitable for development into an industrial subdivision for \$2.2 million including GST as set out in this report.
2. The General Manager be authorised to negotiate and finalise the terms and conditions of any contract or agreement, in line with the content of this report and the available budget and affixing the seal of Council where necessary.

The Meeting closed at 7.17 pm.

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 15 November 2022.

.....
CHAIRPERSON

Appendix A – General Manager Response to Public Access Questions

Ms Jill Lyons asked the following questions during Council's Public Access session:-

1. Would landfill in the form of toxic ash from a waste-to-energy incinerator be the responsibility of RVC or would all of the Councils involved be responsible?
2. Should RVC be contracted to provide a certain tonnage of waste to a w2e incinerator would that commitment be shared by the whole group of councils or would it be the sole responsibility of RVC?
3. Could Council please provide the evidence and references that demonstrate NSW superior emissions standards? For instance, a table comparing exact emissions standards in equivalent metrics.
4. Does Council concede that the \$82.50 per tonne levy waiver for a waste-to-energy incinerator unfairly weights the decision-making process towards that option for the Councils involved?

The General Manager provided the following responses;

1. Should a proposal be received, the management of any by-products from the facility would be addressed through development consent conditions, determined under the State Significant Development provisions of the EP&A Act.
2. Contractual arrangements between any future facility and client councils would be a matter for the proponent to negotiate. As with all contracts, RVC would seek to obtain the best value outcome for the community.
3. Reference is made to the 'NSW Chief Scientist & Engineer Energy from Waste Report, May 2020 Table 1: Air emission limits for EFW facilities in the USA, the EU and NSW".
4. The waste levy was introduced to discourage continued use of landfills, as they provide very poor environmental outcomes, and encourage further exploration of Alternative Waste Technology. Energy from Waste is included as part of the Circular Economy in the NSW Waste Strategy. The financial arrangements of any option is a matter for each council to determine, based on its own evaluation of best value for its community.

Ms Liz Stops asked the following questions during Council's Public Access session:-

1. Could Council please elaborate on the sentence "A wide range of technologies was addressed, including various forms of thermal treatment, energy from waste, in-vessel composting, anaerobic digestion, and material recovery facilities" which is on page 11 of the agenda, and detail what each of the options entails.
2. Did the 'material recovery' options only include recycling and reusing or were gas phase chemical reduction and biological treatment of the waste to render it nontoxic for landfill purposes considered?
3. If more comprehensive recycling methods and other treatments for materials that are currently not recyclable or reusable were developed what would be the implications for RVC should those materials no longer be appropriate as feedstock for a waste-to-energy incinerator?

4. Does the new superior NSW waste-to-energy emissions standards include provisions or a plan for addressing operation other than normal operating conditions (OTNOC) bypass events for maintenance etc? If the answer is yes, please provide evidence or a reference.

The General Manager provided the following responses;

1. In line with the procurement requirements, details of individual proposals submitted to the EOI are commercial in confidence.
2. Council is unable to respond to questions on 'gas phase chemical reduction & biological treatment of waste" without further explanation of the process.
The EOI was for all forms of AWT. Details of individual proposals submitted to the EOI are commercial in confidence.
3. RVC completely supports increasing recycling and the reprocessing of recovered materials. We are exploring several ways of increasing our recycling rates and encouraging reprocessing businesses to the area.
Any contract will not preclude the option for future recovery of materials that are not currently recoverable. They are referred to as waste arising contracts.
4. This is a matter for the EPA, which is responsible for regulation of Energy from Waste Facilities in NSW and it would require that any facility meets the conditions of their EPA licence at all times.

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MINUTES

Internal Audit and Risk Committee Meeting 19 October 2022

INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES

19 OCTOBER 2022

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INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES

19 OCTOBER 2022

**MINUTES OF RICHMOND VALLEY COUNCIL
INTERNAL AUDIT AND RISK COMMITTEE MEETING
HELD ONLINE WITH MICROSOFT TEAMS
ON WEDNESDAY, 19 OCTOBER 2022 AT 4 PM**

COMMITTEE**PRESENT:** Mr Ron Gillard (Chair), Ms Emma Fountain and Mr Jesse Jo**IN ATTENDANCE:** Vaughan Macdonald (General Manager), Ryan Gaiter (Director Organisational Services), Angela Jones (Director Community Service Delivery), Jenna Hazelwood (Chief of Staff/Leader Strategy) Ben Zeller (Director Projects & Business Development) (4:14pm), Hayley Martin (Principal Accountant), Latoya Cooper (Coordinator Mid-Richmond/Executive Assistant), Jarrod Lean (Grant Thornton),**1 WELCOME**

The General Manager, Mr Vaughan Macdonald briefly welcomed attendees to the meeting.

2 APOLOGIES

Adam Kim (Grant Thornton)

3 DECLARATION OF INTERESTS

Nil

4 MATTERS FOR CONSIDERATION**4.1 INTRODUCTION TO COUNCIL****COMMITTEE RECOMMENDATION**

Moved: Mr Jesse Jo

Seconded: Ms Emma Fountain

That the Committee receives and notes the introduction to Council and the Executive Team provided by the General Manager, Mr Vaughan Macdonald.

4.2 2022/2023 INTERNAL AUDIT PLAN AND SCHEDULE OF MEETINGS**COMMITTEE RECOMMENDATION**

Moved: Ms Emma Fountain

Seconded: Mr Jesse Jo

That the Committee endorses the Draft 2022/2023 Internal Audit Plan.

INTERNAL AUDIT AND RISK COMMITTEE MEETING MINUTES19 OCTOBER 2022**COMMITTEE RECOMMENDATION**

Moved: Mr Jesse Jo

Seconded: Ms Emma Fountain

That the Committee endorses the Schedule of Meetings report, with confirmation of the upcoming dates to be scheduled offline.

General Business

- Development of Charter to be determined
- Current risk register to be circulated to committee members
- Work plan and calendar for the incoming year

The Meeting closed at 5:14pm.

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CHAIRPERSON



6 October 2020

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Review of domestic waste management charges

Summary

Richmond Valley Council (RVC) is a regional council with a population of 23,400 and an operating area of 3048 km². Council provides domestic waste services to 7500 households, and non-domestic services to 1000 business or other entities. As the majority of Council's waste is sourced from domestic customers, the Domestic Waste Management charge (DWM) is of fundamental importance in delivering quality, sustainable waste management services to our community.

RVC has reviewed the Domestic Waste Management Charges Discussion Paper recently issued by IPART and strongly disagrees with the report's assertion that local councils are over-charging or failing to deliver good value for money to domestic waste customers.

IPART has provided no evidence to support its assertions yet sees fit to publicly malign local government based on ill-founded bucket economics – ie that domestic waste charges are increasing faster than the rate peg and inflation rates, ergo councils must be overcharging or mismanaging.

This demonstrates a clear lack of understanding of the complexities of the waste management industry and the limited role that local government plays in managing and controlling the key cost drivers within that industry.

IPART's own commissioned research makes it clear that local government is a relatively minor player in waste management services – of the more than 21 million tonnes of waste generated in NSW, only 4.25 million tonnes was managed by councils. Additionally, the key cost drivers of waste management, such as complex regulatory requirements, the NSW Waste Levy and the current market concentration of private providers are all well beyond the control of local government.

If IPART wants to ensure that the residents of NSW receive quality, value for money domestic waste services, its attentions might be better focused on those aspects of the service supply chain that are driving increased costs and restricting active competition in the market, rather than seeking to over-regulate the smallest player on the field.

IPART's proposed option of increased benchmarking would be largely ineffective given the inherent difficulties of comparing like for like across the 809,000 km² currently administered by the State's 128 councils. The Office of Local Government currently publishes all council domestic waste charges in its annual Time Series Data and the information is largely meaningless, given the wide variation in council services and local price drivers. RVC is at odds to understand how IPART's benchmarking proposal would prove any more useful than what is currently available.

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IPART's second option of increased regulation of domestic waste charges would be detrimental to local councils' long-term sustainability, particularly in regional NSW. Regulating domestic waste prices in an environment where the main cost drivers are external to local government will only place more cost pressure on local communities and result in reduced services. Rather than applying ham-fisted price controls, IPART's energies might be better employed working respectfully and collaboratively with the local government sector to gain a detailed understanding of the cost pressures and challenges that all NSW communities face in delivering waste management services.

Our tone is strong on this issue, as we are proactively pursuing opportunities to constrain future costs for our ratepayers. Richmond Valley Council has partnered with the NSW Government and the twelve North Coast Councils, from Tweed to Mid-Coast, in an effort to explore more sustainable solutions based on a stock take of waste generation and management across this region. We take offence to the implication that Councils are somehow profiting from managing domestic waste. Councils don't make profits, we re-invest into our communities for the benefit of current and future generations. Any surpluses go into our waste reserve so that we have funds to build the next landfill cell, which we are about to do, or to close and seal old landfill cells to required standards. All of this comes at significant and increasing costs as environmental regulations tighten every year and gaining approvals is a long, complex and often laborious process.

Comparison to the rate peg is unrealistic

IPART's discussion paper asserts that domestic waste charges are unreasonable because the average residential rate across the local government sector has increased by 16.8% from 2014-15 to 2017-18, while the average DWM charge has increased by 22.9%. This is a wholly nonsensical comparison.

DWM charges are a fee for service – they reflect the actual costs of delivering the service and the level of service received by the customer. Residential rates are a property tax, based largely on property valuations. It is to be expected that these costs will increase at different rates. There is no direct correlation between the amount a resident pays in residential rates and the amount of service they receive from their council. There is a direct correlation between the amount a resident pays in domestic waste charges and the amount of service they receive. Local government has long asserted that the Local Government Cost Index is not a reliable indicator of councils' increasing expenses and the rate peg does not reflect the true cost of providing services to the community. The steady increase in domestic waste charges beyond the rate peg percentage demonstrates this point. Comparing domestic waste management charge increases to the inflation rate is also largely pointless because the main driver of domestic waste management costs – government policy and regulation – has no regard to the inflation rate.

In the period 2010-20, the cumulative inflation rate was 22.71% (based on CPI). In the same period the NSW Waste Levy Regional Regulated Area charge increased by 741%

Clearly councils are unable to absorb these cost increases and, of necessity, they are passed on to the consumer.

Describing councils as monopoly providers is a misnomer

The discussion paper asserts that "local councils are monopoly providers of DWM services" and that IPART has a remit to "protect consumers by limiting the ability of monopolies to exercise market power". Clearly councils have very limited control over the major cost drivers in the market – they are largely on the receiving end of existing monopolies in the private waste management sector, as well as the controlling influence of federal and state government policy and regulation.

It should be noted that there is technically no legislative requirement for a council to deliver domestic waste collection services. In some rural and remote communities, residents make their own arrangements for waste disposal. Councils deliver DMW because the consequences of not providing these services would be catastrophic for their communities. Apart from public health and environmental considerations, consumers would be at the

mercy of private providers, with little or no protection against increasing prices and variable service standards. In this regard councils' so-called 'monopoly' serves as a price regulator and quality control mechanism. Unlike commercial providers, councils are directly accountable to their communities for the services they deliver and the prices they charge. They deliver DWM services as part of their stewardship role under the *Local Government Act 1993* - to ensure the health, environmental and social outcomes that their communities need and deserve.

Government policy setting and regulation is a major cost driver

Over the past 10 years, local government domestic waste management charges have been largely influenced by the policy decisions of higher levels of government at international, federal and state levels. Councils have no control over these policy levers and must absorb the cost and consequences of these decisions.

Key cost drivers have included:

- The NSW Government's decision to introduce the Waste Levy (2009)
- The NSW Government's decision to introduce the Container Deposit Scheme (2017)
- The EPA's decision to ban the use of Mixed Waste Organic Output (MWO) (2018)
- The Chinese Government's decision to greatly restrict the import of recyclable materials (China Sword policy - 2018)
- The Queensland Government's decision to introduce a waste levy (2019)
- The Australian Government's decision to phase out the export of recyclables that have not been processed into value-added materials from July 2020.

None of these significant cost drivers is addressed in IPART's discussion paper – it is simply assumed that council DWM charges are rising because councils are cross-subsidising other services, are inefficient, or 'lack experience at procurement'. This demonstrates a limited understanding of the local government operating environment and the complexities of the waste management industry.

Impacts of the Waste Levy

When the NSW Waste Levy was introduced in 2009, the Regional Regulated Area charge was \$10 per tonne. It is now \$84.10 per tonne – an increase of 741%. During this period, Richmond Valley Council has paid \$6.45 million in waste levy charges. It has received \$974,000 in waste and recycling grant payments from programs funded via the levy. This is a poor return by any business standard.

The Waste Levy was introduced to encourage greater recycling of materials, rather than disposal to landfill. Had the NSW Government subsequently invested these funds in developing robust recycling industries within NSW for processing and repurposing materials, councils and their communities may have avoided the cost increases we are facing today. Instead, up to 80% of the levy has been consistently syphoned off into general revenue. Some \$777 million is expected to be collected in 2020-21 and councils in regional NSW will see precious little of these funds to support waste management solutions.

Although the levy is designed to target materials that could be recycled, it is currently applied to all materials received at landfill, including those that cannot be recycled. This means that consumers pay an additional \$84.10 per tonne for materials, such as asbestos, that would have gone to landfill anyway, as there is no other option to dispose of them. The result is that illegal dumping of these materials, has increased significantly and councils are left to carry the cost of this clean-up.

The advent of the Waste Levy has also introduced a raft of new reporting and regulatory requirements for councils – all of which must be funded from council resources. For example, if RVC brings a truck-load of road base into its landfill facility to resurface the service roads, this material is subject to the waste levy. Council must then go through the complex and time-consuming process of claiming the waste levy paid on this material back from the NSW Government. There is no specified timeframe for the funds to be returned, no imperative upon the Government to honour the refund and no compensation for the time and resources council must allocate to this endless red tape.

In a bid to reduce costs for residents, some councils in northern NSW have adopted the practice of sending non-recyclable wastes to Queensland for disposal. However, the recent introduction of a waste levy in Queensland has increased costs to the point where it is becoming less viable to transport waste in this manner. The Queensland waste levy is currently \$75 per tonne, with an expected annual increase of \$5 per tonne. This will ultimately result in more non-recyclable waste remaining in NSW, with the need to develop additional waste disposal solutions. In the absence of viable alternative waste technologies, the high costs of developing additional landfill facilities, obtaining state development approval, achieving EPA licensing requirements, operating and ultimately rehabilitating these sites will be passed on directly to NSW consumers – largely via domestic waste management charges.

Impacts of the Container Deposit Scheme

While the Container Deposit Scheme (CDS) introduced by the NSW Government in 2017 had the commendable aim of reducing litter, it has also significantly disrupted waste management arrangements between councils and commercial recycling facilities. Traditionally, residents placed their used drink containers in their household recycling bins, the bins were transported by council to a Materials Recycling Facility (MRF), council paid a gate fee to the MRF to take the materials and they were then sorted and on-sold by the MRF to other processors. The gate fee amount was negotiated on the expectation that the MRF operator could receive a commercial return on the materials. However, with the advent of the Container Deposit Scheme, the Government created an incentive for customers to keep their drink containers and recover the 10c deposit directly from their local Return and Earn station. This diverted this waste from the household recycle bin and reduced the potential for MRFs to gain a financial return. The result was that gate fees increased for local councils. Although the NSW Government anticipated that councils and MRFs would share in the 10c return for the containers (and even provided support for councils to negotiate their share) the reality is that many of these containers never made it to the household recycling bin in the first place. The volume of recyclables was reduced and the commercial value of the materials received was reduced. These losses were passed back to councils in the form of higher fees. Within six months of the CDS being introduced, Council's gate fees for recyclables had increased by 36%. This was further compounded by the introduction of the China Sword policy, which significantly reduced market options for recyclable materials.

Impacts of the MWOO decision

Many councils in NSW – particularly in metropolitan areas – relied on the Mixed Waste Organic Output process to effectively dispose of their waste. Without consultation, the EPA banned this process in 2018, on the basis that it presented public health risks. Virtually overnight, councils who had invested in MWOO processes (on the assumption that they were approved) had to find alternative waste management options. These councils were placed in an untenable position to negotiate effectively with private providers – they had to find alternatives for their waste quickly and pay the price the market demanded. Although RVC was not directly impacted by the MWOO decision, all councils are ultimately impacted in some way when sudden policy changes are imposed on the sector. Ultimately, everyone pays more for their services because there are now more councils competing for access to limited landfill space. These increases are passed on to consumers.

Impacts of pensioner concession policy

The *Local Government Act 1993* requires councils to offer pensioner rebates on general rates and other charges, such as domestic waste management, water and sewerage. Councils cover a substantial percentage of these costs. For example, this year RVC will provide \$167,000 in pensioner rebates for DWM. It will receive \$90,000 back from the NSW Government and cover the remaining \$77,000 from its own resources. This adds to the cost pressures of providing domestic waste management services, particularly in regional councils, where there is a higher proportion of pension recipients. IPART has suggested that pensioner and hardship subsidies should be funded from general revenue, rather than DWM charges. However, s.575 3(a) of the *Local Government Act 1993* makes it clear that pension rebates are specifically payable on Domestic Waste Management charges and are

therefore a legitimate cost associated with delivering the service. To subsidise these payments from general revenue would be contrary to the intent of s.504 of the Act.

Challenges of long-term planning

Waste management is an inter-generational responsibility and requires effective long-term planning to ensure the best outcomes for communities. However, councils currently face inherent difficulties in planning for and funding long-term waste management solutions because the industry is in a state of flux and the regulatory environment is changing rapidly, with no clear policy direction from federal or state governments. In this environment, councils must continue to deliver services and to plan, as best they can, for long-term solutions for their communities. Some, like RVC, utilize borrowings for major infrastructure investment, to spread the cost of providing these facilities over a longer timeframe. However, continued regulatory changes and additional requirements make it difficult to accurately predict the cost of future investment, particularly in rehabilitation of landfill sites. For example, RVC's projected costs of rehabilitating cells at its existing landfill have recently increased from \$1.2m to \$3.3m due to additional requirements.

Larger commercial providers in the waste industry also face the same challenges and this is reflected in reluctance to invest in new technologies and facilities, or to enter into longer-term contracts with councils. Short-term contracts mean higher prices, which are in turn passed on to consumers.

Council prices are subject to more scrutiny than other providers

While IPART has expressed concern that local council DWM charges are no longer audited by OLG, it should be remembered that councils are the only part of the waste services supply chain that is required by legislation to consult with customers on appropriate pricing structures.

Council DWM charges are set in accordance with the OLG Rating and Revenue Raising Manual and are subject to annual review via public exhibition of the council's Revenue Policy. This ensures that the community has an opportunity to test and challenge whether it is getting value for money, and to provide feedback for the elected council to consider before annual charges are set. The NSW Government does not afford the same level of community consultation when setting the Waste Levy charge. Neither does it provide any level of transparency on how Waste Levy funds are spent. Conversely, councils are required to report annually to their community on their waste management activities and to provide annual data to regulators such as EPA. Councils' financial statements are independently audited, open for public review and scrutinized each year by the Auditor General. If IPART is concerned with ensuring transparency in DWM costs, its energies might be better directed towards promoting more rigorous auditing of NSW Waste Levy expenditures, which are a key driver of these charges.

IPART's pricing principles have limited benefit

RVC is at odds to understand the logic behind IPART's proposed pricing principles. It would appear that, in IPART's view of the world, council operations are neatly compartmentalized into unspecified 'core business functions', 'service functions' and 'social programs'. This demonstrates a lack of understanding of the wholly integrated nature of local government service provision. So-called 'core business functions' only exist to support a council's service delivery and regulatory functions – the two are intrinsically linked and co-dependent, particularly in regional and rural councils where lower staff numbers mean a higher level of integration and shared tasking.

So called 'social programs' (presumably this is a reference to community waste education programs) are also an integral part of business management and cost control. One of the recurrent cost drivers of domestic waste services is cross-contamination of waste streams – ie people putting the wrong rubbish in their red, yellow or green bins. There are three ways to combat this problem and reduce the additional costs that come with sorting out the contaminated waste: Invest in an army of 'bin police' to physically check the bins (which is cost prohibitive); invest in 'smart bin' technologies that monitor the bin contents by telemetry (also cost prohibitive), or educate people not to put the wrong stuff in their garbage (the cheapest option with the best chance of providing long-term behavior

change). Education and awareness is an integral part of providing a cost-effective domestic waste management service. It should not be regarded as a 'nice-to-have add-on' that is funded via general rates.

According to IPART's discussion paper, the underpinning assumption of incremental charging is that councils should only allow for overhead costs that 'would disappear' if they stopped providing DWM services – i.e. that council has to employ someone to do the payroll and process the invoices anyway, regardless of whether it collects domestic waste, so it can't account for those costs in the DWM charge, unless it can prove a direct correlation. This leaves councils with two choices: Either ignore that (very real) component of 'core functions' that currently supports waste management services (in contravention of s.504) or drill down into the minutia of exactly how much of the junior accounts clerk's time is actually dedicated to waste management services or exactly how many biros the assistant coordinator of waste really uses from the stationery cupboard each month.

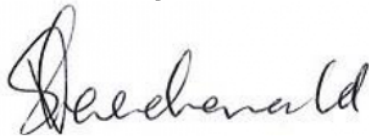
To suggest that this is an appropriate use of community resources and would make any material difference to the DWM charge simply beggars belief. To put things into perspective, RVC's current operating expenses for domestic waste management are \$6.98 million per year – corporate overheads account for \$386,000 of that amount. Rigorously combing through the \$386,000 won't make the remaining \$6.594m magically disappear. Clearly there are other, more significant cost drivers than corporate overheads contributing to the DWM charge, and most of these drivers are outside of councils' direct control. The OLG Rating and Revenue Manual provides guidance on how to adequately account for corporate overheads in determining DWM charges. Councils have been referring to this manual for the past 10 years and IPART has presented no evidence to suggest that they are departing from its guidance. RVC can see no value in adopting IPART's suggested pricing principles.

While Richmond Valley Council acknowledges IPART's good intentions in trying to ensure that domestic waste customers get value for money, its proposed methodology and the solutions offered in the discussion paper are misdirected. If IPART wants to make a tangible difference to escalating domestic waste management costs, its attentions might be better focused on the major cost drivers within the waste industry – all of which are beyond the control and remit of local government.

A significantly higher level of re-investment of waste levy funds by the NSW Government to support Councils to be innovative and identify and develop new solutions, would be a recommendation IPART needs to seriously consider.

Thank you for the opportunity to contribute to your review process.

Yours sincerely



Vaughan Macdonald
General Manager



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18 March 2022
NSW Environment Protection Authority

By email: info@epa.nsw.gov.au

Draft *Protection of the Environment Operations (General) Amendment (Thermal Energy from Waste) Regulation 2021 (Draft Regulation)*.

Thank you for the opportunity to comment on the Draft *Protection of the Environment Operations (General) Amendment (Thermal Energy from Waste) Regulation 2021 (Draft Regulation)*. Council has for some time been investigating the feasibility of alternate waste treatment solutions to reduce the reliance on landfills, with thermal energy from waste being one of the options being investigated.

Richmond Valley Council notes the work previously undertaken by the State Government in relation to this technology in the form of:

- The Energy from Waste Report released by the Chief Scientist and Engineer in May 2020 and updated November 2020
- The NSW EPA's, NSW Energy from Waste Policy Statement June 2021
- The Department of Planning, Industry and Environment's NSW Waste and Sustainable Materials Strategy 2041 released June 2021
- The NSW EPA's Energy from Waste Infrastructure Plan released September 2021.

These documents provide a sound technical assessment of the technology and processes and acknowledge that energy from waste should be part of the NSW's waste management solutions and circular economy and can be appropriate under the performances standards that have been set by the Government.

Given the work that has been done to date to ensure the appropriateness of the technology, to set best practice emissions performance standards and identify the future role for such technology within the State's long-term waste policy, it is disappointing that the draft regulation is based on a prohibition model rather than an enabling framework. This isn't in the spirit of the Energy from Waste Policy Statement which acknowledges that energy from waste is part of the waste management solution and can be an appropriate solution which achieves better environmental outcomes than our current land filling practices.

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The draft regulation has been drafted to identify Richmond Valley and the other three Councils as an "exception" rather than as an opportunity which is inappropriate, particularly in terms of perception and community acceptance. The intention of the Government's Policy Statement and Infrastructure Plan is for energy from waste to be part of a circular economy solution, not a generally prohibited activity.

While the Richmond Valley Regional Job Precinct location is specified within the draft regulation and is an area of interest for the establishment of such a facility, to date there has been no specific proposal and therefore no assessment of the suitability of the precinct for such development or community consultation. Limiting the location to a small defined area such as the Richmond Valley Regional Job Precinct could be problematic in terms of forcing a development to fit to a specific site rather than seeking an optimal location for a proposed development. For this reason, we believe the wording in the regulation should not refer to a specific location in the local government area. This would ensure any proposal could be situated in the optimal location to meet requirements as identified in the above NSW Government policies and strategies.

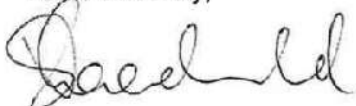
An alternative to nominating specific sites is to call up the Energy from Waste Infrastructure Plan in the Regulation, as this would enable that Plan to be updated at regular intervals, or when suitable projects emerge, streamlining the legislative process to enable appropriate facilities to be developed in additional local government areas.

Richmond Valley Council supports the inclusion of Richmond Valley in the draft regulation to enable further investigations into the suitability of this technology as a means of addressing both Council's and the region's mounting waste disposal challenges. However, for the reasons outlined within this submission, Council is of the opinion that the regulation should be reframed to reflect the positive policy intent of the Policy Statement and Infrastructure Plan and allow more flexibility in the location for such technology within the local government area.

Council would encourage EPA to continue to work closely with the local government sector to actively support those councils, such as RVC, that are identified within the proposed regulation.

Thank you for the opportunity to provide comment on this draft Regulation.

Yours sincerely,



Vaughan Macdonald
General Manager

Joint Submission



On the NSW Governments Energy from
Waste Infrastructure Plan 2041 and the
*Protection of the Environment Operations
(General) Amendment (Thermal Energy
from Waste) Regulation 2021*

by

Lithgow City Council, Parkes Shire Council
and Richmond Valley Council



Councillor Maree Statham
Mayor
Lithgow City Council



Councillor Ken Keith OAM
Mayor
Parkes Shire Council



Councillor Robert Mustow
Mayor
Richmond Valley Council

18 March 2022

Executive Summary

The Lithgow City Council, Parkes Shire Council and Richmond Valley Council have been identified in the Energy from Waste Infrastructure Plan 2041 (the Plan) as locations which "...best address the state's waste management needs until 2041, and where it maximises efficiencies for waste innovation, management and energy recovery"ⁱⁱ.

We know Energy from Waste (EfW) plants are common infrastructure in many parts of the world and often nestled in major cities without apparent concern. In Australia however these plants are alarming to many of our constituents, as the health and environmental effects are unknown, innuendo is published as facts and facts are refuted with apparent counter-facts. Our communities are understandably confused and concerned.

The parties to this submission are situated in regional NSW in areas that by any measure are "clean and green". The commonly drawn conclusion by our constituents is that moving waste from metropolitan areas into our precincts, threatens the very sanctity of why we live where we live, and the clear inference is that we are the "dumping ground" for Sydney and other metropolitan centres waste. This is a very real issue for our communities.

To quote Minister Kean, "Without action now, and without sustained action over the next two decades, we will have more waste than we can safely manage, and our environment and community will be at risk."ⁱⁱⁱ. To move the EfW benefits forward a cooperative, whole of government approach is needed. So rather than dragging our communities backwards through the thorny hedges of uninformed debate, we seek a positive approach which changes the perception on EfW plants, builds social license for them to operate, drives Eco-Industrial Park principles of Industrial Symbiosis, and as recycling makes these facilities redundant in the future, creates a legacy for their ultimate closure.

Summary of Requests

- 1. A state-initiated education/communication campaign on EfW**
- 2. Going beyond EfW - Impacted Community Off-set benefit fund**
- 3. Voluntary Planning Agreement Framework**

A summary of the NSW Government's position

The Energy from Waste Infrastructure Plan was released by the NSW EPA in September 2021. This document stated that Energy from Waste could be a legitimate and necessary residual waste management option where it delivers positive outcomes for the community and environment. Through the NSW Waste and Sustainable Materials Strategy, the NSW Government committed to adopting a strategic approach to the role of Energy from Waste supporting the transition to a circular economy. This report listed the four priority areas for the location of energy to waste facilities: West Lithgow; the Parkes Special Activation Precinct; the Richmond Valley Regional Jobs Precinct; the Southern Goulburn Mulwaree Precinct. It also suggested locations where there are existing facilities that use waste or waste derived feedstock to replace less environmentally sound fuels; or thermally treated waste where the energy produced is predominately used to power process on site rather than exporting that energy to the grid.

The NSW EPA subsequently issued the draft *Protection of the Environment Operations (General) Amendment (Thermal Energy from Waste) Regulation 2021* for public exhibition.

To arrive at the regulation, the NSW Government have been progressively working through the use of Energy from Waste processes in NSW following a number of applications for the development of these facilities in the state. Progressively these reports and processes have been setting the approval pathway for Energy from Waste facilities in NSW.

The Energy from Waste Report, released by the Chief Scientist and Engineer in May 2020, reviewed the emerging Energy from Waste technologies internationally. The report provided advice on environmental protection standards and frameworks to ensure proposed Energy from Waste facilities in NSW undertake robust assessments to meet proposed international best standards and controls for NSW to protect human health and the environment. Additional advice was added to this report in November 2020 following the completion of additional work.

In June 2021, the NSW EPA released the NSW Energy from Waste Policy Statement. This document recognised Energy from Waste facilities as one part of an integrated waste strategy and promoted them as a valid solution for residual waste management where further material recovery was not technically or financially achievable. It specified the eligible fuels for Energy from Waste, describing these as low risk of harm based on the origin, composition and consistency of the waste. It also provided details on the required process and emission standards to be met.

Also in June 2021, the Department of Planning, Industry and Environment released the NSW Waste and Sustainable Materials Strategy 2041. This document outlined that NSW was committed to moving towards a circular economy and that current recycling was under pressure. The document recognised that NSW is running out of space to manage residual waste and that safe and adequate disposal options for materials that cannot be recycled were required. The report has three focus areas one of which includes meeting the future infrastructure and service needs. Energy from Waste was noted as a residual option for waste management. The report commented that the NSW Government would identify opportunities for co-locating suitable energy recovery facilities in proposed clean manufacturing precincts as part of the NSW Net Zero plan.

A State-Initiated Education/Communication Campaign on EfW

Today, more than 2,450 EfW plants are active worldwide. They have a disposal capacity of around 330 million tonnes of waste per year. More than 250 thermal treatment plants with a capacity of nearly 60 million annual tonnes were built between 2012 and 2016. It is predicted that more than 2700 plants with a capacity of about 480 million annual tonnes will be operational by 2026ⁱⁱⁱ.

Despite these world-wide statistics, there are no operating EfW facilities processing municipal solid waste in Australia. Recent project proposals in Western Sydney have resulted in vocal opposition from communities which has damaged the reputation of these facilities.

There is understandable vocal and hesitant response from our three regional communities identified in the NSW Government's Energy from Waste Infrastructure Plan 2021. This is, just in part, occurring we believe because of the absence of effective engagement with communities. This highlights the urgent need for better information on these facilities and their place in the circular economy as included in the NSW Waste and Sustainable Materials Strategy 2041.

We need an NSW Government led effective State-wide communication and stakeholder engagement campaign to inform the community about EfW facilities as well as to explain that current landfill practices lead to detrimental environmental outcomes. This engagement needs to be deep and thorough. It needs to embody actively listening in equal measure to providing information.

There appear to be opportunities for industrial symbiosis and co-location of EFW operations, including integration within waste management parks, installation as process heat supplier (heat networks) in industrial eco-parks for manufacturing and upcycling of waste into commodities and value-add products and integration with Carbon Capture and Storage^{iv}. Industrial symbiosis is one way to help local NSW economies transition to a circular economy. Communities need to be made aware of these opportunities. Also, later in this paper, we propose how to better facilitate such transition.

It will be important to ensure there is balanced information for communities to be informed on the technologies available to achieve better outcomes.

Request #1**A state-initiated education/communication campaign which,**

- Articulates the key aspects of EfW including,
 - how it helps address the States waste burden
 - how it reduces greenhouse emissions impact
 - how it will be regulated by emission parameters
 - the science of emissions and impacts on health and environment
 - an explanation of continuous online monitoring as a requirement
 - the role it would play in a transition to a circular economy and industrial symbiosis, etc
- Is clear and honest about the dis-benefits
- Involves deep, active listening to community concerns and meaningful address of these
- Provides contemporary reference sites that demonstrate expectations of a proposed facility in the identified precincts
- Articulates the off-set benefit of EfW to the local community, for example
 - Free waste delivery to the EfW facility for local waste collection

- Establishment of a LGA sovereign fund, generated by a tonnage charge on incinerated waste, to provide a benefit for the LGA's economy and its citizens, to fund the circular economy opportunities created by an EfW plant, to help fund community infrastructure and to develop after-closure economy stimulus.

Going beyond EfW - Impacted Community Off-set benefit

This section seeks to make the case for the NSW government and the three councils to ensure local benefits from EfW exceed the impacts by developing a levy or royalty scheme as a feature of the Energy from Waste Infrastructure Plan. This would provide capacity for the three host LGAs to innovate economically and go beyond just EfW.

Uniquely, given NSW's standard template approach for land-use planning, the EfW Plan will effectively prohibit EfW across the state other than within three precincts. The precincts' LGAs are all small and regional. These three LGAs, with a total population of over 60000 people will be called upon to host responsibility for the treatment and disposal of the residue waste material generated by the entire state of NSW (about 8.2m people and businesses).

In briefings received since the public release of the Plan, it has been explained that the NSW Government's premise for restricting EfW to just these four LGAs is that this activity may be a catalyst for economic growth and diversification. The three councils agree that this should be encouraged, however this is unlikely to occur without sufficient support and leadership.

But there are no evident programs or initiatives by government to attempt to facilitate the abovementioned outcome. This is in stark contrast to other initiatives like REZ, Hydrogen Hubs, Special Activation Precincts and Clean Manufacturing Precincts which have extensive accompanying government facilitation. As such, it will fall to the three local councils to pivot off EfW and create all of the circumstances required to catalyse grander economic outcomes for these host communities. The councils are ready for this challenge but there is justified concern about their current capacity to achieve this within their existing operating environment. A suggested solution will be offered underneath, after another material consideration is first canvassed.

The councils' expect that EfW will be viewed by the general public through a 21st century lens. And all of the evidence is that it is imprudent, in the 21st century, to use combustion to create energy. Although it will be argued that the nett carbon emission outcome is superior to landfill this, alone, will not be accepted by the public. In the same fashion as there is a current stigma toward those places that now use combustion to provide energy, so too will there be a stigma toward these three host LGAs. A way to address this would be for the three localities to be centres of excellence in compounding the carbon reduction benefits that can be catalysed by EfW (not just EfW but an ecosystem of carbon reducing activities). Another offset would be to change the narrative about these localities through sustained marketing of the broader offer. But these initiatives will require capacity building within the three councils.

We believe the stakes are high. The optimistic and positive outcomes must be achieved. If not, EfW will be nothing but the combustion of rubbish and the three LGAs will be pilloried for hosting such activities.

A suggested solution

The hard reality is that all the host councils have constrained capacity. Yet economic diversification and creating whole ecosystems of innovation (more than EfW) is challenging. It requires capacity, intellectually and financially, to plan and deliver. The LGAs that are attempting transition from coal

and thermal power understand this. The Muswellbrook Council is regarded as being leading edge in such transition and they offer some pointers as to a solution.

Muswellbrook Council has raised substantial revenues from the mines and power plants that their city hosts. They have used the revenues to build a "future fund". They have provided the funds to an outsourced and performance based economic development board to transition their economy. Pertinent to our EfW challenge mentioned above, the economic development board has undertaken projects such as development and on-selling of a pumped hydro project, bio-fuel industry attraction, STEM education for local youth etc., The learning - financial capacity facilitates economic innovation.

The three councils that will host EfW require the financial capacity to be able to innovate. No doubt the operators of EfW will make some local contributions via VPAs. But the councils believe that the best means by which to fund this innovation has a nexus back to the source of the waste, the waste generators. If a small levy or royalty were to be charged across the generators of the waste this could create a substantial funding stream. (There is already a precedent in this regard with the NSW waste levy which is charged in metropolitan Sydney. This charge, amongst other things, funds innovation in circular economies, re-use of waste as a resource etc.,).

For example, a rudimentary analysis shows the average residuals waste (landfill destined) is about 11.19kg per household per week^v, therefore the impact of a \$20 per tonne levy would be \$11.64 per year or 22 cents per week for an average household. The Average Domestic Waste Annual Charge across Metropolitan Councils is \$515.81 pa (2019-2020)^{vi}, so the impact on the average residential charge would be about 2%.

Request #2

Community Impact/Economic Innovation Fund

That the NSW government and the three councils develop a levy or royalty scheme, codified, and separate from any Voluntary Planning Agreement, as a feature of the Energy from Waste Infrastructure Plan to fund the economic innovation required to achieve the best local and regional economic outcomes from EfW.

Voluntary Planning Agreement Framework

Voluntary Planning Agreements (VPAs) are necessary to capture those direct localised impacts outside the regulatory approval-condition instruments. VPAs can be a source of conjecture and consequently neither side of the negotiation has clarity around expectations. The extent, magnitude and need can result in the strongest negotiator benefiting.

To provide clarity for both sides of the negotiations, we propose that a VPA framework be established, such that expectations can be established from the outset.

Request #3

Voluntary Planning Agreement Framework

That the NSW government and the three councils develop a standard framework for the necessary VPA to provide certainty to the proponent, the Council and the community.

End Notes

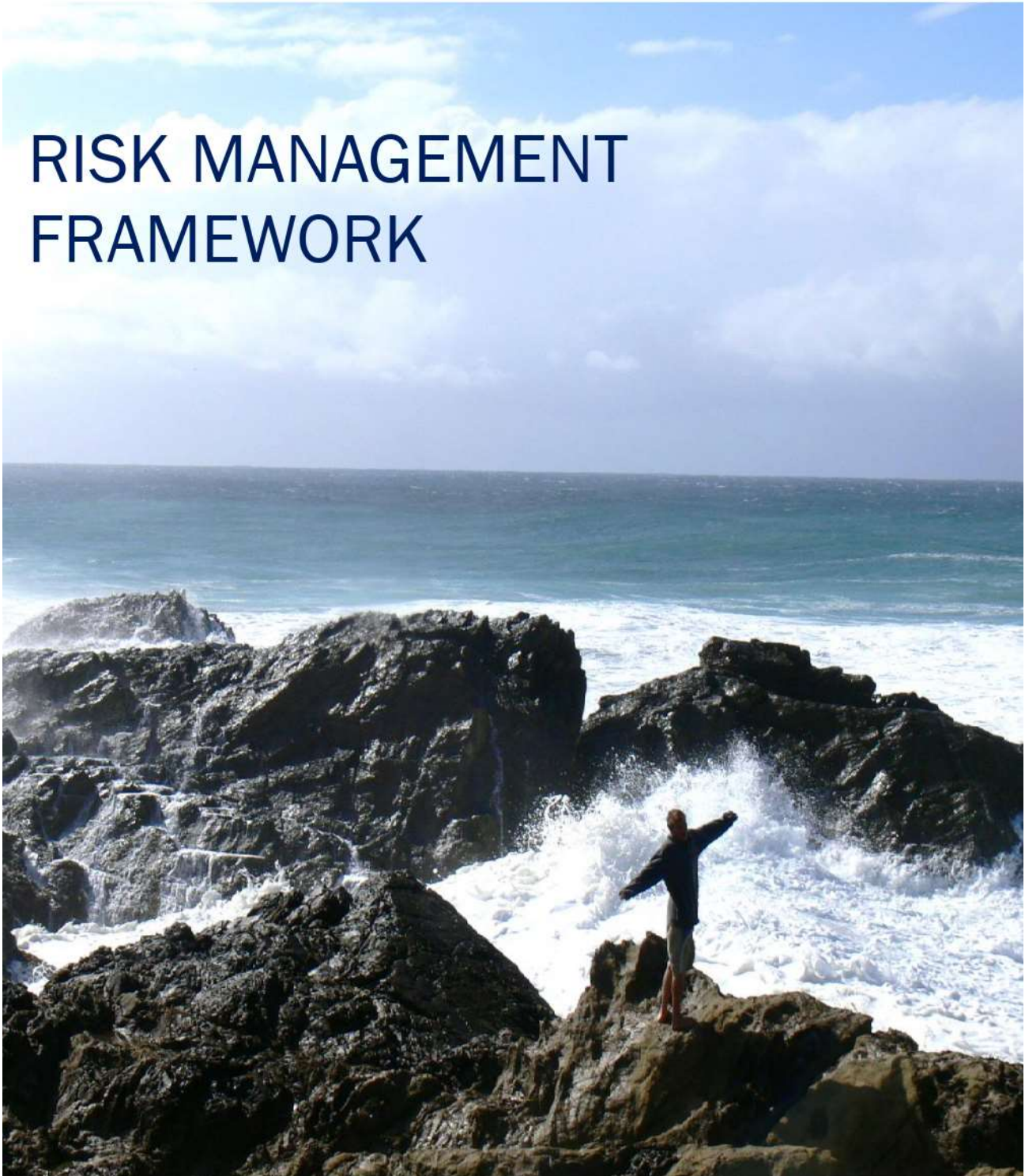
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- ⁱ NSW Governments Energy from Waste Infrastructure Plan 2041
 - ⁱⁱ Department of Planning, Industry and Environment NSW, Waste and Sustainable Materials Strategy 2041, Ministers Message, Page 4. https://www.dpie.nsw.gov.au/__data/assets/pdf_file/0006/385683/NSW-Waste-and-Sustainable-Materials-Strategy-2041.pdf
 - ⁱⁱⁱ www.ecoprogram.com
 - ^{iv} *NSW Gov. Energy from Waste Report from the NSW Chief Scientist & Engineer May 2020 With additional advice as at November 2020. The University of Sydney, "Energy-from-Waste Independent review and expert advice". This Report was commissioned by The Office of the Chief Scientist & Engineer as independent expert advice for the Energy from Waste Review. The Report has been prepared by staff of the University of Sydney through its Waste Transformation Research Hub, School of Chemical and Biomolecular Engineering in the Faculty of Engineering. The contents of the Report are current as at November 2020*
 - ^v Environment Protection Authority, NSW Local Government Waste and Resource Recovery Data Report 2019–20, page 2, <https://www.epa.nsw.gov.au/-/media/epa/corporate-site/resources/wastestrategy/21p3136-2019-20-lg-waste-resource-recovery-data.pdf?la=en&hash=C9538E0011B247C3D31A332E9BDCF312219E97E9>
 - ^{vi} <https://www.olg.nsw.gov.au/public/about-councils/comparative-council-information/your-council-report/>

NOVEMBER 2022



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 pays 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

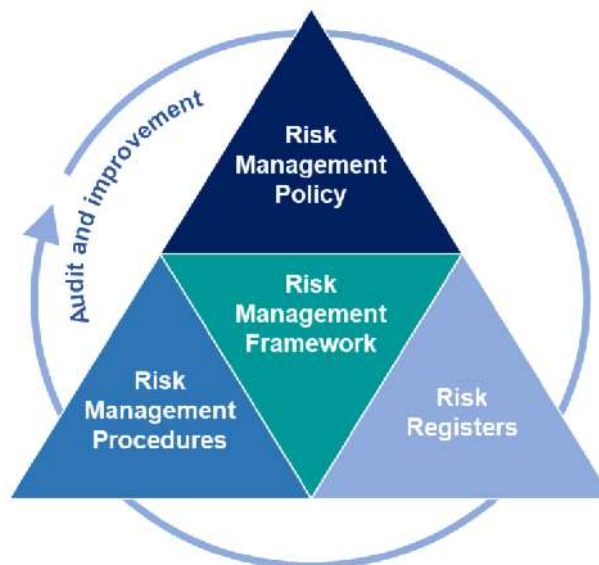
To achieve this, we need effective business systems and procedures to manage risk - and a personal commitment from everyone in the organisation to play their part in the process.

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 23,500.

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

Richmond Valley Council employs 289 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 managing 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 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 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

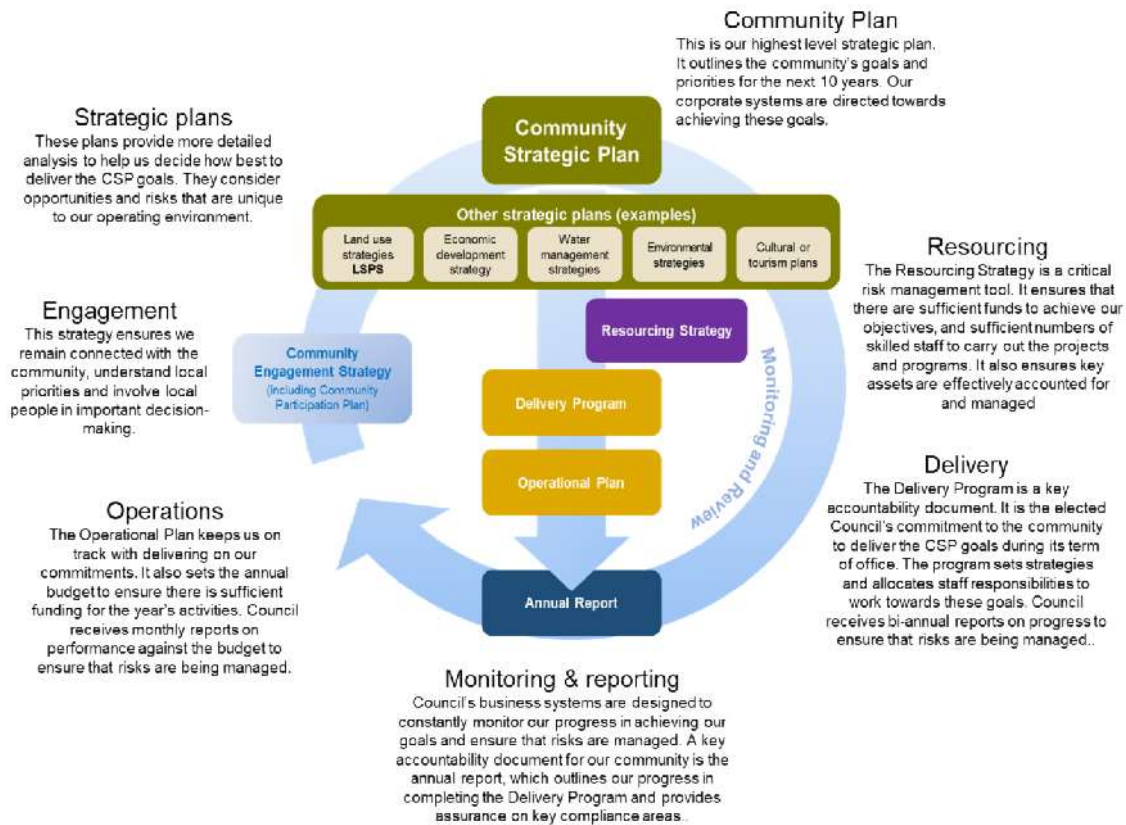
All local councils in NSW use a central operating system, the Integrated Planning and Reporting Framework (IP&R) to undertake their planning, decision-making, service and project delivery functions. IP&R is a mandatory framework, under s.402-406 of the *Local Government Act 1993* and RVC respects and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

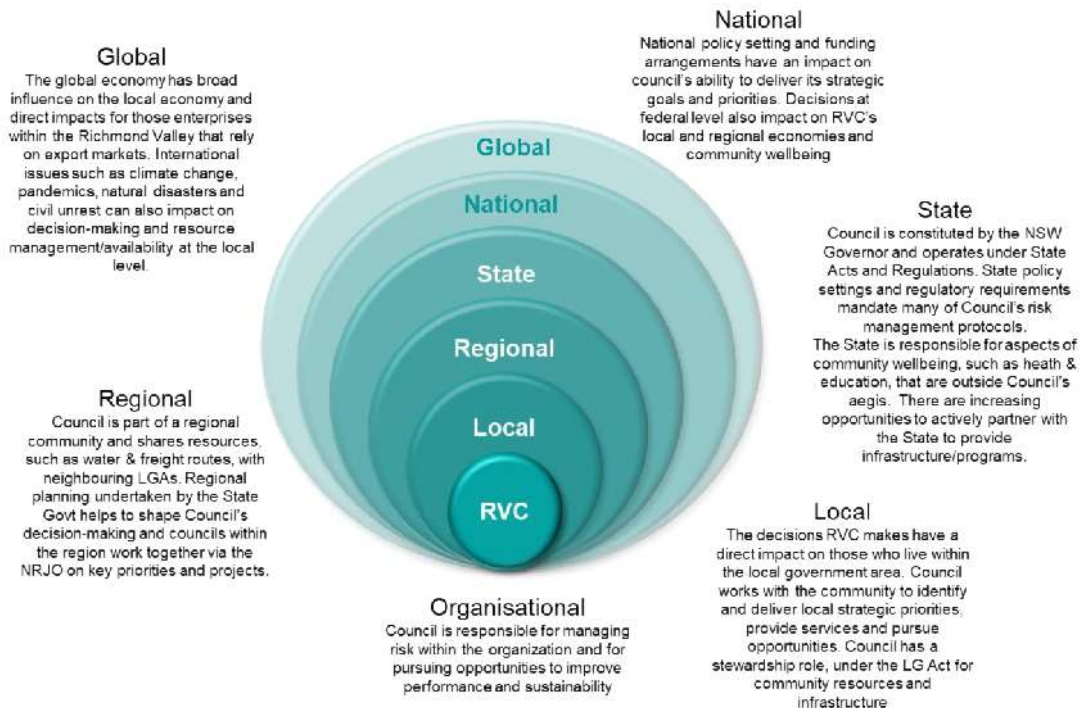
RVC’s risk management systems are based on the Risk Management Principles outlined in the Australian Standard - ISO 31000:2018. The diagram below shows how we apply these principles within our organisational context.



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.



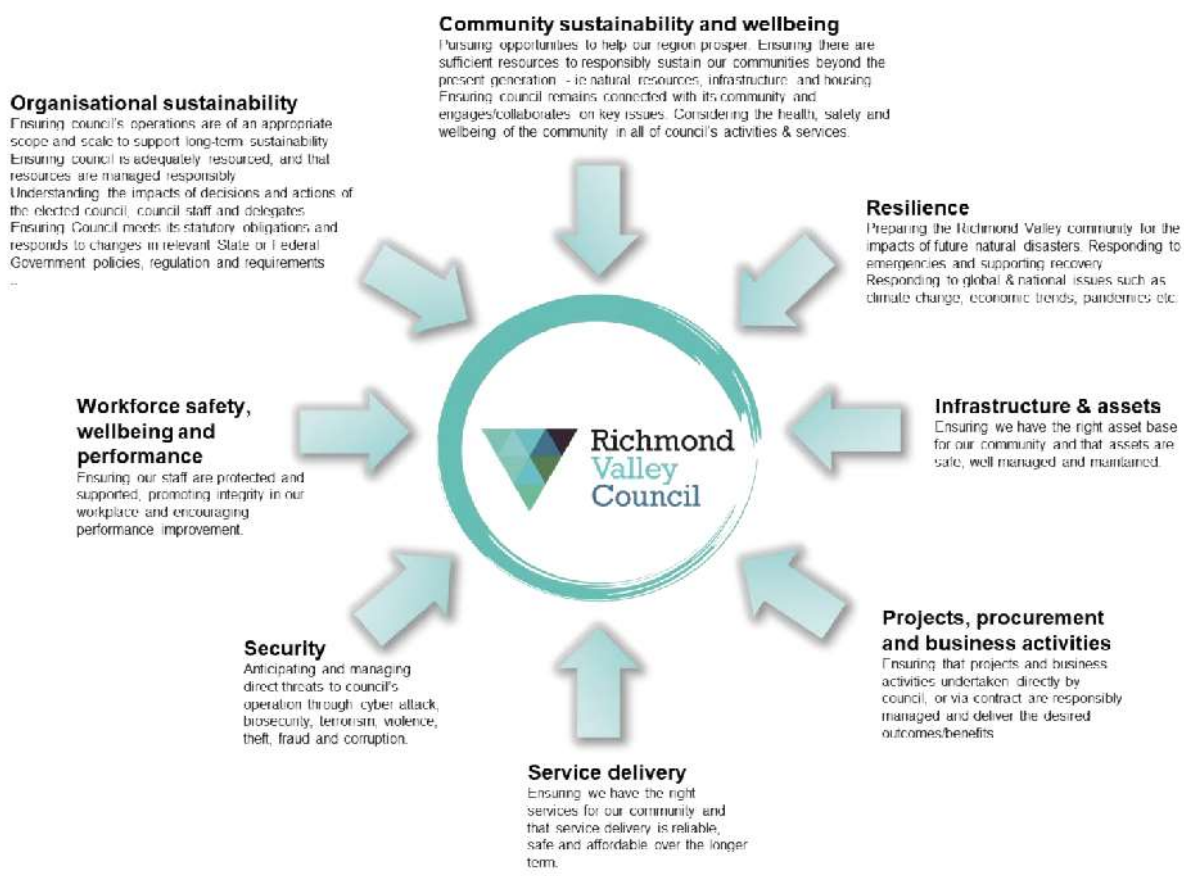
5. Key Risk Areas



Council has identified eight 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:

1. Community sustainability and wellbeing

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.



2. 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.



3. Resilience

Council understands the risks our community faces from increasing natural disasters. Our priority is to protect human life, ensure our community is well-prepared for these events, our infrastructure is robust and reliable and Council is equipped to support the recovery process.

Council accepts that many global issues and decisions are beyond its immediate influence and we cannot avoid some risks. However, we can be pro-active and ensure we are alert to emerging issues, risks and opportunities.



4. Safety, wellbeing and workforce performance

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. This includes ensuring the health and safety of the public in council’s activities and services. Council 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.



5. Infrastructure & assets

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.



6. 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.



7. Projects, procurement & 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.



8. 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.



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

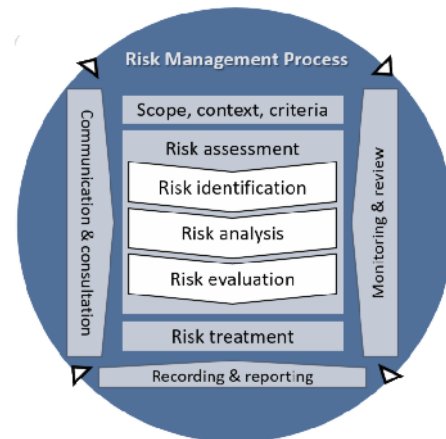
This is one of the most important parts of the risk management process. Getting the scope right and understanding whether your project or issue is connected to other people’s projects and issues is critical to ensuring that all the risks are identified and fully understood.

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.

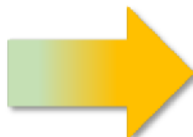
For more complex strategic risks, other risk assessment methods and criteria will be required. This may include reference to criteria established by other levels of Government, such as DPIE's water security criteria, or the *NSW Government Guide to Climate Change Risk Assessment for NSW Local Government*.

Stage Five: Risk Evaluation

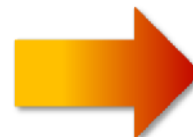
Once risks have been identified and assessed, the next stage is to decide how to respond. This will depend on the level of risk identified and whether it can be effectively controlled. Council's Risk Management Procedure provides guidance on how to respond to risk scores and options are summarised below.



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

- Chief of Staff – 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 three independent members, 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 the requirements of s428A of the *Local Government Act 1993*, and its adopted Charter.

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.

Richmond Valley Council

QUARTERLY BUDGET REVIEW STATEMENT

for the quarter ended 30 September 2022



"A great community with a relaxed lifestyle, beautiful environment and vibrant economy."

**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

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**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2021:

It is my opinion that the Quarterly Budget Review Statement for Richmond Valley Council for the quarter ended 30 September 2022 indicates that Council's projected financial position at 30 June 2023 will be satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

From a cash perspective, the projected overall cash result for 2022/2023 has improved to an estimated deficit as at 30 September 2022 of \$9,209,080. This is largely as a result of an extensive review of the capital works program due to the recent unprecedented natural disaster with a number of projects now projected to continue into 2023/2024. The unrestricted cash surplus increased by \$29,475 from \$257,785 to \$287,260 as a result of a one-off payment from the NSW Government to help offset the increase of the Local Government Emergency Services Levy contributions in 2022/2023 due to ongoing hardship events.

With approval of the special rate variation, Council has taken steps to reduce cash deficits whilst still being able to maintain adequate expenditure on capital projects and maintenance of existing assets. Delivery of capital budgets will continue to be monitored in future budgeting processes as this has a significant effect on the cash result.

Signed:



Hayley Martin
Responsible Accounting Officer

Date:

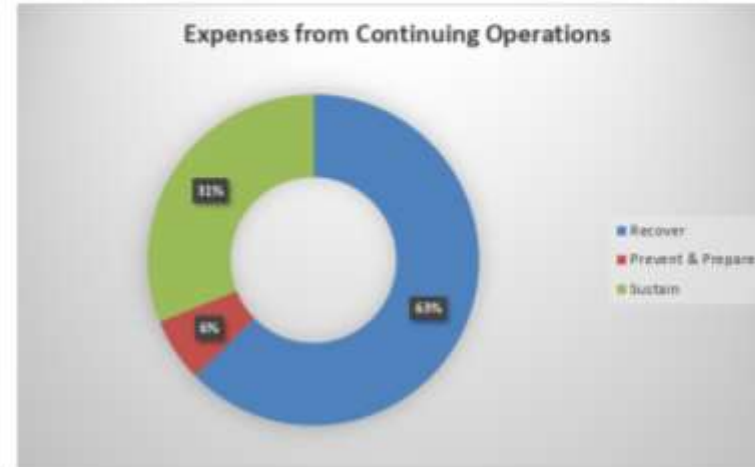
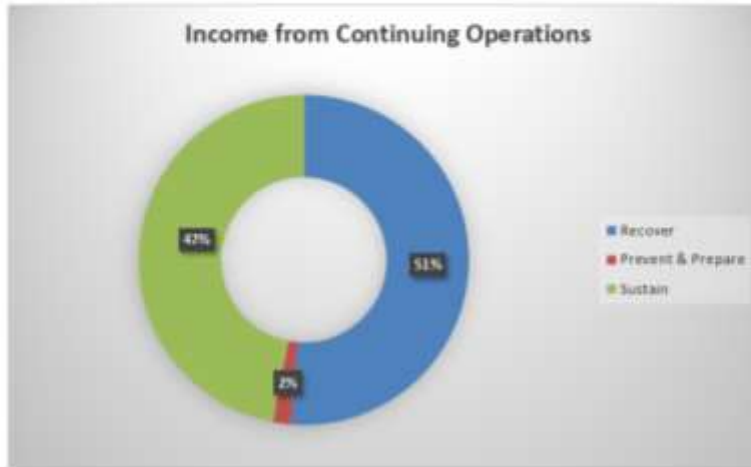
10/11/2022

**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

Income & Expenses Budget Review Statement

Summary Budget Result	Original Budget 2022/2023	Recommended Changes for Council	Recommended Changes for Council	Projected Year End Result	Actual YTD 30-Sep-22
		Carry-Over from 2021/22	Resolution Sep		
Income					
Recover	48,999,652	1,249,261	571,972	50,820,885	8,730,678
Prevent & Prepare	1,677,085	113,500	(44,889)	1,745,696	237,386
Sustain	40,494,472	18,422	6,123,788	46,636,682	32,085,735
Total Income from Continuing Operations	91,171,209	1,381,183	6,650,870	99,203,262	41,063,779
Expenses					
Recover	45,560,779	303,962	612,279	46,477,020	13,310,568
Prevent & Prepare	4,121,879	140,990	366,969	4,628,938	1,025,673
Sustain	20,141,345	160,900	2,753,322	23,055,467	10,927,159
Total Expenses from Continuing Operations	69,824,003	605,752	3,731,670	74,161,425	25,263,400
Net Operating Result from Continuing Operations	21,347,206	775,431	2,919,201	25,041,838	15,800,379
Net Operating Result before Capital Items	(1,848,888)	(376,935)	2,897,290	471,467	11,843,255
Budget Result Reconciliation:					
Add: Non-Cash Expenses					
Depreciation & Amortisation	18,162,076	-	-	18,162,076	4,065,097
Rehabilitation Borrowing Expenses	71,254	-	-	71,254	-
Quarry Inventory Movements	-	-	-	-	-
Add: Non-Operating Funds Employed					
Loan Funds Utilised	1,000,000	-	-	1,000,000	-
Deferred Debtor Repayments	1,875	-	-	1,875	-
Gross Proceeds from the Disposal of Assets	3,495,024	-	-	3,495,024	151,588
Less: Funds Deployed for Non-Operating Purposes					
Capital Expenditure	50,611,790	9,361,887	(6,409,929)	53,563,748	10,075,107
Loan Principal Repayments	3,417,398	-	-	3,417,398	877,247
Estimated Funding Result - Surplus/(Deficit)	(9,951,754)	(8,586,456)	9,329,130	(9,209,080)	9,064,690
Equity Movements					
Restricted Funds - Increase/(Decrease)	(10,209,539)	(8,586,456)	9,209,655	(9,496,340)	9,064,690
Working Funds - Increase/(Decrease)	257,785	0	29,475	287,260	-
Total Equity Movements	(9,951,754)	(8,586,456)	9,329,130	(9,209,080)	9,064,690

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022
Income & Expenses Budget Review Statement - Summary by Priority



Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Income & Expenses Budget Review Statement

Income & Expenses - by Service	Original Budget 2022/2023	Recommended Changes For Council	Recommended Changes For Council	Notes	Projected Year End Result	Actual YTD 30 Sep 22
		Carry-Overs from 2021/22	Resolution Sep			
Income						
Recover						
Festivals and Events	23,988	-	265,819	1	289,807	265,685
Libraries	1,437,257	-	-		1,437,257	8,584
Community Programs and Grants	-	-	-		-	-
Planning & Development Services	904,558	-	400,208	3	1,304,766	655,090
Tourism	5,840,414	-	(2,500,000)	4	3,340,414	10,931
Building and Maintaining Roads	14,613,131	1,300,957	(578,394)	8	15,335,694	58,335
Sports Grounds, Parks and Facilities	6,847,680	(189,063)	871,152	6	7,529,769	804,250
Community Centres and Halls	108,031	90,909	-	7	198,940	32,710
Swimming Pools	1,200,000	-	802,625	8	2,002,625	1,665,063
Water Supplies	7,769,882	46,458	-	9	7,816,340	1,694,941
Sewerage Services	9,749,939	-	1,200,000	10	10,949,939	3,142,281
Environmental Health	504,772	-	110,562	11	615,334	392,808
Prevent & Prepare						
Stormwater Management	204,256	-	-		204,256	201,865
Environmental Management	-	113,500	-	12	113,500	35,227
Emergency Management	1,262,829	-	(44,889)	13	1,217,940	274
Recovery	210,000	-	-		210,000	-
Sustain						
Economic Development	-	11,797	344,146	14	355,943	344,146
Northern Rivers Livestock Exchange	2,147,362	-	-		2,147,362	504,566
Quarries	1,786,370	-	-		1,786,370	636,214
Private Works	92,742	-	-		92,742	22,833
Strategic Planning	12,500	6,625	-	17	19,125	-
Real Estate Development	-	-	26,320	18	26,320	26,320
Governance & Advocacy	438,193	-	3,000,000	18	3,438,193	3,007,726
Community Connection	-	-	-		-	-
Customer Service	4,905	-	-		4,905	673
Information Technology Services	11,859	-	-		11,859	4,530
People & Culture	21,756	-	-		21,756	12,793
Work Health & Safety	-	-	-		-	-
Financial Services	21,965,662	-	-		21,965,662	16,102,508
Engineering Support & Asset Management	31,103	-	-		31,103	10,578
Fleet Management	5,492,384	-	-		5,492,384	1,964,715
Cemeteries	371,292	-	-		371,292	111,980
Waste Management	8,118,344	-	2,753,322	22	10,871,666	9,346,155
Total Income from Continuing Operations	91,171,209	1,381,183	6,650,870		99,203,262	41,063,779

**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

Income & Expenses Budget Review Statement

Income & Expenses - by Service	Original Budget 2022/2023	Recommended Changes for Council Carry-Overs from 2021/22	Recommended Changes for Council Resolution Sep	Notes	Projected Year End Result	Actual YTD 30-Sep-22
	Expenses					
Recover						
Festivals and Events	319,773	10,000	56,580	1	386,353	108,544
Libraries	2,461,911	-	-		2,461,911	439,698
Community Programs and Grants	186,836	-	-		186,836	23,458
Planning & Development Services	2,897,121	-	-		2,897,121	617,825
Tourism	371,194	-	-		371,194	99,282
Building and Maintaining Roads	17,214,007	271,304	445,137	6	17,930,448	6,465,318
Sports Grounds, Parks and Facilities	3,611,142	-	-		3,611,142	874,983
Community Centres and Halls	908,516	-	-		908,516	221,219
Swimming Pools	1,072,835	-	-		1,072,835	238,464
Water Supplies	6,937,560	-	-		6,937,560	1,877,778
Sewerage Services	8,363,782	-	-		8,363,782	2,030,338
Environmental Health	1,216,102	22,658	110,562	11	1,349,322	313,661
Prevent & Prepare						
Stormwater Management	957,397	-	-		957,397	212,364
Environmental Management	485,771	140,990	-	12	626,761	124,340
Emergency Management	2,259,392	-	366,069	13	2,625,461	688,969
Recovery	419,319	-	-		419,319	82,588
Sustain						
Economic Development	510,250	11,797	-	14	522,047	23,110
Northern Rivers Livestock Exchange	2,119,960	-	-		2,119,960	561,327
Quarries	438,555	-	-		438,555	200,125
Private Works	86,970	58,702	-	18	145,672	32,662
Strategic Planning	38,645	29,328	-	17	67,973	3,500
Real Estate Development	532,448	-	-		532,448	60,277
Governance & Advocacy	2,585,094	-	-		2,585,094	2,404,594
Community Connection	191,957	-	-		191,957	18,421
Customer Service	4,905	-	-		4,905	3,455
Information Technology Services	181,869	-	-		181,869	77,647
People & Culture	-	-	-		-	(0)
Work Health & Safety	40,000	-	-		40,000	23,357
Financial Services	142,849	-	-		142,849	133,453
Engineering Support & Asset Management	31,103	2,500	-		33,603	24,194
Fleet Management	4,826,395	-	-		4,826,395	1,446,538
Cemeteries	404,767	-	-		404,767	112,349
Waste Management	8,005,578	58,473	2,753,322	20	10,817,373	5,802,149
Total Expenses from Continuing Operations	69,824,003	605,752	3,731,670		74,161,425	25,345,988
Net Operating Result from Continuing Operations	21,347,206	775,431	2,919,201		25,041,838	15,717,791
Net Operating Result before Capital Items	(1,848,888)	(376,935)	2,697,290		471,467	11,843,255

**Richmond Valley Council Quarterly Budget Review
for the quarter ended 30 September 2022**

Capital Budget Review Statement

	Original Budget 2022/2023	Recommended Changes for Council Carry-Overs	Recommended Changes for Council Resolution	Notes	Projected Year End Result	Actual YTD 30-Sep-22
		from 2021/22	Sep			
Capital Budget						
Capital Expenditure						
Recover						
Festivals and Events	-	-	-		-	-
Libraries	157,237	253,929	691	2	411,857	29,850
Community Programs and Grants	-	-	-		-	-
Planning & Development Services	-	-	450		450	450
Tourism	6,800,000	212,450	(3,500,000)	4	3,512,450	116,484
Building and Maintaining Roads	14,844,663	3,602,656	(737,589)	5	17,709,730	5,284,781
Sports Grounds, Parks and Facilities	8,093,981	700,664	778,566	6	9,573,211	742,680
Community Centres and Halls	47,210	616,253	140,000	7	803,463	410,908
Swimming Pools	2,685,000	806,343	802,625	8	4,293,968	620,787
Water Supplies	2,508,000	564,207	(364,351)	9	2,707,856	414,152
Sewerage Services	3,110,180	418,446	916,533	10	4,445,159	726,402
Environmental Health	-	-	-		-	-
Prevent & Prepare						
Stormwater Management	404,985	-	-		404,985	96,641
Environmental Management	-	-	-		-	-
Emergency Management	-	29,084	18,000	13	47,084	25,660
Recovery	-	-	-		-	-
Sustain						
Economic Development	-	-	-		-	-
Northern Rivers Livestock Exchange	-	-	9,276	15	9,276	9,276
Quarries	-	-	-		-	-
Private Works	-	-	-		-	-
Strategic Planning	-	-	-		-	-
Real Estate Development	5,575,000	198,952	(2,973,680)	18	2,800,272	370,167
Governance & Advocacy	-	-	-		-	-
Community Connection	-	-	-		-	-
Customer Service	10,000	-	(1,350)		8,650	6,975
Information Technology Services	-	-	1,350		1,350	1,350
People & Culture	-	-	-		-	-
Work Health & Safety	-	-	-		-	-
Financial Services	-	-	-		-	-
Engineering Support & Asset Management	105,000	77,945	(450)	20	182,495	1,327
Fleet Management	2,447,770	530,103	-	21	2,977,873	312,194
Cemeteries	53,000	-	-		53,000	-
Waste Management	3,769,764	1,350,855	(1,500,000)	22	3,620,619	905,024
Total Capital Expenditure	50,611,790	9,361,887	(6,409,929)		53,563,748	10,075,107

Richmond Valley Council Quarterly Budget Review
for the quarter ended 30 September 2022

Capital Budget Review Statement

Capital Budget	Original Budget 2022/2023	Recommended	Recommended	Notes	Projected Year End Result	Actual YTD 30-Sep-22
		Changes for Council Carry-Overs from 2021/22	Changes for Council Resolution Sep			
Capital Revenue						
Capital Grants and Contributions						
Recover						
Festivals and Events	-	-	-		-	-
Libraries	45,400	-	-		45,400	-
Community Programs and Grants	-	-	-		-	-
Planning & Development Services	199,792	-	400,208	3	600,000	452,474
Tourism	5,800,000	-	(2,500,000)	4	3,300,000	-
Building and Maintaining Roads	8,787,814	1,204,062	(578,394)	5	9,413,482	28,862
Sports Grounds, Parks and Facilities	6,578,410	(189,063)	871,152	6	7,260,499	737,021
Community Centres and Halls	-	90,909	-	7	90,909	-
Swimming Pools	1,200,000	-	802,525	8	2,002,525	1,665,063
Water Supplies	150,000	46,458	-	9	196,458	117,898
Sewerage Services	100,000	-	1,200,000	10	1,300,000	800,009
Environmental Health	-	-	-		-	-
Prevent & Prepare						
Stormwater Management	-	-	-		-	-
Environmental Management	-	-	-		-	-
Emergency Management	-	-	-		-	-
Recovery	-	-	-		-	-
Looking after our Environment						
Economic Development	-	-	-		-	-
Northern Rivers Livestock Exchange	214,318	-	-		214,318	46,889
Quarries	-	-	-		-	-
Private Works	-	-	-		-	-
Strategic Planning	-	-	-		-	-
Real Estate Development	-	-	26,320	18	26,320	26,320
Governance & Advocacy	-	-	-		-	-
Community Connection	-	-	-		-	-
Customer Service	-	-	-		-	-
Information Technology Services	-	-	-		-	-
People & Culture	-	-	-		-	-
Work Health & Safety	-	-	-		-	-
Financial Services	-	-	-		-	-
Engineering Support & Asset Management	-	-	-		-	-
Fleet Management	-	-	-		-	-
Cemeteries	-	-	-		-	-
Waste Management	120,360	-	-		120,360	-
Total Capital Grants and Contributions	23,196,094	1,152,366	221,911		24,570,371	3,874,536

Richmond Valley Council Quarterly Budget Review
for the quarter ended 30 September 2022

Capital Budget Review Statement

Capital Budget	Original Budget	Recommended Changes for Council	Recommended Changes for Council	Notes	Projected Year End Result	Actual YTD 30-Sep-22
	2022/2023	Carry-Overs from 2021/22	Resolution Sep			
Capital Revenue (continued)						
Loan Funds Utilised						
<i>Recover</i>						
Sports Grounds, Parks & Facilities	-	-	-		-	-
Building and Maintaining Roads	-	-	-		-	-
<i>Sustain</i>						
Waste Management	1,000,000	-	-		1,000,000	-
Total Loan Funds Utilised	1,000,000	-	-		1,000,000	-
Deferred Debtor Repayments						
<i>Sustain</i>						
Financial Services	1,875	-	-		1,875	-
Total Deferred Debtor Repayments	1,875	-	-		1,875	-
Asset Sales						
<i>Recover</i>						
Libraries	10,500	-	-		10,500	137
Building and Maintaining Roads	-	-	-		-	-
Sewerage Services	-	-	-		-	-
<i>Sustain</i>						
Real Estate Development	2,750,000	-	-		2,750,000	-
Waste Management	60,132	-	-		60,132	30,378
Fleet Management	674,392	-	-		674,392	121,053
Total Asset Sales	3,495,024	-	-		3,495,024	161,568
Total Capital Revenue	27,692,993	1,152,366	221,911		29,067,270	4,026,104

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
1	Festivals and Events	
	<i>Recommended Changes - Carry overs</i>	
	Expenses from Continuing Operations	\$10,000
	An increase in operating expenditure with the carry over of unexpended contributions for the Casino Truck Show due to the event being held in August 2022.	
	<i>Recommended Changes - September Quarter Review</i>	
	Income from Continuing Operations	\$265,819
	Council was successful in receiving a grant for Connecting and Healing Richmond Valley Communities under the Reconnecting Regional NSW Community Events Program of which \$241,366 was received. In addition, \$24,453 has been received in registration fees/merchandise sales from the Casino Truck Show held in August.	
	Reconnecting NSW Community Events	\$241,366
	Casino Truck Show	\$24,453
		\$265,819
	Expenses from Continuing Operations	\$56,580
	An increase in operating expenditure of \$46,580 due to the Casino Truck Show being held in August 2022 with registrations and fees being collected during the 2021/2022 year. A further increase of \$10,000 was allocated from unexpended contributions towards the reconciliation black and white ball which took place in July 2022.	
	Casino Truck Show	\$46,580
	Casino Reconciliation Black & White Ball	\$10,000
		\$56,580
2	Libraries	
	<i>Recommended Changes - Carry overs</i>	
	Capital Expenditure	\$253,929
	The below capital projects are proposed to be carried over as funds have been committed towards the project however works were not completed at 30 June 2022. The Casino Library courtyard is commencing in October 2022.	
	Mobile Library - Solar Installation	\$46,509
	Casino Library Community Courtyard	\$192,830
	Online PC Booking System	\$14,590
		\$253,929
3	Planning and Development Services	
	<i>Recommended Changes - September Quarter Review</i>	
	Capital Grants and Contributions	\$400,208

**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

**Budget Variation Explanations
Recommended changes to Revised Budget**

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	It is proposed to increase the income budget for Section 7.12 and Section 94 rural development heavy haulage fees in line with actuals received year-to-date	
	Dev Cont. - Section 7.12	\$350,000
	Dev Cont. - Section 94 Rural Development Heavy Haulage	\$50,208
		\$400,208

4 Tourism

Recommended Changes - Carry overs

Capital Expenditure	\$212,450
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Proposed carry over of \$212,450 in unexpended grant funding from Phase 1 of the Northern Rivers Rail Trail project.

Recommended Changes - September Quarter Review

Capital Grants and Contributions	(\$2,500,000)
Capital Expenditure	(\$3,500,000)

It is proposed to transfer \$3.5 million from phase 2 of the Northern Rivers Rail Trail project to the 2023/2024 financial year due to delays being experienced with unprecedented weather. Of the \$3.5 million, \$2.5 million is grant funding yet to be received and \$1 million will be transferred back into unexpended grant reserves.

5 Building and Maintaining Roads

Recommended Changes - Carry overs

Income from Continuing Operations	\$96,895
Capital Grants and Contributions	\$1,204,062
	\$1,300,957

Expenses from Continuing Operations	\$271,304
Capital Expenditure	\$3,602,656
	\$3,873,960

It is proposed to carry over a number of projects into the 2022/2023 year as outlined below, of which \$445,957 is expected to be received in corresponding revenue with the remainder to be transferred from unexpended reserves.

The following projects were in progress at 30 June 2022:

Swan Bay New Italy Tourism Facilities Road Access	\$35,625
Kerb & Gutter - Evans Hd Surf Club Accessible Parking area	\$6,230
Tree Program - Town Entries	\$10,000
Elangowan Road Bridge	\$180,824
JTR Small Bridge	\$390,420
Farley Street - Hickey to Wheat St	\$149,061
Benns Road Rehab	\$230,679
Elliots Rd Bridge (FCB)	\$212,266

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	Rappville Shared Pathway	\$56,378
	Unlid Flood Feb 20 - EPAR Gores Rd Culvert	\$163,600
	Bushfire generated green waste (grant funded from EPA)	\$271,304
It is proposed to carry over the unsealed resheets and heavy patching budgets to be utilised on roads that don't get flooded or for unfunded natural disaster works.	Heavy Patching	\$290,000
	Unsealed Resheets	\$241,355
The projects below were delayed last financial year due to weather and contractor availability. Preliminary works have commenced	Stapleton Ave Kerb & Culvert	\$60,000
	Spring Grove Rd CH 6900 to 7800	\$104,168
	Etangowan Rd	\$474,000
	Lannox Street (Drill Hall)	\$94,250
	Richmond Terrace	\$30,000
	Drainage - Replace Steel Culverts	\$18,800
	Codrington Road Culvert	\$185,000
	MR145 Conaki QE Drive	\$355,000
	MR145 Casino Conaki Road	\$215,000
		\$3,873,960

Recommended Changes - September Quarter Review

Capital Grants and Contributions **(\$578,304)**

Council has approved funding from TfNSW for the installation of tactile ground surface indicators at three locations on Walker Street, Casino. Council also received a contribution from Lismore City Council of \$6,594 for their share of the Broadwater Bridge Guardrail project. Both Naughtons Gap Road and Wilcox Bridge projects have been transferred to the 2023/2024 year due to delays being experienced with weather and contractor availability.

Guardrail Broadwater Bridge		\$6,594
Walker Street Pedestrian Crossing (TGSi)		\$18,000
Naughtons Gap Road - Fixing Local Roads	Transfer to 2023/2024	(\$120,000)
Wilcox Bridge - Fixing Country Bridges	Transfer to 2023/2024	(\$482,988)
		(\$578,304)

Expenses from Continuing Operations **\$445,137**

Council received \$5 million in upfront Natural Disaster Funding from Transport for NSW for AGRN1012 February Flood event during the 2021/2022 year, with the remaining \$365,137 being transferred from unexpended grants towards works undertaken this year to date. Further contributing to the increase in operating expenditure is \$80,000 being allocated towards Naughtons Gap Road Study from the \$2 million that council was successful in receiving under the Local Government Recovery Grants for highly impacted councils as a result of the February flood event (AGRN 1012). As resolved by council on the 16 August 2022, this work will allow investigations to advance a solution to the damaged road.

Naughtons Gap Rd Study (OLG \$2m)		\$80,000
AGRN1012 EW Flood Feb 22 - Project Management		\$365,137
		\$445,137

Capital Expenditure **(\$737,589)**

An net reduction of \$737,589 in capital expenditure is detailed below:		
Guardrail Broadwater Bridge	(Contribution funded - As above)	\$6,594
Walker Street Pedestrian Crossing (TGSi)	(Grant funded - As above)	\$18,000

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details		Variation
	Barker/Walker Street - Street Lighting	(Reallocated from Woodview Quarry Reserve	\$30,000
	Rotary Clock - Walker Street Roundabout	(Reallocated from Parks Renewals)	\$30,000
	McAuliffe Park - Footpaths	(Reallocated from Parks Renewals)	\$9,171
Following projects have been allocated as approved by Council on the 16 August 2022 from the \$2 million Council received under the Local Government Recovery Grant as above:			
	Simpsons Parade Carpark (OLG \$2m)		\$300,000
	Talham Bridge Realignment Design (OLG \$2m)		\$100,000
Naughtons Gap Road and Willow Bridge have been transferred to 2023/2024 as above:			
	Naughtons Gap Road - Fixing Local Roads	Transfer to 2023/2024	(\$483,772)
	Willow Bridge	Transfer to 2023/2024	(\$733,177)
Swan Bay/New Italy Road Resheet has come in under budget so \$14,405 has been transferred to complete the day stalls at the Casino Showground. Both projects were funded through the Drought Communities Program.			
	Swan Bay New Italy Road Resheets	Transfer to showground upgrade (Day Stalls)	(\$14,405)
			(\$737,589)

6 Sports Grounds, Parks and Facilities

Recommended Changes - Carry overs

Capital Grants and Contributions	(\$189,063)
Capital Expenditure	\$700,664

The below capital projects are proposed to be carried over as funds had been committed towards the projects however they were not completed by 30 June 2022. Due to flooding in 2022, the park renewals budget of facility upgrades, playground equipment and park renewals were unable to be completed and are requested to be carried over to repair flood damages. The Casino Showground is a signature grant funded project and will continue throughout 2022/2023. A reduction in capital grants and contributions as well as Crawford Square Playspace capital expenditure was due to the grant funded project commencing in the 2021/2022 year resulting in an adjustment to the remaining project budget for 2022/2023.

Crawford Square - Playspace SCCF4	(\$6,090)
Coraki Caravan Park - relocate site office & amenity	\$47,702
Facility Upgrades Shelters	\$10,000
Replace Non-Compliant Playground Equip (RSV 08/09)	\$5,000
Parks Renewals to be allocated RSV 19/20	\$96,546
Casino Showground - Upgrades (Drought Funding)	\$10,107
Casino Showground - Extension of Cutting Yard (Stimulus)	\$177,693
Casino Showground - Sand & Grass Track Upgrade (\$8mil upgrade)	\$359,706
	\$700,664

Recommended Changes - September Quarter Review

Capital Grants and Contributions	\$671,152
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Council received \$537,152 (50% of funding) towards the Colley Park upgrade of the club room under the Local Roads and Community Infrastructure Program (LRCIP). This project is scheduled to commence in 2023/2024 and as such the funding has been transferred to the unexpended grant reserves. Council was also successful in receiving \$334,000 in funding from Department of Planning and Environment for the Barker Street Shared Space under the Streets as Shared Spaces program to transform a vacant block on Barker Street into a functional park.

Capital Expenditure	\$778,566
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Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	Council was successful in receiving funding under the Local Government Recovery Grants for highly impacted Local Government areas as a result of the February 2022 Flood event (AGRN 1012). This funding will be utilised towards supporting local economic and social recovery in areas impacted by the February 2022 NSW Storms and Floods. Council resolved on 16 August 2022 to approve the allocation of \$2 million. Council had also received \$1 million prior in Local Government Recovery Grants for the February 2022 NSW Storms and Floods event (AGRN 1012) to undertake immediate recovery activities.	
	A net increase of \$858,566 in capital expenditure is detailed below:	
	Barker Street Green Space Activation	(Grant Funded - As above) \$334,000
	Casino Showground - Upgrades (Drought Funding)	(Reallocated from Swan Bay/View Italy Road I) \$14,405
	Sand & Grass Track Upgrade (\$8mil upgrade)	(Reallocated from Casino Showgrounds and I) \$45,000
	Casino Showground - Lighting & Electrical Upgrades	(Adjust Budget for expenditure in 2021/2022) (\$5,900)
	Public Toilet - Refurbishments	Transfer to Woodburn Hall Toilet Upgrade (\$40,000)
	Parks Renewals	Transfer to McAuliffe Park Footpath & Rotary (\$39,171)
	Casino Showground - Planning & Design Upgrade	(Adjust Budget for expenditure in 2021/2022) (\$299,014)
	The following projects have been allocated from the \$2 million Council received under the Local Government Recovery grant as above.	
	Cooley Park Repair of Basketball and Netball Courts (OLG \$2m)	\$320,000
	Mid Richmond Recreation Spaces- Further develop Windsor Park (OLG \$2m)	\$80,000
	Following projects have been allocated from the \$1 million council received under the Local Government recovery grant as above.	
	Queen Elizabeth Park Repair & Upgrade	\$368,006
		\$778,566

7 Community Centres and Halls

Recommended Changes - Carry overs

Capital Grants and Contributions	\$90,909
Capital Expenditure	\$616,253

It is proposed to carry over \$583,171 in grant funding, with \$90,909 still to be received, for the Rappville Common which commenced in 2021/2022 but was delayed due to flooding. The Rileys Hill Community Centre Shelter was scheduled to be completed in 2021/2022 however was delayed due to flooding. This grant funded project is scheduled to occur this financial year along with an upgrade to the Woodburn Hall Toilets.

Rappville Common - Rebuild (Fire Recovery)	\$583,171
Rileys Hill CC - Shelter (CBP)	\$25,942
Woodburn Hall - Toilet Upgrade	\$7,140
	\$616,253

Recommended Changes - September Quarter Review

Capital Expenditure	\$140,000
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An increase in capital expenditure of \$140,000 with \$40,000 being allocated towards the Woodburn Hall Toilet Refurbishment along with \$100,000 from the Local Government Recovery Grant towards the Rappville Hall Flood Resilience project to prepare a new hall and formalise landscaping and driveways.

8 Swimming Pools

Recommended Changes - Carry overs

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	Capital Expenditure	\$806,343
	It is proposed to carry over \$806,343 for the Casino Swimming Pool Upgrade which is continuing into this financial year due to delays experienced in 2021/2022 with continued wet weather.	
	<u>Recommended Changes - September Quarter Review</u>	
	An increase in capital grants and contributions as well as capital expenditure of \$802,625 with Council being approved for funding of \$2,004,426 under Phase 3 of the Local Roads and Community Infrastructure Program (LRCIP) of which \$760,125 has been received to date and allocated towards swimming pools as per below, with the remainder being transferred to reserves for completion in 2023/2024. Council was also successful under the Stronger Country Communities Funding Round 4 with funding of \$212,500 for the creation of a Water Play Space at Coraki Swimming Pool of which an additional \$42,500 expected to be received this year (2022/2023) closer to finalisation of the project.	
	Capital Grants and Contributions	\$802,625
	Casino Pool Upgrade - LRCIP	(100% of LRCIP Funding) \$540,125
	Coraki Pool Upgrade - LRCIP	(100% of LRCIP Funding) \$50,000
	Evans Head Pool Upgrade - LRCIP	(50% of LRCIP Funding) \$140,000
	Woodburn Pool Upgrade - LRCIP	(50% of LRCIP Funding) \$30,000
	Grant Cap - Casino Pool Upgrade	(Grant Funded - As above) \$42,500
		<u>\$802,625</u>
	Capital Expenditure	\$802,625
	A net increase of \$802,625 in capital expenditure is detailed below:	
	Casino Pool Upgrade - LRCIP	(Grant Funded - As above) \$540,125
	Coraki Pool - Shade Structure & Seating - LRCIP	(Grant Funded - As above) \$50,000
	Coraki Pool - Water Playspace (SCCF4)	(Grant Funded - As above) \$212,500
		<u>\$802,625</u>
9	Water Supplies	
	<u>Recommended Changes - Carry overs</u>	
	An increase in capital grants as Council is expected to receive \$46,458 in Bushfire Recovery funding towards the Water Tower Mural offsetting the capital carry over below. Below is a list of all projects that are proposed to be carried over due to delays in project commencement or completion with ongoing wet weather and changes in priorities from the major flooding event in February 2022.	
	Capital Grants and Contributions	\$46,458
	Capital Expenditure	\$564,207
	Reservoir Casino - North & South Flow Meter Renewals	\$10,066
	Reservoir Casino - Mural (Regional Tourism Bushfire Recovery)	\$61,897
	Reservoir Casino - South Reservoir Improvements	\$19,709
	Treatment Plant Casino - RWPS Solar Installation	\$347,250
	Treatment Plant Casino - SCADA & PLC upgrade	\$84,150
	Treatment Plant Casino - RWPS Roller Door Refurbishment	\$11,704
	Treatment Plant Casino - Liquid Alum Dosing Upgrade	\$34,427
	Treatment Plant Casino - Polymer Dosing Upgrade	\$5,004

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	\$564,207	
<i>Recommended Changes - September Quarter Review</i>		
	<i>Capital Expenditure</i>	<i>(\$364,351)</i>
A review of the water supplies capital works program has been performed and resulted in a net transfer to the water infrastructure reserves of \$364,351, as outlined below:		
	Water Main Casino - Cope St, Hickey St/Windsor Ave to Adam St	\$52,612
	Water Main Casino - Reynolds Rd (from Rosewood Ave)	\$20,000
	Water Main Casino - Division St, West St to Rifle Range Rd	\$82,372
	Water Main Broadwater Duncan St Water Rising Main	\$47,403
	Reservoir Casino - 11th Res No 3 Valves Refurbishment	\$5,588
	Reservoir Evans Hd - Flow Meter renewals	\$432
	WTP Casino - Building Upgrade	\$57,000
	WTP Casino - SCADA & PLC upgrade	\$184,750
	WTP Casino - Liquid Alum Dosing Upgrade	\$573
	WTP Casino - Polymer Dosing Upgrade	\$14,996
	WTP Casino - Sed Tanks Sludge Valve	\$10,000
	Water - Flood Feb 22 Electrical Purchases - Rileys Hill	\$2,464
	W Other Cap - Water Filling Stations - Feb 22 Flood Repairs	\$14,359
	Reservoir Casino - 5th Res Backbone Panel	(\$50,000)
	Reservoir Casino - 5th Booster 5th upgrade	(\$170,000)
	Reservoir Broadwater - Res High zone switchboard upgrade	(\$40,000)
	Reservoir Coraki - Coraki Booster PS upgrade	(\$72,000)
	WTP Casino - RWPS Air Compressor Replacement	(\$20,000)
	WTP Casino - RWPS Fibre Optic cable from WTP to RWPS	(\$130,000)
	WTP Casino - Process Approvals (eg Ozone dosing WTP)	(\$170,000)
	WTP Casino - Utility Water Upgrade	(\$100,000)
	WTP Casino - Redundant Raw Water flow control valve	(\$25,000)
	Rileys Hill Water Network option assessment	(\$80,000)
		(\$364,351)
10	Sewerage Services	
<i>Recommended Changes - Carry overs</i>		
	<i>Capital Expenditure</i>	<i>\$418,446</i>
The below capital works had commenced at 30 June and continued into 2022/2023:		
	Sewer Connection - Country Lane, Casino	\$82,731
	STP Coraki - Inlet Works Screw Conveyor Spirals & Wear Bars	\$3,523
	STP Evans Hd - Electrical Gland Replacement	\$21,724
	STP Evans Hd - Stage 2 Design	\$120,000
	STP Rileys Hill - Process Upgrade	\$124,683
	New CCTV Van has arrived with float to be completed within the next 3 months	
	CCTV Vehicle & Float	\$65,785
		\$418,446

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
<u>Recommended Changes - September Quarter Review</u>		
	Capital Grants and Contributions	\$1,200,000
Council has been approved for funding of \$1,200,000 from the NSW Regional Housing Fund to deliver infrastructure and open spaces projects that directly support the delivery of new housing supply such as the South Casino Sewerage Transfer System.		
	Capital Expenditure	\$916,533
A review of the sewerage capital works program for 2022/23 has been completed with a net transfer from the Sewer Infrastructure Reserves of \$283,467, as per below:		
	Pump Station 1 Casino - Submersible Pump	\$33,670
	Pump Station Casino 601 Discharge Valves	\$30,000
	Pump Station Casino - SPS 8 Switchboard Upgrades	\$20,000
	Pump Station Casino - SPS 15 Switchboard Upgrades	\$80,000
	STP Evans Hd - Sludge Tank Mixer	\$26,863
	STP Evans Hd - Effluent Pump	\$37,000
	Broadwater- Pressure Pod 31 Barraang Drive Broadwater	\$6,000
	Pump Station 9 Casino - Switchboard Renewal	(\$115,000)
	Pump Station 1 Broadwater - PS1 MHL Dosing system upgrade	(\$40,000)
	Pump Station 1 Broadwater - RTU renewal	(\$15,000)
	STP Evans Hd - UV PLC renewal	(\$50,000)
	STP Coraki - Reuse automation	(\$91,000)
	STP Coraki - Stage 1 Upgrade - Designs concept	(\$200,000)
	8th Casino Sewage Trf Station - NSW Regional Housing Fund	\$1,200,000
	(Grant funded - See Above)	\$916,533
11	Environmental Health	
<u>Recommended Changes - Carry overs</u>		
	Expenses from Continuing Operations	\$22,658
It is proposed to carry over \$22,658 towards site works and revegetation of the flying fox colony on the Richmond River which has been inaccessible due to flood damage. Works will continue into the 2022/2023 year.		
<u>Recommended Changes - September Quarter Review</u>		
	Income from Continuing Operations	\$110,562
	Expenses from Continuing Operations	\$110,562
Council have been successful in being approved by Local Government NSW for funding of \$299,992 for a 10 year program of which \$109,422 has been paid on receipt of signed funding agreement to restore and enhance flying fox conservation and habitat creation. Council was also successful in receiving a subsidy of \$1,140 for drinking water to alleviate impacts of flying-foxes in Bentley.		
12	Environmental Management	

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	<i>Recommended Changes - Carry overs</i>	
	Income from Continuing Operations	\$113,500
	Expenses from Continuing Operations	\$140,990
	It is proposed to carry over \$113,500 in income and expenditure for the restoration of burnt riparian areas grant funded project along with \$17,490 in unexpended contributions towards the completion of the Richmond Valley Flood Study and \$10,000 towards the Coastal Zone Management Plan implementation.	
13	Emergency Management	
	<i>Recommended Changes - Carry overs</i>	
	Capital Expenditure	\$29,084
	Proposed carry over of \$29,084 for the completion of the Emergency Operations Centre critical upgrade works which commenced last financial year.	
	<i>Recommended Changes - September Quarter Review</i>	
	Income from Continuing Operations	(\$44,880)
	Contributions - Kyogle Council	(\$21,388)
	Contributions - Lismore City Council	(\$23,501)
		(\$44,889)
	Expenses from Continuing Operations	\$366,069
	Contributions - NSW Fire Brigades	\$13,417
	Contributions - NSW Rural Fire Service - RVC	\$112,506
	Contributions - NSW Rural Fire Service - LCC	\$111,237
	Contributions - NSW Rural Fire Service - Kyogle	\$101,241
	Contributions - Emergency Services Levy	\$27,688
		\$366,069
	In the wake of the devastating floods and ongoing impacts of the COVID-19 pandemic, the NSW Government provided a one-off grant payment to help offset the increase in the 2022/2023 Local Government Emergency Services Levy (ESL) contributions which has resulted in a net saving of \$29,475 in Council's operating surplus. This grant ensures there was no net increase in the ESL for Councils over the past three years. As this grant was received prior to 30 June 2022 and held in unexpended reserves, the movements in operating expenditure and revenue above are to account for the grant funding.	
	Capital Expenditure	\$18,000
	An increase in capital expenditure due to the replacement of Plant & Equipment that were flood affected for Tomki & Woodburn RFS from Council's Insurance Reserve.	
14	Economic Development	
	<i>Recommended Changes - Carry overs</i>	
	Income from Continuing Operations	\$11,797
	Expenses from Continuing Operations	\$11,797

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	Increase in operating income and expenditure with carry over of \$11,797 in unexpended Drought Communities Grant Funding for the Paddock to Plate project.	
	<i>Recommended Changes - September Quarter Review</i>	
	Income from Continuing Operations	\$344,148
	Council was successful in selling scrap metal from undertaking the Northern Rivers Rail Trail project of which will be held in reserves towards the future maintenance of this site.	
15	Northern Rivers Livestock Exchange	
	<i>Recommended Changes - September Quarter Review</i>	
	Capital Expenditure	\$9,276
	An increase in capital expenditure of \$9,276 from NRLX reserves to fund the purchase of plant and equipment.	
16	Private Works	
	<i>Recommended Changes - Carry overs</i>	
	Expenses from Continuing Operations	\$58,702
	Council received contributions from Pacific Complete as apart of the asset handover from the Pacific Highway Upgrade in which \$58,702 is allocated towards rectification works on the Broadwater Quarry Rd Intersection and Glencoe Road seal.	
17	Strategic Planning	
	<i>Recommended Changes - Carry overs</i>	
	Income from Continuing Operations	\$6,625
	Expenses from Continuing Operations	\$29,328
	Proposed carry over of \$29,328 in Heritage Small Grants and Heritage Advisory Grants to support the restoration and repairs of flood affected heritage properties.	
18	Real Estate Development	
	<i>Recommended Changes - Carry overs</i>	
	Capital Expenditure	\$198,952
	Proposed carry over of \$198,952 for the completion of the Industrial Land development on Reynolds Road with minor landscaping works and plan of registration underway.	
	<i>Recommended Changes - September Quarter Review</i>	
	Capital Grants and Contributions	\$26,320

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
	Council was successful in receiving funding for the Casino Drive Industrial Precinct Infrastructure upgrade.	
	<i>Capital Expenditure</i>	(\$2,973,690)
	A review of the real estate capital works program has resulted in the proposal to remove \$3 million in real estate development projects from 2022/2023 as they are unlikely to settle prior to the end of the financial year.	
	Real Estate Development	(\$3,000,000)
	Casino Drive Industrial Precinct Infrastructure Upgrade (Grant funded - As above)	<u>\$26,320</u>
		(\$2,973,690)
19	Governance & Advocacy	
	<i>Recommended Changes - September Quarter Review</i>	
	Income from Continuing Operations	\$3,000,000
	Council has received a further insurance payment from Civic Risk Mutual as a result of the February 2022 Flood event of \$3,000,000.	
20	Engineering Support & Asset Management	
	<i>Recommended Changes - Carry overs</i>	
	<i>Capital Expenditure</i>	\$77,945
	Proposed carry over of \$77,945 for drainage works at the Casino Depot that was delayed in being completed last financial year due to ongoing wet weather.	
21	Fleet Management	
	<i>Recommended Changes - Carry overs</i>	
	<i>Capital Expenditure</i>	\$530,103
	Due to significant delays in the supply of new vehicles it is proposed to carry over \$530,103 towards vehicles that have been ordered, but not yet received.	

Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022

Budget Variation Explanations
Recommended changes to Revised Budget

The following notes detail budget variations of \$5,000 or more (or if material to the overall program) from the Original Budget to the Revised Budget as at 30 September 2022, excluding monthly budget adjustments previously adopted by Council.

Notes	Details	Variation
22	Waste Management	
	<i>Recommended Changes - Carry overs</i>	
	Expenses from Continuing Operations	\$58,473
	Capital Expenditure	\$1,350,855
		\$1,409,328
	The projects below commenced prior to 30 June but were unable to be completed and will continue into the 2022/2023 year:	
	Better Waste and Recycling Grant - Single Use Support Project	\$58,473
	Nammoona Lunchroom Upgrade	\$14,118
	Rotating CCTV Camera FERRC	\$8,000
	Garbage trucks ordered but delivery was in July 2022 due to supply chain issues	
	Plant Purchases	\$890,000
	Tender report presented to Council's July 222 meeting. Construction commencing this financial year for Cell 6 at Nammoona.	
	Nammoona - Cell 6 Approval & Construction	\$372,280
	Works were delayed on the below projects due to ongoing wet weather along with flood response and recovery:	
	Nammoona - Fencing	\$6,285
	Public Place Recycling & Infrastructure (BWRF)	\$50,172
	Evans FERRC - Concrete Wall Upgrades	\$10,000
		\$1,409,328
	<i>Recommended Changes - September Quarter Review</i>	
	Income from Continuing Operations	\$2,753,322
	Expenses from Continuing Operations	\$2,753,322
	An increase in income and expenditure as a result of works undertaken on behalf of Public Works for Flood Waste Clean-up from the February 2022 event.	
	Capital Expenditure	(\$1,500,000)
	A reduction in capital expenditure with the construction of Cell 6 at Nammoona expected to be undertaken across two financial years due to wet weather and contractor availability and as such \$1.5 million will be transferred to next year for completion of the project.	

**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

Cash & Investments Budget Review Statement

Comment on Cash & Investments Position

Investments

Investments have been made in accordance with Council's Investment Policy.

Fair Value of Investments as at 30 September 2022 is \$77,404,665.

Cash

As at 30 September 2022, bank statements have been reconciled up to 31 August 2022.

Richmond Valley Council Quarterly Budget Review Statement for the quarter ended 30 September 2022						
Cash & Investments Budget Review Statement						
Income & Expenses Budget Review Statement	Opening	Original	Approved	Recommended	Interest	Proposed
	Cash and Investments 18/7/2022	Budget Net Transfer to/from	Changes Carry-Overs from 2021/22	Changes for Council Resolution Sep.		
General Fund - External Restrictions						
Unexpended Grant - Evans Head Landcare	1,388	-	-	-	-	1,388
Unexpended Grant - Roads to Recovery	817,781	-	(817,781)	-	-	-
Unexpended Grant - Industry & Investment NSW Manyweather Weir	4,383	-	-	-	-	4,383
Unexpended Grant - Richmond Valley Floodplain Risk Management Plan	6,750	-	-	-	-	6,750
Unexpended Grant - NSW EPA Better Waste and Recycling Grant	76,598	-	(58,475)	-	-	18,123
Unexpended Grant - NSW EPA Waste Less Recycle More - Establish Coastal Transfer Station	200,000	-	-	-	-	200,000
Unexpended Grant - Office of Env & Heritage - Koala Survey & Habitat Mapping	3,170	-	-	-	-	3,170
Unexpended Grant - DFHCS Volunteer Grants Program Evans Head Res Hall	-	-	-	-	-	-
Unexpended Grant - Public Library Infrastructure Redesign Evans Head Library	2,816	-	-	-	-	2,816
Unexpended Grant - NSW State Library Casino Library Redesign	4,480	-	-	-	-	4,480
Unexpended Grant - Eta Dixon Aboriginal Employment Funding	31,856	-	-	-	-	31,856
Unexpended Grant - LPGA - Surf Club Grant	7,241	-	-	-	-	7,241
Unexpended Grant - NSW State Library - Expansion of Internet Equipment Access	-	-	-	-	-	-
Unexpended Grant - CFTGS MR146 Woodburn Coraki Rd Bus Shelter	1,674	-	-	-	-	1,674
Unexpended Grant - Stronger Country Communities Fund Round 2	407,362	-	(193,080)	(170,000)	-	44,282
Unexpended Grant - Local Government Association - Flying Fox Colony QE Park	3,059	-	-	-	-	3,059
Unexpended Grant - Crown Lands - Plan of Management Implementation	1,481	-	-	-	-	1,481
Unexpended Grant - Rock Fishing Safety	-	-	-	-	-	-
Unexpended Grant - RUCRL - Art Van Go	2,289	-	-	-	-	2,289
Unexpended Grant - Broadwater Hall Kitchen Upgrade	-	-	-	-	-	-
Unexpended Grant - Bushfire Recovery	106,038	-	(56,378)	-	-	49,660
Unexpended Grant - Northern Rivers Rail Trail	1,000,000	(1,000,000)	(212,430)	1,000,000	-	787,570
Unexpended Grant - Waste - Neerimung FOOD Compost Facility	77,888	(23,888)	-	-	-	54,000
Unexpended Grant - Community Building Partnerships - Fairy Hill Hall Kitchen	12,727	-	(12,727)	-	-	-
Unexpended Grant - Local Roads and Community Infrastructure Program (LRCP)	80,854	-	(80,850)	707,182	-	707,182
Unexpended Grant - Department of Health - Casino Memorial Pool Redevelopment	-	-	-	-	-	-
Unexpended Grant - Department of Regional NSW - Casino Shoppground and Resource Use	408,143	(344,480)	(359,706)	298,014	-	1
Unexpended Grant - NSW Department of Planning, Industry & Environment (DPIE) - Crown Le	888,254	(741,121)	(177,883)	(38,440)	-	0
Unexpended Grant - Department of Regional NSW - Regional Youth April Holiday Break Acti	-	-	-	-	-	-
Unexpended Grant - Department of Industry (Lands and Water) - Yakkas Community Centre	-	-	-	-	-	-
Unexpended Grant - Drought Funding -	-	-	-	-	-	-
Unexpended Grant - Fixing Local Roads - Naughtons Gap	888,329	(280,000)	(230,679)	280,000	-	787,650
Unexpended Grant - Whopora Bus Shelter	-	-	-	-	-	-
Unexpended Grant - Premiers Grant - Rappville Tennis Court	-	-	-	-	-	-
Unexpended Grant - SCRRF - Resilience Office & Community Grants Program	17,195	-	-	-	-	17,195
Unexpended Grant - Planning Portal Grant	-	-	-	-	-	-
Unexpended Grant - North Coast Region Waste Investment Report	128,227	(72,112)	-	-	-	56,115
Unexpended Grant - Tourism Bushfire Recovery (RTBR) - Casino Scenic and Heritage Walk	16,438	-	(15,439)	-	-	11
Unexpended Grant - Casino Library Community Garden	182,830	-	(182,830)	-	-	-
Unexpended Grant - BPRebuild - Rappville Hall	-	-	-	-	-	-
Unexpended Grant - Fixing Country Roads - Country Lane	300,498	(393,498)	-	-	-	-
Unexpended Grant - Fixing Country Bridges	182,880	-	(182,880)	-	-	0
Unexpended Grant - NSW EPA - Bushfire Generated Green Waste	-	-	-	-	-	-
Unexpended Grant - DPIE - Flying Fox Colony Manfield Rd	-	-	-	-	-	-
Unexpended Grant - Resilience NSW - Flood Recovery 3rd	3,203,335	(208,319)	-	(1,348,806)	-	1,644,810
Unexpended Grant - Mobile Library Solar	48,509	-	(48,509)	-	-	-
Unexpended Grant - Heritage Advisory Grant	3,000	-	(3,000)	-	-	-
Unexpended Grant - EPA Bushfire Generated Green Waste	174,410	-	(174,408)	-	-	1
Unexpended Grant - Libraries Backyard Cricket	1,300	-	-	-	-	1,300
Unexpended Grant - ESL	440,433	-	-	(440,433)	-	-
Unexpended Grant - Department Planning & Environment - Flood response planning grant	166,660	-	-	-	-	166,660
Unexpended Grant - Department Planning & Environment - Streets Shared Space Barker St	155,539	-	-	-	-	155,539
Unexpended Grant - DPIE - Crown Lands Flood Clean-up 2022	31,429	-	-	-	-	31,429
Unexpended Grant - Foundation for Rural Regional Renewal - Rappville Military History	25,000	-	-	-	-	25,000
Unexpended Grant - A Sporting Chance - Rappville Sporting Grounds	142,800	-	-	-	-	142,800
Unexpended Grant - TRGW - ADRN 1012 Natural Disaster Funding	385,137	-	-	(385,137)	-	-
Unexpended Grant - PWA - Rappville Seniors	28,893	-	-	-	-	28,893
Unexpended Grant - Reconnecting NSW Community Events	-	-	-	241,368	-	241,368

Richmond Valley Council Quarterly Budget Review Statement for the quarter ended 30 September 2022						
Cash & Investments Budget Review Statement						
Income & Expenses Budget Review Statement	Opening	Original	Approved	Recommended	Interest	Proposed
	Cash and Investments 18/7/2022	Budget Net Transfer to/From	Changes Carry-Overs from 2021/22	Changes for Council Resolution Sep.		
Unexpended Contribution - RUCRL Mobile Library Replacement Fund	238,282	25,400	-	-	-	263,682
Unexpended Contribution - Harrigan DA 2005/188 Burns Rd	10,338	-	-	-	-	10,338
Unexpended Contribution - Stateover WHS Incentive Works	279,468	(80,000)	-	-	-	199,468
Unexpended Contribution - Fire Fighting Infrastructure	10,000	-	-	-	-	10,000
Unexpended Contribution - Broadwater Sugar Mill DA Bridge Approaches	90,000	-	-	-	-	90,000
Unexpended Contribution - Casino Healthy Towns	2,700	-	-	-	-	2,700
Unexpended Contribution - North Coast Waste Investment Report	38,887	-	-	-	-	38,887
Unexpended Contribution - LEMC Technology Improvements from LCC & Kyogle Council	20,000	-	-	-	-	20,000
Unexpended Contribution - Broadwater Bridge Maintenance (LCC)	9,128	-	-	-	-	9,128
Unexpended Contribution - Pacific Complete Asset Handover	1,823,830	-	(88,702)	-	-	1,735,128
Unexpended Contribution - Events Sponsorship	81,818	-	-	(32,127)	-	49,691
Unexpended Contribution - Department of Communities and Justice	29,084	-	(29,084)	-	-	-
Unexpended Loan - Waste Cell 8 Construction	872,280	(800,000)	-	(72,280)	-	100
Unexpended Loan - Casino Swimming Pool	1,500,000	(1,500,000)	-	-	-	-
Domestic Waste Management	8,286,282	(1,837,892)	(480,855)	1,872,280	75,400	6,845,015
On-Site Sewerage Fees	208,931	-	-	-	2,500	211,431
Stormwater Management Service Charge	860,309	(200,728)	-	-	10,300	669,881
Section 7.11 - Infrastructure	(0)	-	-	-	-	(0)
Section 7.11 - Community Services	0	-	-	-	-	0
Section 7.11 - Recreation & Civil Facilities	(0)	-	-	-	-	(0)
Section 7.11 - Road Network (new)	17,541	-	-	-	200	17,741
Section 7.11 - Quarry Road Contributions	73,584	6,208	-	-	900	80,702
Section 7.11 - Ex Capmanhurst Roads	88,942	(72,900)	-	-	1,100	17,142
Section 7.11 - Ex Capmanhurst Community Facilities	(0)	-	-	-	-	(0)
Section 7.11 - Ex Capmanhurst Bushfire	(0)	-	-	-	-	(0)
Section 7.11 - Rural Development Heavy Haulage	2,375,409	48,782	(30,000)	30,288	38,400	2,472,899
Section 7.12 Development Contributions Plan	980,213	88,400	(8,230)	380,000	11,500	1,451,883
Contributions to Roadworks	77,100	(77,100)	-	-	-	-
Controlled Trust Funds	41,782	-	-	-	-	41,782
Bonds & Deposits (General Fund)	775,872	-	-	-	-	775,872
Total General Fund External Restrictions	26,815,776	(7,148,306)	(3,814,298)	2,031,897	130,300	18,815,269
General Fund - Internal Restrictions						
Employees Leave Entitlements	1,388,880	-	-	-	18,200	1,407,080
Employees Leave Entitlements - Richmond Upper Clarence Regional Library	80,287	-	-	-	800	81,087
Richmond Upper Clarence Regional Library	188,748	(13,300)	(14,590)	(891)	2,400	172,567
Unexpended Rates Variation	1,111,135	(242,728)	(833,741)	88,772	-	318,444
Financial Assistance Grant Advance Payment	4,374,281	-	-	-	-	4,374,281
Insurance Reserve	2,181,018	-	(482,282)	2,982,000	38,100	4,698,836
Plant Replacement	3,091,854	(31,408)	(808,048)	-	44,200	2,296,600
Real Estate and Infrastructure	3,131,852	(3,558,981)	(218,442)	3,000,000	37,500	2,392,929
Petermann Quarry	2,234,807	368,412	(818,343)	-	28,700	1,814,576
Westlake Quarry	1,771,377	268,812	-	(30,000)	21,200	2,032,389
Quarry Rehabilitation	558,070	50,000	-	-	4,200	612,270
Road Rehabilitation Reserve	1,672,167	308,000	-	-	22,400	2,002,567
Northern Rivers Livestock Exchange	322,122	188,894	-	(9,278)	3,800	514,538
Other Waste Management	3,551,738	848,833	-	-	42,500	4,443,071
Other Waste Management - Plant Reserve	1,688,218	(31,232)	(880,000)	-	22,400	809,396
Rural Road Safety Program	88,484	-	-	-	-	88,484
RMS State Roads Maintenance Contract	5,772	-	-	-	100	5,872
Public Cemeteries Perpetual Maintenance Reserve	158,223	(8,095)	-	-	1,900	152,028
Northern Rivers Rail Trail Maintenance Reserve	310,885	-	-	344,148	-	655,033
Carry Over Works	1,117,700	(330,584)	(380,018)	250,189	-	657,287
Total General Fund Internal Restrictions	29,788,882	(2,448,773)	(4,681,442)	6,428,140	272,300	28,198,217
Total General Fund Restrictions	57,778,767	(9,551,079)	(7,665,740)	8,451,837	402,600	48,612,425

Richmond Valley Council Quarterly Budget Review Statement for the quarter ended 30 September 2022						
Cash & Investments Budget Review Statement						
Income & Expenses Budget Review Statement	Opening Cash and Investments 10/7/2022	Original Budget Net Transfer to/from	Approved Changes Carry-Overs from 2021/22	Recommended Changes for Council Resolution Sep	Interest Earned	Projected Cash and Investments 30/09/2022
Sewerage Fund						
External Restrictions						
Section 94 Contributions	4,794,802	18,181	-	-	84,848	4,894,802
Infrastructure Replacement	8,486,035	(1,115,345)	(418,446)	283,467	(50,300)	7,399,811
Total Sewerage Fund Restrictions	13,280,837	(1,100,394)	(418,446)	283,467	236,148	12,293,762
Water Fund						
External Restrictions						
Section 94 Contributions	2,412,541	138,800	-	-	10,400	2,561,541
Infrastructure Replacement	5,099,557	(355,810)	(902,310)	364,351	22,000	4,617,793
Total Water Fund Restrictions	7,512,098	(226,210)	(902,310)	364,351	32,400	7,196,324
Total Restrictions (All Funds)	78,582,792	(10,278,684)	(8,386,456)	6,296,655	470,148	61,086,462

**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

Key Performance Indicators Budget Review Statement

	Current Projection			
	General Fund	Water Fund	Sewerage Fund	Total
The Council monitors the following Key Performance Indicators:				
1. Operating Performance Ratio	-2.19%	5.87%	12.66%	6.73%
Total Continuing Operating Revenue ⁽¹⁾ (excl. Capital Grants & Contributions) - Operating Expenses	(1,118,985)	418,526	1,197,261	496,802
Total Continuing Operating Revenue ⁽¹⁾ (excl. Capital Grants & Contributions)	51,011,615	7,126,341	9,455,058	67,593,014
⁽¹⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and net share of interests in joint ventures.				
Prior Periods:				
Original Budget 2022/2023	-7.75%	5.87%	12.66%	-2.99%
2021/2022	2.37%	-0.81%	15.43%	3.64%
2020/2021	-8.00%	6.95%	6.38%	-4.10%

Purpose: This ratio measures Council's achievement of containing operating expenditure within operating revenue.
 Commentary: Council's Operating Performance Ratio is below the benchmark of 0%. Council obtained a special rate variation over 4 years and has taken steps to address this ratio as part of the current 10 year Long Term Financial Plan.



2. Own Source Operating Revenue Ratio	69.94%	97.32%	87.91%	74.21%
Total Continuing Operating Revenue ⁽¹⁾ (excl. ALL Grants & Contributions)	51,795,947	7,126,341	9,455,058	68,377,346
Total Continuing Operating Revenue ⁽¹⁾	74,060,192	7,322,799	10,755,058	92,138,049
⁽¹⁾ Excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets and net share of interests in joint ventures.				
Prior Periods:				
Original Budget 2022/2023	63.22%	96.84%	86.12%	70.10%
2021/2022	36.32%	93.53%	85.08%	45.29%
2020/2021	55.00%	95.43%	94.76%	64.26%

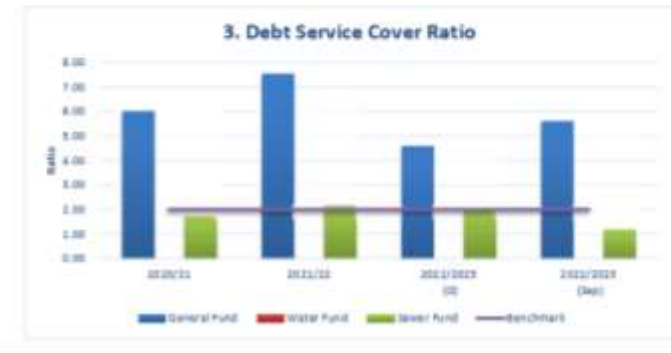
Purpose: This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.
 Commentary: Council's Own Source Operating Revenue Ratio is above the benchmark of 60% and indicates a trend towards less reliance on grants and contributions. Council obtained a special rate variation



**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

Key Performance Indicators Budget Review Statement

	Current Projection			
	General Fund	Water Fund	Sewerage Fund	Total
over 4 years and this will further support an improvement in this ratio.				
3. Debt Service Cover Ratio	5.58	0.00	1.13	4.18
Operating Result ⁽¹⁾ before capital excluding interest and depreciation/impairment/amortisation (EBITDA)	13,497,200	2,829,679	2,306,865	18,633,543
Principal Repayments + Borrowing Interest Costs	2,417,177	0	2,035,565	4,452,742
⁽¹⁾ Excludes fair value adjustments and reversal of valuation decrements, net gain(loss) on sale of assets and net share of interests in joint ventures.				
Prior Periods:				
Original Budget 2022/2023	4.55	0.00	2.05	3.9
2021/2022	7.54	0.00	2.16	5.26
2020/2021	6.00	0.00	1.73	4.26
Purpose: This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.				
Commentary: Council's Debt Service Cover Ratio (General Fund) is above the benchmark minimum of 2.0, whilst Sewerage Fund is below the benchmark of 2.0. Water Fund is debt free.				



**Richmond Valley Council Quarterly Budget Review Statement
for the quarter ended 30 September 2022**

Contracts & Other Expenses Budget Review Statement

Income & Expenses Budget Review Statement

Part A - Contracts Listing - contracts entered into during the quarter

Contractor	Contract detail & purpose	Contract Value (exc GST)	Start Date	Duration of Contract	Budgeted (Y/N)
Solo Resource Recovery	Transport & Disposal of mixed waste	As per tendered rates	01/07/22	3 Years	Y
Greg Clark Building Pty Ltd	Upgrades to Rileys Hill switchroom at the Sewer Treatment Plant	\$ 215,700.00	06/07/22	6 Months	Y
Superior Jetties	Repair to Coraki pontoon and jetties	\$ 65,172.73	19/07/22	3 Months	Y
All Turf Solutions Pty Ltd	Supply and lay of Kikuyu for the Casino Showground upgrades	\$ 74,260.00	19/07/22	3 Months	Y
TMT Building Solutions	Removal of floor at the Casino Indoor Sports Stadium	\$ 73,000.00	17/08/22	3 Months	Y
Aura Sports Pty Ltd	Construction of Casino Indoor Sports Stadium sports flooring	\$ 646,411.82	06/09/22	6 Months	Y
Road Safety Barriers Pty Ltd	Remove & Install guardrails for shoulder widening at Fairy Hill	\$ 136,383.24	14/09/22	6 Months	Y

Notes:

1. Minimum reporting level is 1% of estimated income from continuing operations of Council or \$50,000 - whatever is the lesser.
2. Contracts listed are those entered into during the quarter being reported and exclude contractors on Council's Preferred Supplier list.
3. Contracts for employment are not required to be included.

Part B - Consultancy & Legal Expenses

Expense	Expenditure YTD \$	Budgeted (Y/N)
Consultancies (including Capital Expenditure)	123,572	Y
Legal Expenses (including Capital Expenditure)	28,897	Y

Definition of a consultant:

A consultant is a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision-making by management. Generally it is the advisory nature of the work that differentiates a consultant from other contractors.

Comments:

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



Concise Investment Report Pack

Richmond Valley Council

1 October 2022 to 31 October 2022



Contents

1. Portfolio Valuation As At 31 October 2022
2. Portfolio Valuation By Categories As At 31 October 2022
3. Investment Revenue Received For 1 October 2022 to 31 October 2022
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1. Portfolio Valuation As At 31 October 2022

	Fixed Interest Security	Security Rating	ISIN	Face Value Original	Face Value Current	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit	CBA Business Online Saver Acct RVC At Call	S&P ST A1+		3,745,000.00	3,745,000.00	3,745,000.00	5.22%	2.70%	
	CBA General Fund Bk Acct RVC At Call	S&P ST A1+		483,695.09	483,695.09	483,695.09	0.67%	1.60%	
	CBA Trust Acct RVC At Call	S&P ST A1+		87,050.17	87,050.17	87,050.17	0.12%	1.30%	
	MACQ 940323454 At Call	Moodys A2		10,022,714.79	10,022,714.79	10,022,714.79	13.97%	2.80%	
	NAB Business Cheque Acct RVC At Call	S&P ST A1+		24.70	24.70	24.70	0.00%	0.00%	
				14,338,484.75	14,338,484.75	14,338,484.75	19.98%		0.54%
Floating Rate Note	Auswide 0.9 06 Nov 2023 FRN	Moodys Baa2	AUJFN0057352	750,000.00	750,000.00	750,000.00	1.05%	3.16%	
	Auswide 0.6 22 Mar 2024 FRN	Moodys Baa2	AUJFN0059317	1,500,000.00	1,500,000.00	1,500,000.00	2.09%	2.38%	
	MACQ 0.48 09 Dec 2025 FRN	Moodys A2	AUJFN0057709	1,000,000.00	1,000,000.00	1,000,390.00	1.39%	1.96%	
	MYS 0.65 16 Jun 2025 FRN	Moodys Baa2	AUJFN0061024	1,500,000.00	1,500,000.00	1,500,000.00	2.09%	2.39%	
				4,750,000.00	4,750,000.00	4,750,390.00	6.62%		0.65%
Fixed Rate Bond	NTTC 1.1 15 Dec 2025 - Issued 10 September 2021 - Richmond Council	Moodys Aa3		2,000,000.00	2,000,000.00	2,000,000.00	2.79%	1.10%	
				2,000,000.00	2,000,000.00	2,000,000.00	2.79%		0.03%
Unit Trust	NSWTC Long Term Growth Fund UT			3,000,000.00	2,889,663.97	2,889,663.97	4.03%	25.20%	
	NSWTC Medium Term Growth Fund UT			11,005,029.35	11,788,210.03	11,788,210.03	16.43%	46.68%	
				14,005,029.35	14,677,874.00	14,677,874.00	20.45%		6.02%



1. Portfolio Valuation As At 31 October 2022

Term Deposit							
AMP 3.7 06 Feb 2023 181DAY TD	S&P ST A2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.70%	
AMP 3.65 20 Feb 2023 182DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	3.65%	
AMP 3.7 27 Feb 2023 182DAY TD	S&P ST A2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.70%	
AMP 3.7 01 Mar 2023 181DAY TD	S&P ST A2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.70%	
AMP 3.8 06 Mar 2023 180DAY TD	S&P ST A2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.80%	
AMP 4 14 Mar 2023 181DAY TD	S&P ST A2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	4.00%	
AUBANK 2.25 11 Nov 2022 184DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	2.25%	
Auswide 2.95 23 Nov 2022 90DAY TD	Moodys ST P-2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	2.95%	
Auswide 3.7 23 Feb 2023 182DAY TD	Moodys ST P-2	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	3.70%	
Auswide 3.7 23 Feb 2023 182DAY TD	Moodys ST P-2	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	3.70%	
Auswide 3.7 27 Feb 2023 181DAY TD	Moodys ST P-2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.70%	
GCU 3.4 06 Dec 2022 90DAY TD	Moodys ST P-2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.40%	
CACU 2.35 17 Nov 2022 184DAY TD	Unrated ST UR	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	2.35%	
JUDO 2.35 08 Nov 2022 180DAY TD	S&P ST A3	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	2.35%	
MACQ 3.2 30 Nov 2022 91DAY TD	Moodys ST P-1	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	3.20%	
MACQ 3.43 12 Dec 2022 91DAY TD	Moodys ST P-1	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.43%	
MACQ 3.43 13 Dec 2022 90DAY TD	Moodys ST P-1	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.43%	
ME Bank 2.45 05 Dec 2022 181DAY TD	Moodys ST P-2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	2.45%	
ME Bank 3.6 24 Jan 2023 181DAY TD	Moodys ST P-2	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	3.60%	
MYS 2.5 28 Nov 2022 182DAY TD	Moodys ST P-2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	2.50%	
MYS 3 05 Dec 2022 91DAY TD	Moodys ST P-2	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.00%	
MYS 3.7 06 Mar 2023 182DAY TD	Moodys ST P-2	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	3.70%	
SCC 3 28 Nov 2022 90DAY TD	Unrated ST UR	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.00%	
SCC 3 28 Nov 2022 91DAY TD	Unrated ST UR	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.00%	
SCC 3 28 Nov 2022 91DAY TD	Unrated ST UR	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.00%	
SCC 3.25 30 Nov 2022 90DAY TD	Unrated ST UR	2,000,000.00	2,000,000.00	2,000,000.00	2.79%	3.00%	
SCC 3.5 19 Dec 2022 91DAY TD	Unrated ST UR	1,000,000.00	1,000,000.00	1,000,000.00	1.39%	3.50%	
		36,000,000.00	36,000,000.00	36,000,000.00	50.16%	1.63%	
Portfolio Total		71,093,514.10	71,766,358.75	71,766,748.75	100%	8.88%	



2. Portfolio Valuation By Categories As At 31 October 2022

Security Type	Market Value	% Total Value
Fixed Rate Bond	2,000,000.00	2.79%
At Call Deposit	14,338,484.75	19.98%
Term Deposit	36,000,000.00	50.16%
Floating Rate Note	4,750,390.00	6.62%
Unit Trust	14,677,874.00	20.45%
Portfolio Total	71,766,748.75	100.00%





2. Portfolio Valuation By Categories As At 31 October 2022

Issuer	Market Value	% Total Value
AMP Bank Ltd	7,000,000.00	9.75%
Australian Unity Bank	2,000,000.00	2.79%
Auswide Bank Limited	8,250,000.00	11.50%
Commonwealth Bank of Australia Ltd	4,315,745.26	6.01%
Gateway Bank Ltd	1,000,000.00	1.39%
Illawarra Credit Union Ltd	1,000,000.00	1.39%
Judo Bank	2,000,000.00	2.79%
Macquarie Bank	15,023,104.79	20.93%
Members Equity Bank Ltd	3,000,000.00	4.18%
MyState Bank Ltd	5,500,000.00	7.66%
National Australia Bank Ltd	24.70	0.00%
Northern Territory Treasury Corporation	2,000,000.00	2.79%
NSW Treasury Corporation	14,677,874.00	20.45%
Southern Cross CU	6,000,000.00	8.36%
Portfolio Total	71,766,748.75	100.00%





3. Investment Revenue Received For 1 October 2022 to 31 October 2022

Security	Issuer	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional	Income Type
JUDO 2.7 24 Oct 2022 90DAY TD	Judo Bank	24 Oct 2022	1,000,000.00	6,657.53	Security Coupon Interest
ME Bank 1.75 24 Oct 2022 180DAY TD	Members Equity Bank Ltd	24 Oct 2022	1,000,000.00	8,630.14	Security Coupon Interest
Other		31 Oct 2022		22,714.79	Bank Interest
Other		31 Oct 2022		15,585.57	Bank Interest
Other		31 Oct 2022		1,005.86	Bank Interest
Other		31 Oct 2022		93.73	Bank Interest
				54,687.62	
Medium Term Growth Fund	NSW Treasury Corporation			241,977.13	Fair Value Gain/(Loss)
Long Term Growth Fund	NSW Treasury Corporation			108,139.65	Fair Value Gain/(Loss)
				350,116.78	
TOTAL				404,804.40	



4. Comparison of Investment Revenue Earned to Original Budget and Investment Portfolio by Month 2022 - 2023 YTD



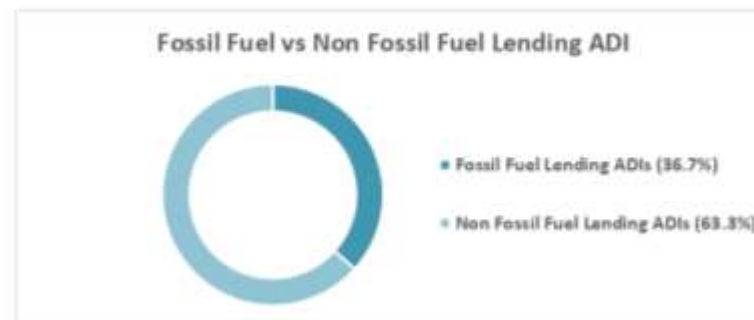


5. Environmentally Sustainable Investment Performance Report for the Period Ending 31 October 2022 Relative To 30 September 2022

Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Status	% Total Current Period		% Total Prior Period	
Fossil Fuel Lending ADIs				
AMP Bank Ltd	9.8%	7,000,000.00	9.0%	7,000,000.00
Commonwealth Bank of Australia Ltd	6.0%	4,315,745.26	10.7%	8,308,000.22
Macquarie Bank	20.9%	15,023,104.79	19.4%	15,018,883.20
National Australia Bank Ltd	0.0%	24.70	0.0%	24.70
	36.7%	26,338,874.75	39.2%	30,326,908.12
Non Fossil Fuel Lending ADIs				
Australian Unity Bank	2.8%	2,000,000.00	2.6%	2,000,000.00
Auswide Bank Limited	11.5%	8,250,000.00	10.7%	8,250,000.00
Gateway Bank Ltd	1.4%	1,000,000.00	1.3%	1,000,000.00
Illawarra Credit Union Ltd	1.4%	1,000,000.00	1.3%	1,000,000.00
Judo Bank	2.8%	2,000,000.00	3.9%	3,000,000.00
Members Equity Bank Ltd	4.2%	3,000,000.00	5.2%	4,000,000.00
MyState Bank Ltd	7.7%	5,500,000.00	7.1%	5,500,000.00
Northern Territory Treasury Corporation	2.8%	2,000,000.00	2.6%	2,000,000.00
NSW Treasury Corporation	20.5%	14,677,874.00	18.5%	14,327,757.22
Southern Cross CU	8.4%	6,000,000.00	7.8%	6,000,000.00
	63.3%	45,427,874.00	60.8%	47,077,757.22
Total Portfolio		71,766,748.75		77,404,665.34

All amounts shown in the table and charts are Current Face Values.
 The above percentages are relative to the portfolio total and may be affected by rounding.
 A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.





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