

Terms of Reference

Audit, Risk and Improvement Committee

Version 2.0

Adopted by Council at its meeting on 21 March 2024

Division:
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Corporate Services
Corporate Governance
Council Policies/Protocols/Procedures
See Version Control

Tweed Shire Council is committed to using plain language so that our documents and publications are easy to understand.

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Audit, Risk and Improvement Committee Terms of Reference

Tweed Shire Council (council) has established an audit, risk and improvement committee (Committee) in compliance with section 428A of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. These terms of reference set out the Committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements.

Objective

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

Independence

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

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

The Committee must at all times ensure it maintains a direct reporting line to and from the council's internal audit function and act as a mechanism for internal audit to report to the governing body and general manager on matters affecting the performance of the internal audit function.

Authority

Council authorises the committee, for the purposes of exercising its role and responsibilities, to:

- access any information it needs from the council
- use any council resources it needs
- have direct and unrestricted access to the general manager and senior management of the council
- seek the general manager's permission to meet with any other council staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at committee meetings,
- with the concurrence of the General Manager or Mayor, obtain external legal or other professional advice in line with councils' procurement policies.

Information and documents pertaining to the Committee are confidential and are not to be made publicly available. The Committee may only release council information to external parties that are assisting the Committee to fulfil its responsibilities with the approval of the

general manager, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

Composition and tenure

The Committee consists of an independent Chair, minimum of two and up to three independent voting members and one non-voting councillor.

Council may also appoint an alternate independent member who shall act as an independent member if an independent member is unavailable. The alternate member may, at the request of the Chair, attend any meeting, whether as alternate or voting member, and be remunerated as an independent member for the meetings attended.

The councillor member cannot be the mayor.

The governing body is to appoint the chair and members of the committee. Current committee members are:

Colin Wight	Independent chair (voting)
Andrew Macleod	Independent member (voting)
Matt Licheri	Independent member (voting)
Warren Polglase	Councillor member (non-voting)

All committee members are to meet the independence and eligibility criteria prescribed in the *Guidelines for Risk Management and Internal Audit for Local Government in NSW* (the Guidelines). Refer to appendix 1 for an extract of these requirements.

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

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

The alternate member is considered a full member in terms of tenure.

Prior to approving the reappointment or extension of the chair's or an independent member's term, the governing body is to undertake an assessment of the chair's or committee member's performance. Reappointment will be dependent on attaining a satisfactory performance rating. Reappointment of the chair or a committee member is also to be subject to that person still meeting the independence and eligibility requirements.

Members of the Committee are to possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial

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

Appointment process

Independent members shall be requested to nominate their services through a public invitation process. A panel, comprised of the chair or independent member and relevant officers will evaluate the applications against set criteria. Appointment of the independent members, alternate and councillor member will be made by Council resolution, taking into account the experience of the applicants and the skills mix as follows;

- business
- financial and legal compliance
- risk management,
- internal audit,
- strategic planning,
- service reviews,
- data protection,
- information technology and cyber security, and
- any specialised business operations of the council, where the committee would benefit from having a member with skills or experience in this area.

The Chair of the Committee will be an independent member recommended by a panel comprised of the chair or independent member and relevant officers, who is then endorsed by the governing body.

Role

In accordance with section 428A of the *Local Government Act 1993*, the role of the Committee is to review and provide independent advice to the council regarding the following aspects of the council's operations:

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

The Committee must also provide information to the council for the purpose of improving council's performance of its functions.

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

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

The Committee will have no power of direction over external audit or the manner in which the external audit is planned or undertaken but will act as a forum for the consideration of external audit findings.

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

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

Responsibilities of members

Independent members

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

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of the council
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the council
- have strong leadership qualities (Chair)
- lead effective committee meetings (Chair), and
- oversee the council's internal audit function (Chair).

Councillor members

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

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

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

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

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

Conduct

All committee members are required to comply with the council's code of conduct and be held to the same ethical, behavioural and conduct standards as officials of the council. Committee members must undertake Code of Conduct training and sign an acknowledgement of the code of conduct, and these terms of reference, before commencement of their roles and must confirm acknowledgement if the code changes.

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

Conflicts of interest

Once a year, Committee members will provide written declarations to the council stating that they do not have any conflicts of interest, or any other change in circumstances, that would preclude them from being members of the Committee. Independent committee members are 'designated persons' for the purposes of the council's code of conduct and must also complete and submit returns of their interests.

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

Standards

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

Workplans

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

The Committee may, in consultation with the governing body, vary the strategic work plan at any time to address new or emerging risks. The governing body may also, by resolution,

request the Committee to approve a variation to the strategic work plan. Any decision to vary the strategic work plan must be made by the Committee.

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

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

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

Assurance reporting

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

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

The Committee will provide an annual assessment to the governing body and general manager each year on the Committee's work and its opinion on how council is performing.

The Committee will provide a comprehensive assessment every council term of all the matters listed in Schedule 1 to the governing body and general manager.

The Committee may at any time report to the governing body or general manager on any other matter it deems of sufficient importance to warrant their attention. The Mayor and Chair of the Committee may also meet at any time to discuss issues relating to the work of the Committee.

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

Administrative arrangements

Meetings

The Committee will meet at least four times per year, plus a special meeting to review the council's financial statements.

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

Committee meetings can be held in person, by telephone or videoconference. Proxies, excluding alternate members, are not permitted if a member is unable to attend a meeting. In accordance with the Access and Inclusion Policy to the greatest extent possible, all meetings will be held at an accessible location.

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

The Chair of the Committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the Committee.

The general manager and the internal auditor are to attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The Chair can request the council's manager financial services, enterprise risk officer, directors, senior managers, any councillors, any employee/contractor of the council and any subject matter expert to attend committee meetings. These individuals must attend and provide any information requested, where possible. Observers have no voting rights and can be excluded from a meeting by the Chair at any time.

The Committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present. The committee can request the attendance of executive management and/or regulators to closed meetings if deemed appropriate.

The Committee must meet separately with both the internal auditor and the council's external auditor at least once per year.

Dispute resolution

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

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

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

Secretariat

The general manager will appoint a council employee to provide secretariat support to the Committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the Chair at least 5 business days before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the Chair and circulated within 5 business days of the meeting to each member.

Resignation and dismissal of members

Where the Chair or a Committee member is unable to complete their term, or does not intend to seek reappointment after the expiry of their term, they should give 3 months' notice to the Chair and the governing body prior to their resignation to enable the Council to ensure a smooth transition to a new committee member.

The governing body can, by resolution, terminate the appointment of any Chair or independent committee member before the expiry of their term where the individual has:

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

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

Review arrangements

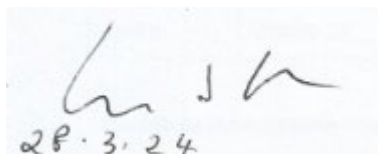
At least once every council term, the governing body must conduct an external review of the effectiveness of the Committee.

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

Further information

For further information on council's audit, risk and improvement committee contact Manager Corporate Governance on tsc@tweed.nsw.gov.au or by phone 02 6670 2400.

Reviewed by Chair of the Audit, Risk and Improvement Committee

A handwritten signature in black ink, appearing to be 'L. J. K.', is written over a light blue rectangular stamp. Below the signature, the date '28.3.24' is handwritten in black ink.

Reviewed by council in accordance with a resolution of the governing body
21 March 2024

Next review date: 21 March 2028

Schedule 1 – Audit, Risk and Improvement Committee responsibilities

Audit

Internal audit

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

External audit

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

Risk

Risk management

Review and advise the council:

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

Internal controls

Review and advise the council:

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

Compliance

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

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

Fraud and corruption

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

Financial management

Review and advise the council:

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

Governance

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

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

Improvement

Strategic planning

Review and advise the council:

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

Service reviews and business improvement

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

Performance data and measurement

Review and advise the council:

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

Appendix 1 – Independence and Eligibility Criteria

This appendix is provided for convenience. This reflects the eligibility criteria as defined in the Guidelines for Risk Management and Internal Audit for Local Government in NSW.

Independence criteria for committee chairs and independent members

The chair and independent voting committee members must not:

- currently be a councillor of any NSW council
- be a non-voting representative of the board of the joint organisation
- be a candidate at the last election of the council
- be a person who has held office in the council during its previous term
- be currently employed by the council or joint organisation, or been employed during the last 12 months
- conduct audits of the council on behalf of the Audit Office of NSW
- have a close personal or business relationship with a councillor or a person who has a senior role in the council that may lead to a real or perceived conflict of interest
- currently, or within the last three years, provided any material goods or services (including consultancy, legal, internal audit and advisory services) to the council which directly affect subjects or issues considered by the audit, risk and improvement committee
- be (or have a close family member who is) a substantial shareholder, owner, officer or employee of a company that has a material business, contractual relationship, direct financial interest or material indirect financial interest with the council or a related entity which could be considered a real or perceived conflict of interest, or
- currently or have previously acted as an advocate of a material interest on behalf of the council or a related entity which could be considered a real or perceived conflict of interest.

Eligibility criteria for committee chairs

Audit, risk and improvement committee chairs must demonstrate the following:

- leadership qualities and the ability to promote effective working relationships in complex organisations
- an ability to communicate complex and sensitive assessments in a tactful manner to the council's internal audit coordinator, senior management and the mayor and councillors
- a sound understanding of:
 - the principles of good organisational governance and capacity to understand local government accountability, including financial reporting
 - the business of the council or the environment in which it operates
 - internal audit operations, including selection and review of the council's internal audit coordinator, and
 - risk management principles
- extensive senior level experience in governance and management of complex organisations, an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)

-
- functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations.
 - a capacity to form independent judgements and a willingness to constructively challenge/question management practices and information, and
 - a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of the chairperson of an audit, risk and improvement committee.

Eligibility criteria for independent committee members

Independent members of audit, risk and improvement committee members must demonstrate the following:

- an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- functional knowledge in areas such as risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and willingness to constructively challenge/question management practices and information
- a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of an independent member of an audit, risk and improvement committee, and
- preparedness to undertake any training on the operation of audit, risk and improvement committees recommended by the chairperson based on their assessment of the skills, knowledge and experience of the independent member.

Eligibility criteria for councillor members

To be appointed as a non-voting audit, risk and improvement committee member a councillor must demonstrate the following:

- an ability to read and understand financial statements and a capacity to understand the ethical requirements of government (including potential conflicts of interest)
- a good understanding of one or more of the following: risk management, performance management, human resources management, internal and external auditing, financial reporting, accounting, management control frameworks, internal financial controls, governance (including planning, reporting and oversight), or business operations
- a capacity to form independent judgements and willingness to constructively challenge/question management practices and information
- a professional, ethical approach to the exercise of their duties and the capacity to devote the necessary time and effort to the responsibilities of a councillor member of an audit, risk and improvement committee, and
- preparedness to undertake any training on the operation of audit, risk and improvement committees recommended by the chairperson based on their assessment of the skills, knowledge and experience of the councillor member.

Version control

Version #	Summary of changes made	Date changes made
1.0	Creation and adoption of Charter	7 February 2006
1.1	Reviewed and adopted by Council	28 November 2006
1.2	Reviewed and adopted by Council	13 November 2007
1.3	Reviewed and adopted by Council Minute No 153	21 July 2009
1.4	Reviewed and adopted by Council Minute No 580.	15 August 2010
1.5	Reviewed and adopted by Council Minute No 553	20 September 2011
1.6	Reviewed and adopted by Council Minute No 489	18 July 2013
1.7	Reviewed and adopted by Council Minute No C41	17 September 2015
1.8	Reviewed and adopted by Council Minute No 550	26 October 2017
1.9	Reviewed and adopted by Council	18 June 2020
2.0	Adopted Model Terms of Reference per new guidelines published November 2023	21 March 2024