

Richmond
Valley
Council



ATTACHMENTS

Tuesday, 18 July 2023

UNDER SEPARATE COVER

Ordinary Council Meeting

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Richmond
Valley
Council



MINUTES

Ordinary Council Meeting 20 June 2023

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

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ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

**MINUTES OF RICHMOND VALLEY COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO
ON TUESDAY, 20 JUNE 2023 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 Debra McGillan and Cr Patrick Deegan.

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 and Mayor), 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

Nil

4 APOLOGIES

Nil

5 MAYORAL MINUTES

Nil

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

6 CONFIRMATION OF MINUTES**6.1 MINUTES ORDINARY MEETING HELD 16 MAY 2023****RESOLUTION 200623/1**

Moved: Cr Debra McGillan

Seconded: Cr Robert Hayes

That Council confirms the Minutes of the Ordinary Meeting held on 16 May 2023.

CARRIED**7 MATTERS ARISING OUT OF THE MINUTES****7.1 NORTHERN RIVERS RECONSTRUCTION AUTHORITY RESPONSE**

Cr Robert Hayes referred to Item 7.1 Northern Rivers Reconstruction Corporation (NRRC) Response, and the letter provided to the Corporation's CEO David Witherdin seeking assistance for the Woodburn IGA, and asked if a response had been received?

The General Manager advised a response letter had been received from the NRRC, which would be forwarded to Councillors. In summary, the letter states the focus of the NRRC is housing recovery and it currently does not have any programs which would fit the Woodburn IGA's business request. The Woodburn IGA's owner, Ms Hundy has also received a similar response from the NRRC and was thankful for Council's support in bringing this matter to the government's attention.

7.2 WOODBURN RIVERSIDE STREETScape DESIGN

Cr Robert Hayes referred to Item 19.1 Woodburn Riverside Streetscape Design; and the approaches made to Janelle Saffin MP and Minister for Planning and Public Spaces Mr Paul Scully who were following up on the issue, and asked if there was a timeline.

Director Projects & Business Development advised the contract for the works was executed on 19 June 2023 with a timeline of consultation with the public commencing in the upcoming weeks and the designs to be commenced within two months.

8 DECLARATION OF INTERESTS

Cr Robert Mustow declared a pecuniary interest in relation to Item 14.1 Release of Draft Resilient Lands Strategy and Flood Hazard Mapping, due to owning a flood impacted property.

Ryan Gaiter Director Organisational Services declared a pecuniary interest in relation to Item 14.1 Release of Draft Resilient Lands Strategy and Flood Hazard Mapping, due to owning a flood impacted property.

Cr Debra McGillan declared a pecuniary interest in relation to Item 14.1 Release of Draft Resilient Lands Strategy and Flood Hazard Mapping, due to owning a flood impacted property.

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ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

Cr Robert Hayes declared a non-pecuniary interest in relation to Item 19.3 Development Applications Determined Under the Environmental Planning and Assessment Act for the period 1 May 2023 – 31 May 2023, due to being the applicant for listed development applications.

9 PETITIONS

Nil

10 NOTICE OF MOTION

Nil

11 MAYOR'S REPORT**11.1 MAYORAL ATTENDANCE REPORT 11 MAY - 12 JUNE 2023****RESOLUTION 200623/2**

Moved: Cr Robert Mustow

Seconded: Cr Stephen Morrissey

That Council receives and notes the Mayoral Attendance Report for the period 11 May – 12 June 2023.

CARRIED

12 DELEGATES' REPORTS

Nil

13 MATTERS DETERMINED WITHOUT DEBATE**13.1 MATTERS TO BE DETERMINED WITHOUT DEBATE****RESOLUTION 200623/3**

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That items 16.1, 16.3, 16.4, 17.1 and 17.2 be determined without debate.

CARRIED

At 6:13 pm, Cr Robert Mustow, Cr Debra McGillan and Director Organisational Services left the meeting.

The Mayor vacated the position of Chair.

The Deputy Mayor assumed the position of Chair.

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

14 GENERAL MANAGER**14.1 RELEASE OF DRAFT RESILIENT LANDS STRATEGY AND FLOOD HAZARD MAPPING****EXECUTIVE SUMMARY**

The Northern Rivers Reconstruction Corporation has achieved two major milestones in its Flood Recovery Programs with the release of the Draft Northern Rivers Resilient Lands Strategy - identifying suitable lands for future flood-safe development - and the provision of flood hazard mapping, to support the Resilient Homes program.

While the draft Resilient Lands Strategy provides some hope for future large-scale residential development in the Richmond Valley, the Resilient Homes announcements are a disappointing result for flood-affected communities in the Mid-Richmond. The flood hazard maps show that most investment in housing buy-backs will be centred on Lismore, with very few properties in Coraki, Woodburn, Broadwater and Riley's Hill identified for priority consideration.

Council will continue to work with the Northern Rivers Reconstruction Corporation to achieve better outcomes for these communities. It will also continue to support investigations into future residential land releases, in consultation with the NRRC, Regional NSW and landowners.

RESOLUTION 200623/4

Moved: Cr Robert Hayes

Seconded: Cr Sam Cornish

That Council:

1. Notes the release of the Northern Rivers Resilient Lands Strategy and Flood Hazard Mapping
2. Makes a submission to the public exhibition of the draft Resilient Lands Strategy, supporting the identification of land at Fairy Hill for priority investigation, and seeking further development of affordable housing on Crown Lands in the Richmond Valley
3. Writes to the Northern Rivers Reconstruction Corporation, expressing its disappointment at the outcomes of the Resilient Homes Program for communities in the Mid-Richmond, and seeking further support for flood recovery in these communities.

CARRIED

At 6:21 pm, Cr Robert Mustow, Cr Debra McGillan and Director Organisational Services returned to the meeting.

The Mayor resumed the position of Chair.

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

15 COMMUNITY SERVICE DELIVERY**15.1 DRAFT RICHMOND VALLEY FLOOD STUDY****EXECUTIVE SUMMARY**

BMT Commercial Australia Pty Ltd was commissioned in early 2021 to prepare a new flood model and study for the Richmond Valley LGA's floodplains. The scope of the project was to replace a number of smaller, often inconsistent, and dated flood studies with a single much larger modern flood model and study. A Draft Report was presented to Council on 25 February 2022 but required review almost immediately due to the significant flood events that occurred during late February and March 2022.

BMT was subsequently commissioned to update the model and study to incorporate data from the 2022 flood event and to undertake additional calibration. This update has now been completed and the revised Draft Richmond Valley Flood Study Report (2023) is presented for Council's consideration.

RESOLUTION 200623/5

Moved: Cr Robert Hayes

Seconded: Cr Stephen Morrissey

That Council:

1. Receives the Draft Richmond Valley Flood Study;
2. Provides in-principle support for the study; and
3. Authorises the public exhibition of the study in accordance with Council's Community Participation Plan.

CARRIED**16 PROJECTS & BUSINESS DEVELOPMENT****16.1 LANDS, BUILDINGS AND OTHER STRUCTURES ASSET MANAGEMENT PLAN****EXECUTIVE SUMMARY****RESOLUTION 200623/6**

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That Council considers and adopts the Land, Buildings and Other Structures 2023-2032 Asset Management Plan.

CARRIED

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

16.2 STAN PAYNE OVAL MASTER PLAN**EXECUTIVE SUMMARY**

Council staff have been liaising with stakeholders over the past 12 months to establish a draft Master Plan for the future development of Stan Payne Oval, Evans Head. Council has conducted various workshops and undertaken public consultation. A final draft Master Plan is presented to Council for consideration and adoption.

RESOLUTION 200623/7

Moved: Cr Robert Hayes

Seconded: Cr Stephen Morrissey

That Council adopts the draft Stan Payne Oval Master Plan.

CARRIED**16.3 PROPOSED PART ROAD CLOSURE - FOY STREET, CASINO****EXECUTIVE SUMMARY**

Council is undertaking road upgrades within Foy Street, Country Lane, and Kent Street Casino to improve road access and drainage to support a safer road network. Due to the existing road width constraints, larger vehicles (garbage trucks, buses etc) are unable to easily turn around.

Preliminary discussions with the owners of 6 Foy Street (Applicant), explored the opportunity to construct a cul-de-sac with a radius suitable for a larger turning circle that would encroach into their property. The Applicant has requested the unformed portion of Foy Street to be closed in compensation providing opportunity for additional car parking facilities (see *Map 1*). The severed land, i.e., southern part of Foy Street not required for the Applicant would be proposed to become Council operational land.

Council is required to undertake relevant consultation in accordance with Section 38B of the *Roads Act 1993* to close the public road. The land is zoned RE1 Public Recreation. A rezoning of the land to include an additional permitted use for the provisions of car parking facilities would be required for this development. The rezoning process would be proposed to run in conjunction with the exhibition of the road closure.

RESOLUTION 200623/8

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That:

1. Council undertakes formal notification to close the council public road in accordance with Section 38B of the *Roads Act 1993*.
2. Council commences the process to rezone the proposed closed road land with an additional permitted use to include provisions for car parking facilities.
3. A further report be submitted to Council at the completion of the consultation.

CARRIED

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ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

16.4 TRANSFER OF CROWN ROAD TO COUNCIL - LAGOON ROAD, CORAKI**EXECUTIVE SUMMARY**

NSW Crown Lands has approached Council to transfer the ownership of the crown road sections of Lagoon Road to Council.

The residents of Lagoon Road have requested that Council undertakes the maintenance responsibility of Lagoon Road, and the additional adjoining formed unmaintained Council public road.

This report outlines the community benefits, costs and maintenance responsibilities involved in transferring part of Lagoon Road, Coraki to Council and recommends that the transfer takes place.

RESOLUTION 200623/9

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That:

1. Council accepts the transfer of ownership of the unsealed Lagoon Road Coraki from NSW Crown Lands to Council as a dedicated public road.
2. The residents are required to upgrade private driveways located within the road reserve at their own cost to adhere to relevant safety and road standard requirements.
3. The residents of Lagoon Road are required to financially contribute a total combined sum of \$46,000 towards the upgrade of the road (drainage, culverts, and headwalls) to meet Council's minimum road standard.
4. Following payment in full and completion of road upgrade works Council accepts Lagoon Road and the adjoining road into Council's unsealed road maintenance program as a class C gravel road.
5. The road naming process is undertaken to formally name the road adjoining Lagoon Road.

CARRIED

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

17 ORGANISATIONAL SERVICES**17.1 COUNCILLOR REMUNERATION 2023/2024****EXECUTIVE SUMMARY**

Each financial year, the Local Government Remuneration Tribunal determines the minimum and maximum remuneration payable to Mayors and Councillors for carrying out their duties. The determination by the Local Government Remuneration Tribunal is pursuant to Sections 239 and 241 of the *Local Government Act 1993*.

Council has received notification that the Local Government Remuneration Tribunal has determined that the Mayoral and Councillor Fees are to increase 3% for the 2023/2024 financial year.

RESOLUTION 200623/10

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

That Council:

1. Notes the Local Government Remuneration Tribunal determination for the 2023/24 financial year.
2. Sets the Mayoral Allowance for the 2023/2024 financial year effective from 1 July 2023 at \$47,420.00 per annum or \$3,951.67 per month.
3. Sets the Councillor Fee for the 2023/2024 financial year effective from 1 July 2023 at \$21,730.00 per annum or \$1,810.83 per month.

CARRIED**17.2 FINANCIAL ANALYSIS REPORT - MAY 2023****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 31 May 2023 is shown below:

Bank Accounts	Term Deposits	Floating Rate Notes	Fixed Rate Bonds	TCorp IM Funds	Total
\$19,603,032	\$34,000,000	\$5,750,390	\$2,000,000	\$15,260,721	\$76,614,143

The weighted average rate of return on Council's cash and investments as at 31 May 2023 was 2.74% which was above the Bloomberg AusBond Bank Bill Index for May of 0.29%, which is Council's benchmark.

RESOLUTION 200623/11

Moved: Cr Stephen Morrissey

Seconded: Cr Sandra Humphrys

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ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

That Council adopts the Financial Analysis Report detailing the performance of its cash and investments for the month of May 2023.

CARRIED**18 GENERAL BUSINESS**

Nil

19 MATTERS FOR INFORMATION**RESOLUTION 200623/12**

Moved: Cr Stephen Morrissey

Seconded: Cr Sam Cornish

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

CARRIED**19.1 IPART - DRAFT REPORT ON THE RATE PEG METHODOLOGY REVIEW****RESOLUTION 200623/13**

Moved: Cr Stephen Morrissey

Seconded: Cr Sam Cornish

That Council receives and notes the information on IPART's draft review of the rate peg methodology.

CARRIED**19.2 OUTCOME OF NEGOTIATIONS OF TENDER VP339938 - SUPPLY & DELIVERY OF FOUR MOBILE CARAVANS****RESOLUTION 200623/14**

Moved: Cr Stephen Morrissey

Seconded: Cr Sam Cornish

That Council receives the report on the Outcome of Negotiations of Tender VP339938 - Supply & Delivery of four Mobile Caravans and notes the engagement of:

1. Work Caravans Pty Ltd to deliver two mobile amenities vans for \$102,000 (ex GST) each, and one mobile office and lunchroom for \$109,090.91 (ex GST), and;
2. The Food Trailer King Pty Ltd to deliver one mobile kitchen van and cool room for \$83,127 (ex GST).

CARRIED

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

19.3 DEVELOPMENT APPLICATIONS DETERMINED UNDER THE ENVIRONMENTAL PLANNING AND ASSESSMENT ACT FOR THE PERIOD 1 MAY 2023 - 31 MAY 2023**RESOLUTION 200623/15**

Moved: Cr Stephen Morrissey
Seconded: Cr Sam Cornish

That Council receives and notes the Development Application report for the period 1 May 2023 – 31 May 2023.

CARRIED**19.4 GRANT APPLICATION INFORMATION REPORT - MAY 2023****RESOLUTION 200623/16**

Moved: Cr Stephen Morrissey
Seconded: Cr Sam Cornish

That Council receives and notes the Grant Application Information Report for the month of May 2023.

CARRIED**19.5 INTERNAL AUDIT AND RISK COMMITTEE MINUTES 3 MAY 2023****RESOLUTION 200623/17**

Moved: Cr Stephen Morrissey
Seconded: Cr Sam Cornish

That Council receives and notes the Minutes of the Internal Audit and Risk Committee Meeting held on 3 May 2023.

CARRIED**19.6 CORRESPONDENCE - CASINO COURT HOUSE CLOSURE****RESOLUTION 200623/18**

Moved: Cr Stephen Morrissey
Seconded: Cr Sam Cornish

That Council:

1. Receives and notes the correspondence forwarded to the Attorney General and Member for Clarence, as resolved at Council's May Ordinary meeting; Mayoral Minute: Casino Court House – Flood Damage Ongoing Closure.
2. Notes that Council is yet to receive a response from the Attorney General
3. Notes the address delivered by Mr Richie Williamson (Member for Clarence) on 23 May 2023 to NSW Parliament in response to this matter.

CARRIED

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

19.7 CORRESPONDENCE - EMERGENCY SERVICES LEVY**RESOLUTION 200623/19**

Moved: Cr Stephen Morrissey

Seconded: Cr Sam Cornish

That Council receives and notes the correspondence forwarded to the Treasurer, Minister for Emergency Services, the Minister for Local Government and the Member for Clarence regarding concerns with the Emergency Services Levy.

CARRIED**20 QUESTIONS ON NOTICE**

Nil

21 QUESTIONS FOR NEXT MEETING (IN WRITING)

Nil

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 Northern Rivers Livestock Exchange Agent Licence Procurement Process

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

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

The Chair called for representations from the gallery.

There were no verbal representations from the gallery in respect of 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 provision of section 10(2) outlined above.

ORDINARY COUNCIL MEETING MINUTES

20 JUNE 2023

RESOLUTION 200623/20

Moved: Cr Stephen Morrissey

Seconded: Cr Robert Hayes

That:

1. Council enters 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 6.33 pm.

The Open Council meeting resumed at 7.04 pm.

The resolution of the Closed Council meeting were read by the Director Projects and Business Development.

23 RESOLUTIONS OF CLOSED COUNCIL**Item 22.1 Northern Rivers Livestock Exchange Agent Licence Procurement Process**

That Council:

1. Notes the progress and outcomes of the Expression of Interest Agent Licence Procurement process,
2. Reaffirms its endorsement of the NRLX fees and charges as resolved by Council at its March 2023 Ordinary meeting and included in the Draft Revenue Policy 2023/24, and
3. Authorises the General Manager to establish an ongoing EOI process as outlined in this report to secure agencies for up to seven licences and report the outcomes back to Council.

The Meeting closed at 7.05 pm

The minutes of this meeting were confirmed at the Ordinary Council Meeting held on 18 July 2023.

.....
CHAIRPERSON

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Richmond
Valley
Council



MINUTES

Extraordinary Council Meeting 29 June 2023

EXTRAORDINARY COUNCIL MEETING MINUTES

29 JUNE 2023

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EXTRAORDINARY COUNCIL MEETING MINUTES

29 JUNE 2023

**MINUTES OF RICHMOND VALLEY COUNCIL
EXTRAORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, 10 GRAHAM PLACE, CASINO
ON THURSDAY, 29 JUNE 2023 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 (arrived 6.02pm)

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 and Mayor), Lewis Martin (IT Support Officer)

1 ACKNOWLEDGEMENT OF COUNTRY

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

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

2 PRAYER

The meeting opened with a prayer by the General Manager.

2.1 PUBLIC ACCESS

RESOLUTION 290623/1

Moved: Cr Robert Mustow
Seconded: Cr Stephen Morrissey

That Council includes Public Access on the Agenda at this Extraordinary meeting.

CARRIED

EXTRAORDINARY COUNCIL MEETING MINUTES

29 JUNE 2023

The Mayor welcomed the Public Access speakers

Ms Pat Bastow, addressed Council on behalf of herself and Mr Ern Bright, in relation to 5.1 Draft Community Strategic Plan 2040 and Draft Delivery Program 2023-25.

Ms Bastow raised concerns regarding energy from waste facilities and potential impacts on human health and the environment. She called for Council to oppose energy from waste facilities in the Richmond Valley.

Ms Bastow also outlined her support for the railtrail, however raised concerns with the maintenance of drains and pipes along the rail corridor.

Ms Jill Lyons, addressed Council in relation to 5.1 Draft Community Strategic Plan 2040 and Draft Delivery Program 2023-25.

Ms Lyons congratulated Council on the Draft Plan, however raised concerns regarding Energy from Waste issues. She suggested Council should meet with the Residents Against the Richmond Valley Incinerator group (RARVI) to work together for a positive future.

Mrs Maree Beek, Residents Against the Richmond Valley Incinerator (RARVI) addressed Council in relation to 5.1 Draft Community Strategic Plan 2040 and Draft Delivery Program 2023-25.

Mrs Beek noted that Council had no commitment to building an energy from waste facility, but raised concerns regarding potential impacts on the Valley, should an energy from waste proposal come to fruition in the future.

She advocated for the Plan to be amended to include the statement, that "Richmond Valley Council has a commitment neither to build nor support the building of an energy from waste facility".

Dr Jurriaan Beek, addressed Council in relation to 5.1 Draft Community Strategic Plan 2040 and Draft Delivery Program 2023-25.

Dr Beek raised concerns regarding energy from waste facilities and potential impacts on human health. He advocated for Council to not set up such a facility and to maintain the pristine nature of the area.

The Mayor thanked all speakers for their attendance and addresses to the meeting.

A full recording of the public address segment is available at:

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

3 APOLOGIES

Nil

4 DECLARATION OF INTERESTS

Nil

EXTRAORDINARY COUNCIL MEETING MINUTES

29 JUNE 2023

5 GENERAL MANAGER**5.1 DRAFT COMMUNITY STRATEGIC PLAN 2040 AND DRAFT DELIVERY PROGRAM 2023-25****EXECUTIVE SUMMARY**

Richmond Valley Council has been developing its new Community Strategic Plan and supporting documents since October 2022, following delays due to the Covid pandemic and Northern Rivers floods. The draft documents were placed on public exhibition for the required 28-day period and a total of 66 community submissions were received in relation to the CSP. No submissions were received in relation to the Delivery Program. This report addresses the key issues raised in the community submissions and presents the final plans for Council's endorsement.

MOTION

Moved: Cr Debra McGillan

Seconded: Cr Sam Cornish

That Council:

1. Notes the public exhibition of the Draft Community Strategic Plan and Draft Delivery Program for the required 28-day period.
2. Notes community feedback in response to the exhibition and the issues raised in the 66 submissions received.
3. Endorses the Richmond Valley 2040 Community Strategic Plan, as presented
4. Adopts the 2023-25 Delivery Program, as presented.

AMENDMENT

Moved: Cr Patrick Deegan

Seconded: Cr Debra McGillan

That Council:

1. Notes the public exhibition of the Draft Community Strategic Plan and Draft Delivery Program for the required 28-day period.
2. Notes community feedback in response to the exhibition and the issues raised in the 66 submissions received.
3. Amends the Richmond Valley 2040 Community Strategic Plan, to oppose Energy from Waste within the Richmond Valley.
4. Adopts the 2023-25 Delivery Program, as presented.

The amendment was put to the vote and was lost.

In Favour: Crs Patrick Deegan and Debra McGillan

Against: Crs Robert Mustow, Stephen Morrissey, Sam Cornish, Robert Hayes and Sandra Humphrys

LOST 2/5

EXTRAORDINARY COUNCIL MEETING MINUTES

29 JUNE 2023

The motion was put to the vote and was carried.

RESOLUTION 290623/2

Moved: Cr Debra McGillan

Seconded: Cr Sam Cornish

That Council:

1. Notes the public exhibition of the Draft Community Strategic Plan and Draft Delivery Program for the required 28-day period.
2. Notes community feedback in response to the exhibition and the issues raised in the 66 submissions received.
3. Endorses the Richmond Valley 2040 Community Strategic Plan, as presented
4. Adopts the 2023-25 Delivery Program, as presented.

CARRIED

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

Against: Nil

CARRIED 7/01

EXTRAORDINARY COUNCIL MEETING MINUTES

29 JUNE 2023

6 ORGANISATIONAL SERVICES**6.1 DRAFT OPERATIONAL PLAN 2023/2024 (INCLUDING DRAFT FINANCIAL ESTIMATES 2023/2027), DRAFT REVENUE POLICY 2023/2024 AND DRAFT LONG TERM FINANCIAL PLAN 2023/2033****EXECUTIVE SUMMARY**

At its Ordinary Meeting on 16 May 2023, Council resolved to place the Draft Operational Plan (including Financial Estimates), Draft Revenue Policy and Draft Long-Term Financial Plan on public exhibition.

This report provides information regarding public submissions received by Council during the exhibition period and details minor amendments that have been made to the Draft Financial Estimates.

RESOLUTION 290623/3

Moved: Cr Sam Cornish

Seconded: Cr Robert Hayes

That

1. Council adopts the Draft Operational Plan 2023/2024 (including Financial Estimates 2023/2027), Revenue Policy 2023/2024 and Long-Term Financial Plan 2023/2033 the subject of this report.
2. In respect to the general land rates contained in the 2023/2024 Draft Revenue Policy, Council in accordance with Sections 535 and 537 of the *Local Government Act 1993* makes the following General Rates for the 2023/2024 financial year:

Residential	\$310.00	24.91%	\$0.00332
Rural Residential (sub-category)	\$310.00	28.17%	\$0.00232
Business	\$360.00	9.66%	\$0.01104
Farmland	\$360.00	17.94%	\$0.00259

3. In relation to interest on overdue rates and charges, Council makes and imposes the maximum charge for interest, as determined by the Minister for Local Government and in accordance with Section 566 (3) of the *Local Government Act 1993*, as follows:
 - (i) for the 2023/2024 financial year; 9.0% per annum
4. In respect of annual charges and user charges for Waste Management, Water, Sewerage and Stormwater Management Service Charges, in accordance with Section 535 of the *Local Government Act 1993*, Council makes these charges as detailed in the 2023/2024 Draft Revenue Policy to apply to the 2023/2024 financial year.

CARRIED

EXTRAORDINARY COUNCIL MEETING MINUTES

29 JUNE 2023

The Meeting closed at 7pm.

The minutes of this meeting were confirmed at the Ordinary Meeting of the Richmond Valley Council held on 18 July 2023.

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CHAIRPERSON



INFLOW & INFILTRATION STRATEGY

28 APRIL 2023

Version 1.0

INTRODUCTION

The Sewer network in Richmond Valley Council (RVC) experiences high levels of inflow and infiltration (I&I) from rainwater and groundwater. This poses a risk to the wastewater infrastructure. The purpose of this strategy is to plan, prioritise, investigate, and then undertake repair and renewal works to reduce the inflow and infiltration. Although this strategy focuses on addressing I&I challenges in Casino, the approach proposed in it will be applied across all towns.

I&I is a widespread problem affecting sewer systems across Australia and around the world. Ideally, sewer systems would only convey sewage from connected pipes to the sewage treatment facilities and no external sources of water would inflow or infiltrate into the system. The causes of I&I are many and varied. While older pipes and manholes are often very likely to be contributing to I&I, new infrastructure can also be a significant source.

A certain amount of I&I is unavoidable due to factors such as soil and groundwater conditions, imperfect design, and materials and workmanship issues.

Deterioration of piping, connections and maintenance holes can also result in I&I, however with the correct asset management and maintenance practices in place these can be minimised. Connection of stormwater and foundation drainage sources to the sewer system, unintentional and otherwise are avoidable sources of I&I and need to be actively managed to avoid them.

It is not practically possible to maintain a perfectly watertight sewer system over its life cycle and attempting to do so would be a costly exercise. However, it is possible to cost effectively manage I&I within acceptable limits.

WHAT IS INFLOW AND INFILTRATION?

In the simplest terms, inflow involves the entry of stormwater from rainfall entering the sewer system directly from the surface or indirectly from stormwater drainage system connections. Infiltration involves the entry of groundwater into the buried sanitary sewer system. The more comprehensive definitions are provided below.

Inflow – Water, other than sewerage flow, that enters a sewer system intentionally or unintentionally from sources that include but are not limited to roof downpipes, built-up areas, driveways, manhole lids and surface runoff. Note that in some cases, intentional connection of stormwater to the sewer system is referred to as an illegal connection.

Inflow is typically characterised by a rapid increase in sewerage flow during a rain event, followed by a relatively quick return to Average Dry Weather Flow (ADWF) after the rain event has passed. ADWF is the average sewerage flow that occurs during a dry weather period. It is essentially the flow pattern observed when it is not raining or has not been raining. Dry weather flow may contain both inflow and infiltration but is more typically associated with infiltration.

Infiltration – Groundwater that enters a sewer system, directly or indirectly, through means such as: defective pipes, leaky pipe joints, connections between sewer system components and damaged, deteriorated, or defective maintenance holes.

Infiltration is typically characterised by an increase in sewerage flow during rain events, followed by a much slower return to ADWF. ADWF may also be constantly elevated due to higher groundwater table or tidal impacts (in coastal areas).

Problems caused by I&I include:

- Taking up valuable capacity of the sewerage collection and transfer network
- Overloading wastewater treatment plants. Due to higher than design or acceptable flows through the wastewater treatment plants the effluent from the treatment plants may not meet EPA prescribed quality

- Dilution of sewage decreases the efficiency of treatment plants, and may cause sewage volumes to exceed design capacity
- Sewage overflows, which have social, financial and environmental impacts
- Prosecution by regulators (extreme case)
- Additional cost of pumping and treatment of I&I
- Increased wear and tear on pump stations
- Increased emissions due to pump operations and treatment
- Deterioration of underground assets
- Soil ingress and deposits reducing network capacity, blocking sewers and exacerbating pump wear
- Formation of voids in and around sewer, stormwater pipes and manholes resulting in surface damage and road collapse
- Increased insurance and litigation risks

All costs associated with I&I management in sewer infrastructure is borne by our community through fees and charges.

CAUSES OF INFLOW AND INFILTRATION

The majority of inflow is caused by:

- Illegal connections into the sewer network through roof and property connections
- Unsealed or damaged manhole lids
- Damaged sewer network ancillary structures located on properties, which include boundary shafts, inspection outlets and overflow relief gullies. These structures when damaged will allow inflow of stormwater and/or
- Stormwater drainage issues leading to flash flooding during heavy rains may result in the ingress of stormwater through overflow relief gullies

The majority of infiltration is caused by:

- Damaged (broken or cracked), deteriorated or faulty underground sewer pipes (likelihood of deterioration increases with the age of pipes) and connections. Tree roots are one of major contributors to damaged underground sewer assets
- Age of houses and standard of drainage works on private properties
- Damaged or deteriorated manholes

Figure 1 shows typical sources of inflow and infiltration into the sewer network.

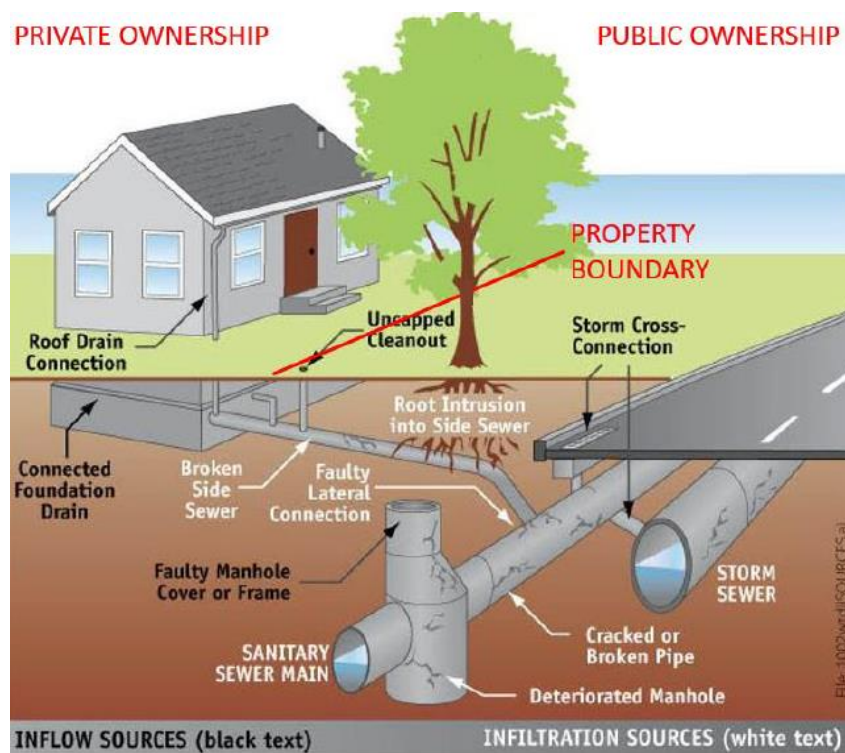


Figure 1 - Typical sources of inflow and infiltration into sewer network

INFLOW & INFILTRATION IN CASINO

I&I management has been an issue for Richmond Valley Council (RVC) for some time. High levels of I&I occur within the Casino sewage system, with storm inflows regularly exceeding pump station and treatment plant capacities, which often results in sewerage overflow into the environment and adjoining properties. Casino Wastewater Treatment Plant receives more than 12 times the volume of sewerage during wet weather events, compared to the Average Dry Weather Flow (ADWF). This amount of I&I is unacceptable. The amount of acceptable I&I varies, but approximately 10-15 per cent of the total flow volume is commonly considered to be acceptable during ADWF. The peak wet weather flow (PWWF) of 5 times of the ADWF is accepted as normal.

RVC is in the process of putting together a business case for the replacement of the Casino Sewage Treatment Plant (STP). The new STP will accept higher throughput of sewerage to accommodate the industrial and residential growth and it will also produce better quality treated effluent. However, the STP will not be capable of accommodating I&I, without impacting the treated effluent quality. If RVC builds the new STP to accommodate I&I the cost of the new STP will be substantially higher. Based on the experiences of other water authorities that have renewed or replaced their STPs, it is likely that the EPA will introduce tighter controls for treated effluent for the new STP and therefore, it is imperative the I&I challenges are resolved.

In December 2022 the NSW Environment Protection Authority issued a variation for the Casino WWTP's Environment Protection Licence (EPL), which included a Pollution Reduction Program (PRP) to address I&I in Casino. The details of the PRP are in Figure 2. The Water and Sewer (W&S) team is collating the information to respond to the EPA.

8	Pollution Studies and Reduction Programs
U1	PRP U1 - Stormwater Infiltration and Inflow Abatement Program
	U1.1 Initial Report
	<p>The license must produce and submit a report to the EPA email address EPA.Northopsregional@epa.nsw.gov.au, which includes a map which identifies the conditions of all sewerage mains across the Casino Sewerage Reticulation System (CSRS). The report must:</p>
	<ol style="list-style-type: none"> 1. Detail the criteria and any reference document used to establish the condition classification of sewerage mains; 2. Identify the mains relining and CCTV inspection schedule and timeframes for specific sewer main; 3. Include details of the timeline for actions to be taken by the licensee to remove illegal stormwater connections to the CSRS; 4. Identify flow volume monitoring systems and measures the licensee will implement to monitor and report on the reduction in infiltration and inflow as a result of the relining program.
	Compliance Date: 28 April 2023

Figure 2 – PRP for Casino WWTP (Stormwater Infiltration and Inflow Abatement Program)

CASINO STORMWATER NETWORK CHALLENGES

Casino has an aged and undersized stormwater network that contributes to the sewerage system inflow. Over the previous two years, Council has been investigating the above and below ground stormwater network and has recently been provided with a report that details the shortcomings. The report concludes that the town's stormwater drainage is significantly under capacity and most of the stormwater ponding areas are located within the catchment for the main stormwater drainage trunk.

Any stormwater that ponds in residential areas where it can flow into ORRG's, manholes or inspection shafts will contribute to the sewerage system inflow and will exacerbate the problems being experienced.

Council is at the stage where the consultant is working through engineering solutions for the problem stormwater locations in Casino. Based on what is already known, the solutions will be expensive (tens of millions of dollars) and there is currently no known funding source for the works.

It is critical to understand that the I&I problem in Casino is inextricably linked to its stormwater problems and the following section will further highlight this.

Figures 3 and 4 show the details of the sewage pump station (SPS) network for Casino. The SPS network is intricate and interdependent. The SPS network is required to work synergistically under normal conditions. If a SPS that is receiving sewage from multiple SPS's fails or there is a blockage within the sewer network, the flow on effect can result in sewage build up in the network and may result in a sewage overflow. During wet weather conditions, when I&I peaks the chances of an individual SPS or the network not being able to keep up with the volume of stormwater contaminated sewage is high, which increases the probability of a sewerage overflow.

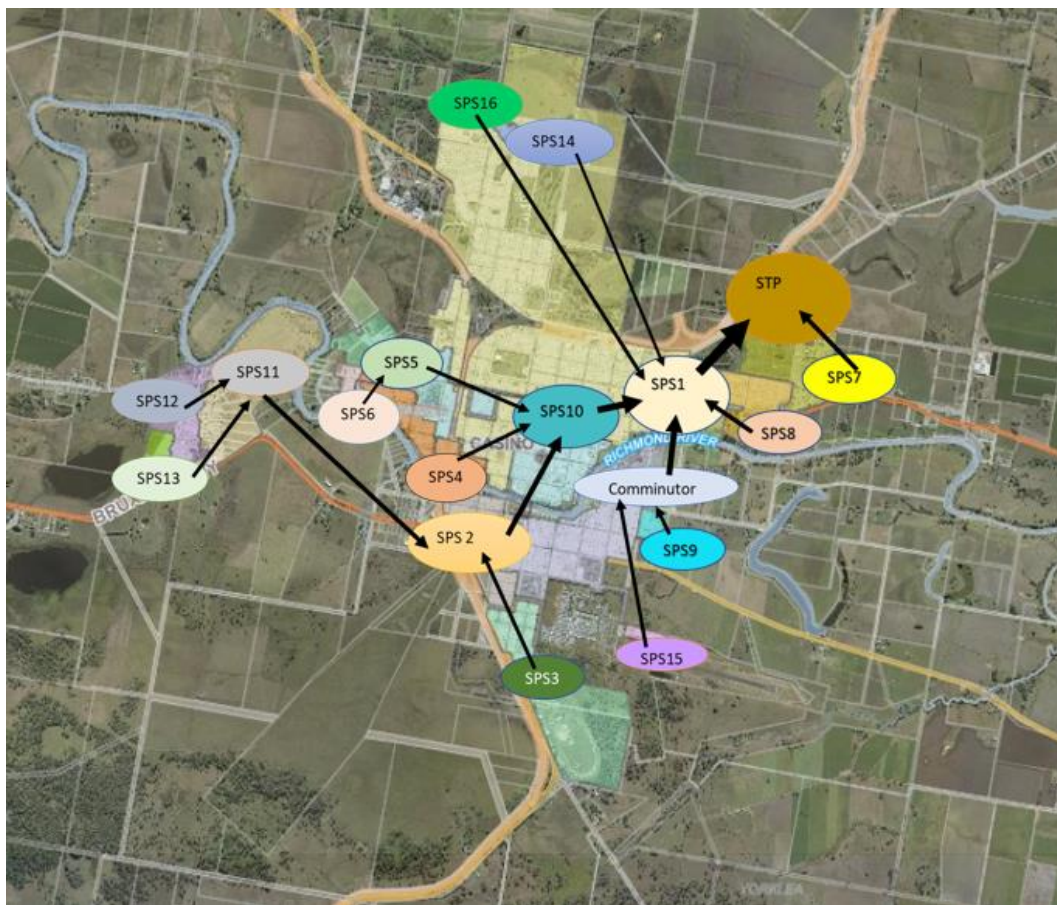


Figure 3 – Casino Sewage Pump Station Network Layout

To demonstrate the current impact of I & I on Casino's sewer infrastructure, the data from a recent rainfall event has been analysed. Casino received 55mm of rainfall on 30 January 2023 and 45mm on 31 January 2023. Figures 5, 6 and 7 show pump operating durations and the level of sewage in the wells at Casino SPS 603, 606 and 610 respectively. The spikes in both level and pump operating time occurs immediately following the rainfall events, with these trends tapering off soon after the event. This shows that the surge in sewage volume is mainly due to inflow because if infiltration was the main reason for the surge, the increase would be steady and long lasting. It should be noted that this data is a snapshot of only three sewer pump station catchments. However, the impact of I&I in Casino is widespread and not just restricted to these catchments. The cumulative impact of I&I on all catchments is demonstrated in Figure 8, which shows the increase of sewage volumes at Casino WWTP.

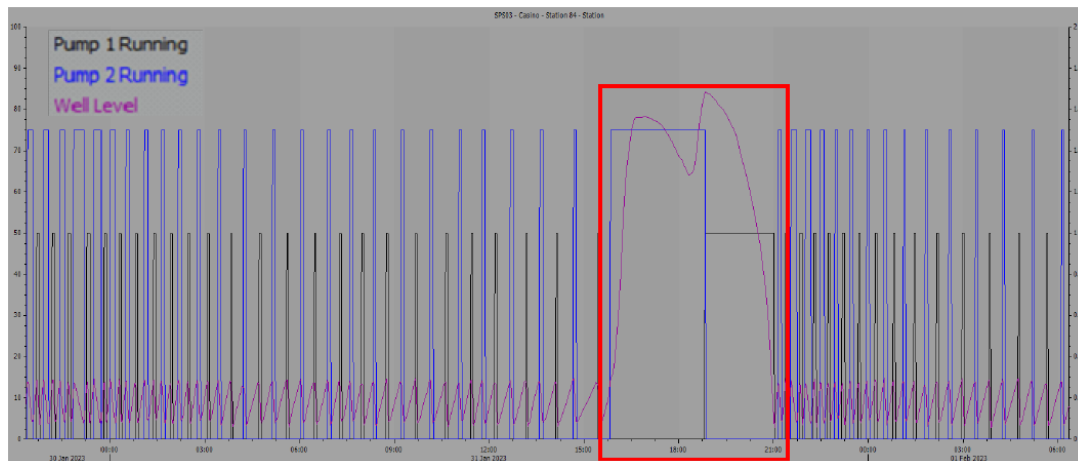


Figure 5 – I&I Impact on Casino Sewage Pump Station 603

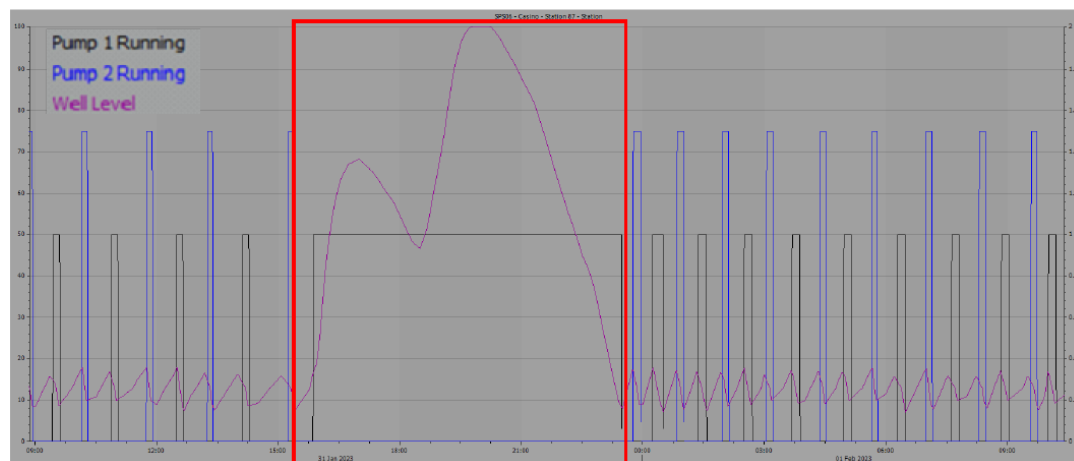


Figure 6 – I&I Impact on Casino Sewage Pump Station 606

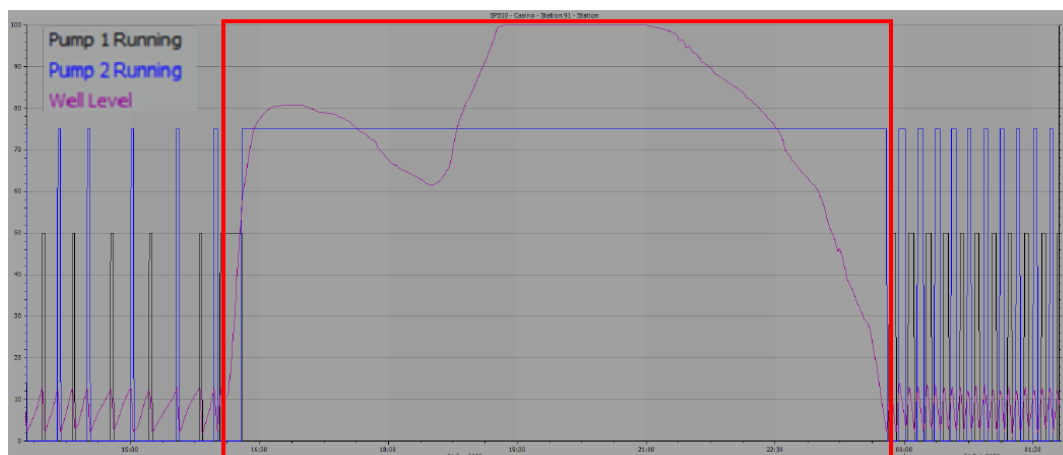


Figure 7 – I&I Impact on Casino Sewage Pump Station 610

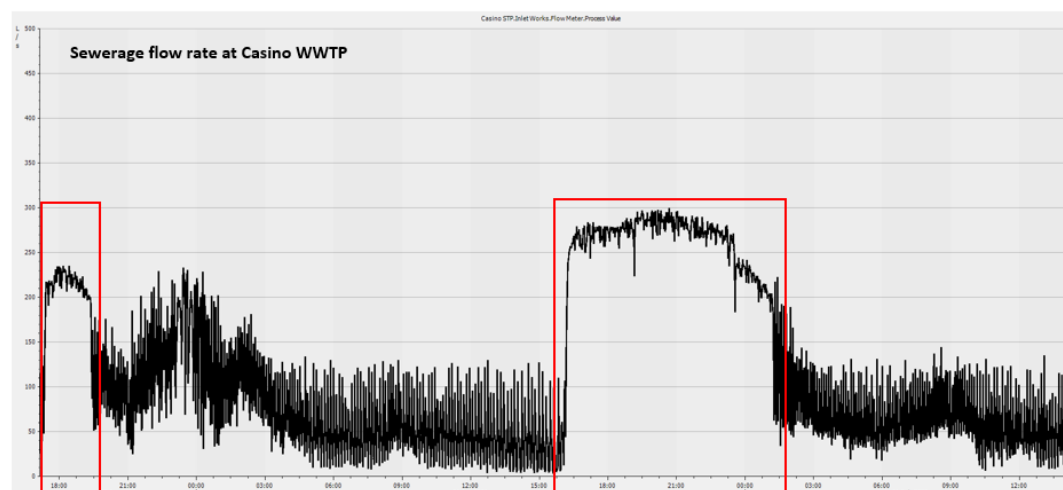


Figure 8 – I&I Impact on Casino Wastewater Treatment Plant

CASINO NETWORK DESCRIPTION

The total length of sewerage mains in Casino is 102.3 km. Based upon the current information within Councils' Asset Register, approximately 32.5 km of Asbestos Cement (AC) sewer mains and 15.1 km of concrete sewer mains are in service and still unlined.

The W&S team undertakes a CCTV inspection and maintenance program for the reticulation network, the goal being to inspect at least 1 km per week, however achieving this has been difficult due to unplanned maintenance work. Recent unprecedented weather has exacerbated the situation. Council is aiming to have all backlog sewer mains inspections completed within the next 3.5 years.

Council also undertakes a relining program for its sewer mains. The relining is generally based on CCTV inspection results and criticality of a sewer main, including material, condition, pipe diameter, location, and age. The program aims to reline 4 - 5km of sewer mains every two years at a cost of

approximately \$800,000. While undertaking inspections the CCTV team also identifies damaged sewer junctions. A sewer junction is a connection point for a property's sewer to discharge into Council's sewer main. A damaged sewer junction allows stormwater ingress into the sewer. The Water & Sewer team undertakes about 30 to 40 sewer junction repairs annually.

INFLOW & INFILTRATION STRATEGY

In 2009 and 2011 RVC contracted Regional Australian Infiltration Network (R.A.I.N) to carry out investigations into Casino's sewer catchments to determine the source of inflow and infiltration. The investigation involved the inspection and reporting of all access chambers in the network as well as the smoke testing/visual inspection of all exterior plumbing on every property in Casino. The investigation identified defects, however the success of any follow up works on the overall I & I have not been well measured or quantified.

In July 2021 RVC contracted Willow + Sparrow Pty Ltd to undertake a Pilot Study to investigate inflow and infiltration for the Casino network, which resulted in prioritisation of sewer pump stations 604, 606, 607 and 609 catchments. The aim of the study was to develop an effective procedure for inspections and ascertain options for the rectification of defects identified. Willow + Sparrow have extensive experience in investigating I&I and have been working with Byron Shire Council for the past 3 years not only investigating I&I, but also managing the works to rectify the defects. In November 2022 RVC contracted Willow + Sparrow to undertake an I&I investigation for Casino sewer pump station 608 and the Comminutor catchment.

Based on lessons learned from the two recent investigations completed by Willow + Sparrow the W&S team has prepared this strategy. The strategy presents a methodology for prioritising I&I investigations, developing a program for field investigations, identifying defects causing I&I, repairing 'easy to rectify' defects, and reviewing the remaining defects for asset renewals or future upgrades.

The strategy is separated into different sub-strategies for privately owned infrastructure and Council owned infrastructure. Repairs to Council owned infrastructure is simpler for the Council to implement as we own the infrastructure and have access to it. Repairs to privately owned infrastructure is more difficult because Council relies on legislation to enforce property owners to undertake repairs or in the event this does not happen to undertake the repairs and then seek to recover costs. Repairs are dependent on the owner's compliance.

ACTIONS

Public Education

- Update RVC's Inflow & Infiltration factsheet. The factsheet was developed in 2021 and posted to all residents and business owners. The updated factsheet will include notice that:
 - (i) A person who undertakes any water supply work, sewerage work or stormwater drainage work that is in contravention of any requirement or specification contained in the regulations or other prescribed standard can be fined \$2,200 by Council under s634 of the Local Government Act
 - (ii) A person who discharges any prohibited matter, in this case stormwater into a public sewer or a fitting connected to a public sewer can be fined \$2,200 by Council under s638 of the Local Government Act
- Update RVC's sewer connection standards for all properties to include a concrete-surround for all inspection openings and overflow relief gullies
- Outline who is responsible for payment for I&I repairs on private property

Identify Priority Catchments

This requires categorising of the sewer pump station catchments to plan the program of investigation works. This will be determined by:

- Assessing flows, sewer pump station well levels and pump run times. This will be done using data from SCADA
- Review rainfall data for inflow and saturated ground conditions for infiltration
- Review existing network information (design, capacity, wet weather flows and dry weather flows)
- Further assessment of flows, if required, by installing temporary flow meters

Field InvestigationsRVC Network

Typical field investigations of the RVC network will consist of:

- Inspection of manholes
- CCTV inspection of pipes and laterals/house connections
- Smoke testing
- Dye testing

Inspections of manholes and the CCTV inspection of pipes and connections are considered higher priority as they are non-invasive investigations. In addition, these inspections provide condition assessments of the assets that might require updating and adding to the asset renewal program. A manhole with an I&I issue generally has tell-tale signs of water ingress, especially during and after a rainfall event.

The W&S team is developing a procedure for manhole inspections. Although Council's asset monitoring tool, Fulcrum, has a manhole inspection form, it will be reviewed and if required, updated to ensure that it captures all relevant information. A standard form will be used because manhole inspections tend to be extremely subjective. By using a standard inspection form information collected at each manhole will be consistent and the potential for missing data will be minimised. In manholes, wall staining, deposits and growths at joints, root intrusion along with accumulation of sediment on benches is commonly seen when I&I is occurring. Manhole inspections provide data on manhole size, construction method and condition, inlet(s) and outlet(s), the presence of infiltration, the potential for inflow, and debris accumulation at the inspection locations.

The W&S team will continue to identify sewer junction repairs and where the repair work is Council's responsibility, prioritise and subsequently undertake the work. Due to excessive workload and shortage of staff there is an existing backlog of sewer junction repairs. To help reduce this backlog, some repairs have been outsourced to local plumbers.

Privately Owned Assets

Most of the inflow is caused by illegal rainwater connections into the sewer network; and/or landscaping that diverts stormwater into manholes or overflow relief gullies (ORGs). It is illegal to:

- direct stormwater into an overflow relief gully
- direct a rainwater tank overflow into an overflow relief gully
- direct rainwater runoff from paving or landscaping into an overflow relief gully
- connect stormwater drains to the sewer system.

Typical field investigations of privately owned assets consist of:

- Property inspections to identify downpipes discharging to the overflow relief gully, broken or damaged overflow relief gullies, and broken or damaged inspection openings

- Smoke testing and CCTV inspections (to locate cracked sewer junctions in house connections)
- Dye testing

Dye testing will be required if the repair work undertaken in a catchment does not reduce I&I for the catchment, which will be evident from the monitoring of the catchment's sewage pump station. Some property owners have stormwater connected to the sewer using a P-trap. A P-trap is shaped like a "P" that is used in sewer connections and can be found under sinks, tubs, and showers. A P-trap holds just enough water to create an airtight seal that prevents sewer gas and odour from backing up into a property. When stormwater is connected into sewer with a P-trap the illegal connection cannot be identified by smoke testing because water in a P-trap will prevent smoke coming out of the gutters on the house/structure.

Undertaking Rectification Works

RVC Network

- Collate the defects highlighted in the investigations and record these in Fulcrum and/or Intramaps
- Separate rectification works; Water & Sewer (W&S) team and contractors
- Select contractor(s) through RFQ process
- Continue to undertake sewer junction repairs as they are identified
- Undertake and monitor rectification works completed
- Monitor the sewage flow and sewer pump station data (pump runtime, well levels etc.) before and after the rectification work, during wet weather events

Privately Owned Assets

- Issue notification to property owner for rectification and follow the I&I Breach Procedure (the procedure prescribes the timeframes for the rectification)
- Upload the communication into ECM and Asset Master
- Send reminder notices to property owner
- If no response received after the prescribed period, undertake rectification work at owner's cost
- If a property owner completes rectification, W&S team member inspects the work
- Completed work uploaded into ECM and Asset Master
- Monitor the sewage flow and sewer pump station data (pump runtime, well levels etc.) before and after the rectification work, during wet weather events

Achieving measurable reductions in I&I through work on private property will depend on public engagement. Strong communication will be critical in achieving this. Educating residents on the causes and effects of I&I, and the consequent environmental and public health benefits and savings to ratepayers from reduced capital and operating expenditure at least will help motivate some residents to implement works. The W&S team will work with the Communications, Events and Tourism team to develop communications, which would include:

- Web page on Council's website
- I & I Brochure

RECOMMENDATIONS

- 1 Undertake inspection of manholes for the sewer pump station catchments that have already been investigated by Willow + Sparrow:
 - Hire FITT Resources under Local Government Procurement Contract LGP420. FITT Resources will use RVC's Fulcrum software to inspect and log the manhole inspections.
 - Prioritise manholes for repair/renewal

- Hire FITT Resources to complete repair work for 20 manholes at a time. The W&S team will inspect the repair work and if repair work is deemed acceptable, progressively release 20 manholes for repair/renewal
- 2 Undertake detailed I&I investigation of Discovery Parks, Glen Villa Resort, at 115 Johnston Street, Casino. An I&I investigation completed by Willow + Sparrow in November 2022 identified this business as a major contributor of I&I
 - Hire Willow + Sparrow, under a Procurement Exemption, to undertake an ongoing I&I investigation.
 - Based on the outcomes of the investigation, issue rectification works notice to Discovery Parks
 - W&S team will inspect the work completed
- 3 Undertake desktop study of sewer pump station catchments progressively to prioritise for I&I investigation
- 4 Employ Willow + Sparrow, under a Procurement Exemption, to undertake ongoing I&I investigations.

TIMEFRAME

The strategy will focus on I&I investigations and rectification until the end of FY 2023/2024. It will be difficult to commit to a timeline after that because of too many unknowns. It is imperative that rectification works are undertaken as soon as an investigation is complete as most of the effort will be required in rectification works. Therefore, the immediate focus is on undertaking rectification works in the catchments where I&I investigations have been completed, which include the Comminutor, SPS608, SPS604, SPS606, SPS607 & SPS609. It is expected that this will be completed by end FY 2023/2024.

The W&S team will review catchment data in February-March 2024 to prioritise other catchment(s) to release for I&I investigations. This will generate further work for rectification. The W&S team anticipates that I&I work will take up to 5 years to complete.

FY 2022/2023

(1) RVC Network

a) Manholes

- Undertake manhole inspections for Catchments SPS 604, 606, 607, 608, 609 and the Comminutor catchment– The aim is to inspect 200-230 manholes in a catchment at a time. Based on the outcome of the inspections, prioritise the manholes in terms of repair works required.
- Undertake manhole repair progressively
- Monitor repair work

b) CCTV inspections

- Undertake routine CCTV inspections in accordance with the schedule put together by Assets team and Water & Sewer engineering team
- Prioritise repair work identified
- Undertake repair work or if renewal required, include in capital projects program

c) Undertake desktop study to identify catchments for future investigations

(2) Privately Owned Assets

- a) Undertake an investigation at Discovery Parks, Glen Villa Resort, at 115 Johnston Street, Casino
 - Issue notice of repair work
 - Monitor repair work
- b) Property Owners
 - Issue notices of repair work required to property owners for Catchments SPS 604, 606, 607, 608, 609 and the Comminutor catchment
 - Monitor repair work

FY 2023/2024

(1) RVC Network

- a) Manholes
 - Continue manhole inspections for Catchments SPS 604, 606, 607, 608, 609 and the Comminutor catchment – The aim is to inspect 200-230 manholes in a catchment at a time. Based on the outcome of the inspections, prioritise the manholes in terms of repair works required.
 - Undertake manholes repair progressively
 - Monitor repair work
- b) CCTV inspections
 - Undertake routine CCTV inspections in accordance with the schedule put together by Assets team and Water & Sewer engineering team
 - Prioritise repair work identified
 - Undertake repair work or if renewal required, include in capital projects program

(2) Privately Owned Assets (Property Owners)

- Issue notices of repair work required
- Monitor repair work for the notices sent to property owners for Catchments SPS 604, 606, 607, 608, 609 and the Comminutor catchment Privately Owned Assets

SUMMARY

The strategy presents a methodology for prioritising investigations; identifying defects causing I&I; developing a program of investigations; repairing defects, implementing asset renewals or upgrades, and quantifying the effectiveness of reduction measures.

The strategy has been separated into private and public side infrastructure. Repairs to the public side will be simpler for the Council to implement as they own and have greater access to the assets. Repairs to the private side will be more difficult as, although Council can enforce repairs and recover costs if necessary, repairs are dependent on public compliance.

The steps in the strategy are presented as a flow chart in Figure 9.

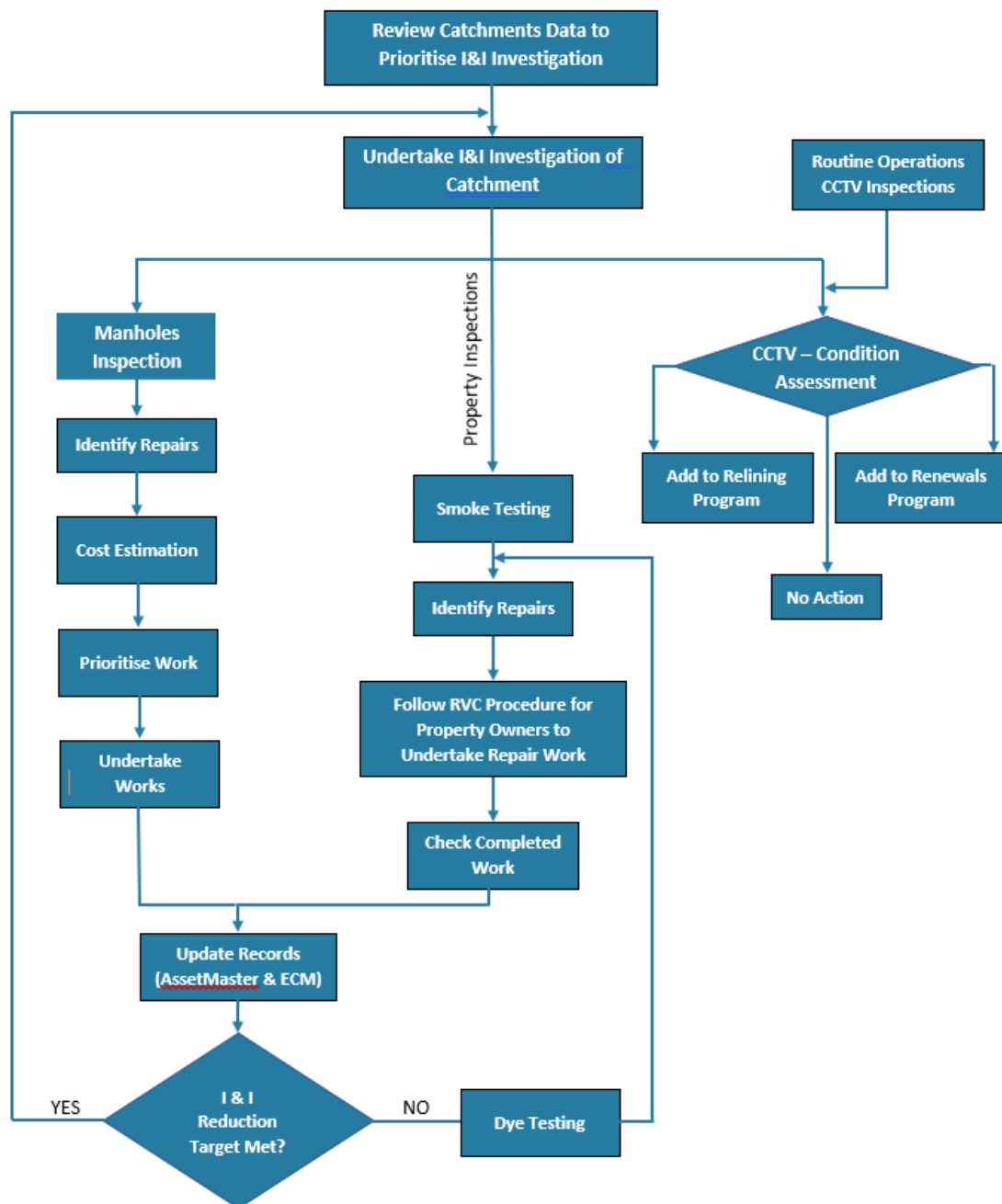


Figure 9 – Flow Chart of I&I Work

BUDGET

Given the nature of the I & I Strategy, it is difficult to quantify the exact budget costs for investigations and repairs during the scoping stage of the project. The actual condition of the assets can only be assumed until such a point when inspections are complete. The W&S team will be prioritising and undertaking the repairs of infrastructure after work is identified, sequentially. Therefore, the repairs identified throughout the investigation and prioritisation process will determine the forward works and workload.

As the W&S team will be undertaking inspections on a staged approach, overall workload and therefore budgets to achieve a targeted reduction of the I & I with the Casino system (as well as the other sewer systems) cannot yet be determined. The budgets will be refined as investigations are complete, with more accuracy for repairs likely to be applied within the 3-year budget horizon, following the initial investigations and prioritisations of repairs works.

The tables below show the approximate budget for FY 2022/2023 and FY 2023/2024.

FY 2022/2023(1) RVC Network

Activity	Budget FY 2022/2023	Actuals FY 2022/2023
Infiltration Survey/Inspection <i>Works to be allocated from this account</i>	\$67,558	\$11,120
Manholes Maintenance	\$33,104	\$17,644
Manholes Repair <i>Works to be allocated from this account</i>	\$200,000	\$7,150
CCTV Inspections (Internal)	\$166,419	\$111,358
Sewer Junction Repairs	\$80,000	\$46,010
TOTAL	\$547,081	\$193,282

FY 2023/2024RVC Network

Activity	Budget FY 2023/2024
Infiltration Survey/Inspection <i>Works to be allocated from this account</i>	\$100,107
Manholes Maintenance	\$34,162
Manholes Repair <i>Works to be allocated from this account</i>	\$200,000
Relining	\$1,600,000
CCTV Inspections (Internal)	\$171,674
Catchment Desktop Study	-
CCTV Inspections (External)	-
Sewer Junction Repairs	\$100,000
TOTAL	\$2,205,943



Concise Investment Report Pack

Richmond Valley Council

1 June 2023 to 30 June 2023



Contents

1. Portfolio Valuation As At 30 June 2023
2. Portfolio Valuation By Categories As At 30 June 2023
3. Investment Revenue Received For 1 June 2023 to 30 June 2023
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 30 June 2023 Relative To 31 May 2023



1. Portfolio Valuation As At 30 June 2023

	Security Rating	Face Value Original	Face Value Current	Market Value	% Total Value	Running Yield	Weighted Running Yield
Fixed Interest Security							
At Call Deposit							
CBA Business Online Saver Acct RVC At Call	S&P ST A1+	15,955,000.00	15,955,000.00	15,955,000.00	17.60%	4.20%	
CBA General Fund Bk Acct RVC At Call	S&P ST A1+	8,538,321.95	8,538,321.95	8,538,321.95	9.42%	3.10%	
CBA Trust Acct RVC At Call	S&P ST A1+	87,050.17	87,050.17	87,050.17	0.10%	2.80%	
NAB Business Cheque Acct RVC At Call	S&P ST A1+	24.71	24.71	24.71	0.00%	0.00%	
		24,580,396.83	24,580,396.83	24,580,396.83	27.11%		1.03%
Floating Rate Note							
Auswide 0.9 06 Nov 2023 FRN	Moodys	750,000.00	750,000.00	750,000.00	0.83%	5.19%	
Auswide 0.6 22 Mar 2024 FRN	Moodys	1,500,000.00	1,500,000.00	1,500,000.00	1.65%	4.89%	
Auswide 1.5 17 Mar 2026 FRN	Moodys	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	5.79%	
MACQ 0.48 09 Dec 2025 FRN	Moodys A2	1,000,390.00	1,000,390.00	1,000,390.00	1.10%	4.76%	
MYS 0.65 16 Jun 2025 FRN	Moodys	1,500,000.00	1,500,000.00	1,500,000.00	1.65%	4.94%	
		5,750,390.00	5,750,390.00	5,750,390.00	6.34%		0.32%
Fixed Rate Bond							
NTTC 1.1 15 Dec 2025 - Issued 10 September 2021 - Richmond Council Fixed	Moodys Aa3	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	1.10%	
		2,000,000.00	2,000,000.00	2,000,000.00	2.21%		0.02%
Unit Trust							
NSWTC Long Term Growth Fund UT		3,000,000.00	3,090,306.65	3,090,306.65	3.41%	23.04%	
NSWTC Medium Term Growth Fund UT		11,005,029.35	12,247,017.05	12,247,017.05	13.51%	1.80%	
		14,005,029.35	15,337,323.70	15,337,323.70	16.92%		1.03%



1. Portfolio Valuation As At 30 June 2023

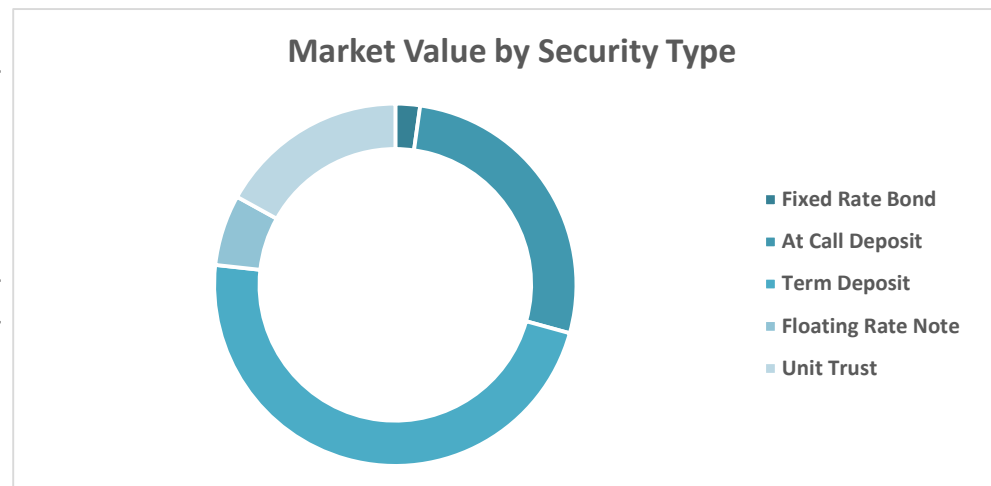
Term Deposit

AMP 4.65 12 Sep 2023 182DAY TD	S&P ST A2	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	4.65%
AMP 4.95 24 Oct 2023 183DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.95%
AMP 5.05 22 Nov 2023 184DAY TD	S&P ST A2	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	5.05%
AMP 5.15 29 Nov 2023 184DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	5.15%
AMP 5.15 30 Nov 2023 184DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	5.15%
AMP 5.3 07 Dec 2023 183DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	5.30%
AUBANK 4.55 22 Aug 2023 181DAY TD	S&P ST A2	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.55%
Auswide 4.55 05 Jul 2023 92DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.55%
Auswide 4.75 28 Aug 2023 182DAY TD	Moodys ST	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	4.75%
Auswide 5 05 Sep 2023 90DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	5.05%
Auswide 5 05 Sep 2023 90DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	5.05%
BOQ 4.45 27 Jul 2023 150DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.45%
BOQ 4.45 31 Jul 2023 152DAY TD	Moodys ST	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	4.45%
BOQ 4.55 24 Aug 2023 182DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.55%
BOQ 4.55 24 Aug 2023 182DAY TD	Moodys ST	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.55%
JUDO 5.35 26 Sep 2023 90DAY TD	S&P ST A3	3,000,000.00	3,000,000.00	3,000,000.00	3.31%	5.35%
JUDO 5.35 27 Sep 2023 90DAY TD	S&P ST A3	3,000,000.00	3,000,000.00	3,000,000.00	3.31%	5.35%
JUDO 4.85 28 Sep 2023 120DAY TD	S&P ST A3	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.85%
JUDO 5.4 28 Sep 2023 90DAY TD	S&P ST A3	3,000,000.00	3,000,000.00	3,000,000.00	3.31%	5.40%
SCC 4.8 29 Aug 2023 92DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	4.80%
SCC 4.8 29 Aug 2023 92DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	4.80%
Summerland 5.2 21 Sep 2023 92DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	5.20%
Summerland 5.55 21 Dec 2023 183DAY TD	Unrated ST	1,000,000.00	1,000,000.00	1,000,000.00	1.10%	5.55%
TMC 4.9 23 Nov 2023 273DAY TD	Unrated ST	2,000,000.00	2,000,000.00	2,000,000.00	2.21%	4.90%
		43,000,000.00	43,000,000.00	43,000,000.00	47.43%	2.34%
Portfolio Total		89,335,816.18	90,668,110.53	90,668,110.53	100.00%	4.75%



2. Portfolio Valuation By Categories As At 30 June 2023

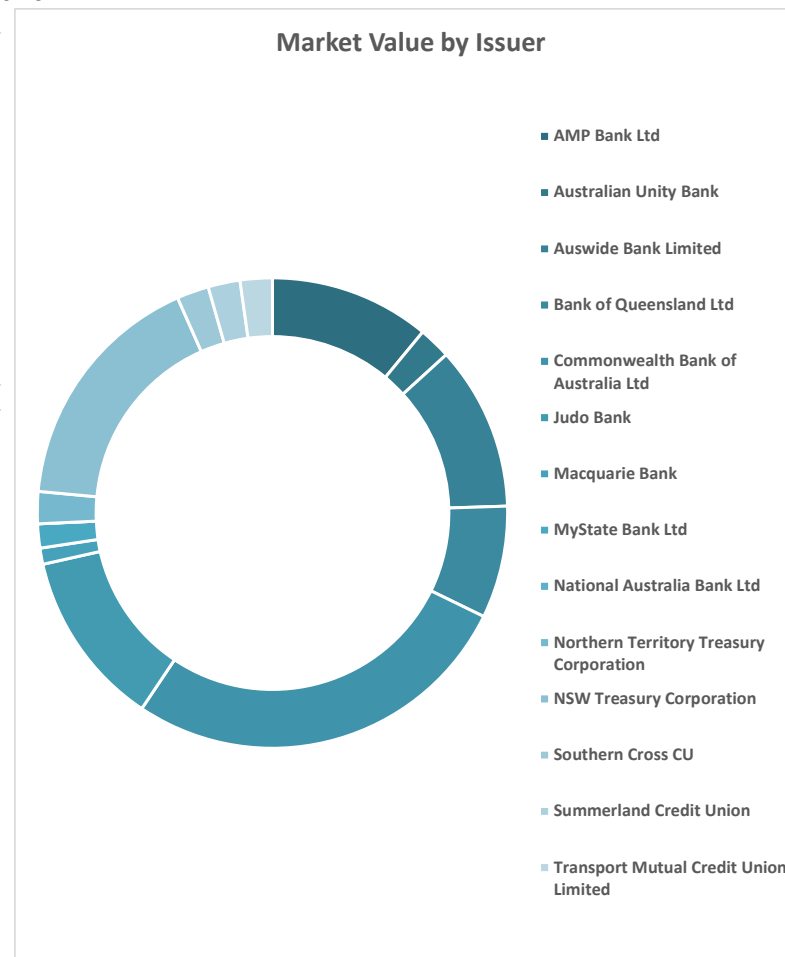
Security Type	Market Value	% Total Value
Fixed Rate Bond	2,000,000.00	2.21%
At Call Deposit	24,580,396.83	27.11%
Term Deposit	43,000,000.00	47.43%
Floating Rate Note	5,750,390.00	6.34%
Unit Trust	15,337,323.70	16.92%
Portfolio Total	90,668,110.53	100.00%





2. Portfolio Valuation By Categories As At 30 June 2023

Issuer	Market Value	% Total Value
AMP Bank Ltd	10,000,000.00	11.03%
Australian Unity Bank	2,000,000.00	2.21%
Auswide Bank Limited	10,250,000.00	11.30%
Bank of Queensland Ltd	7,000,000.00	7.72%
Commonwealth Bank of Australia Ltd	24,580,372.12	27.11%
Judo Bank	11,000,000.00	12.13%
Macquarie Bank	1,000,390.00	1.10%
MyState Bank Ltd	1,500,000.00	1.65%
National Australia Bank Ltd	24.71	0.00%
Northern Territory Treasury Corporation	2,000,000.00	2.21%
NSW Treasury Corporation	15,337,323.70	16.92%
Southern Cross CU	2,000,000.00	2.21%
Summerland Credit Union	2,000,000.00	2.21%
Transport Mutual Credit Union Limited	2,000,000.00	2.21%
Portfolio Total	90,668,110.53	100.00%

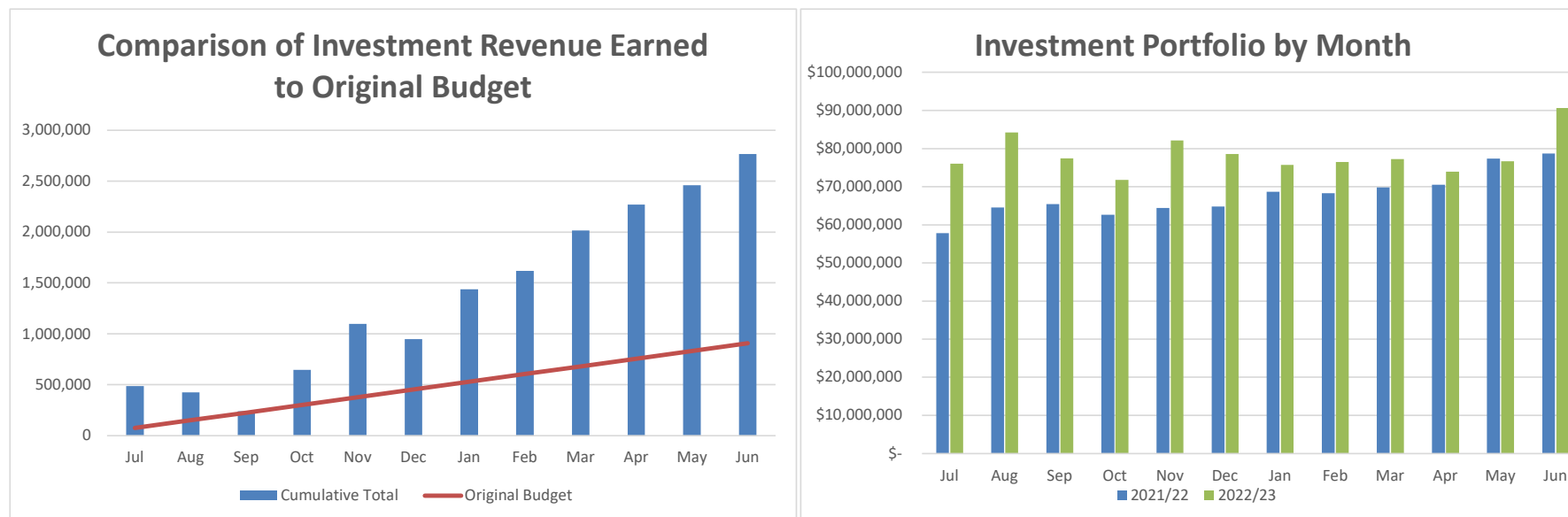




3. Investment Revenue Received For 1 June 2023 to 30 June 2023

Security	Issuer	Settlement Date	Face Value (Basis of Interest Calculation)	Consideration Notional	Income Type
Auswide 4.4 07 Jun 2023 182DAY TD	Auswide Bank Limited	7 Jun 2023	2,000,000.00	43,879.45	Security Coupon Interest
MACQ 4.32 07 Jun 2023 92DAY TD	Macquarie Bank	7 Jun 2023	1,000,000.00	10,888.77	Security Coupon Interest
MACQ 4.32 07 Jun 2023 92DAY TD	Macquarie Bank	7 Jun 2023	1,000,000.00	10,888.77	Security Coupon Interest
MACQ 4.32 07 Jun 2023 92DAY TD	Macquarie Bank	7 Jun 2023	1,000,000.00	10,888.77	Security Coupon Interest
MACQ 4.32 07 Jun 2023 92DAY TD	Macquarie Bank	7 Jun 2023	1,000,000.00	10,888.77	Security Coupon Interest
MACQ 0.48 09 Dec 2025 FRN	Macquarie Bank	9 Jun 2023	1,000,000.00	10,374.84	Security Coupon Interest
NTTC 1.1 15 Dec 2025 - Issued 10 September 2021 - Richmond Council Fixed	Northern Territory Treasury Corporation	15 Jun 2023	2,000,000.00	10,969.86	Security Coupon Interest
MYS 0.65 16 Jun 2025 FRN	MyState Bank Ltd	16 Jun 2023	1,500,000.00	16,301.01	Security Coupon Interest
Auswide 1.5 17 Mar 2026 FRN	Auswide Bank Limited	19 Jun 2023	1,000,000.00	13,355.01	Security Coupon Interest
MACQ 4.43 21 Jun 2023 90DAY TD	Macquarie Bank	21 Jun 2023	1,000,000.00	10,923.29	Security Coupon Interest
MACQ 4.43 21 Jun 2023 90DAY TD	Macquarie Bank	21 Jun 2023	1,000,000.00	10,923.29	Security Coupon Interest
Auswide 0.6 22 Mar 2024 FRN	Auswide Bank Limited	22 Jun 2023	1,500,000.00	16,213.68	Security Coupon Interest
Other		30 Jun 2023		61,315.10	Bank Interest
Other		30 Jun 2023		4,599.21	Bank Interest
Other		30 Jun 2023		196.76	Bank Interest
				242,606.58	
Medium Term Growth Fund	NSW Treasury Corporation			18,494.17	Fair Value Gain/(Loss)
Long Term Growth Fund	NSW Treasury Corporation			58,108.80	Fair Value Gain/(Loss)
				76,602.97	
TOTAL				319,209.55	

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 30 June 2023 Relative To 31 May 2023

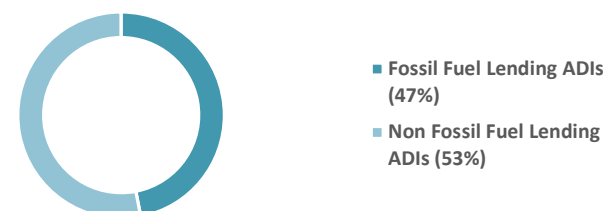
Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Status	% Total	Current Period	% Total	Prior Period
Fossil Fuel Lending ADIs				
AMP Bank Ltd	11.0%	10,000,000.00	10.4%	8,000,000.00
Bank of Queensland Ltd	7.7%	7,000,000.00	9.1%	7,000,000.00
Commonwealth Bank of Australia Ltd	27.1%	24,580,372.12	25.6%	19,603,007.64
Macquarie Bank	1.1%	1,000,390.00	9.1%	7,000,390.00
National Australia Bank Ltd	0.0%	24.71	0.0%	24.71
	47.0%	42,580,786.83	54.3%	41,603,422.35
Non Fossil Fuel Lending ADIs				
Australian Unity Bank	2.2%	2,000,000.00	2.6%	2,000,000.00
Auswide Bank Limited	11.3%	10,250,000.00	10.8%	8,250,000.00
Judo Bank	12.1%	11,000,000.00	2.6%	2,000,000.00
MyState Bank Ltd	1.7%	1,500,000.00	2.0%	1,500,000.00
Northern Territory Treasury Corporation	2.2%	2,000,000.00	2.6%	2,000,000.00
NSW Treasury Corporation	16.9%	15,337,323.70	19.9%	15,260,720.73
Southern Cross CU	2.2%	2,000,000.00	2.6%	2,000,000.00
Summerland Credit Union	2.2%	2,000,000.00	0.0%	0.00
Transport Mutual Credit Union Limited	2.2%	2,000,000.00	2.6%	2,000,000.00
	53.0%	48,087,323.70	45.7%	35,010,720.73
Total Portfolio		90,668,110.53		76,614,143.08

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.

Fossil Fuel vs Non Fossil Fuel Lending ADI





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LAMINAR CAPITAL PTY LTD
ACN 134 784 740
WWW.LAMINARCAPITAL.COM.AU

MELBOURNE OFFICE: LEVEL 5 RIALTO NORTH, 525 COLLINS STREET, MELBOURNE, VIC 3000 T 61 3 9001 6990 F 61 3 9001 6933
SYDNEY OFFICE: LEVEL 18 ANGEL PLACE, 123 PITT STREET, SYDNEY NSW, 2000 T 61 2 8094 1230
BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370



RICHMOND VALLEY COUNCIL

INTERNAL AUDIT CHARTER

Endorsed by the Audit, Risk and Improvement Committee by way of Circular Resolution 7 July 2023

Adopted by Council DD Month YYYY

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Richmond Valley Council (Council) has established the Internal Audit Function as a key component of the Council's governance and assurance framework and in compliance with the *Guidelines for risk management and internal audit in local councils in NSW*. This Charter provides the framework for the conduct of the Internal Audit Function and has been approved by the governing body taking into account the advice of the Council's Audit, Risk and Improvement Committee (ARIC).

1. Definitions

Internal Audit Function – the function which provides internal audit services to the Council

Internal Audit Provider – the external third-party provider of internal audit services

Executive Officer – Council employee internally responsible for the Internal Audit Function of the Council

2. Purpose of Internal Audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the Council's operations. It helps the Council accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes¹.

Internal audit provides an independent and objective review and advisory service to provide advice to the governing body, General Manager and the ARIC about the Council's governance processes, risk management and control frameworks and its external accountability obligations. It also assists the Council to improve its business performance.

3. Independence

The Council's Internal Audit Function is independent of the Council so it can provide an unbiased assessment of the Council's operations and risk and control activities.

The Internal Audit Function reports functionally to the ARIC on the results of completed audits and for strategic direction and accountability purposes and reports administratively to the General Manager to facilitate day-to-day operations. Internal audit activities are not subject to direction by the Council and the Council's management has no role in the exercise of the internal audit activities.

The ARIC is responsible for communicating any internal audit issues or information to the Council. Should the Council require additional information, a request for the information may be made to the Chair of the ARIC by resolution. The Chair may only provide the information requested by the Council where the Chair is satisfied that it is reasonably necessary for the Council to receive the information for the purposes of performing its functions under the Local Government Act. Individual Councillors are not entitled to request or receive information from the ARIC.

The General Manager must consult with the Chair of the ARIC before appointing or making decisions affecting the employment of the Executive Officer. If the Executive Officer is dismissed, the General Manager must report the reasons for their dismissal to the governing body.

¹ As defined by the *International Standards for the Professional Practice of Internal Auditing (2017)*

Where the Chair of the ARIC has any concerns about the treatment of the Executive Officer, or any action taken that may compromise their ability to undertake their functions independently, they can report their concerns to the governing body.

The Executive Officer is to confirm at least annually to the ARIC the independence of internal audit activities from the Council.

4. Authority

The Council authorises the Internal Audit Function, within the scope of its role and responsibilities to have access to all functions, premises, assets, personnel, records and other documentation and information that the Executive Officer deems necessary to enable the Internal Audit Function to fulfil its responsibilities.

All records, documentation and information access while undertaking internal audit activities are to be solely used for the conduct of these activities. The Executive Officer and Internal Audit Provider are responsible and accountable for maintaining the confidentiality of the information and documentation accessed while undertaking the internal audit activities.

All internal audit documentation is to remain the property of the Council, including where internal audit services are performed by an external third-party provider.

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

5. Role

The Internal Audit Function is to support the ARIC to review and provide independent advice to the Council in accordance with section 428A of the Local Government Act 1993. This includes conducting internal audits of the Council and monitoring the implementation of corrective actions.

The Internal Audit Function also plays an active role in:

- developing and maintaining a culture of accountability and integrity
- facilitating the integration of risk management into day-to-day business activities and processes, and
- promoting a culture of high ethical standards.

The Internal Audit Function has no direct authority or responsibility for the activities it reviews. The Internal Audit Function has no responsibility for developing or implementing procedures or systems and does not prepare records or engage in the Council functions or activities (except in carrying out its own functions).

6. Executive Officer

The Internal Audit Function is to be led by a member of the Council's staff with sufficient skills, knowledge and experience to ensure it fulfils its role and responsibilities to the Council and the ARIC. The Executive Officer must be independent, impartial, unbiased and objective when performing their work and free from any conflicts of interest.

Responsibilities of the Executive Officer include:

- contract management
- managing the internal audit budget
- ensuring the external provider completes internal audits in line with the ARIC's annual work plan and four-year strategic work plan
- forwarding audit reports by the external provider to the ARIC
- acting as a liaison between the external provider and the ARIC
- monitoring the Council's implementation of corrective actions that arise from the findings of audits and reporting progress to the ARIC, and
- assisting the ARIC to ensure the Council's internal audit activities comply with the *Guidelines for risk management and internal audit for local government in NSW*.

Safeguards in place to limit any real or perceived bias or conflicts of interest include:

- any potential issues or conflicts of interest arising from a dual role being formally documented in the Council's Internal Audit Charter, and
- where there is an internal audit being conducted into a service area under the Executive Officer's or their manager's responsibility, the Executive Officer and their manager will step aside and the General Manager will identify a suitable alternative officer to oversight that audit.

7. Internal Audit Provider

The Council is to contract an external third-party provider to undertake its internal audit activities. To ensure the independence of the external provider, the Executive Officer is to ensure the external provider:

- does not conduct any audits on specific Council operations or areas that they have worked on within the last two years
- is not the same provider conducting the Council's external audit
- is not the auditor of any contractors of the Council that may be subject to the internal audit, and
- can meet the Council's obligations under the *Guidelines for risk management and internal audit for local government in NSW*.

The Executive Officer must consult with the ARIC and General Manager regarding the appropriateness of the skills, knowledge and experience of any external provider before they are engaged by the Council.

8. Performing Internal Audit Activities

The work of the Internal Audit Function is to be thoroughly planned and executed. The ARIC must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the committee and considered by the Internal Audit Function when developing their risk-based program of internal audits.

The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The ARIC must also develop an annual work plan to guide the work of the Internal Audit Function over the forward year.

All internal audit activities are to be performed in a manner that is consistent with relevant professional standards including the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and International Standard on Risk Management – ISO 31000:2018.

The Executive Officer is to provide the findings and recommendations of internal audits to the ARIC at the end of each audit. Each report is to include a response from the relevant senior manager.

The Executive Officer is to establish an ongoing monitoring system to follow up the Council's progress in implementing corrective actions.

The General Manager, in consultation with the ARIC, is to develop and maintain policies and procedures to guide the operation of the Internal Audit Function.

The Executive Officer is to ensure that the ARIC is advised at each of the ARIC's meetings of the internal audit activities completed during that quarter, progress in implementing the annual work plan and progress made implementing corrective actions.

9. Conduct

Internal audit personnel must comply with the Council's Code of Conduct. Complaints about breaches of the Council's Code of Conduct by internal audit personnel are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The General Manager must consult with the ARIC before any disciplinary action is taken against the Executive Officer in response to a breach of the Council's Code of Conduct.

Internal audit must also comply with the Code of Ethics for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors.

10. Administrative Arrangements

10.1 Audit, Risk and Improvement Committee Meetings

The Executive Officer will attend ARIC meetings as an independent non-voting observer. The Executive Officer can be excluded from meetings by the ARIC at any time.

The Executive Officer must meet separately with the ARIC at least once per year.

The Executive Officer can meet with the Chair of the ARIC at any time, as necessary, between ARIC meetings.

10.2 External Audit

Internal and external audit activities will be coordinated to help ensure the adequacy of overall audit coverage and to minimise duplication of effort.

Periodic meetings and contact between internal and external audit shall be held to discuss matters of mutual interest and to facilitate coordination.

External audit will have full and free access to all internal audit plans, working papers and reports.

10.3 Dispute Resolution

The Internal Audit Function should maintain an effective working relationship with the Council and the ARIC and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the Internal Audit Function and the Council, the dispute is to be resolved by the General Manager and/or the ARIC. Disputes between the Internal Audit Function and the ARIC are to be resolved by the governing body.

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive in writing.

10.4 Review Arrangements

The ARIC must review the performance of the Internal Audit Function each year and report its findings to the governing body. A strategic review of the performance of the Internal Audit Function must be conducted each Council term that considers the views of an external party with a strong knowledge of internal audit and reported to the governing body.

This Charter is to be reviewed annually by the ARIC and once each Council term by the governing body. Any substantive changes are to be approved by the governing body.

11. Further Information

For further information on Council's internal audit activities, contact Director of Organisational Services [Ryan Gaiter](mailto:ryan.gaiter@richmondvalley.nsw.gov.au) at ryan.gaiter@richmondvalley.nsw.gov.au

Reviewed by Director Organisational Services

[\[sign and date\]](#)

Reviewed by Chair of the Council's ARIC

[\[sign and date\]](#)

Reviewed by General Manager

[\[sign and date\]](#)

Reviewed by Council in accordance with a resolution of the governing body

[\[sign and date\]](#)

[\[resolution reference\]](#)

Schedule 1 – Internal Audit Function Responsibilities

Audit

Internal Audit

- Conduct internal audits as directed by the ARIC.
- Implement the Council's annual and four-year strategic internal audit work plans.
- Monitor the implementation by the Council of corrective actions.
- Assist the Council to develop and maintain a culture of accountability and integrity.
- Facilitate the integration of risk management into day-to-day business activities and processes.
- Promote a culture of high ethical standards.

External Audit

- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided.
- Review all external plans and reports in respect of planned or completed audits and monitor the Council's implementation of audit recommendations.
- Provide advice on action taken on significant issues raised in relevant external audit reports and better practice guides.

Risk

Risk Management

Review and advise:

- if the Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the Council's risk management framework is adequate and effective for identifying and managing the risks the Council faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the Council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the Council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management

- how the Council's risk management approach impacts on the Council's insurance arrangements
- of the effectiveness of the Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal Controls

Review and advise:

- whether the Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the Council has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

Compliance

Review and advise of the adequacy and effectiveness of the Council's compliance framework, including:

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

Fraud and Corruption

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

Financial Management

Review and advise:

- if the Council is complying with accounting standards and external accountability requirements
- of the appropriateness of the Council's accounting policies and disclosures
- of the implications for the Council of the findings of external audits and performance audits and the Council's responses and implementation of recommendations

- whether the Council's financial statement preparation procedures and timelines are sound
- the accuracy of the Council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the Council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the Council's report is consistent with signed financial statements
- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

Governance

Review and advise of the adequacy of the Council governance framework, including the Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge.

Improvement

Strategic Planning

Review and advise:

- of the adequacy and effectiveness of the Council's integrated, planning and reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and

- whether the Council is successfully implementing and achieving its IP&R objectives and strategies.

Service Reviews and Business Improvement

Review and advise:

- if the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
- if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
- how the Council can improve its service delivery and the Council's performance of its business and functions generally

Performance Data and Measurement

Review and advise:

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



RICHMOND VALLEY COUNCIL

AUDIT, RISK AND

IMPROVEMENT COMMITTEE

TERMS OF REFERENCE

Endorsed by the Audit, Risk and Improvement Committee by way of Circular Resolution 7 July 2023

Adopted by Council DD Month YYYY

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Richmond Valley Council (Council) has established an Audit, Risk and Improvement Committee (ARIC) in compliance with section 428A of the *Local Government Act 1993*, section (#tbc) of the *Local Government (General) Regulation 2021* and the Departmental Chief Executive's *Guidelines for risk management and internal audit for local government in NSW*. These terms of reference set out the ARIC's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

1. Definitions

Internal Audit Function – the function which provides internal audit services to the Council

Internal Audit Provider – the external third-party provider of internal audit services

Executive Officer – Council employee internally responsible for the Internal Audit Function of the Council

2. Objective

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

3. Independence

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

The ARIC is to have an advisory and assurance role only and is to exercise no administrative functions, delegated financial responsibilities or any management functions of the Council. The ARIC provides independent advice to the Council that is informed by the Council internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.

The ARIC must always ensure it maintains a direct reporting line to and from the Internal Audit Function and act as a mechanism for internal audit to report to the governing body and the General Manager on matters affecting the performance of the Internal Audit Function.

4. Authority

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

- access any information it needs from the Council
- use any Council resources it needs
- have direct and unrestricted access to the General Manager and senior management of the Council
- seek the General Manager's permission to meet with any other Council staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at ARIC meetings, and

- seek approval from the General Manager to obtain external legal or other professional advice in line with the Councils' procurement policies.

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

5. Committee Composition and Tenure

The ARIC consists of an Independent Chair and two Independent Members who have voting rights with the option of one non-voting Councillor, as required under the *Guidelines for risk management and internal audit for local government in NSW*.

The governing body is to appoint the Chair and members of the ARIC. Current ARIC members are:

Ron Gillard	Independent Chair (voting)
Emma Fountain	Independent Member (voting)
Jesse Jo	Independent Member (voting)

All ARIC members must meet the independence and eligibility criteria prescribed in the *Guidelines for risk management and internal audit for local government in NSW*.

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

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

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

Members of the ARIC must possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of the Council, the environment in which the Council operates, and the contribution that the ARIC makes to the Council. At least one member of the ARIC must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members

should have sufficient understanding of the Council financial reporting responsibilities to be able to contribute to the committee's consideration of the Council annual financial statements.

6. Role

As required under section 428A of the *Local Government Act 1993* (the Act), the role of the ARIC is to review and provide independent advice to the Council regarding the following aspects of the Council operations:

- compliance
- risk management
- fraud control
- financial management
- governance
- implementation of the strategic plan, delivery program and strategies
- service reviews
- collection of performance measurement data by the Council, and
- internal audit.

The ARIC must also provide information to the Council for the purpose of improving the Council performance of its functions.

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

The ARIC will act as a forum for consideration of the Internal Audit Function and oversee its planning, monitoring and reporting to ensure it operates effectively.

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

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

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

7. Responsibilities of Members

7.1. Independent Members

The Chair and members of the ARIC are expected to understand and observe the requirements of the *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of the Council

- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the Council
- have strong leadership qualities (Chair)
- lead effective ARIC meetings (Chair), and
- oversee the Internal Audit Function (Chair).

7.2. Councillor Members (where applicable)

To preserve the independence of the ARIC, the Councillor Member (where nominated) of the ARIC is a non-voting member. Their role is to:

- relay to the ARIC any concerns the governing body may have regarding the Council and issues being considered by the ARIC
- provide insights into local issues and the strategic priorities of the Council that would add value to the ARIC's consideration of agenda items
- advise the governing body (as necessary) of the work of the ARIC and any issues arising from it, and
- assist the governing body to review the performance of the ARIC.

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

The Councillor Member of the ARIC must conduct themselves in a non-partisan and professional manner. The Councillor Member of the ARIC must not engage in any conduct that seeks to politicise the activities of the ARIC or the Internal Audit Function or that could be seen to do so.

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

7.3. Conduct

Independent Members are required to comply with the Council's Code of Conduct.

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

7.4. Conflicts of Interest

Once a year, ARIC members must provide written declarations to the Council stating that they do not have any conflicts of interest that would preclude them from being members of the ARIC. Independent ARIC members are 'designated persons' for the

purposes of the Council's Code of Conduct and must also complete and submit returns of their interests.

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

7.5. Standards

ARIC members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and International Standard on Risk Management – ISO 31000:2018, where applicable.

8. Work Plans

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

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

The ARIC must also develop an annual work plan to guide its work, and the work of the Internal Audit Function over the forward year.

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

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

9. Assurance Reporting

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

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

The ARIC will provide an annual assessment to the governing body and the General Manager on the ARIC's work.

The ARIC will provide a comprehensive assessment every Council term of the matters listed in Schedule 1 to the governing body and the General Manager.

The ARIC may at any time report to the governing body or the General Manager on any other matter it deems of sufficient importance to warrant their attention. The mayor and the Chair of the ARIC may also meet at any time to discuss issues relating to the work of the ARIC.

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

10. Administrative Arrangements

10.1. Meetings

The ARIC will meet at least quarterly at a time as agreed by the ARIC. One meeting held will be a special meeting to review the Council's annual financial statements.

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

ARIC meetings can be held in person, by telephone or videoconference. Proxies are not permitted to attend meetings if an ARIC member cannot attend.

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

The Chair of the ARIC will decide the agenda for each ARIC meeting in consultation with the Executive Officer. Each ARIC meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the ARIC.

The General Manager and the Executive Officer should attend ARIC meetings as non-voting observers. The internal auditor and external auditor (or their representative) is to be invited to each ARIC meeting as an independent observer. The Chair can request any employee/contractor of the Council and any subject matter expert to attend ARIC meetings. Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

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

The ARIC must meet separately with the Executive Officer and the Council's external auditor at least once each year.

10.2. Dispute Resolution

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

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

Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive in writing.

10.3. Secretariat

The General Manager will nominate a staff member to provide secretariat support to the ARIC. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least 1 week before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated within 1 week of the meeting to each member.

10.4. Remuneration

Remuneration will be reviewed by the Council at least once every Council term and more frequently where required.

The fees paid to independent ARIC members will increase annually by the percentage allocated to Councillors by the Independent Pricing and Regulatory Tribunal determination. This will take effect for each independent ARIC member, including the Chair, on the anniversary date each year commencing at the completion of the first year.

As required by the *Guidelines for risk management and internal audit for local government in NSW*, Council will pay the superannuation guarantee liability on independent ARIC members meeting fees directly into the individual member's designated fund under the Superannuation Guarantee (Administration) Act 1992 (Cth).

With prior approval from the General Manager, the Council will reimburse reasonable travel and accommodation expenses associated with attending ARIC meetings in person. Wherever possible, the Council will book services directly with providers of its choosing, and members travelling by car will be reimbursed for their return trip using the current Australian Tax Office cents per kilometre rate.

The Council encourages independent ARIC members to keep their skills current and supports professional development. The Council will consider reimbursement of, or pro-rated contribution to, related professional development expenses upon approval by General Manager.

10.5. Public Liability and Professional Indemnity Insurance

The Council will provide Public Liability and Professional Indemnity Insurance to the Independent Chair and Independent Members under the same arrangements as provided to Councillors. This coverage provides indemnification in respect of claims for all loss or damage potentially made against them in their capacity as members of the ARIC.

10.6. Resignation and Dismissal of Members

Where the Chair or an ARIC member is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give 4 weeks' notice to the Chair and the governing body prior to their resignation to allow the Council to ensure a smooth transition to a new Chair or ARIC member.

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

- breached the Council's Code of Conduct
- performed unsatisfactorily or not to expectations
- declared, or is found to be in, a position of a conflict of interest which is unresolvable
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been charged with a serious criminal offence
- been proven to be in serious breach of their obligations under any legislation, or
- experienced an adverse change in capacity or capability.

The position of a Councillor Member on the ARIC can be terminated at any time by the governing body by resolution.

10.7. Review Arrangements

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

These terms of reference must be reviewed annually by the ARIC and once each Council term by the governing body. Any substantive changes are to be approved by the governing body.

11. Further information

For further information on Richmond Valley Council's ARIC, contact Director of Organisational Services [Ryan Gaiter](#) at ryan.gaiter@richmondvalley.nsw.gov.au

Reviewed by Chair of the ARIC

[signed]

[date]

Reviewed by [Council](#) in accordance with a resolution of the governing body.

[signed]

[date]

[resolution reference]

Next review date: [date]

Schedule 1 – Audit, Risk and Improvement Committee Responsibilities

Audit

Internal Audit

Principle: The Council has an effective internal audit function and receives maximum value from its internal audit activities.

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

External Audit

Principle: The Council receives maximum value from its external audit activities.

- Act as a forum for communication between the governing body, General Manager, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided

- Review all external plans and reports in respect of planned or completed audits and monitor the Council's implementation of audit recommendations
- Provide advice to the governing body and/or General Manager on action taken on significant issues raised in relevant external audit reports and better practice guides

Risk

Risk Management

Principle: The Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.

Review and advise the Council:

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

Internal Controls

Principle: The Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.

Review and advise the Council:

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

Compliance

Principle: The Council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and contractual requirements when undertaking its functions.

Review and advise the Council of the adequacy and effectiveness of the Council's compliance framework, including:

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

Fraud and Corruption

Principle: The Council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.

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

Financial Management

Principle: The Council has an effective financial management framework, sustainable financial position and positive financial performance.

Review and advise the Council:

- if the Council is complying with accounting standards and external accountability requirements
- of the appropriateness of the Council's accounting policies and disclosures
- of the implications for the Council of the findings of external audits and performance audits and the Council's responses and implementation of recommendations
- whether the Council's financial statement preparation procedures and timelines are sound
- the accuracy of the Council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the Council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the Council's annual report is consistent with signed financial statements
- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

Governance

Principle: The Council has an effective governance framework to ensure it is appropriately directing and controlling the management of the Council.

Review and advise the Council regarding its governance framework, including the Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability

- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge

Improvement

Strategic Planning

Principle: The Council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.

Review and advise the Council:

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

Service Reviews and Business Improvement

Principle: The Council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise the Council:
 - If the Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the Council can improve its service delivery and the Council's performance of its business and functions generally

Performance Data and Measurement

Principle: The Council's performance management framework ensures the Council can measure its performance and if it is achieving its strategic goals.

Review and advise the Council:

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