

## **AGENDA**

---

### **Finance and Governance Committee**

**Monday, 14 July 2025**

**6:00 PM**

**Waratah Room**

**Georges River Civic Centre**

**Hurstville**



## **OATH OF OFFICE OR AFFIRMATION OF OFFICE**

All Georges River Councillors are reminded of their Oath of Office or Affirmation of Office made at the time of their swearing into the role of Councillor.

All Councillors are to undertake the duties of the office of Councillor in the best interests of the people of the Georges River Council area and are to act faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the *Local Government Act 1993* or any other Act to the best of their ability and judgement.

## **DISCLOSURES OF INTEREST**

All Georges River Councillors are reminded of their obligation to declare any conflict of interest (perceived or otherwise) in a matter being considered by Council or at any meeting of Council.

## FINANCE AND GOVERNANCE COMMITTEE MEETING

### ORDER OF BUSINESS

#### OPENING

#### ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

#### APOLOGIES / LEAVE OF ABSENCE

#### REQUEST TO JOIN VIA AUDIO VISUAL LINK

#### NOTICE OF WEBCASTING

#### DISCLOSURES OF INTEREST

#### PUBLIC FORUM

#### CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS

<b>FIN024-25</b>	<b>Confirmation of the Minutes of the Finance and Governance Committee Meeting held on 10 June 2025</b>	
	(Report by Executive Services Officer) .....	6

#### COMMITTEE REPORTS

<b>FIN025-25</b>	<b>Audit, Risk and Improvement Committee - Minutes of Meetings held 13 March 2025 (Confirmed) and 5 June 2025 (Unconfirmed)</b>	
	(Report by Chief Audit Executive) .....	11
<b>FIN026-25</b>	<b>Investment Report as at 31 May 2025</b>	
	(Report by Senior Financial Accountant - Reporting) .....	40
<b>FIN027-25</b>	<b>Revised Councillor Ward Discretionary Fund Policy</b>	
	(Report by Executive Services Officer) .....	54
<b>FIN028-25</b>	<b>Reappointment of Independent Member to the Audit, Risk and Improvement Committee</b>	
	(Report by Chief Audit Executive) .....	65
<b>FIN029-25</b>	<b>Revised Georges River Council Legislative Compliance Policy</b>	
	(Report by Governance and Risk Specialist) .....	68

#### CONFIDENTIAL (CLOSED SESSION)

<b>FIN028A-25</b>	<b>Property Matter - 6 Dora Street, Hurstville</b>	
	(Report by Senior Property Officer)	

---

**FIN029A-25    Property Matter - 197R Rocky Point Road, Ramsgate**  
(Report by Head of Strategic Property)



**CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**Item:** FIN024-25 Confirmation of the Minutes of the Finance and Governance Committee Meeting held on 10 June 2025

**Author:** Executive Services Officer

**Directorate:** Office of the General Manager

**Matter Type:** Previous Minutes

FIN024-25

**RECOMMENDATION:**

That the Minutes of the Finance and Governance Committee Meeting held on 10 June 2025, be confirmed.

**ATTACHMENTS**

Attachment [↓](#)1 Minutes of the Finance and Governance Committee Meeting held on 10 June 2025



## MINUTES

---

### Finance and Governance Committee

Tuesday, 10 June 2025

6:00 PM

Waratah Room

Georges River Civic Centre  
Hurstville



**GEORGES RIVER COUNCIL**

## **PRESENT**

### **COUNCIL MEMBERS**

Mayor, Councillor Elise Borg, Councillor Christina Jamieson (Chairperson), Councillor Leon Pun, Councillor Peter Mahoney, and Councillor Sam Stratikopoulos.

### **COUNCIL STAFF**

Director Business and Corporate Services - Danielle Parker, Chief Finance Officer – Scott Henwood, Chief Corporate Governance and Risk Officer – Renata Sala, Coordinator Communications and Engagement – Catherine James, Executive Services Officer – Nickie Paraskevopoulos, Executive Assistant to Director Business and Corporate Services – Ally Chand (Minutes), Chief Information Officer - Brendan Scott and Technology Business Support Officer – Lee Fermor.

## **OPENING**

The Chairperson, Councillor Jamieson, opened the meeting at 6.03pm.

## **ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson, Councillor Jamieson acknowledged the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

## **APOLOGIES/LEAVE OF ABSENCE**

There were no apologies or requests for leave of absence.

## **REQUEST TO ATTEND VIA AUDIO VISUAL LINK**

There were no requests to attend via Audio Visual Link.

## **NOTICE OF WEBCASTING**

The Chairperson, Councillor Jamieson advised staff and the public that the meeting is being recorded for minute-taking purposes and is also webcast live on Council's website, in accordance with section 5 of Council's Code of Meeting Practice. This recording will be made available on Council's Website.

## **CODE OF MEETING PRACTICE**

Council's Code of Meeting Practice prohibits the electronic recording of meetings without the express permission of Council.

## **DISCLOSURES OF INTEREST**

There were no disclosures of interest made.

## **PUBLIC FORUM**

There were no registered speakers.



## **CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

### **FIN019-25 Confirmation of the Minutes of the Finance and Governance Committee Meeting held on 12 May 2025**

(Report by Manager Office of the General Manager)

**RECOMMENDATION:** Councillor Mahoney, Councillor Stratikopoulos

That the Minutes of the Finance and Governance Committee Meeting held on 12 May 2025, be confirmed.

#### **Record of Voting**

For the Motion: Councillor Jamieson, Councillor Mahoney, Councillor Pun, Councillor Stratikopoulos, The Mayor, Councillor Borg

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

## **COMMITTEE REPORTS**

### **FIN020-25 Investment Report as at 30 April 2025**

(Report by Senior Financial Accountant - Reporting)

**RECOMMENDATION:** The Mayor, Councillor Borg, Councillor Mahoney

That the Investment Report as at 30 April 2025 be received and noted by Council.

#### **Record of Voting**

For the Motion: Councillor Jamieson, Councillor Mahoney, Councillor Pun, Councillor Stratikopoulos, The Mayor, Councillor Borg

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

### **FIN021-25 Review of the Code of Conduct**

(Report by Chief Governance and Risk Officer)

**RECOMMENDATION:** Councillor Mahoney, The Mayor, Councillor Borg

(a) That Council adopt the draft Code of Conduct in Attachment 1, in accordance with section 440 of the Local Government Act 1993, incorporating:

- i. minor administrative updates, and
- ii. a new clause in Part 6.2 to exempt gifts valued at \$10 or less (subject to regulatory and approval conditions), aligning more closely with the Model Code of Conduct.

(b) That Council note community consultation is not required, for the reasons outlined in this report.

#### **Record of Voting**

For the Motion: Councillor Jamieson, Councillor Mahoney, Councillor Pun, Councillor Stratikopoulos, The Mayor, Councillor Borg

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

### **FIN022-25 Review of the Code of Meeting Practice**

(Report by Manager Office of the General Manager)

**RECOMMENDATION:** Councillor Stratikopoulos, Councillor Mahoney

(a) That Council adopt the Code of Meeting Practice attached to this report in accordance with

Section 360 of the *Local Government Act 1993*.

(b) That Council note that a further review of the Code of Meeting Practice will be conducted when the revised Model Code of Meeting Practice has been prescribed.

(c) That Council note community consultation is not required, for the reasons outlined in this report.

#### **Record of Voting**

For the Motion: Councillor Jamieson, Councillor Mahoney, Councillor Pun, Councillor Stratikopoulos, The Mayor, Councillor Borg

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

#### **FIN023-25 T25/007 Media and Social Media Monitoring and Management** (Report by Senior Procurement and Contracts Business Partner)

**RECOMMENDATION:** Councillor Stratikopoulos, The Mayor, Councillor Borg

(a) That in accordance with Section 178(1)(a) of the Local Government (General) Regulation 2021, Council accepts the Tender that is recommended for T25/007 Media and Social Media Monitoring and Management, as outlined in the confidential attachments.

(b) That the General Manager be authorised to execute the Contract with the successful Contractor on behalf of Council.

(c) That Council inform the unsuccessful Tenderers of the resolution.

#### **Record of Voting**

For the Motion: Councillor Jamieson, Councillor Mahoney, Councillor Pun, Councillor Stratikopoulos, The Mayor, Councillor Borg

On being PUT to the meeting, voting on this Motion was UNANIMOUS. The Motion was CARRIED.

#### **CONCLUSION**

The Meeting was closed at 6.11pm.

---

Chairperson

**COMMITTEE REPORTS**

**Item:** FIN025-25 Audit, Risk and Improvement Committee - Minutes of Meetings held 13 March 2025 (Confirmed) and 5 June 2025 (Unconfirmed)

**Author:** Chief Audit Executive

**Directorate:** Office of the General Manager

**Matter Type:** Committee Reports

FIN025-25

**RECOMMENDATION:**

- (a) That the confirmed Minutes of the Audit, Risk and Improvement Committee meeting held on 13 March 2025 be received and noted by Council.
- (b) That the unconfirmed Minutes of the Audit, Risk and Improvement Committee meeting held on 5 June 2025 be received and noted by Council.

**EXECUTIVE SUMMARY**

- 1. Council's Audit, Risk and Improvement Committee Model Terms of Reference provides for the reporting of Audit, Risk and Improvement Committee (ARIC) Minutes to the Council, as per the assurance reporting requirements, section 5.
- 2. The Minutes of the ARIC meeting held on the 13 March 2025 were confirmed by the ARIC at its 5 June 2025 meeting and are now submitted for Council's information.
- 3. The Minutes of the ARIC meeting held on the 5 June 2025 are unconfirmed. They will be confirmed at the next normal ARIC meeting to be held on 4 September 2025.

**BACKGROUND**

- 4. The attached minutes relate to the ARIC meetings held on 13 March 2025 and 5 June 2025 respectively.
- 5. The minutes are also available to Councillors on the ARIC HUB accessible via the Councillor HUB.

**FINANCIAL IMPLICATIONS**

- 6. No budget impact for this report.

**RISK IMPLICATIONS**

- 7. Ineffective Governance - Strategic Risk 7: Failure of Council's Governance and Compliance Frameworks to ensure compliance with relevant legislative, statutory, regulatory and policies and procedures and which are not being monitored across the organisation. In NSW, the Office of Local Government mandates all councils establish an ARIC and establish an internal audit function.



**COMMUNITY ENGAGEMENT**

- 8. Community engagement was not required for this report.

**FILE REFERENCE**

D25/182943

**ATTACHMENTS**

- Attachment [1](#)  Confirmed Minutes from the Audit Risk and Improvement Committee Meeting  
13 March 2025
- Attachment [2](#)  Unconfirmed Minutes from the Audit Risk and Improvement Committee  
Meeting 5 June 2025

## **MINUTES**

---

### **Audit, Risk and Improvement Committee**

**Thursday, 13 March 2025**

**10:30 AM**

**Dragon Room, Georges River Council Civic Centre**



## **PRESENT**

### **COMMITTEE MEMBERS**

Cliff Haynes (Chairperson)  
 Hamish McNulty (Online)  
 Barry Husking  
 Councillor Sam Stratikopoulos (non-voting member)

### **STAFF**

David Tuxford	General Manager
Steven Baker	Chief Audit Executive
Danielle Parker	Director, Business & Corporate Services
Andrew Latta	Director, Assets & Infrastructure
Joseph Hill	Director Environment & Planning (Online)
Nickie Paras	Executive Services Officer (Minutes)

### **SPECIFIC AGENDA ITEMS ONLY**

Scott Henwood	Chief Finance Officer
Craig Henry	Senior Business Performance Accountant
Susie Yan	Acting Coordinator Financial Management
Renata Sala	Head of Corporate Governance & Risk
Marisa Severino	Integrated Planning & Reporting Officer
Brendan Scott	Chief Information Officer
Tom Heath	Acting Manager City Operational Services
John Hair	Senior Development Contributions Planner
Sharni Watts	Chief People Officer
Catherine McMahon	Manager Strategic Planning (Online)

### **EXTERNAL ATTENDEES**

Nicky Rajani	Audit Office NSW
Jo Dikkenberg	Acting Senior Business Performance Accountant (Online)
Amy Murray	Business Performance Accountant (Online)
Hayley Barnes	Manager Strategic Placemaking (Online)
James Magee	Acting Manager City Technical Services

### **OPENING**

The Chair, Mr Cliff Haynes, opened the meeting at 10:34am.

### **ACKNOWLEDGEMENT OF COUNTRY**

The Chair Cliff Haynes acknowledged the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

### **APOLOGIES/LEAVE OF ABSENCE**

There was an apology received from Kristie Dodd the Director Community & Culture.

### **DISCLOSURES OF INTEREST**

Mr Cliff Haynes submitted a disclosure of interest form prior to the meeting

Mr Barry Husking submitted a disclosure of interest form prior to the meeting

Mr Hamish McNulty submitted a disclosure of interest form prior to the meeting

### **CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**AUD001-25 Confirmation of the Minutes of the Audit, Risk and Improvement Committee Meeting held on 14 November 2024**  
(Report by Executive Services Officer)

#### **RECOMMENDATION:**

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 14 November 2024, be confirmed.

**DISCUSSION:** Nil Discussion

#### **COMMITTEE RECOMMENDATION:**

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 14 November 2024, be confirmed.

### **COMMITTEE REPORTS**

**AUD002-25 ARIC Actions Register Status Report**  
(Report by Chief Audit Executive)

#### **RECOMMENDATION:**

That the status of the Audit, Risk and Improvement Committee (ARIC) Actions Register report be received and noted.

#### **DISCUSSION:**

The Chief Audit Executive (CAE) provided an overview of the report to the committee. Completed items to be removed from attachment in future reports.

#### **COMMITTEE RECOMMENDATION:**

That the status of the Audit, Risk and Improvement Committee (ARIC) Actions Register report be received and noted.

### Verbal Update GM

- The draft breach notice issued by the Minister of Local Government was illegal. There was no Breach. Matter tabled at Council meeting and response sent to the Minister.
- Code of Conduct – a few Councillors not abiding and breaching policy.
- Coming into an important part of the Financial Year being Budget, ensuring we still make an Operational Profit. Workshops have been organised to discuss Draft Budget with Councillors.
- Working through new Waste Contract issues. New pick up dates for residents, issues with Strata not communicating to residents in unit complexes.
- Waste Communications undertaken as summarised as below.
- The bin collection day change program has been widely communicated to the community since December 2024, ahead of the change taking effect commencing Sunday 2 March 2025. Some of the ways in which Council has communicated the change are as follows:
- Stickers on bins at every property during January and February 2025
- Letters in letterboxes at every property during January and February 2025
- Three email notifications to Strata Managers during January and February 2025
- LGA wide communications using platforms such as: media releases, social media, community newsletters and magazines, Council website etc.
- Information provided on the reverse of the Rates Account Notice issued in July/August 2024.

### **AUD003-25 NSW Audit Office - Final Management Letter 2023/24 with status update, and Annual Engagement Plan 2024/25.** (Report by Acting Coordinator Financial Management)

#### **RECOMMENDATION:**

- (a) That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the NSW Audit Office Final Management Letter for 2023/24 (attachment 1).
- (b) That the ARIC receives and notes the NSW Audit Office Annual Engagement Plan for 2024/25 (attachment 2).
- (c) That the ARIC receives and notes the status update on the issues identified in the Final Management Letter for 2023/24.

#### **DISCUSSION:**

Chief Finance Officer provided an update on the status update on the Management Letter and Annual Engagement Plan 2024/25 received from the Audit Office NSW.

It included outdated procedure documentation, asset stocktakes, managing excess leave. The current year matters included timely capitalisation of capital work in progress, land classification, fully depreciated assets still in use and land under roads recognition.

Audit planning timetable bought forward to August. Aiming for June to meet the target for the majority of asset classes but it was noted that roads and footpaths need further work prior to their comprehensive valuations. Other classes (buildings, open space, stormwater and bulk earthworks) are scheduled for a desktop review as per the schedule.



**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the NSW Audit Office Final Management Letter for 2023/24 (attachment 1).
- (b) That the ARIC receives and notes the NSW Audit Office Annual Engagement Plan for 2024/25 (attachment 2).
- (c) That the ARIC receives and notes the status update on the issues identified in the Final Management Letter for 2023/24.
- (d) That Management consider an appropriate date for the ARIC to consider the end of year financial statements and update ARIC members accordingly.

**AUD004-25      Quarterly Budget Review Report for Period Ending 31 December 2024 and Employee Cost Management Update**  
(Report by Senior Business Performance Accountant)

**RECOMMENDATION:**

That the Audit, Risk and Improvements Committee (ARIC) receives and notes the contents of this report in relation to the Quarterly Budget Review for the period ending 31 December 2024 and the Employee Cost Management Update.

**DISCUSSION:**

The Senior Business Performance Accountant provided an update on employee cost management. It was also noted that there was an improvement of budget surplus and is tracking quite well highlighting the main variations in the report.

Interest income was better than expected, legal costs have increased and the closure of the Ocean Street Kindergarten impacted both expenditure and revenue.

Employee costs are above budget considering the adopted natural vacancy with a view to move to a mandated vacancy (for 25/26) and tighter budget management. There was a discussion by ARIC members about getting that under control and rationale behind adjustments to the budget in line with actuals. It was indicated that this was difficult to manage given current service levels, WHS implications and staff pressures. An SRV and environmental levy was raised as a possible future consideration.

ARIC also raised a query about the lack of allowance for an estimate of asset write offs in the budget and this was not included due to the unknown nature of the value applicable this FY.

The Director Business & Corporate Services also noted that the OLG had released new guidelines for the QBRS for which they are receiving submissions on and this may change the format and information supplied in the reports moving forward.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvements Committee (ARIC) receives and notes the contents of this report in relation to the Quarterly Budget Review for the period ending 31 December 2024 and the Employee Cost Management Update.
- (b) That Management review forecasted numbers to ensure more accurate budget figures.

**AUD005-25 Capital Works Program Status Report Q2 2024/25**  
(Report by Senior Business Performance Accountant)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receives and notes the contents of this report in relation to the 2024/25 Capital Works Program and the revisions done as part of the Q2 Budget Review.

**DISCUSSION:**

The Senior Business Performance Accountant and the Acting Manager City Operational Services provided an update on the Capital Works Program Status Report as at Q2 2024/25. The variations to the current year and three (3) program were noted. There was discussion around YTD spend and the confidence to complete the current projects and programs. This will be monitored and adjusted accordingly as part of the March QBRS.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receives and notes the contents of this report in relation to the 2024/25 Capital Works Program and the revisions done as part of the Q2 Budget Review.
- (b) Finance to provide a realistic forecast Capital Works Expenditure at the end of March in the June ARIC report.

**AUD006-25 Long Term Financial Strategy**  
(Report by Chief Financial Officer)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receives and notes the contents of this report in relation to the long-term Financial Strategy update.

**DISCUSSION:**

The Chief Finance Office provided an update on the long term financial strategy detailing the initiatives implemented when setting the annual budget.

The impacts of service reviews and the approach to employee cost management were highlighted to be included, along with the impacts of technology and the pending enterprise systems review.

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receives and notes the contents of this report in relation to the long-term Financial Strategy update.

**AUD007-25 Compliance Update**  
(Report by Head of Corporate Governance and Risk)

**RECOMMENDATION:**

That the Audit Risk and Improvement Committee (ARIC) receive and note the Compliance update and statistical data for end of Quarter 2, 2024/2025.

**DISCUSSION:**

The Head of Corporate Governance and Risk provided members an update of the compliance activities across Council, including a revision of obligations with relevant staff against OLG

requirements (as per the calendar of compliance). The Register of Registers with responsibilities was also noted including items that were pending updates.

The Committee requested that any other significant conduct related complaint statistics be included in future reports where applicable.

**COMMITTEE RECOMMENDATION:**

- a) That the Audit Risk and Improvement Committee (ARIC) receive and note the Compliance update and statistical data for end of Quarter 2, 2024/2025.
- b) That future reports include statistical information on referrals from referral agencies that have a significant impact on ARIC responsibilities.

**AUD008-25 Enterprise Risk Management**

(Report by Head of Corporate Governance and Risk)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the Enterprise Risk Update Report.

**DISCUSSION:**

The Head of Corporate Governance and Risk provided a update on Enterprise Risk Management including the incorporation of new risk categories. It was also noted that during the annual risk review there were more risks identified and an increase in risks outside appetite. Treatment plans have been actioned and the Executive Team receives a report regularly. The maturity of risk management in the organisation was noted as a driver for the number of risks identified.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receive and note the Enterprise Risk Update Report.
- (b) That the adopted Risk appetite statement be uploaded to the ARIC HUB.

**AUD009-25 Fraud and Corruption Control Update**

(Report by Head of Corporate Governance and Risk)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the Fraud and Corruption Control update.

**DISCUSSION:**

The Head of Corporate and Governance and Risk provided an update of Fraud and Corruption Control activities including training provided with more to be organised through the ICAC once available.

There were no notifications of potential or actual fraud in the last quarter. The Fraud and Corruption Control Action Plan was noted as a large piece of work that has been allocated resourcing to uplift and oversight compliance (so as to align to the ICAC best practices).

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the Fraud and Corruption Control update.

**AUD010-25 Governance Update - Quarterly Report Q2 FY24/25**  
(Report by Head of Corporate Governance and Risk)

**RECOMMENDATION:**

That the Audit Risk and Improvement Committee (ARIC) receive and note the Governance Report for end of Quarter 2 2024/25.

**DISCUSSION:**

The Head of Corporate Governance and Risk provided an update on Governance and Quarterly Report for Q2 FY24/25. Of note was the increase in GIPA applications and will exceed last year's amount.

One suppression order had been received, researched and submitted to the GM for consideration. There will be one restraint order applied for after an applicant had made 31 applications to Council.

The area of conflicts of interest will be shortly receiving an uplift project to centralise declarations.

The Committee discussed the inclusion of a benefits realisation component in projects, the use of external project management resourcing and the extent of utilising a standard template approach to projects.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee (ARIC) receive and note the Governance Report for end of Quarter 2 2024/25.
- (b) That a benefits realisation process be included in the Project Management project.
- (c) That a review date be included with each Policy.
- (d) That the ARIC regards the Project Management Guidelines as an important piece of work and commend management on its development.

**AUD011-25 People and Culture Metrics Report - Q2 - FY2024/25.**  
(Report by Chief People Officer)

**RECOMMENDATION:**

That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the People and Culture Metrics Report Q2 FY2024/25.

**DISCUSSION:**

The Chief People Office provided an update on People and Culture Metric Report for Q2 – FY2024/25.

The Committee discussed the benefit of comparative information through data based around rolling averages. A request for the current vacancy rate was taken on notice.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the People and Culture Metrics Report Q2 FY2024/25.
- (b) That future metric reports include rolling annual average statistics in relation to staff turnover, annual vacancy rates and sick leave.

**AUD012-25 Councillors' Expenses Claims Review (1 July 2024 to 31 December 2024)**  
(Report by Executive Assistant to General Manager)

**RECOMMENDATION:**

- (a) That the record of claims (as detailed in Attachment 1) made pursuant to the *Mayor and Councillors' Expenses and Facilities Policy* for the period of 1 July 2024 to 31 December 2024, be noted.
- (b) That following consideration of this report by the Audit, Risk and Improvement Committee, details of reimbursements contained in Attachment 1 will be made publicly available on Council's website.

**DISCUSSION:**

No discussion.

**COMMITTEE RECOMMENDATION:**

- (a) That the record of claims (as detailed in Attachment 1) made pursuant to the *Mayor and Councillors' Expenses and Facilities Policy* for the period of 1 July 2024 to 31 December 2024, be noted.
- (b) That following consideration of this report by the Audit, Risk and Improvement Committee, details of reimbursements contained in Attachment 1 will be made publicly available on Council's website.

**AUD013-25 2023/24 Annual Report and State of Our City Report 2021-2024**  
(Report by Integrated Planning and Reporting Officer)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receives and notes the 2023/24 Annual Report and State of our City Report for the 2021-2024 Council term.

**DISCUSSION:**

No discussion.

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receives and notes the 2023/24 Annual Report and State of our City Report for the 2021-2024 Council term.

**AUD014-25 Service Review Update**  
(Report by Integrated Planning and Reporting Officer)

**RECOMMENDATION:**

- (a) That the Committee note the progress of the Service Review Program.
- (b) That the Committee note the service reviews for 2024-29 commenced in March 2025.

**DISCUSSION:**

The Integrated Planning and Reporting Officer provided an update on the status of Service Reviews including the framework, the review template, the prioritisation matrix, service catalogue and the list of prioritised review program adopted by the Executive, as previously requested, and contained in the attachments to the report.

The Committee raised the point of business units that operate within budget could still be reviewed. The notion of independence was highlighted to be included with panel members

reviewing any service. It was confirmed that all reviews will be presented to both the Executive and the ARIC. The recommendations include the consideration of Council that these will also be tabled at Council so the governing body can make decisions about service provision.

**COMMITTEE RECOMMENDATION:**

- (a) That the Committee note the progress of the Service Review Program.
- (b) That the Committee note the service reviews for 2024-29 commenced in March 2025.

**AUD015-25 Internal Audit Plan 2024-2028 Status Update**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

That the status of the Internal Audit Plan for 2024-2028 be received and noted.

**DISCUSSION:**

The Chief Audit Executive provided an update on the status of the Internal Audit Plan 2024-2028 with highlights of completed audits (Commercial Property review), audit in progress (Asset Management Maturity review and the ELE audit) and audits yet to commence (namely the capital works procurement audit). The budget for external provided audit items will be reviewed as part of the Q3 QBRS and reported back to the ARIC in June 2025.

**COMMITTEE RECOMMENDATION:**

- (a) That the status of the Internal Audit Plan for 2024-2028 be received and noted.
- (b) In future the scope of internal audits be circulated to ARIC members prior to their commencement.

**AUD016-25 Status of Overdue Internal Audit Recommendations**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receives and notes the report on the status of internal audit recommendations.
- (b) That the ARIC approve the nominated extension to audit recommendation Due Date contained in the report.

**DISCUSSION:**

The Chief Audit Executive provided an update of the Status of Overdue Internal Audit Recommendations, including current status of the replacement programs for both light and heavy fleets, the proposed restructure and the priority to review the previous fleet reports recommendations by the new Fleet Manager.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receives and notes the report on the status of internal audit recommendations.
- (b) That the ARIC approve the nominated extension to the outstanding audit recommendation due date contained in the report for the Sand Souci Leisure Centre review.
- (c) That the ARIC note the verbal update provided by the Director Assets & Infrastructure and the Acting Manager City Operational Services on Fleet.

## **AUD017-25 Independent Information Security Audit Program 24/26 Internal Network & Wireless Penetration Testing**

(Report by Chief Information Officer)

### **RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee (ARIC) receive and note the Independent Internal Network and Wireless Penetration Testing Report.
- (b) That the ARIC acknowledges the proactive work undertaken to date, as highlighted in the audit, which shows that Georges River Council faced fewer security threats compared to Nexon's other council clients.

### **DISCUSSION:**

Chief Information Officer provided an update on Independent Information Security Audit Program 24/26 Internal Network and Wireless Penetration Testing with results was in line with industry benchmarks. The CIO noted a focus on resolving high risk recommendations.

### **COMMITTEE RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee (ARIC) receive and note the Independent Internal Network and Wireless Penetration Testing Report.
- (b) That the ARIC acknowledges the proactive work undertaken to date, as highlighted in the audit, which shows that Georges River Council faced fewer security threats compared to Nexon's other council clients.
- (c) That the Audit Summary for subsequent IT reports be included as the first attachment after the Council Officer report.
- (d) That in future the results of IT audits be reported to the ARIC in summary form in a non-technical language.

## **AUD018-25 Update on Local Infrastructure Contributions Income, Expenditure and Contributions Plan Review**

(Report by Senior Development Contributions Planner)

### **RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee receive and note the:
  - (i) Programmed expenditure and estimated revenue of local infrastructure contributions over the next four years,
  - (ii) Actions being investigated to facilitate an increase in expenditure, and
  - (iii) Project plan for the review of the *Georges River Council Local Infrastructure Contributions Plan 2021 (Section 7.11 and Section 7.12)* (The GRC Plan).
- (b) That an analysis of local infrastructure contributions is prepared for the Audit, Risk and Improvement Committee annually following the completion of the annual report

### **DISCUSSION:**

The Senior Development Contribution Planner provided an update to the ARIC on the Local Infrastructure Contributions including income, expenditure and the contributions plan review. Recent information gathered after writing of the report was also highlighted to the ARIC, namely discussion with the working party and the inclusion of funding as part of the draft 2025/26 budget.

The Committee also requested the possibility of more detail in the four (4) year program financial data and the Director Business and Corporate Services noted the OLG request for submissions to the proposed changes to QBRS reporting which will cater for additional information.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee receive and note the:
  - (i) Programmed expenditure and estimated revenue of local infrastructure contributions over the next four years,
  - (ii) Actions being investigated to facilitate an increase in expenditure, and
  - (iii) Project plan for the review of the *Georges River Council Local Infrastructure Contributions Plan 2021 (Section 7.11 and Section 7.12)* (The GRC Plan).
- (b) That an analysis of local infrastructure contributions is prepared for the Audit, Risk and Improvement Committee annually following the completion of the annual report.
- (c) That quarterly reports commence at the beginning of the 2025/26 financial year and include a 4-year summary of forecast income, expenditure and balances.

**AUD019-25 Issues and Actions taken to Manage Reputational Risks associated with Development Assessment Timeframes**  
(Report by Manager Development and Building)

**RECOMMENDATION:**

That the Committee note the report on the issues and actions taken to manage reputational risks associated with Development Assessment timeframes.

**DISCUSSION:**

The Manager Development and Building and the Director Environment and Planning provided an overview of the issues and actions taken to manage reputational risks associated with development assessment timeframes. It was acknowledged that improvements will not probably take effect until the next FY. On the morning of the ARIC meeting there was a meeting with Council Officers and the State Government on process improvement and options that may be available to Council to address issues.

While there are process changes being considered there was discussion about approaching the issue of “old” DA’s and “baby” DA’s and addressing either will not immediately fix the problem.

The Director and Manager will work on an action plan to achieve compliance with the State Government requirements, but don’t have all the information and factors at hand right now.

**COMMITTEE RECOMMENDATION:**

- (a) That the Committee note the report on the issues and actions taken to manage reputational risks associated with Development Assessment timeframes.
- (b) That the ARIC receive progress reports at future meetings.



**AUD020-25 Update on the Review of Policy on Planning Agreements**  
(Report by Manager Strategic Planning)

**RECOMMENDATION:**

- (a) That the information in this report be received and noted.
- (b) That the target implementation dates for the five outstanding audit actions relating to the review of the *GRC Planning Agreements Policy 2016* be amended to December 2025.
- (c) That the review of the *GRC Planning Agreements Policy 2016* be finalised and reported to Council within 6 months of the effective date of the Department of Planning, Housing and Infrastructure's final Practice Note on Planning Agreements.
- (d) That the status of ICAC Operation Galley Report recommendations relating to Voluntary Planning Agreements be received and noted, and the due dates for those recommendations relating to the review of the VPA Policy be amended to December 2025.

**DISCUSSION:**

The Manager Strategic Planning provided an update on the Review of Policy and Planning Agreements noting the yet to be released practice notes which will inform the draft policy. Once the notes are finalised by the department, this will allow Council to exhibit the policy and finalise the recommendations. This would also flow onto the ICAC recommendations as is the basis of the request to the Committee for an extension to the due dates of audit recommendations.

**COMMITTEE RECOMMENDATION:**

- (a) That the information in this report be received and noted.
- (b) That the target implementation dates for the five outstanding audit actions relating to the review of the *GRC Planning Agreements Policy 2016* be amended to December 2025.
- (c) That the review of the *GRC Planning Agreements Policy 2016* be finalised and reported to Council within 6 months of the effective date of the Department of Planning, Housing and Infrastructure's final Practice Note on Planning Agreements.
- (d) That the status of ICAC Operation Galley Report recommendations relating to Voluntary Planning Agreements be received and noted, and the due dates for those recommendations relating to the review of the VPA Policy be amended to December 2025.

**GENERAL BUSINESS**

Nil

**CONCLUSION**

The Meeting was closed at 1:53pm

---

Chairperson

## MINUTES

---

### Audit, Risk and Improvement Committee

Thursday, 05 June 2025

10:30 AM

Dragon Room, First Floor, Georges River Council  
Civic Centre

UNCONFIRMED



## **PRESENT**

### **COMMITTEE MEMBERS**

Cliff Haynes (Chairperson)

Barry Husking

Hamish McNulty (Online)

### **STAFF**

David Tuxford	General Manager
Steven Baker	Chief Audit Executive
Danielle Parker	Director, Business and Corporate Services
Andrew Latta	Director, Assets & Infrastructure
Kristie Dodd	Director, Community and Culture
Joseph Hill	Director Environment and Planning
Vicki McKinley	Manager, Office of the General Manager (Minutes)

### **SPECIFIC AGENDA ITEMS ONLY**

Scott Henwood	Chief Finance Officer
Renata Sala	Chief Governance & Risk Officer
Brendan Scott	Chief Information Officer
James Magee	Acting Manager City Technical Services
Tom Heath	Acting Manager City Operational Services
Jo Dikkenberg	Corporate Planning and Performance Specialist
Bernard Morabito	Head of Strategic Property
Kristen O'Grady	Senior Property Officer

### **EXTERNAL ATTENDEES**

Nicky Rajani	Audit Office NSW
Divya Bhandari	Audit Office NSW
Stephen Bunting	MorrisonLow

## **OPENING**

The Chair, Mr Cliff Haynes, opened the meeting at 10.33am.

## **ACKNOWLEDGEMENT OF COUNTRY**

The Chair Cliff Hayes acknowledged the Bidjigal people of the Eora Nation, who are the Traditional Custodians of all lands, waters and sky in the Georges River area. I pay my respect to Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples who live, work and meet on these lands.

### **APOLOGIES/LEAVE OF ABSENCE**

Councillor Sam Stratikopoulos (non-voting member)

### **DISCLOSURES OF INTEREST**

Mr Cliff Haynes submitted a disclosure of interest form prior to the meeting

Mr Barry Husking submitted a disclosure of interest form prior to the meeting

Mr Hamish McNulty submitted a disclosure of interest form prior to the meeting

### **CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**AUD021-25      Confirmation of the Minutes of the Audit, Risk and Improvement Committee Meeting held on 13 March 2025**  
(Report by Executive Services Officer)

#### **RECOMMENDATION:**

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 13 March 2025, be confirmed.

#### **DISCUSSION:**

NIL

#### **COMMITTEE RECOMMENDATION:**

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 13 March 2025, be confirmed.

### **COMMITTEE REPORTS**

**AUD022-25      ARIC Actions Register Status Report**  
(Report by Chief Audit Executive)

#### **RECOMMENDATION:**

That the status of the Audit, Risk and Improvement Committee (ARIC) Actions Register report be received and noted.

#### **DISCUSSION:**

NIL

#### **COMMITTEE RECOMMENDATION:**

That the status of the Audit, Risk and Improvement Committee (ARIC) Actions Register report be received and noted.

### **General Managers (GM) Update**

- The 2025/26 Budget will go to Council in June, with many requests being received from Councillors. The Mayor will be briefed prior to the Councillor workshop, then proceed to the June Council meeting for adoption.
- GM noted some WHS issues related to Councillor and staff interactions.
- GM noted an increase in cross unit collaboration.

- GM noted that the 4 day working week for outdoor staff is going well.
- The Chair queried the status of the Waste contract and whether complaints have decreased and services improved. The GM indicated it is improving.

**AUD023-25 NSW Audit Office – Final Management Letter 2024/25 status update and Interim Audit update**  
(Report by Chief Financial Officer)

**RECOMMENDATION:**

- (a) That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the status update on the issues identified in the Final Management Letter for 2023/24.
- (b) That the ARIC receives and notes the verbal update on the 2024/25 planning and interim audit progress.

**DISCUSSION:**

- CFO indicated that operational land, investment properties and footpaths are scheduled for revaluation for this year-end. The remaining asset classes are a desktop review.
- The interim audit will commence in June and into the first week in July.
- CFO noted issues with missing asset data that is often discovered or relayed to Finance at year-end and is difficult to manage when conducting any revaluation process. Retaining walls was highlighted as an immediate example and there is a plan in place to resolve the data shortcomings.
- ARIC query on land under roads (LUR) and other categories were missing assets have been identified. For LUR there is a full review proposed with the assistance of the GIS team, with a review of applicable Council reports and additions to be valued using VG rates (discounted as required).
- The Chair queried whether there were any issues with footpaths data and the answer was no.
- ARIC also queried whether the other assets classes had been reviewed.
- The Audit Office Director acknowledged detailed asset registers have been raised in management letters and a long term solution is required. He indicated that he had previously seen Tech One as asset register/system in other organisations.
- The Chair queried outstanding leave and the increased liability, to which the CFO answered by a calculation / business rule issue in the payroll system that has now been accommodated.
- The ARIC also queried the old financial performance KPIs and their relevance / use for GRC. These would still be used where applicable for management information and the Chair commented on the continued impact on LTFFP.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the status update on the issues identified in the Final Management Letter for 2023/24.
- (b) That the ARIC receives and notes the verbal update on the 2024/25 planning and interim audit progress.

**AUD024-25 Quarterly Budget Review Report for Period Ending 31 March 2025**  
(Report by Chief Financial Officer)

**RECOMMENDATION:**

That the Audit, Risk and improvement Committee (ARIC) receives and notes the contents of this report in relation to the Quarterly Budget Review for the period ending 31 March 2025.

**DISCUSSION:**

- CFO presented the operating result and the YTD spend on the capital program. The ARIC queried the reported 42% expenditure on capital works in the preceding 9 months and what the expectation would be by end year.
- AUD024-25 and AUD025-25 were then discussed together with discussions surrounding the quarter 3 budget adjustments (\$1.0M carry over and \$6.5M removal from the budget).
- The Chair indicated that additional information would be beneficial to the Committee where movements had been transacted (actuals) or discovered (budgets required) post the formal quarterly results that could be included for ARIC edification.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and improvement Committee (ARIC) receives and notes the contents of this report in relation to the Quarterly Budget Review for the period ending 31 March 2025.
- (b) That the Audit, Risk and Improvement Committee (ARIC) acknowledge the improvements made but would like to see more clarity in forecasts for operational and capital works.

**AUD025-25 Capital Works Program Status Report Q3 2024/25**  
(Report by Chief Financial Officer)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receives and notes the contents of this report in relation to the 2024/25 Capital Works Program and the revisions done as part of the Q3 Budget Review.

**DISCUSSION:**

- Of the total program \$150M the report recognised 42% spent YTD as at Q3. Accruals were in places so the YTD expenditure was correct as at the end of the quarter.
- The Acting Manager City Technical Services indicated that rephasing of the budget and removed budget bids, where not required, reduced the budget from \$36M to \$30M.
- The Chair queried where the reforecast at the end of March was in the result and what the spend would be at the end of financial year.
- The Committee also queried what did budget not required mean. The Chair commented that every quarter should have a properly revised budget.
- The Chair had questions around the road re-sheeting program and ongoing condition assessments. The changes to the program were positive with earlier delivery and savings achieved and this would be the approach in 25/26.
- The Committee queried the rates revenue reduction in the QBRS and the CFO indicated

that the growth assumption in the budget calculation originally used needed adjustment. Would this impact the LTFP? Yes similar with employee costs (budget strategy), with a reduced budget next year. Each directorate will be required to meet their employee cost budget (with the exception for DA resourcing with additional funds allocated via a Council resolution).

- ARIC queried the \$140K adjustment to employee costs, which was staff taking leave on ½ pay and was not seen as a material issue across Council with regard to leave liability. This is in line with the award (usual found with staff maximising parental leave).
- The Committee also queried the financial assistance grant restriction being less than the previous year.

#### COMMITTEE RECOMMENDATION:

- (a) That the Audit, Risk and Improvement Committee (ARIC) receives and notes the contents of this report in relation to the 2024/25 Capital Works Program.
- (b) That the Audit, Risk and Improvement Committee (ARIC) acknowledge the improvements made to the capital works program but would like to see more clarity in forecasts for capital works.

#### AUD026-25 Compliance Update – Quarterly Report Q3 2024/25 (Report by Chief Governance and Risk Officer)

#### RECOMMENDATION:

That the Audit Risk and Improvement Committee receives and notes the Compliance Update for Quarter 3 2024/25.

#### DISCUSSION:

- The Chief Governance and Risk Officer presented the report and updated the Committee on key elements.
- The Chair queried the calendar requirements around the ARIC attestations. Clarification that it was an OLG produced calendar. ARIC requirements can be added to calendar for practicality.
- ARIC queried the asbestos register. It is a legal requirement under the GIPA Act and WHS legislation. The legal exposure is being worked on but faces resourcing issues. It is also a historical issue.

#### COMMITTEE RECOMMENDATION:

That the Audit Risk and Improvement Committee receives and notes the Compliance Update for Quarter 3 2024/25.

#### AUD027-25 Enterprise Risk Management – Q3 2024/25 (Report by Chief Governance and Risk Officer)

#### RECOMMENDATION:

That the Audit, Risk and Improvement Committee (ARIC) receives and notes the attached report on Council Risks outside of Appetite for Q3 2024/25.



**DISCUSSION:**

- The Chief Governance and Risk Officer presented the report and updated the Committee on key elements.
- The Committee referenced the high risk plant failure public facilities and whether a budget had been provided for next year? Acknowledged that it was dependant on budget yet to be adopted (risk appetite dependant on budget).

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the Enterprise Risk Management – Q3 2024/25 update and note the risks outside appetite for Q3 2024/25.

**AUD028-25      Fraud and Corruption Control – Update**  
(Report by Chief Governance and Risk Officer)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the Fraud and Corruption Control update.

**DISCUSSION:**

- The Chief Governance and Risk Officer presented the report and updated the Committee on key elements.
- ARIC queried that the report lists staff in Planning and Early learning who attended training, have all staff required to receive training been trained? Taken on notice and answer to be provided out of session.
- Chief Governance and Risk Officer to provide update on full training sessions of Code of Conduct. Currently attending staff onboarding sessions and goes into high level details.

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the Fraud and Corruption Control update.

**AUD040-25      Governance Update – Quarterly Report Q3 2024/25**  
(Report by Chief Governance and Risk Officer)

**RECOMMENDATION:**

That the Audit Risk and Improvement Committee receives and notes the Governance Update for Quarter 3 2024/25.

**DISCUSSION:**

- The Chief Governance and Risk Officer presented the report and updated the Committee on key elements.
- The Chair queried whether there was a need to prompt people to declare or to understand what constitutes an interest. This was covered in training.
- ARIC also queried secondary employment and conflicts of interest and whether this been looked at? ARIC requested to receive a report on secondary employment at a future meeting.



**COMMITTEE RECOMMENDATION:**

- That the Audit Risk and Improvement Committee receives and notes the Governance Update for Quarter 3 2024/25.
- That a report on connection between secondary employment and conflicts of interest be tabled at future ARIC meeting.

**AUD029-25      Service Review Update**

(Report by Corporate Planning and Performance Specialist)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) note the progress of the Service Review Program.

**DISCUSSION:**

- The Corporate Planning and Performance Specialist presented the report and updated the Committee on the status of the framework and service reviews performed and in progress to date.
- The ARIC raised the importance of the independence element in reviews, particularly where conducted internally. It was noted that at this early stage the Business Improvement Officer for the division mainly drives the review. Provision for independent steering committee that also has oversight is within the framework. Noted that the Bushcare review identified the way staff work and recommendations have been made.
- The Chair indicated that independence is required for integrity and Council may need to review the framework. There is a provision for peer / independent review and this would be reviewed in connection with the initial service reviews and programmed in the next scheduled reviews.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) note the progress of the Service Review Program
- (b) That the independence of the internal reviews be reviewed and framework amended as required.

**AUD030-25      Commercial Property Strategic Review**

(Report by Chief Audit Executive)

**RECOMMENDATION:**

- (a) That the Commercial Property Strategic Review report, including management responses, be received and noted by the Audit, Risk and Improvement Committee (ARIC).
- (b) That the ARIC endorse the recommendations in the Commercial Property Improvement Plan and their implementation by the target dates under the assigned responsibilities.
- (c) That the recommendations from the Commercial Property Improvement Plan be included in the Pulse Corporate Reporting application for implementation monitoring and follow up.

**DISCUSSION:**

- The Chief Audit Executive introduced the report and updated the Committee on key elements, followed by a presentation by the lead consultant involved with the review from MorrisonLow who presented findings and provided commentary.
- The \$4M revenue noted in the consultant report which had carparking outside scope of audit. ARIC queried that by removing carparking, how much revenue is left. This was taken on notice for a response outside the meeting to members.
- ARIC queried whether subsidies identified in the financial reporting, and they are.
- The Chair queried the large amount of recommendations and delivery within timeframes. Quick wins had achievable due dates while longer term ones may have to be adjusted at a later date. Top priority is the policy and the asset management plan, with some recommendations running in tandem (particularly the financial reporting items). The due dates for business unit planning and service level agreements may need to be adjusted in time in line with the organisation.
- The Chair commented that LTFP may not be aligned. The entire commercial property portfolio needs to be looked at (i.e. retain vs sell). It was noted that we are dealing with a hard market and need to collect more information. Key will be the asset management plan to inform the LTFP.

**COMMITTEE RECOMMENDATION:**

- (a) That the Commercial Property Strategic Review report, including management responses, be received and noted by the Audit, Risk and Improvement Committee (ARIC).
- (b) That the ARIC endorse the recommendations in the Commercial Property Improvement Plan and their implementation by the target dates under the assigned responsibilities.
- (c) That the recommendations from the Commercial Property Improvement Plan be included in the Pulse Corporate Reporting application for implementation monitoring and follow up.

**AUD031-25      Internal Audit Plan 2024-2028 Status Update**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the status of the Internal Audit Plan for 2024-2028 report.

**DISCUSSION:**

NIL

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the status of the Internal Audit Plan for 2024-2028 report.

**AUD032-25      Status of Overdue Internal Audit Recommendations**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receives and notes the report on the status of internal audit recommendations.

- (b) That the ARIC approve the nominated extensions to audit recommendation Due Dates contained in the report.

**DISCUSSION:**

NIL

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receives and notes the report on the status of internal audit recommendations.
- (b) That the ARIC approve the nominated extensions to audit recommendation Due Dates contained in the report.

**AUD033-25 Internal Controls and Governance - Audit Office NSW Report**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receive and note the Internal Controls and Governance – Audit Office NSW report.
- (b) That the business processes highlighted in the Internal Controls and Governance report by the Audit Office of NSW with satisfactory internal controls applied be endorsed, recorded and completed in the Pulse Corporate Reporting application.
- (c) That the recommendations from the report requiring action be included in the Pulse Corporate Reporting application for implementation monitoring and follow up.

**DISCUSSION:**

The Director of the Audit Office NSW thought a review of this type of report, tabled at the ARIC, was beneficial to the Council.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receive and note the Internal Controls and Governance – Audit Office NSW report.
- (b) That the recommendations from the report requiring action be included in the Pulse Corporate Reporting application for implementation monitoring and follow up.

**AUD034-25 Operation Mantis - ICAC Report**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receive and note the Operation Mantis report on the Independent Commission Against Corruption (ICAC) investigation.
- (b) That the recommendations impacting Georges River Council be endorsed by the ARIC for implementation by the assigned officers, and the proposed target dates as applicable.
- (c) That the applicable recommendations from the ICAC report be included as action items in the Pulse Corporate Reporting application.

**DISCUSSION:**

The Chief Audit Executive commented that similar reports will be monitored from external

agencies and presented to future ARIC meetings with observations and recommendations where applicable to GRC.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receive and note the Operation Mantis report on the Independent Commission Against Corruption (ICAC) investigation.
- (b) That the recommendations impacting Georges River Council be endorsed by the ARIC for implementation by the assigned officers, and the proposed target dates as applicable.
- (c) That the applicable recommendations from the ICAC report be included as action items in the Pulse Corporate Reporting application.

**AUD035-25 Fleet Function Update**

(Report by Manager City Operational Services)

**RECOMMENDATION:**

That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the contents of this report regarding an update of Council's Fleet management.

**DISCUSSION:**

- The Director Assets & Infrastructure and Chief Audit Executive commented on the current status of staff recruitment to advance the fleet strategy and operations.
- Vehicle life cycle costs were discussed and the impact on electric vehicles battery replacement and residual values highlighted.
- It was noted that when the new incumbent was recruited that they be introduced to the ARIC and further status updates would be applicable to a later meeting.

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk, and Improvement Committee (ARIC) receives and notes the contents of this report regarding an update of Council's fleet management.

**AUD036-25 Independent Information Security Audit Program 24/26 Network Segmentation and Security Audit.**

(Report by Chief Information Officer)

**RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee (ARIC) receive and note the findings/recommendations from the Independent Audit Report on Network Segmentation and Security.
- (b) That the auditor's comments "*overall, Council is in a good position with respect to security controls. This is reflected, for example, in the Security Score provided by the Microsoft Entra platform, where Council is ahead of the average by over 10%*", be received and noted.

**DISCUSSION:**

- A lot of recommendations for 2026 are there any exposures for current year? It was noted that IT are currently managing data risks and the volume of audits and resourcing for existing and new recommendations make it difficult to keep up with actions. Chief Audit Executive noted that the IT unit have completed many audit recommendations which was a positive reflection on staff efforts.

- From the Audit Office report it was noted GRC are “above average” which was positive.
- It was also noted again that the current IT audit program will be reviewed to possibly re-prioritise funds to other programs or projects that may benefit operations through process improvements.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee (ARIC) receive and note the findings/recommendations from the Independent Audit Report on Network Segmentation and Security.
- (b) That the auditor’s comments “*overall, Council is in a good position with respect to security controls. This is reflected, for example, in the Security Score provided by the Microsoft Entra platform, where Council is ahead of the average by over 10%*”, be received and noted.

**AUD037-25      Enterprise System Review Update**  
(Report by Chief Information Officer)

**RECOMMENDATION:**

That the Audit Risk and Improvement Committee (ARIC) receive and note the Enterprise System Review update.

**DISCUSSION:**

- The Director Business & Corporate Services and Chief Information Officer provided an update to the ARIC on key steps taken and to be taken. The SAAS migration had been completed and now focus can change. The Committee asked for clarification of deadline for risk exposure. It was noted that the development of a project plan over multiple years would be required.
- The Chair queried at what point did council appoint a project manager (individual not company)? It was noted that impartiality was difficult to find in either and council continues discussions with industry specialists to engage an appropriate resource.

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit Risk and Improvement Committee (ARIC) receive and note the Enterprise System Review update.
- (b) That the Audit Risk and Improvement Committee (ARIC) receive a further update on the Enterprise System Review at the last committee of the year (November 2025).

**GB001-25      Verbal Update: Issues & Actions taken to Manage Reputational Risks associated with Development Assessment Timeframes**

**RECOMMENDATION:**

That the ARIC note the verbal presentation and process for improving DA assessment times.

**DISCUSSION:**

- The Director Environment & Planning made a presentation to the members on lodgement timeframes, determinations, the 180 day list and average assessment timeframes. The Action Plan, statistics, additional resources, initiatives (e.g. service review, processing

mapping, recruitment, setting KPI's etc.) and the Minister appointed independent consulting resource were detailed to the Committee.

- The ARIC queried some technical details about DA's, applications / modifications, complying development requirements, IT support, and the role of the department's resource (which is yet to be revealed to Council).

**COMMITTEE RECOMMENDATION:**

- (a) That the ARIC note the verbal presentation and process for improving DA assessment times.
- (b) That the ARIC commend the work that has been done to date and look forward to receiving a further report.

**AUD038-25      Annual Attestation Process for ARIC, Risk Management and Internal Audit**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the report on the annual attestation requirements.

**DISCUSSION:**

The Chief Audit Executive (CAE) presented the key elements of the attestation process after a meeting between the General Manager, Chair and CAE previously.

**COMMITTEE RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the report on the annual attestation requirements.

**AUD039-25      Audit Office NSW Report into Local Government 2024 - Summary of Results**  
(Report by Chief Audit Executive)

**RECOMMENDATION:**

That the Audit, Risk and Improvement Committee (ARIC) receive and note the summary of the Audit Office NSW report into Local Government 2024 for 30 June 2024.

**DISCUSSION:**

NIL

**COMMITTEE RECOMMENDATION:**

- (a) That the Audit, Risk and Improvement Committee (ARIC) receive and note the summary of the Audit Office NSW report into Local Government 2024 for 30 June 2024.
- (b) That GRC meets the requirements set out in the Audit Office NSW report into Local Government 2024 report.

## **GENERAL BUSINESS**

### **CONCLUSION**

The Meeting was closed at 1.31pm.

---

Chairperson

UNCONFIRMED

**Item:** FIN026-25 Investment Report as at 31 May 2025

**Author:** Senior Financial Accountant - Reporting

**Directorate:** Business and Corporate Services

**Matter Type:** Committee Reports

FIN026-25

**RECOMMENDATION:**

That the Investment Report as at 31 May 2025 be received and noted by Council.

**EXECUTIVE SUMMARY**

1. This report details Council's performance of its investment portfolio as at 31 May 2025 and compares its performance against key benchmarks.
2. This report also includes the estimated market valuation of Council's investment portfolio, loan liabilities and any required update on Council's legal action against various parties.
3. Council's annualised rate of return as at 31 May 2025 is 4.99% which is 0.56% above benchmark with income from interest on investments totalling \$11,557,000 which is \$86,000 higher than the year-to-date adopted budget of \$11,471,000.

**BACKGROUND**

4. Council's Responsible Accounting Officer is required to report monthly on Council's investment portfolio and certify that the investments are held in accordance with Council's Investment Policy, section 625 of the Local Government Act 1993 and Local Government (General) Regulation 2021.

**INVESTMENT PERFORMANCE COMMENTARY**

5. Council's performance against the benchmark for returns of its investment portfolio for May 2025, are as follows:

	1 Month	3 Month	12 Month
Portfolio Performance	0.415%	1.248%	4.99%
Performance Index	0.343%	1.046%	4.43%
Excess Performance	0.072%	0.202%	0.56%

Notes:

- (a) Portfolio performance is the rate of return of the portfolio over the specified period.
- (b) The Performance Index is the Bloomberg Ausbond Bank Bill Index.
- (c) Excess performance is the rate of return of the portfolio in excess of the (b) Performance Index.

6. Council's investment portfolio as at the end of May 2025 was as follows:

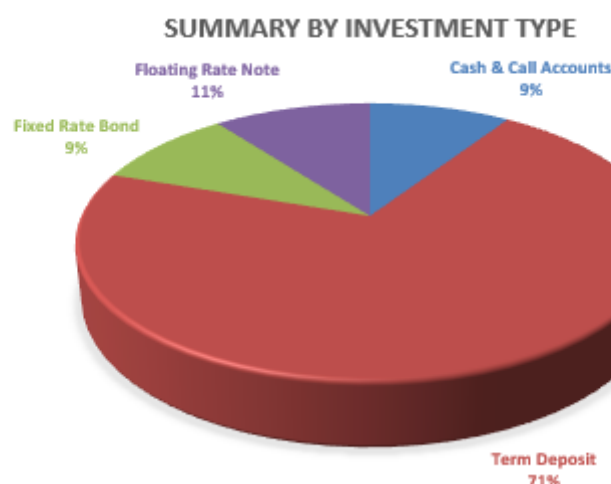
Security Type	Market Value \$000's	% Total Value
At Call Deposit	20,551	7.60%
Consolidated Cash Fund	4,629	1.71%
Term Deposit	191,700	70.94%
Fixed Rate Bond	25,300	9.36%



Floating Rate Note	28,065	10.38%
<b>Portfolio Total</b>	<b>270,245</b>	<b>100%</b>

7. At the end of May 2025, total cash and investments were \$270 million, which was a \$3 million increase from the previous month (April 2025: \$267 million).
8. Council continues to utilise the Federal Government's current guarantee (\$250,000) investing in term deposits with a range of Authorised Deposit Taking Institutions (ADI's).

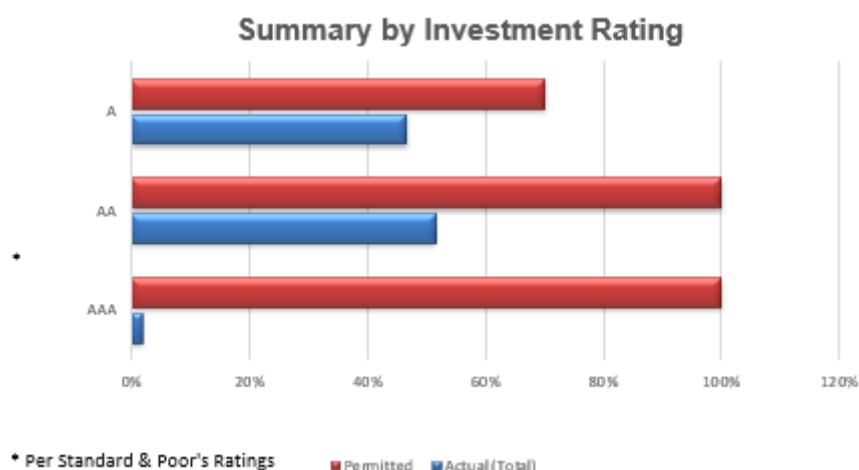
## TYPE OF INVESTMENTS



9. The majority of Council's investment portfolio is made up of term deposits, which account for approximately 71% of total investments.
10. Floating Rate Notes (FRN) can offer liquidity and a higher rate of income accrual, which is highly recommended by our Investment Advisors (CPG Research & Advisory).
11. The following are the types of investments held by Council:
  - a) Cash and Call Accounts refer to funds held at a financial institution and can be recalled by Council either same day or on an overnight basis.
  - b) A Floating Rate Note (FRN) is a debt security issued by a company with a variable interest rate. This can either be issued as Certificates of Deposit (CD) or as Medium-Term Notes (MTN). The interest rate is floating, where the adjustments to the interest rate are usually made quarterly and are tied to a certain money market index such as the Bank Bill Swap Rate.
  - c) A Term Deposit is a debt security issued by a company with a fixed or floating interest rate over the term of the deposit, where the adjustments to the interest rate are usually made quarterly and are tied to a certain money market index such as the Bank Bill Swap Rate.
  - d) A Fixed Rate Bond is a debt security can be issued by a company or government in a form of fixed rate of interest at a specified time.

## POLICY LIMITS

12. The graph below shows the investment rating limits, as a percentage of total cash investments, which are allowed under Council's Investment Policy. All funds invested are within the limits set in the Investment Policy.



FIN026-25

## INVESTMENT INCOME

13. Income from interest on investments totals \$11,557,000 which is \$86,000 higher than the year-to-date adopted budget of \$11,471,000.
14. Investments have been made in accordance with the Local Government Act 1993, Minister's Guidelines, Regulations and Council's Investment Policy.

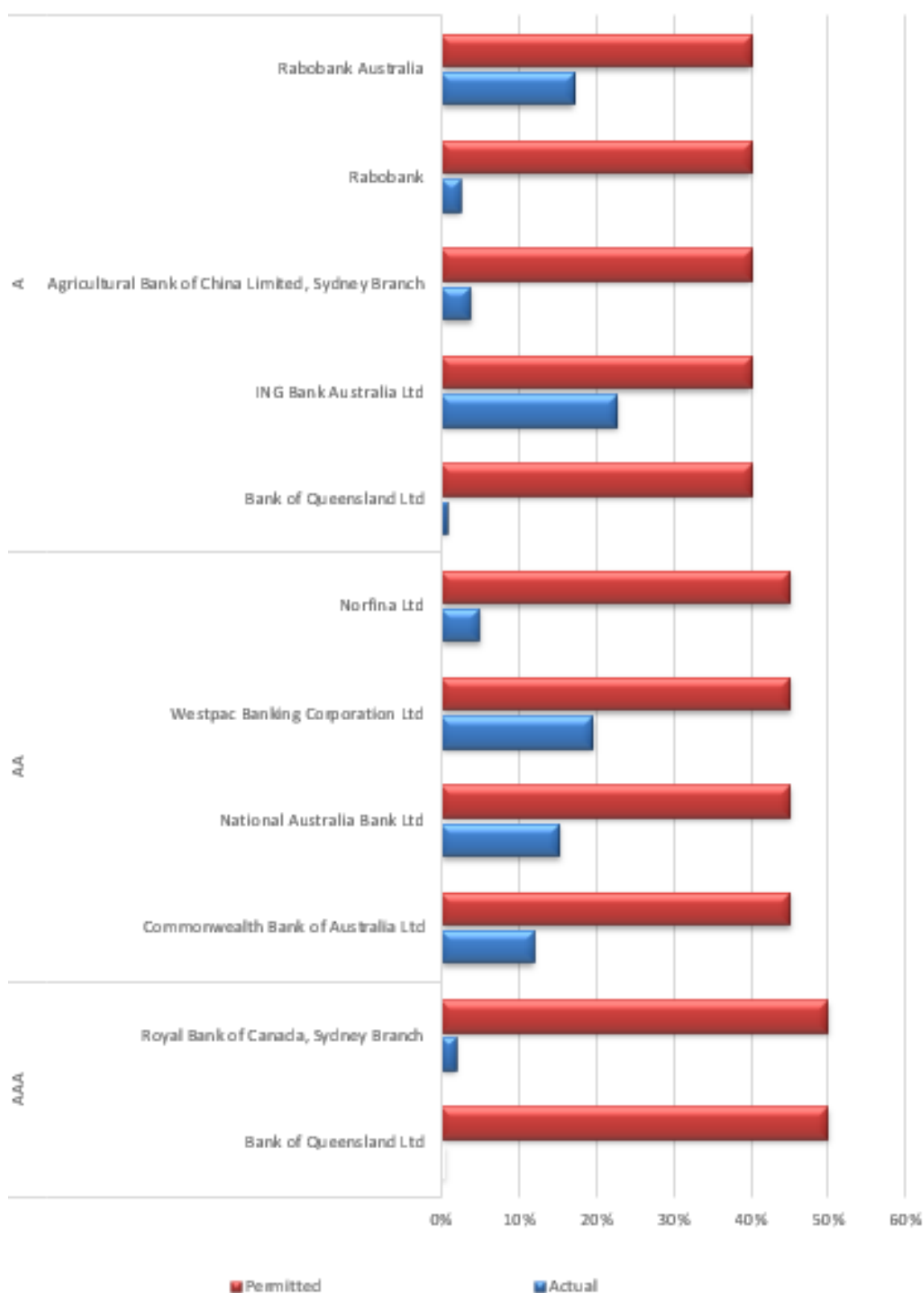
## ANALYSIS OF INVESTMENTS

### 15. Investment Duration

Investment Term	Market Value \$000's	% Total Value	Policy Limits %
0 to < 1 Year	108,430	40.12%	100%
1 to < 3 Years	105,828	39.16%	60%
3 to < 5 Years	55,987	20.72%	40%
<b>Portfolio Total</b>	<b>270,245</b>	<b>100%</b>	

16. Council's portfolio is moderately liquid, with 40% of assets maturing within 12 months. FRNs, At-Call Funds and Fixed Rate Bonds also provide additional liquidity in an emergency.
17. The following graph shows the analysis of the total cash investment by institution as at 31 May 2025.

## Investment by Institution



FIN026-25

## CREDIT RATING

18. Credit ratings are generally a statement as to an institution's credit quality. Council's investment advisors (CPG Research & Advisory) use standard & poor's credit ratings to classify the investments held by Council. Ratings ranging from AAA to A are considered investment grade.
19. A general guide for the meaning of each credit rating that Council deals with is as follows:
  - AAA: The highest possible quality. An obligor's capacity to meet its financial commitments on the obligation is extremely strong.
  - AA: The best quality companies, reliable and stable. An obligor's capacity to meet its financial commitments on the obligation is very strong.
  - A: The obligor's capacity to meet its financial commitments on the obligation is still strong but is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions.
20. The credit quality of Council's portfolio is high with 100% of assets rated 'A' or higher.

## COUNCIL'S INVESTMENT POWERS

21. Council's investment powers are regulated by Section 625 of the Local Government Act 1993, which states:
  - A council may invest money that is not, for the time being, required by the council for any other purpose.
  - Money may be invested only in a form of investment notified by order of the Minister published in the Gazette.
  - An order of the Minister notifying a form of investment for the purposes of this section must not be made without the approval of the Treasurer.
  - The acquisition, in accordance with Section 358, of a controlling interest in a corporation or an entity within the meaning of that section is not an investment for the purposes of this section.
22. Council's Investment Policy and strategy requires that all investments are to be made in accordance with:
  - *Local Government Act 1993 - Section 625*
  - *Local Government Act 1993 - Order (of the Minister) dated 12 January 2011*
  - *The Trustee Amendment (Discretionary Investments) Act 1997 - Sections 14A (2), 14C (1) & (2)*
  - *Local Government (General) Regulations 2021*
  - *Investment guidelines issued by the Department of Local Government*

## LEGAL MATTERS

23. Since January 2019 Georges River Council has been participating in a Group Class Action against Fitch Ratings Inc and Fitch Ratings Ltd (collectively Fitch), in respect to losses suffered in relation to products Council acquired which were rated by Fitch, specifically the Corsair (Cayman Islands) No.4 Ltd Series 6 Kakadu Collateralised Debt Obligation (CDO) notes (rated AA by Fitch but estimated in fact BB). Council suffered a capital loss of \$215,000 on these investments dating back to December 2006 and will seek damages of the capital loss including lost interest, as part of the action.
24. As a Group Member, Council will not incur any legal costs or disbursements or be liable for any adverse costs order that the Court may make in the proceedings. The Banton Group

Pty Ltd (Banton) is the legal firm acting for Council in relation to the class action proceedings against Fitch, engaged on November 2020. Banton has been working on the matter and conferring with consultant experts on a new potential fraud issue within Fitch's ratings methodology. The latest quarterly correspondence on this matter was in late April 2025. On 3 April 2025, the Court dismissed Fitch's application for summary dismissal or strikeout of the applicant's claim for statutory unconscionability. Fitch must file their defence by 6 June 2025, followed by the applicants' reply by 4 July 2025. Both parties need to exchange proposed discovery categories by 1 August 2025, with a further case management hearing and any interlocutory applications scheduled for 14 August 2025.

## FINANCIAL IMPLICATIONS

25. Income from interest on investments totals \$11,557,000 which is \$86,000 higher than the year-to-date adopted budget of \$11,471,000.
26. The majority of Council's cash is restricted for specific purposes, with approximately 19% available as unrestricted operating cash, which is a funding source for capital renewal and unforeseen events. Around 53% of the cash is externally restricted by legislation or formal agreements, mainly involving developer contributions, domestic waste, and unspent grants. Internally restricted cash, approximately 28% of the funds, are reserved for governance and sustainability to support funding strategies and asset management. This financial structure highlights the need for effective management of these restricted funds to ensure the Council's financial health and operational requirements.

## RISK IMPLICATIONS

27. Financial Sustainability is Council's number one strategic risk, which is Council's failure to implement appropriate financial strategies and controls to ensure financial sustainability. This requirement may be impacted by Council's failure to deliver the Long-Term Financial Plan and inability to meet emerging risks and delivery of Council's Community Strategic Plan as well as absorbing additional financial obligations without adequate resourcing.
28. The risk has been managed by Council's management of investments in accordance with the relevant Act and Regulations, along with Council's adopted Investment Policy. To further minimise the risk, Council is progressively moving towards the placement of investments only in investments rated A or above.

## COMMUNITY ENGAGEMENT

29. No community consultation is required.

## FILE REFERENCE

D25/156728

## ATTACHMENTS

Attachment [1](#) P11. Investment Portfolio as at 31 May 2025





# INVESTMENT REPORT

## As at 31 May 2025



## TABLE OF CONTENTS

1. Portfolio as at 31 May 2025
2. Portfolio Valuation by Categories as at 31 May 2025



Investment Report  
Georges River Council  
as at 31 May 2025

### 1. Portfolio Valuation As At 31 May 2025

	Fixed Interest Security	ISIN	Face Value Original	Market Value	% Total Value
Cash at Bank					
	CBA Consolidated operating 70 & 18		4,629,366.97	<b>4,629,366.97</b>	1.71%
			4,629,366.97	<b>4,629,366.97</b>	1.71%
At Call Account					
	CBA Cash deposit 167242		35.98	<b>35.98</b>	0.00%
	CBA Online saver 7676		20,551,314.70	<b>20,551,314.70</b>	7.60%
			20,551,350.68	<b>20,551,350.68</b>	7.60%
Fixed rate bond					
	NAB 4.95 25 Nov 2027 1826DAY Fixed	AU3CB0294502	7,400,000.00	<b>7,400,000.00</b>	2.74%
	ING 4.70 8 Dec 2025 1096DAY Fixed	AU3CB0294759	3,750,000.00	<b>3,750,000.00</b>	1.39%
	Norfin 4.80 14 Dec 2027 1826DAY Fixed	AU3CB0294957	5,200,000.00	<b>5,200,000.00</b>	1.92%
	Rabobank 5.71 21 Nov 2028 1827DAY Fixed	AU3CB0304525	6,750,000.00	<b>6,750,000.00</b>	2.50%
	Norfin 4.75 19 Mar 2029 1826DAY Fixed	AU3CB0307809	1,200,000.00	<b>1,200,000.00</b>	0.44%
	ING 4.84 22 Mar 2027 1095DAY Fixed	AU3CB0307908	1,000,000.00	<b>1,000,000.00</b>	0.37%
			25,300,000.00	<b>25,300,000.00</b>	9.36%
Floating rate note					
	RBCSydney 0.73 30 Jun 2026 FRN	AU3FN0079133	5,000,000.00	<b>5,019,200.00</b>	1.86%
	Norfin 1.05 12 Jul 2028 FRN	AU3FN0079406	3,000,000.00	<b>3,023,370.00</b>	1.12%
	CBA 0.95 17 Aug 2028 FRN	AU3FN0080396	2,000,000.00	<b>2,013,160.00</b>	0.74%
	ABOCSydney 0.90 4 Sep 2026 FRN	AU3FN0080859	10,000,000.00	<b>10,008,800.00</b>	3.70%
	Norfin 0.92 27 Sep 2029 FRN	AU3FN0091906	4,000,000.00	<b>4,000,000.00</b>	1.48%
	WBC 0.84 21 Jan 2030 FRN	AU3FN0094843	2,400,000.00	<b>2,400,000.00</b>	0.89%
	NAB 0.83 18 Mar 2030 FRN	AU3FN0096699	1,600,000.00	<b>1,600,000.00</b>	0.59%
			28,000,000.00	<b>28,064,530.00</b>	10.38%





Investment Report  
Georges River Council  
as at 31 May 2025

Term Deposit

ING 3.90 08 Aug 2025 1096DAY TD	5,000,000.00	5,000,000.00	1.85%
WBC 4.67 30 Aug 2027 1827DAY TD	5,000,000.00	5,000,000.00	1.85%
CBA 4.36 05 Sep 2025 1096DAY TD	5,000,000.00	5,000,000.00	1.85%
WBC 5.10 27 Sep 2027 1826DAY TD	5,000,000.00	5,000,000.00	1.85%
WBC 5.10 27 Sep 2027 1826DAY TD	5,000,000.00	5,000,000.00	1.85%
WBC 5.10 27 Sep 2027 1826DAY TD	5,000,000.00	5,000,000.00	1.85%
ING 5.00 05 Oct 2027 1827DAY TD	5,000,000.00	5,000,000.00	1.85%
WBC 4.76 05 Oct 2027 1827DAY TD	5,000,000.00	5,000,000.00	1.85%
WBC 5.08 18 Oct 2027 1826DAY TD	5,000,000.00	5,000,000.00	1.85%
WBC 5.15 10 Nov 2027 1826DAY TD	10,000,000.00	10,000,000.00	3.70%
ING 4.65 14 Dec 2027 1827DAY TD	5,000,000.00	5,000,000.00	1.85%
ING 5.13 06 Mar 2028 1827DAY TD	5,000,000.00	5,000,000.00	1.85%
ING 4.85 14 Mar 2028 1827DAY TD	5,000,000.00	5,000,000.00	1.85%
ING 5.20 15 Jun 2028 1827DAY TD	4,000,000.00	4,000,000.00	1.48%
ING 5.41 19 Jun 2025 731DAY TD	4,000,000.00	4,000,000.00	1.48%
WBC 5.41 07 Jul 2026 1096DAY TD	3,000,000.00	3,000,000.00	1.11%
WBC 5.06 20 Jul 2026 1098DAY TD	2,200,000.00	2,200,000.00	0.81%
WBC 5.12 24 Jul 2026 1096DAY TD	3,000,000.00	3,000,000.00	1.11%
ING 5.37 18 Aug 2025 731DAY TD	5,000,000.00	5,000,000.00	1.85%
ING 5.01 24 Aug 2026 1096DAY TD	3,000,000.00	3,000,000.00	1.11%
ING 5.00 04 Sep 2026 1096DAY TD	5,000,000.00	5,000,000.00	1.85%
ING 5.30 03 Oct 2025 730DAY TD	2,500,000.00	2,500,000.00	0.93%
ING 5.19 19 Feb 2029 1827DAY TD	1,000,000.00	1,000,000.00	0.37%
Rabo 5.15 26 Feb 2029 1827DAY TD	3,000,000.00	3,000,000.00	1.11%
Rabo 5.06 5 Mar 2029 1827DAY TD	3,000,000.00	3,000,000.00	1.11%
Rabo 5.23 17 Jun 2025 365DAY TD	3,000,000.00	3,000,000.00	1.11%
NAB 5.40 09 Jul 2025 365DAY TD	3,000,000.00	3,000,000.00	1.11%
Rabo 5.36 15 Jul 2025 365DAY TD	6,000,000.00	6,000,000.00	2.22%
ING 5.33 18 Jul 2025 365DAY TD	4,000,000.00	4,000,000.00	1.48%
NAB 5.10 12 Aug 2025 365DAY TD	5,000,000.00	5,000,000.00	1.85%
NAB 5.00 26 Aug 2025 365DAYTD	5,000,000.00	5,000,000.00	1.85%
NAB 5.00 27 Aug 2025 365DAY TD	5,000,000.00	5,000,000.00	1.85%
Rabo 4.95 02 Sep 2025 365DAY TD	5,000,000.00	5,000,000.00	1.85%
Rabo 5.00 06 Jun 2025 270DAY TD	4,000,000.00	4,000,000.00	1.48%
NAB 4.95 10 Jun 2025 365DAY TD	4,000,000.00	4,000,000.00	1.48%
Rabo 4.83 11 Sep 2029 1825DAY TD	4,000,000.00	4,000,000.00	1.48%
NAB 4.90 16 Sep 2025 365DAY TD	4,000,000.00	4,000,000.00	1.48%
NAB 4.90 23 Sep 2025 365DAY TD	4,000,000.00	4,000,000.00	1.48%
Rabo 4.95 15 Oct 2029 1827DAY TD	2,000,000.00	2,000,000.00	0.74%
ING 5.05 18 Nov 2027 1095DAY TD	1,000,000.00	1,000,000.00	0.37%
Rabo 5.10 03 Dec 2029 1827DAY TD	2,000,000.00	2,000,000.00	0.74%
NAB 5.00 09 Dec 2025 365DAY TD	2,000,000.00	2,000,000.00	0.74%
Rabo 4.95 17 Dec 2029 1827DAY TD	3,000,000.00	3,000,000.00	1.11%
Rabo 4.96 07 Jan 2030 1827DAY TD	1,000,000.00	1,000,000.00	0.37%
ING 5.08 16 Jan 2030 1826DAY TD	1,000,000.00	1,000,000.00	0.37%
ING 5.02 21 Jan 2030 1826DAY TD	1,000,000.00	1,000,000.00	0.37%
Rabo 4.97 05 Feb 2030 1827DAY TD	2,000,000.00	2,000,000.00	0.74%
Rabo 5.07 19 Feb 2030 1827DAY TD	1,000,000.00	1,000,000.00	0.37%
Rabo 5.10 25 Feb 2030 1826DAY TD	2,000,000.00	2,000,000.00	0.74%
Rabo 5.02 05 Mar 2030 1825DAY TD	3,000,000.00	3,000,000.00	1.11%
Rabo 4.94 18 Mar 2030 1826DAY TD	2,000,000.00	2,000,000.00	0.74%
BOQ 4.70 14 Oct 2025 183DAY TD	2,000,000.00	2,000,000.00	0.74%
WBC 4.15 28 Apr 2026 365DAYTD	2,000,000.00	2,000,000.00	0.74%
	191,700,000.00	191,700,000.00	70.94%
<b>Portfolio Total</b>		<b>270,245,247.65</b>	<b>100%</b>

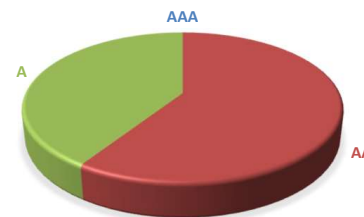


Investment Report  
Georges River Council  
as at 31 May 2025

## 2. Portfolio Valuation By Categories As At 31 May 2025

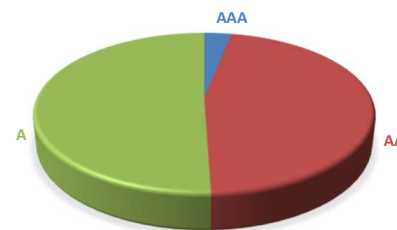
Short Term Issuer/Security Rating Group	Market Value	% Total Value
AAA	0	0.00%
AA	64,180,718	23.75%
A	44,250,000	16.37%
Portfolio Total	108,430,718	40.12%

MARKET VALUE BY SECURITY RATING GROUP  
(SHORT TERM)



Long Term Issuer/Security Rating Group	Market Value	% Total Value
AAA	5,019,200	1.86%
AA	75,036,530	27.77%
A	81,758,800	30.25%
Portfolio Total	161,814,530	59.88%

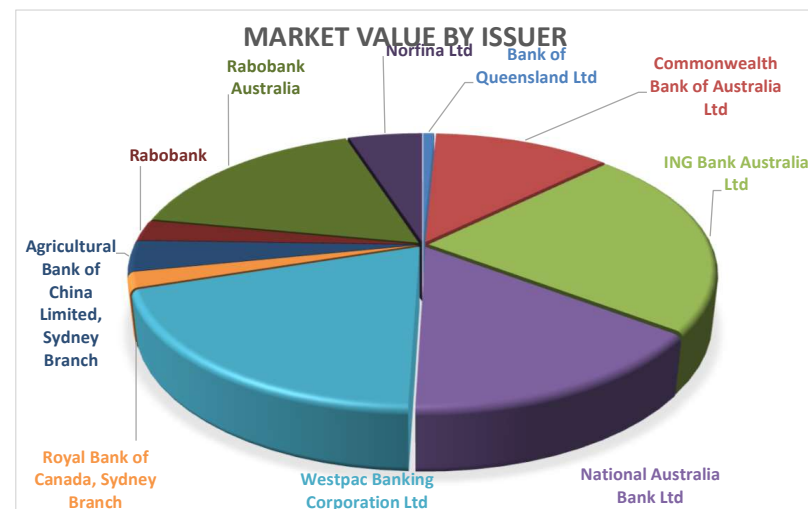
MARKET VALUE BY SECURITY RATING GROUP  
(LONG TERM)





Investment Report  
Georges River Council  
as at 31 May 2025

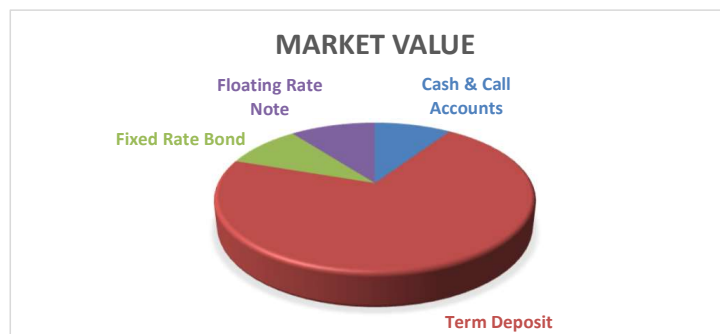
Issuer	Market Value	% Total Value
Bank of Queensland Ltd	2,000,000	0.74%
Commonwealth Bank of Australia Ltd	32,193,878	11.91%
ING Bank Australia Ltd	61,250,000	22.66%
National Australia Bank Ltd	41,000,000	15.17%
Westpac Banking Corporation Ltd	52,600,000	19.46%
Royal Bank of Canada, Sydney Branch	5,019,200	1.86%
Agricultural Bank of China Limited, Sydney Branch	10,008,800	3.70%
Rabobank	6,750,000	2.50%
Rabobank Australia	46,000,000	17.02%
Norfin Ltd	13,423,370	4.97%
Portfolio Total	270,245,248	100.00%





Investment Report  
Georges River Council  
as at 31 May 2025

Security Type	Market Value	% Total Value
Cash & Call Accounts	25,180,718	9.32%
Term Deposit	191,700,000	70.94%
Fixed Rate Bond	25,300,000	9.36%
Floating Rate Note	28,064,530	10.38%
Portfolio Total	270,245,248	100.00%

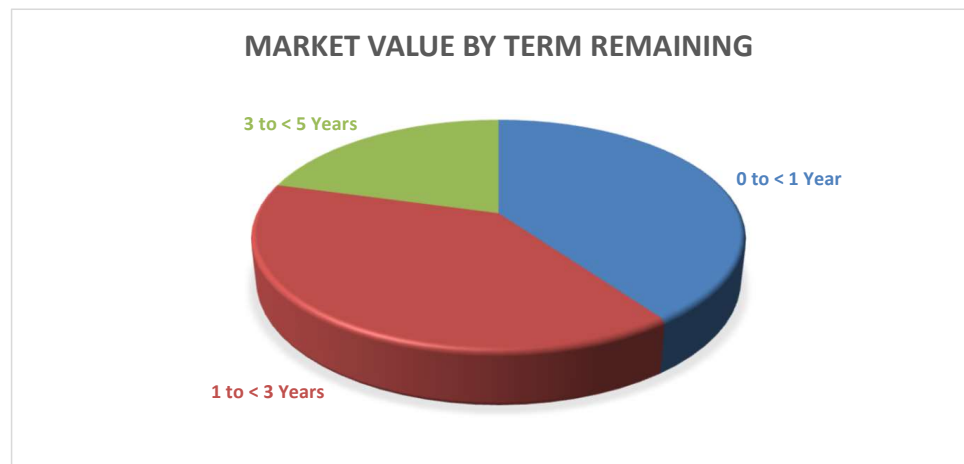




Investment Report  
Georges River Council  
as at 31 May 2025

Term Remaining	Market Value	% Total Value	Policy Limits %
0 to < 1 Year	108,430,718	40.12%	100%
1 to < 3 Years	105,828,000	39.16%	60%
3 to < 5 Years	55,986,530	20.72%	40%
Portfolio Total	270,245,248	100.0%	

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.



**Item:** FIN027-25 Revised Councillor Ward Discretionary Fund Policy

**Author:** Executive Services Officer

**Directorate:** Office of the General Manager

**Matter Type:** Committee Reports

FIN027-25

**RECOMMENDATION:**

That Council adopt the revised Councillor Ward Discretionary Fund Policy as attached to this report with the following amendments:

- (a) Clause 3.9: Conditions of Funding – dot point 2: Community groups or individuals who have applied for or are the successful recipient of funds for the same program or project through another Council program such as through the Grants and Donations Policy in the same financial year will not be eligible for consideration.
- (b) Minor amendments to clarify the requirements of the acquittal process.

**EXECUTIVE SUMMARY**

1. At the 23 June 2025 Council Meeting, Council adopted the 2025/26 budget to include the Councillor Ward Discretionary Fund (the Fund) to the value of \$37,500 (\$2,500 per Councillor).

**BACKGROUND**

2. The Councillor Ward Discretionary Fund Policy (the Policy) was originally adopted by Council on 28 May 2018 (CCL025-18). Council further resolved to refer the Policy to the Independent Commission Against Corruption and the Office of Local Government for consideration.
3. The Councillor Ward Discretionary Fund Policy provides a framework which enables Councillors to provide financial support to individuals and community groups, subject to Council resolution.
4. The revision provides that Councillors may now support community groups and not-for-profit organisations that have applied for or received funding under the Grants and Donations Policy, provided it's for a different project or program within the same financial year. The amount available for individual Councillors has been reduced from \$5,000 to \$2,500 for 2025/26.

**FINANCIAL IMPLICATIONS**

5. At the June 2025 Council Meeting, Council adopted the 2025/26 budget to include the Councillor Ward Discretionary Fund to the value of \$37,500.

**RISK IMPLICATIONS**

6. Strategic Risk 8 identified – Financial Sustainability. Council adopted the 2025/26 budget to include the Councillor Ward Discretionary Fund and management processes are applied throughout the implementation / funding of the Council endorsed applications.

**COMMUNITY ENGAGEMENT**

7. Community engagement is not required for this report.

**FILE REFERENCE**

D25/144113

**ATTACHMENTS**

Attachment [1](#) DRAFT Councillor Ward Discretionary Fund Policy - July 2025 - pdf





# Councillor Ward Discretionary Fund Policy

July 2025



## Policy Administration

<b>Dates</b>	Policy approved 24 July 2023 This policy is effective upon its approval. Policy is due for review July 2026
<b>Approved by</b>	Executive on 11 July 2023 Council on 24 July 2023
<b>Policy Type</b>	<input type="checkbox"/> Executive Policy <input checked="" type="checkbox"/> Council Policy
<b>Exhibition Period</b>	N/A
<b>Policy Owner</b>	Manager, Office of the General Manager
<b>Related Documents</b>	Grants and Donations Policy
<b>References &amp; Legislation</b>	Section 356 <i>Local Government Act 1993</i>
<b>Document Identifier</b>	Policy #: Pol-049.03 Doc #: D23/185389
<b>Breaches of Policy</b>	Breaches of any policy will be dealt with and responded to in accordance with adopted codes and/or relevant legislation.
<b>Record Keeping</b>	All documents and information obtained in relation to the implementation of this policy will be kept in accordance with the NSW State Records Act 1998, Georges River Council's Corporate Records Policy and adopted internal procedures.

## Purpose

The Councillor Ward Discretionary Fund Policy (the Policy) guides the application and assessment process, allocation and evaluation of funding to address community needs under Section 356 of the *Local Government Act 1993*.

The Policy provides an overarching framework to manage the allocation of funds to individual and community groups to support activities or programs that benefit the wider community.

## Scope

The Councillor Ward Discretionary Fund Policy provides a framework which enables Councillors to provide financial support to individuals and community groups, subject to Council resolution that complies with Section 356 of the *Local Government Act 1993* (refer to Clause 3 of the Policy).

## Definition of Terms

The following definitions apply throughout this policy.

Term	Meaning
Acquittal	An acquittal is required to be completed by the funding recipient to account for funds through the completion of a Councillor Ward Discretionary Fund expenditure form provided by Council. It details how the recipient administered the funds and met the project outcomes.
Grant	A sum of money given for a specific purpose and with an expectation that the money will be used for the agreed purpose.
Community Group	A recognised group (whether incorporated or not), association or organisation established to serve the interest of members and/or the broader community on a not-for-profit basis.
Not-for-profit	An organisation which provides services to the community and does not operate to make a profit.
Recipient	A party who has successfully applied for a grant.
The Fund	Councillor Ward Discretionary Fund.
General Manager	Means the General Manager of Council and includes their delegate or authorised representative

## Policy Statement

### 1. Introduction

Funding allocations identified through the Fund must benefit residents of Georges River Local Government Area (LGA). The Fund can be allocated to social initiatives and will supplement Council's existing grants and donations program, allowing a timely and flexible approach to requests for funding from the community.

1.1. The Policy provides a framework to allow for the consideration of these requests in a manner that ensures:

- The approval of applications through the Fund can only be considered at a formal meeting of Council;
- The process for consideration of applications through the Fund is open, transparent and accountable, to this end, a register of all approved Fund allocations will be made available on Council's website;
- There is an appropriate acquittal process for the spending of funds; and
- That Council is acknowledged for providing them.

### 2. General Principles

2.1. The funds are available annually through the Office of the General Manager and will be allocated as non-capital components, details of which will be included in Council's Operational Plan. The amount will vary each year (as determined by Council) and the funds must be utilised in the financial year they are allocated.

2.2. Applications for funding through the Councillor Ward Discretionary Fund are submitted by councillors on behalf of an individual or community group.

2.3. Councillors can apply for funding using the prescribed online form which must be lodged through the Councillor Hub, as attached as Appendix A to this Policy.

2.4 Councillors are responsible for providing all required information on the online application form submitted through the Councillor Hub (Appendix A) prior to submitting to Office of the General Manager including:

- Details of intended recipient
- Name of project/purpose of funding
- Amount of funding requested
- Supplier details including name and contact number
- Trading name
- ABN
- Conflict of Interest Declaration

Incomplete applications will be returned to the Councillor.

2.5 Individuals or Community Groups can only receive funding through this fund once per financial year per individual councillor.

2.6 The General Manager will provide a report to the next Ordinary Council Meeting outlining the details of any requests that have received support from Councillors seeking a resolution of Council to provide the financial assistance.

2.7 Councillors will then be able to approve requests they would like to support and the amount they would like to contribute. Multiple councillors can nominate to

support the same request for funding, in which case the funding will be split between Councillors, however, the maximum amount a recipient of funds may receive in the financial year is capped at \$63,000.

2.8 Each resolution for funding from the fund will detail the following:

- The recipient of funding;
- Name of project / purpose of funding;
- Amount of funding;
- Councillor who has requested the funding (including amount contributed from each Councillor's discretionary fund); and
- Balance of funds.

2.9 In application circumstances outlined above, Councillors are required to make a declaration in regard to conflicts of interest.

2.10 Details of all funds awarded through the Councillor Ward Discretionary Fund will be made available on Council's website, including the amount of funds provided and the purpose for which the funds are to be utilised and the outcome.

### 3. Applications on behalf of Community Groups or Individuals

3.1. Applications for the provision of funds to Community Groups or individuals must comply with section 356 of the *Local Government Act 1993* which states that:

- (1) *A council may, in accordance with a resolution of the council, contribute money or otherwise grant financial assistance to persons for the purpose of exercising its functions.*
- (2) *A proposed recipient who acts for private gain is not ineligible to be granted financial assistance but must not receive any benefit under this section until at least 28 days' public notice of the council's proposal to pass the necessary resolution has been given.*
- (3) *However, public notice is not required if:*
  - a) *The financial assistance is part of a specific program, and*
  - b) *The program's details have been included in the council's draft operational plan for the year in which the financial assistance is proposed to be given, and*
  - c) *The program's proposed budget for that year does not exceed 5 per cent of the council's proposed income from the ordinary rates levied for that year, and*
  - d) *The program applies uniformly to all persons within the council's area or to a significant group of persons within the area.*

3.2. Applications for Community Groups and individuals are capped at a total amount of \$21,000 per Councillor per financial year and will be considered in accordance with the criteria consistent with Council's Grants and Donations Policy. All applications must be lodged by councillors utilising the specified online application form which stipulates that applications must comply with the following criteria.

3.3. To be eligible for funding, applications must achieve one or more of the following outcomes:

- The project or activity is aligned with approved objectives of Council's Community Strategic Plan;

- Provide economic benefits to the Georges River local government area;
  - Provide opportunities for education and information exchange, regional, national and/or international events and activities that enhance the image and reputation of the area;
  - Promote Council as a natural sustainable city;
  - Promote the cultural diversity of the local government area;
  - Provide Council with positive media, promotional and publicity opportunities across a range of media platforms.
- 3.4 To be eligible community groups are required to have relevant and appropriate business/not-for-profit registration and have objectives and values (including those of any parent companies and subsidiaries) that are consistent with the objectives and values of Council. Information will be required to be provided regarding their membership base. Community Groups will be required to provide to councillors details of how the funds will be expended and the purpose for which the funds will be utilised.
- 3.5 To be eligible, individuals must be seeking funding to defray the costs of participation in an elite level sporting tournament, artistic or cultural event at a state, national or international level.
- 3.6 The following are examples of eligible activities or projects:
- Groups activities or programs that provide benefit to members and/or the wider community – such as sporting groups, seniors groups, youth groups, children's and family groups, cultural groups, environmental groups and social support groups;
  - Small one-off projects to support incorporated not-for-profit groups to deliver community led projects and initiatives open to the community;
  - Community forums, information sessions or training programs that will directly benefit residents of Georges River Local Government Area;
  - Community events or celebrations that encourage wider community engagement;
  - Events that raise funds for charitable purposes;
  - Activities that increase participation in sport, the arts, environmental or civic activities;
  - Establishment of a new group.
- 3.7 The following are examples of expenditure for donated funds:
- Cover expenses associated with membership activities;
  - Transport costs;
  - Insurance;
  - Meeting room or venue hire fees.
- 3.8 The following will not be eligible for funding:
- Activities that have already taken place at the time application is received by Council (in these circumstances, extenuating circumstances, may be taken into consideration);
  - Activities that promote specific political or religious views or views that do not align with Council's values;
  - Enterprises that are profit-making;

- Salaries, wages or other payments made to staff and/or members of the community group or an individual;
- Capital works, renovations and purchasing and installation of fixtures and fittings;
- Ongoing/operating costs of community organisations;
- Projects that cannot be completed in the financial year for which the financial assistance is provided;
- Repeat projects or events that have previously been supported by Council;
- Parties and/or luncheons (e.g. Christmas parties).

### 3.9 Conditions of Funding:

- Where the project is of an ongoing nature, Council will not be responsible for recurrent costs or ongoing maintenance;
- Community groups or individuals who have applied for or are the successful recipient of funds for the same program or project through another Council program such as through the Grants and Donations Policy in the current same financial year will not be eligible for consideration;
- Funding may be used in conjunction with funding from other sources outside Council provided that funding is disclosed at the time of request to Council;
- Funding must be used for the purpose for which it is granted;
- Community groups and individuals will be required to acknowledge funding for projects; to this end the use of the Council approved logo is required in any promotional activity or signage related to the funded project and acknowledgement of this assistance must be included in media releases, invitations, posters, signs, digital channels such as website and any other suitable communications. "This project is supported by Georges River Council";
- Community Groups and individuals who receive funding are required to give permission for Council to use their name, value of the support offered and intended use of funds for any reporting or promotion purposes the General Manager deems appropriate;
- Funding will not be paid in advance.
- ~~Cannot be applied for if a current application has been submitted under the Grants and Donations Policy.~~

### 3.10 Acquittal Process:

- Community Groups and individuals who are the recipients of funds will be required to account for funds through the completion of a Councillor Ward Discretionary Fund expenditure recipient form provided by Council. The form will require details of how the funds were spent and in the case of community groups, provide income and expenditure statements and supporting Australian tax invoices ~~and~~ receipts and bank statements which must be in English. All tax invoices must include the words 'tax invoice', the identity of the seller, such as business name or trading name (including contact details), Australian Business Number (ABN) and the date of issue of the invoice. All receipts must include the business name and ABN of the supplier, the date of supply, details of the product or service and the price.
- All funding recipients are requested to supply photographs of the finished project or event and any other relevant information.

- Failure to abide by the acquittal process will make a community group or individual ineligible for future funding.

#### 4. Ethics and Governance Framework

Georges River Council, and all individual and community group recipients, will not support any activities, entities, or individuals associated with entities, that are considered to:

- discriminate, or encourage discriminatory behaviour, including discrimination on the basis of age, disability, race, religion, sex and/or sexual orientation
- contribute to, or advocate for, the infringement of human rights
- demonstrate behaviour that does not align to council's strategic direction
- pollute land, air or water, or otherwise damage the natural environment
- produce, promote or distribute products or services likely to be harmful to the community
- exploit people through the payment of below-award wages or poor working conditions including any forms of modern slavery
- represent a reputational risk for Georges River Council to partner with or support or be seen to partner with or support.

### Responsibilities

Position	Responsibility
General Manager's Office	Review the Policy as required, including within the first year of a new term of Council (in accordance with Section 252(1) of the NSW <i>Local Government Act 1993</i> )
Chief Audit Executive	Review Policy for reforms to the <i>Local Government Act 1993</i>
Manager, Office of the General Manager	Overall responsibility for Policy delivery and oversight of policy approval
Executive Services Officer	Administration of the Policy

## Version Control and Change History

Version	Amendment Details	Policy Owner	Period Active
<u>4.0</u>	<u>Updated Councillor Ward Discretionary Fund Policy – approved to be included as part of the Operational Plan 2024/25. Council Resolution CCL053-25</u>	<u>Manager, Office of the General Manager</u>	<u>28/7/2023 -</u>
3.0	Updated Councillor Ward Discretionary Fund Policy – approved to be included as part of the Operational Plan 2023/24. Council Resolution CCL058-23	Manager, Office of the General Manager	25/7/2023 <del>– 27/7/2023</del>
2.0	Updated Councillor Ward Discretionary Fund Policy	Acting Manager, Office of the General Manager	26/7/2022
1.0	New Georges River Council. Councillors Ward Discretionary Fund Policy	Executive Manager, Office Of the General Manager	28/5/2018



**Item:** FIN028-25 Reappointment of Independent Member to the Audit, Risk and Improvement Committee

**Author:** Chief Audit Executive

**Directorate:** Office of the General Manager

**Matter Type:** Committee Reports

FIN028-25

**RECOMMENDATION:**

That Council reappoint Mr Barry Husking as an independent member to the Audit, Risk and Improvement Committee (ARIC) in accordance with the Audit, Risk and Improvement Committee Terms of Reference, for a four (4) year period ending to 30 June 2029.

**EXECUTIVE SUMMARY**

1. The NSW Local Government Internal Audit and Risk Management Framework Guidelines mandated by the Office of Local Government (OLG) requires councils to establish an Audit, Risk and Improvement Committee (ARIC) that comprises of a chairperson, at least 2 independent members and one councillor (as a non-voting member).
2. The term for Mr Barry Husking as an independent Audit Risk and Improvement Committee (ARIC) member commenced 01 July 2022.

**BACKGROUND**

3. The Audit, Risk and Improvement Committee (ARIC) of Georges River Council commenced in October 2016, replacing the former Audit and Risk Management Committee of the Hurstville Council.
4. Since 2023, the ARIC responsibilities, functions and operations have been governed by the Audit, Risk and Improvement Committee Terms of Reference (adopted by Council under CCL068-23) which replaced the existing ARIC Charter as required by the Guidelines.
5. Council acknowledges the criteria to be met under Section 216E of the Amendment to the Local Government (General) Regulation 2012 for eligibility for appointment as an independent member, being:

*“A council must not appoint a person as an independent member of the councils Audit, Risk and Improvement Committee unless the council is reasonably satisfied the person—*

*(a) is able to read and understand financial statements, and*

*(b) is able to understand the ethical requirements of government, including conflicts of interest, and*

*(c) is able to form independent judgements, and*

*(d) is willing to constructively challenge and question management practices and information, and*

*(e) is professional and ethical in the exercise of the person’s duties, and*

*(f) is able to devote the necessary time and effort to the person’s functions as a member of the committee, and*

*(g) has knowledge in one or more of the following that is relevant to the person's role on the Audit, Risk and Improvement Committee—*

- (i) risk management,*
- (ii) performance management,*
- (iii) human resources management,*
- (iv) internal and external auditing,*
- (v) financial reporting,*
- (vi) accounting,*
- (vii) management control frameworks,*
- (viii) internal financial controls,*
- (ix) governance of organisations,*
- (x) business operations, and*
- (h) is independent of the council.”*

6. The following independent members are currently appointed by Council:
  - (a) Mr Cliff Haynes
  - (b) Mr Barry Husking
  - (c) Mr Hamish McNulty
7. Initial terms for appointment are generally no more than four (4) years with a further reappointment term of four (4) years allowed but total ARIC membership is not to exceed eight (8) years in any ten (10) year period. This limitation is stated in the Guidelines.
8. Prior to approving the reappointment or extension of an independent member's term, the governing body of the council must undertake an assessment of the committee member's performance (as per the Guidelines).
9. In undertaking the assessment, the other independent members, the (non-voting) councillor member, the General Manager, the Chief Audit Executive and an independent senior staff member been consulted to consider their views on the reappointment.
10. A question-based assessment was used to satisfy the Guideline requirements (see Attachment 1) which, amongst other factors, considers the following:
  - (a) Appropriate level of relevant skills, knowledge and experience
  - (b) Independence
  - (c) Understanding of role and responsibilities
  - (d) Understanding of Council's operating framework, mechanisms, accountabilities, and performance
  - (e) Understanding of significant financial reporting risks
  - (f) Understanding of Council's risk management framework and risk culture
  - (g) Attendance
11. The reappointment of an independent committee member is also subject to that person still meeting independence and eligibility requirements.

12. The assessment was undertaken by the other two (2) independent members, the General Manager, the Chief Audit Executive and an independent senior staff member. Positive feedback from the results and the independence and eligibility requirements being met, support the recommendation to reappoint Mr Husking for a further four (4) year term until 30 June 2029.

### **FINANCIAL IMPLICATIONS**

13. There is no budget impact for this report.

### **RISK IMPLICATIONS**

14. Ineffective Governance - Strategic Risk 7: Failure of Council's Governance and Compliance Frameworks to ensure compliance with relevant legislative, statutory, regulatory and policies and procedures and which are not being monitored across the organisation. In NSW, the Office of Local Government mandates all councils establish an Audit, Risk, and Improvement Committee (ARIC) and establish an internal audit function.

### **COMMUNITY ENGAGEMENT**

15. Community engagement was not required for this report.

### **FILE REFERENCE**

D25/205799

### **ATTACHMENTS**

- Attachment 1      Assessment for the Reappointment of Independent Member Barry Husking to the ARIC June 2025 - *published in separate document* (Confidential)

**Item:** FIN029-25 Revised Georges River Council Legislative Compliance Policy

**Author:** Governance and Risk Specialist

**Directorate:** Business and Corporate Services

**Matter Type:** Committee Reports

**RECOMMENDATION:**

That Council adopt the revised Georges River Council Legislative Compliance Policy as attached to this report (Attachment 1).

**EXECUTIVE SUMMARY**

1. The attached draft Legislative Compliance Policy is presented to the Council following comprehensive review for their endorsement and approval for publication.
2. A number of changes have been made, as set out below, to align with updated standards.

**BACKGROUND**

3. Council's Legislative Compliance Policy was adopted in 2022, establishing a compliance management system designed to provide assurance and strengthen Council's capacity to meet legislative obligations. The policy laid the foundation for promoting a culture of compliance and reinforcing principles of good governance across all areas of Council operations.
4. In line with Council's Policy Framework and the Executive Team resolution from May 2022, a scheduled review of the Legislative Compliance Policy is due this year.
5. In essence, the revised draft Legislative Compliance Policy includes administrative updates to improve clarity, embeds ethical decision-making, and clearly defines the oversight role of the Corporate Governance & Risk team in tracking endorsed actions, risk exposures, and instances of non-compliance.
6. The resulting draft, incorporating the outcomes of this review, is provided as Attachment 1. Added content is reflected in red text. Blue text with strikethrough indicates deleted information. The current policy is also included as Attachment 2.
7. An overview of the proposed amendments is provided below:
  - (a) Purpose clause
    - (i) The Purpose clause has been updated to reflect a shift from outlining individual responsibilities to embedding compliance into day-to-day operations.
  - (b) Background clause
    - (i) The background section is not included in the latest policy template. This section has been integrated into the Policy Statement.
  - (c) Scope clause
    - (i) The updated version refines the scope to specify that the policy applies according to each official's specific roles, responsibilities, and delegated authority. This approach reinforces accountability by ensuring compliance

responsibilities are aligned with the specific requirements of each function of Council, rather than taking a blanket approach.

(d) Policy Statement

- (i) In updating the opening paragraph, compliance is repositioned from a procedural formality to a core element of our governance framework.
- (ii) To ensure our compliance framework remains accurate, accountable and adaptive, we've formalised the Governance & Risk team's role in tracking endorsed management actions, risk exposures and non-compliance incidents (1.3.1).
- (iii) Clause 1.3.2 has been included to ensure the Compliance Management System continues to reflect Council's strategic direction and remains adaptable to external developments, such as emerging technologies or amendments to legislation.
- (iv) Section 1.4 on stakeholder engagement has been included to address a gap in the original policy. While Section 1.3 focuses on assessing feedback received, including from regulators, Section 1.4 introduces a more proactive approach by formalising ongoing collaboration with external stakeholders. This aligns with principles in AS ISO 37301: 2023 (Compliance Management Systems) and AS ISO 31000: 2018 (Risk Management Guidelines).

8. Under the existing Policy, Councillors are responsible for:

- Being aware of and complying with all legal requirements relevant to their role;
- Receiving periodic reports and assurances on compliance performance.

9. The Audit Risk and Improvement Committee (ARIC) supports this by overseeing Council's governance and legislative compliance, providing Councillors with independent assurance through its reports and meeting minutes.

## FINANCIAL IMPLICATIONS

10. No budget impact for this report.

## RISK IMPLICATIONS

11. Strategic Risk 6 'Reputation': The draft Legislative Compliance Policy directly supports Council's reputation by demonstrating a proactive, transparent approach to compliance oversight. Strengthening this framework helps safeguard Council's identity and public trust, enabling more confident decision-making and strategic delivery.

12. Strategic Risk 7 'Ineffective Governance': The draft Legislative Compliance Policy enhances Council's ability to meet legislative and regulatory obligations and ensures that compliance management is consistently applied across the organisation.

## COMMUNITY ENGAGEMENT

13. No community consultation is required.

## FILE REFERENCE

D25/209884

## ATTACHMENTS

Attachment [1](#) Draft Legislative Compliance Policy - July 2025







# Legislative Compliance Policy

DRAFT

July 2025

## POLICY ADMINISTRATION

<b>Dates</b>	Policy approved xx/xx/xxxx This policy is effective upon its approval. Policy is due for review 07/2028
<b>Approved by</b>	Executive on 01/07/2025 Council on xx/xx/2025
<b>Policy Type</b>	<input type="checkbox"/> Executive Policy <input checked="" type="checkbox"/> Council Policy
<b>Exhibition Period</b>	N/A
<b>Policy Owner</b>	Chief Governance and Risk Officer
<b>Related Documents</b>	<a href="#">Enterprise Risk Management Policy</a> <a href="#">Code of Conduct</a> <a href="#">Public Interest Disclosure Reporting Policy</a> <a href="#">Policy Framework</a> <a href="#">Policy Register</a> (Rivernet) <a href="#">Sustainable Procurement Policy</a> <a href="#">Instrument of Delegation of Functions to General Manager</a> <a href="#">Delegation Register - Staff</a>
<b>References &amp; Legislation</b>	<a href="#">NSW Legislation website</a> <a href="#">Federal Register of Legislation</a> <a href="#">Good conduct and administrative practice guidelines for state and local government</a> – NSW Ombudsman, March 2017 Office of Local Government's <a href="#">Calendar of Compliance</a> Office of Local Government's <a href="#">Councillor Handbook 2024</a>
<b>Document Identifier</b>	Policy #: Pol-084.02 Doc #: D25/190752
<b>Breaches of Policy</b>	Breaches of any policy will be dealt with and responded to in accordance with adopted codes and/or relevant legislation.
<b>Record Keeping</b>	All documents and information obtained in relation to the implementation of this policy will be kept in accordance with the NSW State Records Act 1998, Georges River Council's Corporate Records Policy and adopted internal procedures.



## PURPOSE

This policy affirms Georges River Council's dedication to meeting and monitoring legislative compliance obligations. It fosters an environment where compliance is integrated into operations, promoting continuous improvement and adaptation to evolving legal and governance standards.

## SCOPE

While compliance is an evolving, organisation-wide commitment, this policy applies to each Council Official according to their specific roles, responsibilities and delegated authority, reinforcing both shared accountability and role-based clarity.

This policy applies to all areas of Council's operations and covers compliance with State and Commonwealth legislation, Regulations, Ministerial Directions, industry standards and codes, Council policies and procedures, local environmental plans and development control plans, notices and orders, binding contracts, court orders, licences and permits, resolutions of Council, principles of good governance, and accepted community and ethical standards.

As defined in Part 2 of Council's Code of Conduct, a Council Official includes councillors, members of staff of Council, contractors, administrators, community members of wholly advisory committees, members of the Audit, Risk and Improvement Committee, members of reference panels, council committee members, delegates of Council and, for the purposes of clause 4.16, council advisors.

## DEFINITION OF TERMS

Term	Meaning
Compliance	Refers to adhering to the requirements of State and Commonwealth legislation, Regulations, Ministerial Directions, industry standards and codes, Council policies and procedures, local environmental plans and development control plans, notices and orders, binding contracts, court orders, licences and permits, resolutions of Council, principles of good governance, and accepted community and ethical standards.
Council Official	As defined in Part 2 of Council's Code of Conduct, a Council Official includes councillors, members of staff of a Council, contractors, administrators, community members of wholly advisory committees, members of the Audit Risk and Improvement Committee, members of reference panels, council committee members and delegates of Council and, for the purposes of clause 4.16, council advisors.
Non-Compliance	A failure to meet legislative obligations through an act or omission, potentially resulting in penalties, fines, adverse findings, reputational harm, or costly legal action.

## POLICY STATEMENT

This policy establishes a compliance management system to ensure Council's operations meet legislative and regulatory obligations, promote a culture of compliance, and uphold principles of good corporate governance. By integrating ethical decision-making into compliance processes, the policy emphasizes that adherence to laws is not only a legal requirement but a reflection of Council's commitment to integrity, accountability, and fostering trust within the community.

This enables Council to:

- Conduct its activities in a lawful and responsible way thereby protecting the reputation and credibility of Council
- Identify and understand its legislative compliance risks relevant to the outcomes and objectives of Council, as defined in the Community Strategic Plan, Delivery Program, Operational Plan and other supporting plans and strategies implemented by Council.
- Develop, implement and monitor internal controls to effectively mitigate and manage compliance risks
- Assign responsibility for meeting compliance obligations
- Evaluate and continuously improve compliance performance.

Failure to comply with compliance obligations may result in penalties, fines, adverse findings or breaches resulting in the risk of costly legal action, reputational damage to Council (elected members and the administration) and cause a decline in public confidence within the community.

### 1. Compliance Management System

#### 1.1. Implementation

- 1.1.1. Council applies a risk-based approach to implementing its compliance system by conducting regular assurance activities for compliance, such as compliance risk assessments, compliance self-assessments, reporting and internal / external audits.
- 1.1.2. The risk of non-compliance will be monitored, and effective internal controls put in place to reduce compliance to an acceptable level.
- 1.1.3. Staff will be required to be aware of their compliance obligations and will receive appropriate communication and training to meet their compliance responsibilities within the scope of their roles.
- 1.1.4. The various components of Council's Compliance Management System, together promote the importance of compliance to all staff. Key components include:
  - a) Legislative Compliance Policy

- b) Legislative Compliance Register – a register of key legislative obligations allocated to responsible officers and requirement to report against compliance at various intervals.
- c) Policy Register – lists key Council policies, policy owners and policy review dates
- d) Staff Delegations Register – available via Council’s website and intranet
- e) Strategic and Operational Risk Registers – compliance owners (directors and managers) identify and manage risks for which they have direct responsibility and oversight at enterprise, corporate and business unit level.
- f) Proactive reporting against the compliance obligations to the Executive Team and through the quarterly Corporate Performance Review process and/or the Audit Risk and Improvement Committee.
- g) Auditing and assurance activities in accordance with the adopted Internal Audit Plan.
- h) An embedded compliance culture led by senior management that is committed, proactive, visible, consistent and promotes staff awareness
- i) Subscription services by software solution provider includes notification to assigned officers and Governance and Risk team of changes in legislation that may have an impact on compliance obligations. This is in addition to local arrangements made by individual business areas or staff receiving alerts from authorised external sources, such as the Office of Local Government and panel solicitors, to ensure they are informed of legislative changes for which they may have direct responsibility and take appropriate management action
- j) Training and awareness program through Code of Conduct training, and targeted staff training to ensure obligations within the scope of their roles are met.
- k) Office of Local Government’s Calendar of Compliance and Reporting Requirements.

## 1.2. Monitoring and evaluating

### 1.2.1. The key activities of monitoring and evaluating the Compliance Management System include:

- a) Identifying new or changes to existing legislative compliance obligations through notifications from subscription services and reviews of the legislative compliance register by compliance owners

- b) Conducting regular legislative compliance risk assessments, including identifying new or emerging compliance risks and assessing the effectiveness of and identifying gaps in existing controls
- c) Regular reporting on legislative compliance obligations and / or exceptions.
- d) Reviewing and monitoring legislative compliance activities designed to meet compliance obligations within the scope of the reviewer's roles.
- e) Conducting internal self-assessments and external independent reviews and / or audits based on legislative compliance register relating to specific legislation and Council policies.
- f) Reporting the results of reviews to the General Manager and the Audit Risk and Improvement Committee.
- g) Reporting of strategic risk updates to the Audit Risk and Improvement Committee every quarter.

### 1.3. Continuous Improvement and escalation of issues

- 1.3.1. Council is committed to the ongoing improvement of the Compliance Management System by:
  - a) Staff reporting to management instances where they consider obligations are not being complied with
  - b) Assessing feedback received from members of the public, staff and regulators including those received as a public interest disclosure
  - c) Senior managers implementing corrective action that is appropriate when legislative non-compliance is identified
  - d) Senior managers regularly reviewing legislative compliance procedures to identify areas for improvement
  - e) Timely escalation of any unresolved issues to the appropriate management level
  - f) The relevant senior manager reporting to the General Manager / Executive Team or Audit Risk and Improvement Committee on instances of significant non-compliance, increases in legislative compliance risk exposures and corrective actions to address them.
  - g) The Governance and Risk team is to be kept informed of endorsed management actions, risk exposures, and instances of non-compliance within the compliance management system. This will ensure that the legislative compliance register remains updated, responsibilities assigned correctly and that it continues to reflect, identify and accurately capture all

relevant legislation applicable to Council.

- 1.3.2. Periodic strategic reviews will evaluate the Compliance Management System's alignment with Council's objectives and external trends (e.g., new software solutions or updated industry standards) that may affect Council's legislative compliance and governance practices.

#### 1.4. Stakeholder Engagement and Collaboration

- 1.4.1. Council will proactively engage with external stakeholders and industry bodies to strengthen compliance practices. This collaboration complements the feedback mechanisms outlined in section 1.3 by enabling early insight into emerging legislative risks and industry best practices.

## RESPONSIBILITIES

Legislative compliance is an ongoing responsibility of all Council Officials. Allocation of the responsibilities below ensure that legislative compliance is integrated into the everyday operations of Council:

Position	Responsibility
General Manager	<ul style="list-style-type: none"> <li>Is ultimately responsible for Council's Compliance Management System and to ensure adequate resources are allocated to meet compliance obligations.</li> </ul>
Councillors	<ul style="list-style-type: none"> <li>Ensure they are aware of any legal requirements that apply to their role and that they comply with them</li> <li>Monitor compliance performance by way of periodic reports and assurances</li> </ul>
Executive Team	<ul style="list-style-type: none"> <li>Ensure they are aware of any legal requirements that apply to their role and that they comply with them.</li> <li>Promote a positive compliance culture</li> <li>Uphold good corporate governance practices and protect the reputation of Council</li> <li>Ensure the effectiveness of controls to reduce compliance risk and exposure to an acceptable level</li> </ul>
Governance and Risk Business Unit	<ul style="list-style-type: none"> <li>Oversight of Council's Compliance Management System.</li> <li>Review the Legislative Compliance Policy and Compliance Management System on a regular basis</li> <li>Maintain Legislative Compliance Register for key legislation and notifications of breaches</li> <li>Ensure a relevant subscription service is available to key staff to provide active alerts for changes to legislative compliance obligations</li> </ul>
Managers and People Leaders	<ul style="list-style-type: none"> <li>Ensure they are aware of any legal requirements that apply to their role and that they comply with them.</li> <li>Encourage behaviour that will create a positive compliance culture.</li> <li>Participate in training as required</li> </ul>

	<ul style="list-style-type: none"> <li>• Notify the General Manager, Director and / or Executive Team on any identified areas of non-compliance.</li> <li>• Undertake corrective action to comply in a timely manner.</li> <li>• Notify the Governance and Risk Business Unit of agreed management action on risk exposure and breaches</li> </ul>
Audit Risk and Improvement Committee	<ul style="list-style-type: none"> <li>• Independently reviews reports on Council's compliance management system</li> </ul>
Chief Audit Executive	<ul style="list-style-type: none"> <li>• Coordinates auditing and assurance activities in accordance with the adopted Audit Plan.</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Ensure they are aware of any legal requirements that apply to their role and that they comply with them.</li> <li>• Report any identified risks of non-compliance or breaches, when they become aware, to their supervisor</li> <li>• Participate in training as required</li> </ul>

## VERSION CONTROL AND CHANGE HISTORY

Version	Amendment Details	Policy Owner	Period Active
1.0	New Georges River Council Legislative Compliance Policy	Manager Governance and Risk Management	24/5/2022 – #/7/2025
2.0	Updated Georges River Council Legislative Compliance Policy	Chief Governance and Risk Officer	#/7/2025 - ongoing

## **CONFIDENTIAL ITEMS (CLOSED MEETING)**

Council's Code of Meeting Practice allows members of the public present to indicate whether they wish to make representations to the meeting, before it is closed to the public, as to whether that part of the meeting dealing with any or all of the matters listed should or should not be considered in closed session.

## **RECOMMENDATION**

That in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993, the following matters be considered in closed Meeting at which the press and public are excluded.

### **FIN028A-25    Property Matter - 6 Dora Street, Hurstville** (Report by Senior Property Officer)

*THAT in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993, the matters dealt with in this report be considered in closed Council Meeting at which the press and public are excluded. In accordance with Section 10A(2) (c) it is considered the matter information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*

*THAT in accordance with Section 10D it is considered that if the matter were discussed in an open Council Meeting, it would on balance, be contrary to the public interest as it information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*

### **FIN029A-25    Property Matter - 197R Rocky Point Road, Ramsgate** (Report by Head of Strategic Property)

*THAT in accordance with the provisions of Part 1 of Chapter 4 of the Local Government Act 1993, the matters dealt with in this report be considered in closed Council Meeting at which the press and public are excluded. In accordance with Section 10A(2) (c) it is considered the matter information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*

*THAT in accordance with Section 10D it is considered that if the matter were discussed in an open Council Meeting, it would on balance, be contrary to the public interest as it information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.*

That in accordance with the provisions of Section 11(2) of the Act, the reports and correspondence relating to these matters be withheld from the press and public.