



## NOTICE OF MEETING

NOTICE is hereby given that an **Ordinary Meeting of Gwydir Shire Council** will be held in the Roxy Conference Room or as a Teams' Meeting depending upon the covid lockdown restrictions, on **Thursday 26 August 2021** (commencing at **9am**) to discuss the items listed in the Agenda.

Your attendance is respectfully requested.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Max Eastcott'.

Max Eastcott  
General Manager

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# **GWYDIR SHIRE COUNCIL**

## **B U S I N E S S   P A P E R**

### **AGENDA**

#### **ORDINARY MEETING August 26, 2021 9am**

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##### **OFFICIAL OPENING AND WELCOME – MAYOR**

##### **APOLOGIES**

##### **CONFIRMATION OF THE MINUTES**

###### **RECOMMENDATION:**

**THAT the Minutes of the Ordinary and Confidential Ordinary Meeting held on Thursday, July 29, 2021 as circulated be taken as read and CONFIRMED.**

##### **PRESENTATION**

##### **CALL FOR THE DECLARATIONS OF INTERESTS, GIFTS RECEIVED AND CONFLICTS OF INTEREST**

##### **COMMITTEE OF THE WHOLE - CONFIDENTIAL ITEMS**

###### **1. Adoption of Confidential Committee Recommendations**

It is recommended that the Council resolve into Committee of the Whole with the press and public excluded to allow consideration of this item, as provided for under Section 10A(2) (a) (c) of the Local Government Act, 1993, on the grounds that the report contains personal matters concerning particular individuals; AND the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

##### **MAYORAL MINUTE (If any)**

##### **DEFERRED ITEMS – Nil**

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**OFFICERS' REPORTS (As listed)**

**COMMITTEE OF THE WHOLE – OPEN**

**Councillors' Reports**

## Item 1      Bingara Community Op Shop Report

**FILE REFERENCE** 21/20663

## DELIVERY PROGRAM

**GOAL:** 1. A healthy and cohesive community

**OUTCOME: 1.2 OUR COMMUNITY IS AN INVITING AND VIBRANT PLACE TO LIVE**

**STRATEGY: 1.2.1 Enable accessible and affordable lifestyle options - OCD -external**

**AUTHOR** General Manager

**STAFF DISCLOSURE OF INTEREST** Nil

## IN BRIEF/ SUMMARY RECOMMENDATION

This report is for information and notation.

<b>TABLED ITEMS</b>	Nil
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## BACKGROUND

The following report has been submitted by Mrs Bev Matthews.

## COMMENT

## The Bingara Community Op Shop Report - November 2020 to July 2021

*The seed was sown for the Op Shop by holding two public meetings at the Uniting Church Hall in November 2020. An executive was formed, a general discussion was had on the philosophy of the group, a vote was taken concerning the venue and a decision was made to hold a Monster Garage Sale at the Wiseman Crowley Hall. The group was keen to have the Op Shop in the main street. A raffle was organised and this was drawn at the garage sale. The Garage Sale was a wonderful success and, together with the raffle, raised three thousand dollars. This money helped us set up the shop when we finally found a premise.*

*We started paying rent of \$110 per week at 25 Maitland Street in mid - January. We opened on February 22<sup>nd</sup> with an event in our yard where volunteers spoke of their experiences in our group and Fay McCartney cut the cake and officially opened The Bingara Community Op Shop. The intervening weeks were extremely busy as volunteers painted fixtures, repaired the building and the garden in the back yard was started to be developed. The Living Classroom set up plants behind the shop which we sell for them.*

*A memorandum of understanding was drawn up with the Salvation Army and this indicated support from their Tamworth depot as well as access to the fixtures and stored bags of items in their three sheds in Bingara. The Uniting*

*Church of Inverell supported us through their Link Programme and therefore we are able to use the Church Hall as our sorting and storage space. Lynne works with a team of currently nine volunteers in that area. The community quickly developed a positive attitude to our work. Donations were accepted from the third week in January. Many locals ask us to clear homes which have been sold. The furniture sales take place at the Uniting Church Hall (aka The Engine Room).*

*The Shop has now become a gathering hub for many people of the town. We focus on having a cheery disposition for all our customers, very cheap prices, a bright and lively ambience and presentation of good quality items. We have held several events in our back yard; The Grazing on the Gwydir allowed us to display special items on tables under marquees, for the Orange Festival we provided a rest area as well as pumpkin soup, tea and coffee and Mash's famous caramel tarts as well as a display of painted jeans which the school children did for us. We have planned events for the RV Rally, The Pulse festival, Wattle Day and The Flower Show but of course these are dependent upon the Covid situation.*

*We are very proud that within the first four months of our business we have been able to donate seven and a half thousand dollars back into the community. The school, the library and Community Comfort have all benefitted.*

*Our Mission Statement declares that*

- Our shop is a place of welcome and support*
- It is affordable for all using the principles of reduce, recycle and repurpose*
- It is run by the community for the community.*

*We acknowledge that our success relies on the generosity of the Bingara people, the enthusiasm and vibrant ideas of our volunteers and the continuing support of the public.*

Bev Matthews, President, The Bingara Community Op Shop































#### **OFFICER RECOMMENDATION**

**THAT** the report be received and the Committee members as well as all the Op Shop volunteers be congratulated on the success of the venture.

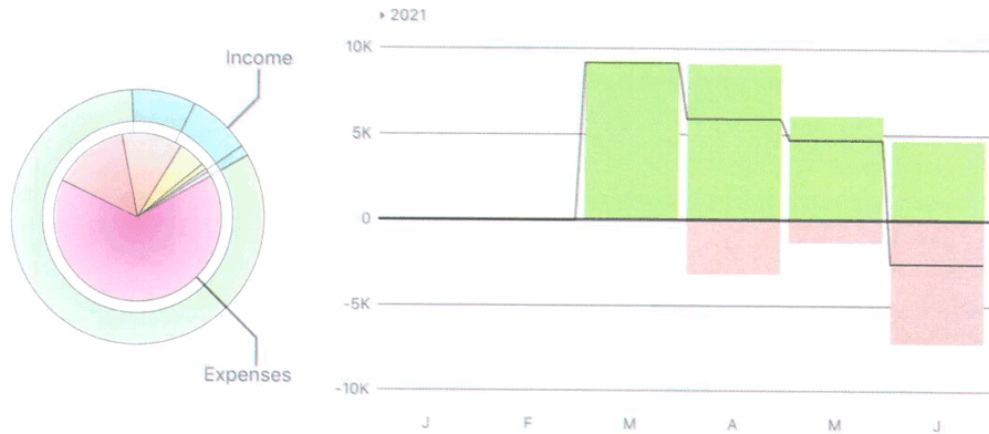
#### **ATTACHMENTS**

**AT-** Income and Expenditure Report to 1 June 2021

INCOME AND SPENDING REPORT

Income & Expense Report

JAN 2021 - JUN 2021 < >



JAN 2021 - JUN 2021  
**Net \$17,504.36**

INCOME SUMMARY

Total

- ☒ Deposit
- ☒ Square
- ☒ Post Office
- ☒ Gift

~ JAN 2021 - JUN 2021

**\$28,957.78**

\$23,886.55

\$2,372.88

\$2,298.35

\$400.00

SPENDING SUMMARY

Total

- ☒ Donation
- ☒ Repayment
- ☒ Rent Paid
- ☒ Living Classroom
- ☒ Stationary
- ☐ IGA account
- ☐ Uncategorized Expense
- ☐ Bank Charges
- ☐ Newsagency

^ JAN 2021 - JUN 2021

**-\$11,453.42**

-\$7,500.00

-\$1,688.89

-\$1,330.50

-\$613.90

-\$132.00

-\$78.14

-\$44.00

-\$39.00

-\$26.99

## Item 2 Adoption of Committee Recommendations

**FILE REFERENCE** 21/20892

## DELIVERY PROGRAM

**GOAL: 5. Organisational Management**

**OUTCOME: 5.1 CORPORATE MANAGEMENT**

**STRATEGY:** 5.1.3 Administrative functions - GM - internal

**AUTHOR** General Manager

**STAFF DISCLOSURE OF INTEREST** Nil

## IN BRIEF/ SUMMARY RECOMMENDATION

This report recommends the adoption of the recommendations from the Public Infrastructure and Community Services & Planning Committees.

## OFFICER RECOMMENDATION

**THAT the following recommendations are adopted:**

## Public Infrastructure Committee Recommendations

## July Engineering Services Report

**THAT the Engineering Services' Report be received and noted.**

**FURTHER that the ARTC/Trans4m be requested to consider contributing towards the Attract, Connect, Stay program designed to assist the Gwydir Shire community to recruit and retain the required health workforce.**

## Community Services and Planning Committee Recommendations

## Executive Services Monthly Reports

**THAT the Executive Services Monthly report is received and noted.**

## Monthly Organisational and Community Services Report

**THAT the Monthly Organisational and Community Services report is received and noted.**

## Councillors' Reports

**THAT the following reports are noted:**

**Ramp Repairs (Cr Egan);**

**LEMC Meeting (Cr Young);**

**Gravel Road up to the former Bingara Saleyards (Cr  
Dick);**

**47 Hope Street - Community College Access (Cr Moore);  
and;**

**Mr Ken Brooks RIP; (Mayor)**

#### **ATTACHMENTS**

There are no attachments for this report.

**Item 3 Councillors Report for July 2021****FILE REFERENCE** 21/20985**DELIVERY PROGRAM****GOAL:** 4. Proactive Regional and Local Leadership**OUTCOME:** 4.1 WE ARE AN ENGAGED & CONNECTED COMMUNITY**STRATEGY:** 4.1.2 Enable broad, rich and meaningful engagement to occur - GM - external**AUTHOR** General Manager**STAFF DISCLOSURE OF INTEREST** Nil**IN BRIEF/ SUMMARY RECOMMENDATION**

This report is for notation.

**TABLED ITEMS** Nil**COMMENT**

<b>July 2021</b>		
<b>Councillor</b>	<b>Event</b>	<b>Date</b>
Cr J Coulton (Mayor)	Committee Meeting – The Roxy Conference Room	8 <sup>th</sup> July
	ALGA Meeting (Matt Pinnegar and Linda Scott)	16 <sup>th</sup> July
	NBN Local manager David Crough – Bingara Reception Meeting room open to public 10:00am to 12:00pm	21 <sup>st</sup> July
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr Catherine Egan (Deputy Mayor)	Committee Meeting – The Roxy Conference Room	8 <sup>th</sup> July
	Special Events Meeting – The Bingara Reception Meeting Room	8 <sup>th</sup> July
	CMCA Bingara Rally Information Session – The Roxy Conference Room	13 <sup>th</sup> July
	Vision 20/30 Meeting – Imperial Hotel	21 <sup>st</sup> July
	Zone Meeting – The Living Classroom	22 <sup>nd</sup> & 23 <sup>rd</sup> July
	Museum Opening - Bingara	27 <sup>th</sup> July

	Junction Park Funding	27 <sup>th</sup> July
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr David Coulton	Inspection at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr Geoff Smith	Committee Meeting – The Roxy Conference Room Bingara	8 <sup>th</sup> July
	ALGA Meeting ( Matt Pinnegar and Linda Scott)	16 <sup>th</sup> July
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr Stuart Dick	Committee Meeting – The Roxy Conference Room Bingara	8 <sup>th</sup> July
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr Dixon OAM	Committee Meeting – The Roxy Conference Room Bingara	8 <sup>th</sup> July
	Special Events Meeting - The Bingara Reception Meeting Room	8 <sup>th</sup> July
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr T Galvin	Committee Meeting – The Roxy Conference Room	8 <sup>th</sup> July
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr J Moore	Committee Meeting – The Roxy Conference Room Bingara	8 <sup>th</sup> July
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July
Cr F Young	Art Gallery Meeting – The Roxy Conference Room Bingara	7 <sup>th</sup> July
	Committee Meeting – The Roxy Conference	8 <sup>th</sup> July

	Room	
	Inspections at 43 and 45 Hope Street Warialda	29 <sup>th</sup> July
	Ordinary Council Meeting – The Roxy Conference Room Bingara	29 <sup>th</sup> July

**OFFICER RECOMMENDATION**

**THAT the report be received**

**ATTACHMENTS**

There are no attachments for this report.

## Item 4            Gwydir Shire Adverse Event Plan

**FILE REFERENCE** 21/21071

## DELIVERY PROGRAM

**GOAL: 4. Proactive Regional and Local Leadership**

**OUTCOME: 4.2 WE WORK TOGETHER TO ACHIEVE OUR GOALS**

**STRATEGY:** 4.2.2 Work in partnership to plan for the future - GM - external

**AUTHOR**            General Manager

**STAFF DISCLOSURE OF INTEREST** Nil

## IN BRIEF/ SUMMARY RECOMMENDATION

This report is for the notation and adoption of the Gwydir Shire Adverse Event Plan.

## BACKGROUND

The requirements under the Drought Communities Programme Extension guidelines (section 6.1) are that eligible Councils must develop an Adverse Event Plan which meets the needs of their community and give consideration to the following:

- Natural resource management (i.e. managing water supply, ground cover, trees, erosion, biodiversity)
- Economic diversification and community resilience (i.e. infrastructure planning, tourism investment, diversifying local industries, capacity building for local leadership), and
- Communication and coordination (i.e. how to let people know what's available – now, and in the future; how do you communicate in hard times and for recovery)

## COMMENT

The attached plan has been developed to meet the requirements of the grant funded Programme.

## OFFICER RECOMMENDATION

**THAT the report be received and that the Gwydir Shire Adverse Event Plan be adopted.**

## ATTACHMENTS

**AT-** Adverse Event Plan





## Adverse Events Plan 2021

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### Purpose

The purpose of the Gwydir Shire Council Adverse Events Plan is to provide detailed guidance for Council and the community to prepare for, and manage, adverse events that directly and indirectly impact on the Council and its community.

Planning for adverse events is necessary to prepare for future impacts to ensure that Council's Vision and Corporate Goals can continue to be realized.

## 1 Definition

An adverse event is any event or incident that has a negative impact on the wellbeing of the community.

### Administration

The Gwydir Shire Council Adverse Events Plan has been prepared in response to the requirements of the Federal Government's Drought Communities Programme.

The requirements for an Adverse Event Plan under the Drought Communities Programme – Extension guidelines (section 6.1) are that Eligible Councils must develop an Adverse Event Plan which meets the needs of their community, and give consideration to the following:

- natural resource management (i.e. managing water supply, ground cover, trees, erosion, biodiversity)
- economic diversification and community resilience (i.e. infrastructure planning, tourism investment, diversifying local industries, capacity building for local leadership), and
- communication and coordination (i.e. how to let people know what's available – now, and in the future; how do you communicate in hard times and for recovery)

Each of these elements listed will be individually addressed in this Plan.

## 2 Objectives

The objectives of the plan are to:

- Building community leadership capacity and community resilience to adapt and cope with chronic stresses and acute impacts caused by adverse events.
- Identify key strategies and actions to be undertaken by Council and other relevant stakeholders, in order to prepare for and manage adverse events.
- Identify measures and mitigation strategies to protect the Gwydir Shire Council workforce and community, and minimize the impact of an adverse event.
- Increase the resilience of Council's infrastructure and service delivery by building internal capacity to absorb, adapt and adjust to the expected shocks of climate change

- Identify risks to existing Council services and infrastructure posed by adverse events and develop adaptation responses.

The Plan aims to enhance and coordinate:

Before – (Preparedness)

Arrangements in place providing information and advice to key stakeholders to assist them to reduce the negative impact of an adverse event.

During – (Response)

Maintain essential Council services – make provisions for business continuity within the region to assist with the possible increase absenteeism and changes in demand on regional local government services.

After – (Community Support and Recovery)

Ensure there is a comprehensive approach to emergency recovery, with a specific focus on the issues specific to the adverse event.

About Gwydir Shire Council

Gwydir Shire is located on the North West Slopes and Plains of NSW, approximately 400kms north of Sydney, 120 kms north of Tamworth and 300 kms south west of Brisbane. The Shire is part of the New England – North West Region of NSW (also known as the Northern Inland Region) and is bounded by Tamworth Regional Council to the south, Narrabri Shire to the south west, Moree Plains Shire to the west, Inverell Shire to the east, Uralla Shire and Armidale Regional Council to the south east.

Incorporating an area of 9,122 square kilometres, Gwydir Shire extends from the Nandewar Range in the south and north to close to the Queensland border. The landscapes of the Shire are diverse, and in places, breathtaking. ABS figures from the 2016 Census show that Gwydir Shire had an estimated population of 5,258, an increase of 6% over the last 5 years. The southern and central areas of the Shire are located within the Gwydir River catchment area with the Gwydir River flowing through Bingara and Gravesend.

Agriculture is the primary land use and economic activity within Gwydir Shire. Livestock production dominates in the southern and central areas of the Shire, with the Shire producing prime beef, lamb and pork. The Shire has a collection of beef cattle and sheep properties with a number of renowned beef studs.

Broadacre cropping is undertaken in the northern part of the Shire, with the main crops being wheat, sorghum and barley. Other crops include dryland cotton, other grains (oats, maize, triticale), hay and pasture seeds, pulses (chickpeas, field beans, mung beans, faba beans, (lentils) and oilseeds (canola, soybeans and sunflowers).

### 3 The Council Profile

The community within the Gwydir Shire is diverse and unfortunately due to a number of years of severe drought, the population is in decline. The Shire has an ageing population and in the event of a Pandemic or similar adverse event, over one quarter of the population would be considered at risk.

Table 1: Gwydir Shire Demographic Summary (2016 Census)

LGA/Region	Gwydir Shire	New South Wales	% of New South Wales
Total Population	5,258	7,480,231	0.07%
At Risk Groups			
Persons Younger than 14 Years	971	1,386,328	0.07%
% Persons Younger than 14 Years in Shire	0.07%		
Persons Older than 65 Years	1371	1,217,646	0.11%
% Persons Older than 65 Years in Shire	26.07%		
Aboriginal and Torres Strait Islander	299	216,177	13.83
% of Aboriginal and Torres Strait Islander persons in Shire	5.68%		
Non-English Speaking Country of Origin			
Born in non-English Speaking Country	30	116,290	0.02%
% Born in non-English Speaking Country in Shire	0.57%		
People Speaking Languages Other than English at Home			
Total Non-English Spoken at Home	49	735,563	0.006%
% Total Non-English Spoken at Home in Shire	0.93%		
Need for Assistance			
Need for Assistance	369	402,048	0.09%
% Need for Assistance in Shire	7.01%		

#### Scope & Supporting Documents for the Plan

The preparation of an Adverse Events Plan is consistent with the guiding principles for councils set out in the Local Government Act 1993. The guiding principles contained in Section 8A of the Act include:-

*Section 8A (1) (a) - Councils should provide strong and effective representation, leadership, planning and decision-making." Section 8C of the Act sets out the integrated planning and reporting principles that apply to councils including the following:*

*Section 8C (h) - Councils should manage risks to the local community or area or to the council effectively and proactively.*

*Section 8C (i) - Councils should make appropriate evidence-based adaptations to meet changing needs and circumstances."*

The Gwydir Shire Council Community Strategic Plan 2017-2027 (CSP) is the highest level plan prepared by Gwydir Shire Council. This plan belongs to the community and reflects the community's main priorities and future aspirations. The CSP is based on the Social Justice Principles of access, equity, participation and rights.

The CSP has the following five themes:

- A healthy and cohesive community (Social)
- Building the business base (Economic)
- An environmentally responsible shire (Environment)
- Proactive regional and local leadership (Civic Leadership)
- Organisational management (Governance)

The preparation of an Adverse Event Plan aligns with each of these themes, the most relevant being '*Proactive regional and local leadership (Civic Leadership)*' and the strategies contained within this area.

The plan describes the existing key strategies and actions at a local level to prevent, prepare for, respond to and recover from adverse events. These events may be events for which Gwydir Shire Council has full or partial responsibility or external events which are the responsibility of another agency (eg Rural Fires Service, Area Health Service) that may involve a commitment from Council.

This plan shall be considered in conjunction with other relevant plans and policies including:

- Gwydir Local Emergency Management Plan (EMPLAN)
- Gwydir Shire Council Climate Change Adaption Plan
- Gwydir Shire Council Climate Change Adaption Plan Actions
- Gwydir Shire Council Pandemic Emergency Sub Plan
- Gwydir Shire Council Risk Management Policy
- Gwydir Shire Council Roadside Vegetation Management Policy
- Gwydir Shire Council Local Flood Plan

- Gwydir Shire Council Bushfire Management Plan including the investigation of a fire break around Warialda
- Gwydir Shire Council – Water and Sewerage Drought Management Plan

This Adverse Event Plan does not replace the formalised framework set out in the NSW State Emergency and Rescue Management Act 1989 to assist Council to manage a disaster/adverse event. The intention is to provide a supporting document for Council to assist the community. It demonstrates the framework in place for Council to work with their available resources and recognise what Council can and cannot do for the community. The intention is to align this plan with the existing Council, State and Commonwealth Government emergency management arrangements, while recognising the unique factors of our Local Government Area and how the Council maintains a comprehensive framework as it relates to adverse event management.

#### **4 Legislative Framework and Related Plans**

The following Acts and their respective Regulations are relevant to this plan:

- State Emergency and Rescue Management Act 1989 (as amended)
- Local Government Act 1993
- Public Health Act 2010
- State Emergency and Rescue Management Act (1989)

The following external plans are relevant to this plan:

- State Emergency Management Plan
- Regional Emergency Management Plan
- Local Emergency Management Plans
- NSW Health Service Local Disaster Management Plan
- National Action Plan for Human Influenza Pandemic
- NSW Human Influenza Pandemic Plan
- State Emergency Management Sub Plans
- Touriandi Lodge – Evacuation Plan
- Naroo Hostel – Evacuation Plan
- Copeton Dam Safety Plan
- Functional Area Supporting Plans, including Health, Energy and Utilities, Engineering Services, Transport Services, Welfare Services

#### **5 Key Stakeholders and Consultation Points**

Council has a number of key consultation points that will be utilised in the event of an adverse event. These points will assist council officers to co-ordinate and communicate responses to adverse events.

The following have been identified:

- Area Health Service (covering Warialda and Bingara)

- Naroo Frail Aged Hostel
- Touriandi Frail Aged Hostel
- Department of Education
- St Joseph's School
- NSW Police Service
- NSW Ambulance Service
- NSW Fire Services
- NW Rural Fire Service (RFS)
- NSW Public Health
- Department of Primary Industries and Environment
- State Emergency Services
- Local Land Services
- Community Service Groups – Rotary, Apex, Lions
- Church Groups

## **6 Level of Response**

The response of Council to each adverse event will vary depending on the following:

- Seriousness of the event
- Scope of the event
- Numbers of people involved
- Risk exposure
- Environmental impacts
- Financial impacts
- Media interest
- Need to involve other stakeholders

Therefore, the response to each adverse event should be proportionate to its scale, scope and complexity. Each event should be assessed utilising Gwydir Shire Council's Risk Management Framework.

## **7 Communication**

Communication in relation to any adverse events shall be in accordance with the Council's Communications Strategy and Media Policy. Council will utilise a variety of communication media to provide the community with relevant information in relation to adverse events including social media, radio, SMS Messaging and print where applicable.

## **8 Monitor and Review of Plan**

This Plan will be reviewed every four years or after the election of a new Council, or following any:

- Activation of the plan in response to an event; or
- Legislative changes impacting on the plan



Adverse Event – Risk Considerations

The requirements under the Drought Communities Programme Extension guidelines (section 6.1) are that eligible Councils must develop an Adverse Event Plan which meets the needs of their community and give consideration to the following:

- natural resource management (i.e. managing water supply, ground cover, trees, erosion, biodiversity)
- economic diversification and community resilience (i.e. infrastructure planning, tourism investment, diversifying local industries, capacity building for local leadership), and
- communication and coordination (i.e. how to let people know what's available – now, and in the future; how do you communicate in hard times and for recovery)

## 9 Natural Resource Management

The table below includes a summary of risk categories that have been identified with respect to the Council's natural resources.

Area	Risk	Mitigation
Water supply, availability, and quality	<ul style="list-style-type: none"> <li>• Drought</li> <li>• Decreased water in storage</li> <li>• Water contamination</li> <li>• Extended power interruption</li> <li>• Flood</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Council's drought Management Plan for Water Supply and Sewerage system.</li> <li>• Work with State Water and other key stakeholders to monitor water supplies and introduction of water restrictions at trigger points.</li> <li>• Education programs for water users on conservation and effective retention methods.</li> <li>• Communication between Council and RFS relating to establishment of firefighting resources.</li> <li>• Continued testing of water for contamination in line with Drinking Water Standards.</li> <li>• Liaison with NSW Health on water testing initiatives.</li> <li>• Alternative drinking water supplies identified if necessary.</li> <li>• Alternative power supplies identified.</li> </ul>
Ground cover, trees and soil erosion	<ul style="list-style-type: none"> <li>• Ground cover loss due to flooding or fire.</li> <li>• Erosion due to flooding and drought</li> <li>• Stability of trees is undermined due to external stresses.</li> <li>• Loss of native vegetation and critical habitat</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Local Land Services on initiatives to control Roadside Grazing.</li> <li>• Ensure that Roadside Vegetation Management Plan is implemented.</li> <li>• Planning to include the integration of native plant choices throughout the community.</li> <li>• Planning controls used to control the removal of native vegetation and ground cover.</li> </ul>

Biodiversity Impacts	<ul style="list-style-type: none"> <li>• Weed incursions and spread.</li> <li>• Loss of vegetation and wildlife habitat due to fires or drought.</li> <li>• Native wildlife more exposed to predators like birds of prey and feral cats.</li> <li>• Soil contamination</li> </ul>	<ul style="list-style-type: none"> <li>• Protection of habitat for threatened and endangered species eg Koala SEPP</li> <li>• Implementation of the North West Weeds Action Program 2020 – 2025</li> <li>• Implement weed management practices within Council controlled land and support practices on land controlled by other entities.</li> <li>• Work with Local Land Services to develop community education programs and vegetation management initiatives.</li> <li>• Work with LLS and other stakeholders on pest vertebrates control program (rabbits, dogs and feral cats).</li> <li>• Work with Landcare and community service organisations to establish programs to support vegetation regeneration.</li> <li>• Work with Fire Authorities to undertake fire mitigation activities to reduce the impact of fire.</li> <li>• Implementation of the Contaminated Lands Policy and Procedure.</li> <li>• Investigate reports of contamination under Council's EPA Authorisation.</li> </ul>
Waste Management	<ul style="list-style-type: none"> <li>• Inability to deliver a consistent service to ensure that waste is collected and processed appropriately.</li> <li>• The landfills will not be accessible due to adverse event.</li> </ul>	<ul style="list-style-type: none"> <li>• Council maintains the current contracted service for waste collection and disposal. Contractual provisions include considerations for waste collection and processing during and after adverse events.</li> <li>• Regular communications with Contractors to ensure continuity of delivery. (This was implemented during the recent COVID and flooding events).</li> </ul>

		<ul style="list-style-type: none"> <li>Additional Landfill sites have been identified and are maintained as emergency alternatives in an adverse event.</li> </ul>
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## 10 Economic Diversification and Community Resilience

Area	Risk	Mitigation
Infrastructure Planning	<ul style="list-style-type: none"> <li>Unable to complete infrastructure works due to adverse event.</li> </ul>	<ul style="list-style-type: none"> <li>Outsource work to contractors.</li> <li>Develop and maintain a multiskilled workforce.</li> <li>Operate and maintain a fleet of construction plant to reduce reliance on external plant hire.</li> <li>Identify and develop alternate sources of water for road construction.</li> </ul>
Tourism Investment	<ul style="list-style-type: none"> <li>Visitor economy ceases to exist or reduces considerably due to adverse event.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Regional Tourism and Economic Development groups to market tourism and instill confidence in the local government area after the event.</li> <li>Work with local tourism businesses to assist them to diversify their services to accommodate changes to the status quo if at all possible.</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>Our main street businesses are reliant on tourism. If an adverse event occurs that impacts on the numbers of businesses this could have a crippling impact on business viability.</li> <li>Agricultural businesses are impacted by adverse seasonal conditions or events.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage businesses to diversify and consider alternatively modes of service delivery through business education programs offered through the Economic Development function of Council.</li> <li>Work with State and Federal Government to encourage local businesses to take</li> </ul>

	<ul style="list-style-type: none"> <li>Loss of household/farm /business income.</li> </ul>	<ul style="list-style-type: none"> <li>advantage of initiatives on offer designed to provide relief in challenging times.</li> <li>Locally implement programs like the Drought Employment Program to assist with local employment and preservation of community assets and external workforce.</li> <li>Work with the individual Chambers of Commerce and business groups to establish programs such as "Buy Local" or work on events such as festivals or special interest days that bring people to the community to boost the economy.</li> <li>Seek funding opportunities that provide economic benefit to the community at all times.</li> <li>Raise awareness of income support opportunities.</li> </ul>
Local Leadership	<ul style="list-style-type: none"> <li>Extreme events require local leadership. Risk is present if people in the community are not trained to provide appropriate leadership in difficult times.</li> </ul>	<ul style="list-style-type: none"> <li>Train key staff on effective communication in crisis situations</li> </ul>
Public Health	<ul style="list-style-type: none"> <li>Health issues arise because of a breakdown of service delivery such as water, sanitation, and hygiene services.</li> <li>Mental health issues because of the adverse event.</li> <li>Impact of adverse event on infants and children. Children could be affected because they are dependent on adults for safety and protection and are in formative periods of physical and psychological development.</li> </ul>	<ul style="list-style-type: none"> <li>Consult with NSW Health on actions dependent on what the adverse event is eg COVID – implementing contact tracing.</li> <li>Liaison with Hunter New England Health to look at alternatives for sanitation and water services.</li> <li>Provision of water for personal use.</li> <li>Liaison with Hunter New England Health, local medical providers and other service providers to identify and promote programs focused on mental health.</li> </ul>

		<ul style="list-style-type: none"> <li>Council act as a conduit for external entities who deliver services aimed at improving mental health who have capacity to visit the Gwydir Shire Council local government area.</li> <li>Council to seek funding to run community events that bring people together providing a positive an uplifting experience.</li> <li>Work with the National Workforce Centre for Child Mental Health to implement the elements of the Emerging Minds – Community Trauma Toolkit.</li> </ul>
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#### Communication and Co-Ordination

Council has many modes of communication that can be utilised depending on the nature of the adverse event. Some of the risks associated with communication and co-ordination are included below:

Area	Risk	Mitigation
Communicating Adverse Events	<ul style="list-style-type: none"> <li>Residents of the council area not aware of adverse event or where to access information.</li> <li>Non English speaking residents and residents with special needs may not understand communications.</li> </ul>	<ul style="list-style-type: none"> <li>Council's communications strategy to be promoted all through the year so the general public becomes aware of the communication modes engaged in the event of an emergency or adverse event. Adverse event information available on social media, radio, letter drops and newsletters</li> <li>Special needs groups and individuals to be identified and appropriate mode of communication established for these groups. If necessary the message will</li> </ul>

Communication of Emergencies	<ul style="list-style-type: none"> <li>Residents unaware of actions required in an emergency.</li> </ul>	<ul style="list-style-type: none"> <li>need to be communicated in a different language or via an interpreter or carer.</li> <li>Combat Authority initiates emergency advice via SMS Alert, radio, social media and door knocks.</li> <li>Council to assist with providing communications and operational Liaison Officers for emergency management operations.</li> </ul>
Community Recovery	<ul style="list-style-type: none"> <li>The community is slow to recover and without direction.</li> <li>Lack of local accommodation options for displaced persons after events such as floods or fire.</li> </ul>	<ul style="list-style-type: none"> <li>Council partner with State and Federal Government officials to identify support initiatives. These initiatives as well as local initiatives be drafted into a Recovery Plan for Gwydir Shire Council.</li> <li>Develop dual use accommodation options that could be used following a disaster for emergency accommodation.</li> </ul>
Telecommunications	<ul style="list-style-type: none"> <li>Telecommunication services are lost during an adverse event.</li> </ul>	<ul style="list-style-type: none"> <li>Satellite phones purchased in case of emergency.</li> <li>Satellite WIFI is made available.</li> <li>Utilise council Two Way radio network to provide communications.</li> </ul>

#### Local Emergency Management Plan – Hazards and Risks Summary

In 2016 a Local Emergency Risk Management (ERM) Study was undertaken by the Gwydir Shire Local Emergency Management Committee. It identified a number of hazards as having risk of causing loss of life, property, utilities and/or the community's ability to function within its normal capacity. Although not assessed as adverse events they have been identified as having the potential to create an emergency and have relevance to this Adverse Events Plan. See Attached. It is noted that the Gwydir Shire Council Local Emergency Management Plan will be updated before the end of 2021 these section of the plan will be updated to reflect any changes.

Hazard	Risk Description	Likelihood Rating	Consequence Rating	Risk Priority	Combat / Responsible Agency
Communicable Disease affecting humans	<p>There is a risk that an influenza pandemic will:</p> <ul style="list-style-type: none"> <li>• affect human life and health resulting in widespread illness and deaths</li> <li>• cause a breakdown of community social functioning.</li> <li>• cause a reduced capacity for movement of people.</li> <li>• cause reduced capacity of local and regional transport networks.</li> <li>• will severely impact on local business continuity</li> <li>• will reduce community services including essential services, law &amp; order and civic leadership</li> <li>• will require long term recovery from economic loss and related employment</li> </ul>	Possible	Catastrophic	Extreme	NSW Health
Communicable Disease affecting animals	There is a risk of exotic/ emergency animal disease or zoonoses impacting on animal & human populations in the LGA	Possible	Catastrophic	Extreme	DPI
Fire (Bush or Grass)	There is a risk that a bushfire in the Warialda I (Urban Interface) Zone may result in damage or loss to houses (estimate 50 to 100), property and industry.	Possible	Moderate	Medium	NSW RFS FRNSW
Storm	There is a risk that a severe storm in the form of a dust, electrical, rain, hail, or wind storm could cause damage/ injury within 20% of the LGA.	Possible	Major	Extreme	NSW SES



Hazard	Risk Description	Likelihood Rating	Consequence Rating	Risk Priority	Combat / Responsible Agency
Transport Emergency (Road)	There is a risk that a transport accident in an URBAN environment may result in chemical exposure and or fire, from vehicle damage, to persons, services and the environment	Possible	Major	Extreme	LEOCON

**Item 5 Risk Appetite Assessment****FILE REFERENCE** 21/21076**DELIVERY PROGRAM****GOAL:** 5. Organisational Management**OUTCOME:** 5.1 CORPORATE MANAGEMENT**STRATEGY:** 5.1.5 Provide responsible internal governance - GM - internal**AUTHOR** General Manager**STAFF DISCLOSURE OF INTEREST** Nil**IN BRIEF/ SUMMARY RECOMMENDATION**

"type Text here..."

**TABLED ITEMS** Nil**BACKGROUND**

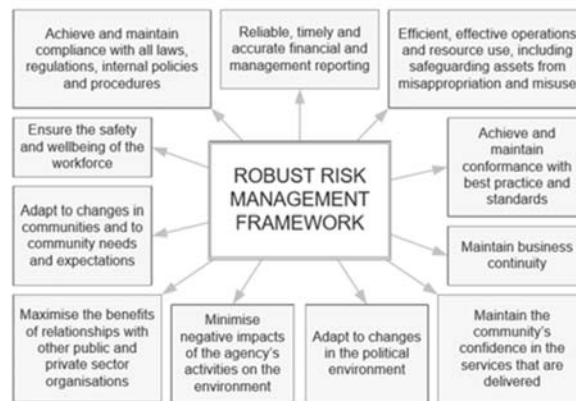
Risk Appetite relates to the amount and type of risk that the Shire is willing to take in order to achieve its strategic objectives. Having a documented risk appetite statement:

- allows for a better understanding of our strategic goals, culture, context and sensitivity to risk
- identifies different risk in different parts of the business
- informs the development of risk tolerances for various Shire activities and decisions.

Risk appetite is the amount of risk that an entity is prepared to accept or be exposed to at any point in time. It is the level of risk where the Shire considers that further risk mitigation is not required. There is no one size fits all risk appetite statement. It is commonly expressed as a threshold of high or zero, or somewhere in between. And the Shire may have different risk appetites for different key risks—a few examples are strategic, financial, reputational, workplace health and safety, and operational risks.

Risk tolerance is how much the Shire is prepared to suffer or lose what it already has, after dealing with risk (for example, treatment, acceptance, or avoidance) in order to achieve its objectives. The Shire should outline its risk tolerances to support its risk appetite statements and to guide management in applying tolerances to the daily operations of the Shire.

The Management Toolkit for NSW Public Sector Agencies (TPP 12-03) and the Australian and New Zealand Standard AS/NZS 31000:2018 (Risk Management - Guidelines), provides guidance to agencies on the development of effective and integrated risk management frameworks and processes, which should address the outputs outlined from a robust Risk Management Framework.



Source: TPP 12-03 NSW Treasury's Risk Management Toolkit for NSW Public Sector Agencies

Clear risk appetite and risk tolerance statements allow management to focus on achieving the Shire's objectives. By articulating these, the Shire makes explicit its attitude to risk. This in turn enables the management to evaluate individual risks and determine which to escalate and treat.

There are areas of risks to the Shire in its operations that can be significant and a failure to properly manage these risks will impact its ability to deliver its strategic objectives.

Individual areas of the Shire's operations should be allocated a Risk Tolerance Level.

Extent of Risk Appetite	Risk Tolerance Level	Risk Management Approach
<p>High Appetite (Open)</p> <p>Will consider options offering higher business rewards despite elevated levels of inherent risk.</p> <p>The Shire will operate in this area or in this way after all options are considered and the most appropriate option selected for an acceptable level of reward or value for money.</p> <p>Willingness to take on risk for an acceptable level of reward.</p>	High or Risk Positive	Innovate Venture Explore
<p>Moderate Appetite (Acceptable)</p> <p>Willing to consider all potential options and chose the</p>	Moderate Medium or	Confident

<p>one most likely to result in successful delivery, whilst also providing an acceptable level of reward and value for money</p> <p>The Shire should aim to generally operate in this area or this way after risks have been effectively mitigated in order to pursue opportunities. This is generally adopted for corporate and management activities.</p> <p>Willingness to take on a moderate level of risk.</p>	Open	
<p>Low Appetite (Tolerable)</p> <p>Preferences for safe options that have a low degree of risk and have some potential for reward.</p> <p>The Shire may operate in this area or in this way where the value is assessed as worthwhile, and only after risks have been effectively mitigated or uncertainty minimised. This is adopted for core business activities and for activities in pursuing key Shire strategic objectives.</p> <p>Willingness to take on a limited level of risk.</p>	Limited Low or Cautious	Conservative
<p>No Appetite (Unacceptable)</p> <p>Preference for safe options that are very low risk and only have potential for a limited reward</p> <p>The Shire could not reasonably operate completely in this area.</p> <p>No willingness to take on any risk would be debilitating to the ongoing operations of the Council.</p>	Zero or Minimal	Avoid

**COMMENT**

A draft Risk Appetite Matrix is attached for the consideration of Council.

**OFFICER RECOMMENDATION**

**THAT the attached Risk Assessment Matrix be referred to the next Internal Audit Committee Meeting for its consideration.**

**ATTACHMENTS**

**AT-** Risk Appetite Matrix

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Shire will tolerate	Shire will not tolerate
Our people and safety	We support a safe and healthy workforce that treats everyone fairly. The Shire has minimal appetite for work practices, actions or inactions that compromise the wellbeing and safety of people including staff, contractors, volunteers and community.	Zero or Minimal	1. Minor unforeseen incidents or injuries that arise from time to time while undertaking normal activities. 5. Minor morale and staff grievances due change within the organisation due to innovation or change management processes leading to more efficient and	1. Actions or behaviours that are deliberate and willingly contravene the Code of Conduct and WHS policies and procedures.
			2. Minor morale issues relating to improving workforce performance.	2. Actions which do not align to the Shire's values and a commitment to a one team.
			3. Practices that are not in line with best practice if safety and duty of care is not compromised.	3. Practices that knowingly compromise staff well-being, workplace or community safety (including discrimination, harassment or bullying)
			4. Practices that are not in line with best practice if safety and duty of care is not compromised.	4. Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses to our Community, Customers, Councillors or Employees.
			5. Minor morale and staff grievances due change within the organisation due to innovation or change management processes leading to more efficient and effective outcomes.	5. Events that occur arising from untrained employees or failed internal processes.
Infrastructure	The Shire is committed to continuous improvement in order to provide excellent infrastructure services that provide benefits to our Community and is open to taking moderate levels of risk to enhance our Shire's infrastructure.	Moderate, Medium or Open	1. Moderate financial and reputational impacts arising from the implementation of new of innovative technologies	1. Failure of third-party contractors to provide services within budget and agreed timeframes
			2. Moderate impacts leading to short term disruption to the community due to implementation of construction procedures which provide value for money provided the community has been informed.	2. Non-completion of a significant portion of new or renewal infrastructure projects beyond financial year (or scheduled completion period if project runs across multiple years).
			3. Moderate short-term financial impact on capital costs of projects where there are demonstrated long term sustainable gains.	3. Significant delays to projects that are considered within Council's control
			4. Moderate impacts to infrastructure due to implementation of new technology, innovation initiatives or projects.	4. Asset failure significantly earlier than the projected lifespan of the asset
			5. Unforeseen interruptions of up to 2 days to critical infrastructure from uncontrollable events where the Shire responds and communicates promptly to impacted residents and/or stakeholders.	5. Failure to administer and manage contracts appropriately
			6. Minor unforeseen and unavoidable cost variations in capital projects within the established contingency allocated to each project or 10% of the budget.	6. Significant foreseeable variations in contract price due to aspects of the project within the control of Council
				7. Failure to escalate critical infrastructure damage or issue within 2 hours.
				8. Failure to develop plans to respond to a disruption and ensure continuity of operational infrastructure.
				9. Activities that result in reasonably foreseeable and preventable fatalities, harm, serious injuries or illnesses to our Community, Customers, Councillors or Employees.

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Shire will tolerate	Shire will not tolerate
Service Delivery	The Shire delivers a range of community services, events and facilities which contribute to our Shire and is open to creativity and innovation and is willing to take some level of risk to deliver efficiencies, enhance capabilities and provide a service to be proud of to our community	Moderate, Medium or Open	1. Unforeseen interruptions of up to 2 days to critical business functions from uncontrollable events where Council responds and communicates promptly to impacted residents and/or stakeholders.	1. Failure to significantly meet our service commitments and community expectations
			2. Unforeseen interruptions of up to 7 days to less critical business functions from uncontrollable events where Council responds and communicates promptly to impacted residents and/or stakeholders.	2. Failure to demonstrate a commitment to delivering quality services to our Community, Councillors, Customers and Employees
			3. Moderate reputational impact from community complaints relating to service quality or new initiatives to deliver enduring benefits to our community.	3. Failure to document and follow policies and procedures that impairs the quality of service delivery or results in service interruptions.
			4. Moderate impacts to service delivery due to implementation of new technology, innovation initiatives or projects.	4. Failure to develop plans to respond to a disruption and ensure continuity of critical business functions
			5. Moderate impacts arising from innovations and ideas that contribute and encourage creating a flexible workforce	5. Failure to escalate a critical business function outage within 2 hours.
Environment	The Shire recognises the importance of conserving our environment and understands that wherever possible sustainability considerations in all decisions is important. The Shire has a cautious appetite for environmental impacts arising from its normal business activities but accepts that some damage may be necessary although every effort to mitigate any damage is pursued, which may include innovative practices.	Limited, Low or Cautious	1. Environmental impacts offset by other activity resulting in a net environmental benefit	1. Decisions that do not appropriately consider the principles of sustainable development.
			2. Minor environmental impacts from uncontrollable or unforeseen events or in order to deliver enduring benefits to our community well into the future.	2. Failure to minimise significant impacts on biodiversity and reduce our ecological footprint where possible
			3. Changes to procedures and practices to accommodate improved environmental outcomes	3. Decisions, activities and practices that result in long term or irrevocable environmental damage or negative climate impacts, threatens biodiversity, including extinction of flora and fauna, or is hazardous to human life without strong supporting documentation.
			4. Minor cost impacts in the selection of products and services that have a significant positive impact on the environment	4. Activities and practices that knowingly compromise the environment, are reasonably foreseeable and preventable. 5. Failure to meet environmental commitments or legal requirements resulting in EPA fines or penalties.
Reputation	The Shire recognises the importance of protecting its reputation. Council does however understand that negative publicity may occur where there is competing priorities and interests in the Community. The Council has a cautious appetite for any significant impact on Council's reputation.	Limited, Low or Cautious	Moderate adverse local media and social media scrutiny or a number of complaints relating to action which delivers longer term benefits to the community	Improper, unethical, corrupt, unprofessional behaviour or failure to exercise respect and duty of care in accordance with our Council values and policies
			Isolated minor incidents, concerns and complaints that can be resolved by management	Material breaches of the Code of Conduct, failure to uphold the probity of council decision-making, failure to act in a fair, honest, transparent and accountable manner or any failure to avoid or appropriately manage conflicts of interest.

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Shire will tolerate	Shire will not tolerate
Financial	The Shire recognises the financial risks involved in delivering a wide range of services, programs and capital projects. The Shire has a cautious appetite for variation in financial performance as long as long-term financial sustainability is not unreasonably threatened.	Limited, Low or Cautious	1. Minor unforeseen and unavoidable budget variations of up to 10% with explanation.	1. Financial activities and/or investment practices that contravene legislated or policy requirements
			2. Minor unforeseen and unavoidable cost variations in capital projects within the established contingency allocated to each project or 10%.	2. Failure to maintain or implement effective systems, processes and controls which adequately protect Council from fraudulent activity
			3. Short Term (less than 12 months) negative performance from commercial business aspects if core services are not affected	3. Fraudulent or corrupt financial transactions
			4. Minor losses, or capital outlays, attributable to new processes or innovation to improve services to meet community needs.	4. Actions that have a significant negative impact on the long term financial sustainability of the Shire
			5. Calculated financial risks to deliver infrastructure, improve service delivery or create positive income streams into the future.	5. A three-year average operating deficit excluding depreciation costs.
			6. Minor cost impacts of the implementation of vendor panel for procurement that extends a benefit to local competent suppliers	
Information Technology	The Shire's assets (including information) are vital in maintaining our business practices and therefore Council has a cautious approach to safeguarding from both external and internal threats, misuse, modification and unintended damage. Council's aim is to protect our assets contained within our IT systems and services. We will be successful through the application of appropriate internal controls, a cyber aware workforce, effective governance, timely remediation of identified control weaknesses, persistent review of the external threat landscape and consistent management of our third-party providers. The Shire has an open appetite for risks associated with Information Technology Systems.	Limited, Low or Cautious	1. Some cyber threats which if they were successful would have a minor or limited impact upon Council's business because they do not compromise the integrity, confidentiality or availability Council information or assets	1. Cybersecurity threats that could have been prevented through judicious application of technical and/or behavioural controls
			2. Timely remediation of identified cyber security control weaknesses	2. An unprepared response in the event of an external cyber attack
			3. Scheduled outages that are agreed to by the business owners and are regarded as part of normal business activities	3. Significant threats to assets arising from external malicious attacks
			4. Implementation of new technologies which create new opportunities for business improvement and innovation of systems which also could involve some minor to moderate risk.	4. Misuse, inappropriate distribution or loss of sensitive or confidential council information due to the actions of staff
				5. Prolonged unplanned outages of critical Council systems and services
				6. Failure to maintain systems and services which adequately protect Councils data and information and maintain adequate audit trails
				7. A lack of diligence in relation to information security the procurement and implementation of IT systems and services
				8. Data loss due to inappropriate data management processes
				9. Poor information governance processes
				10. Failure to maintain recovery plans in place and test plans on a regular basis

Risk Category	Context	Risk Appetite Rating	Risk Tolerance Levels	
			Shire will tolerate	Shire will not tolerate
Governance	Council is committed to good governance and meeting legislated and regulatory requirements in a consistent and fair manner. The Shire has minimal appetite for significant breaches of legal obligations or contractual agreements that result in fines, penalties or reputational damage. Council will seek innovative approaches to governance practices subject to compliance with legislation and the protection of its interests.	Zero or Minimal	1. Decisions made on merit in accordance with Council values that are not in line with professional advice.	1. Corrupt or fraudulent conduct by staff, councillors or contractors
			2. Minor technical breaches that have been considered by Council. The application of the Code of Meeting Practice in a manner that encourages participation.	2. Unreasonable delays when reporting, investigating or correcting any fraudulent, improper, unethical or corrupt conduct
			3. Temporary non-compliance due to unrealistic regulatory timeframes	3. Any instances where Council Officials knowingly break the law, fail to comply with legal obligations or recklessly breach internal policies
			4. Risks which may give rise to isolated complaints that are incidental to normal business activities despite best efforts to avoid or mitigate	4. Material breaches of legislation or the Code of Conduct.
			5. Streamlined governance processes subject to effective controls remaining in place	5. Failure to consider expert and/or professional legal advice
				6. Unauthorised release of confidential information
				7. Any behaviour which gives rise to extensive litigation and indictable offences
				8. Failure to comply with Government Directions or orders
Entrepreneurial Activities	Risk is an inherent part of any organisation's business operations. The exposure to and tolerance to risk differs across the Shire's operations. However, the Shire recognises that its level of risk appetite and risk tolerance must be set at a level that encourages, when required, entrepreneurship and an innovative approach to opportunities. However, the Shire is also committed to building a sound foundation of quality control systems and a culture that identifies and manages risk associated with the level of risk appetite and tolerances set by the Council.	High or risk positive	1. In the case of specific high risk functions (such as financial investment, land speculation or business ventures) the Shire will establish specific risk management guidelines, addressing the 'not to be tolerated' criteria, that outline in detail the acceptable level of risk and the potential positive outcome.	1. When the potential project may have a significant negative impact on Council's long-term financial sustainability
				2. When the potential project may result in major breaches of legislative requirements and/or significant successful litigation against the Council.
				3. The venture will compromise the safety and welfare of staff, contractors and/or members of the community.
				4. The venture has the potential to cause significant and irreparable damage to the environment.
				5. The venture could result in widespread and sustained damage to the Shire's reputation.



**Item 6 Monthly Investment and Rates Collection Report****FILE REFERENCE****DELIVERY PROGRAM****GOAL:** 5. Organisational Management**OUTCOME:** 5.1 CORPORATE MANAGEMENT**STRATEGY:** 5.1.1 Financial management and accountability systems - CFO - internal**AUTHOR** General Manager**STAFF DISCLOSURE OF INTEREST** Nil**IN BRIEF/ SUMMARY RECOMMENDATION**

At each monthly Ordinary Meeting, the Council is presented with the schedule relating to Investments, as at the end of the previous month.

**TABLED ITEMS** Nil**BACKGROUND**

In accordance with Clause 19(3) of the Local Government (Financial Management) Regulation 1993, the following information provides details of Council's funds invested as at 31th July 2021.

Direct Investments							
Broker	ID	Investment Name	Rating	Type	Next Rollover	Yield	Current Value
NAB	2021.10	NAB	AA	TD	25/10/2021	0.27%	\$1,000,000.00
NAB	2021.2	NAB	AA	TD	25/10/2021	0.27%	\$1,000,000.00
NAB	2021.3	NAB	AA	TD	25/10/2021	0.27%	\$1,000,000.00
Grand Total							\$3,000,000.00
Managed Funds							
Fund	Investment	Horizon	Type	3 Mth Avg Yield	Current Value		
Regional Australia Bank		At Call	Cash	See report	\$406,849.48		
Tcorp Cash Fund		At Call	Cash	See report	\$7,100,313.21		
Tcorp Medium Term Fund		At Call	Cash	See report	\$1,472,886.94		
Grand Total							\$8,980,049.63
Total Investments							
Direct Investments							\$3,000,000.00
Managed Funds							\$8,980,049.63
Grand Total							\$11,980,049.63

**Cash and Investments****Total Investments**

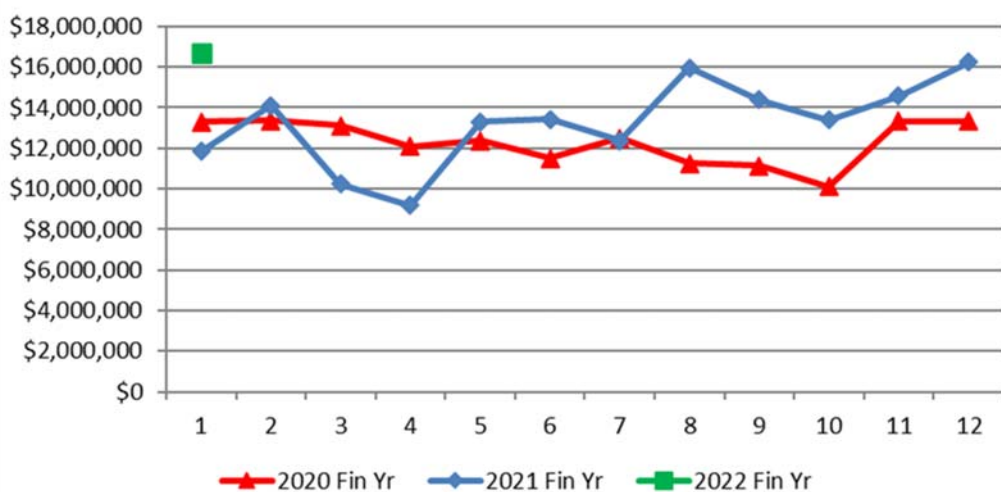
Direct Investments	\$3,000,000.00
Managed Funds	\$8,980,049.63
<b>Grand Total Investments</b>	<b>\$11,980,049.63</b>

**Total Cash and Investments**

Investments	\$11,980,049.63
Cash at bank	\$ 4,698,304.18
<b>Grand Total Cash and Investments</b>	<b>\$16,678,353.81</b>

**General Fund Cash**

<b>Total cash and investments</b>	<b>\$16,678,353.81</b>
<b>LESS:</b>	
Water fund*	-\$833,049.90
Sewer fund*	-\$2,829,240.86
Waste fund*	-\$3,512,625.05
<b>Other restrictions:</b>	
Employee leave entitlements*	-\$900,000.00
Carry over works in progress*	-\$6,034,350.00
Asset replacement*	-\$954,000.00
Bonds and deposits	-\$1,182,486.12
Developer contributions	-\$200,000.00
*These figures may change with end of year processing	
<b>Discretionary General Fund Cash</b>	<b>\$232,601.88</b>

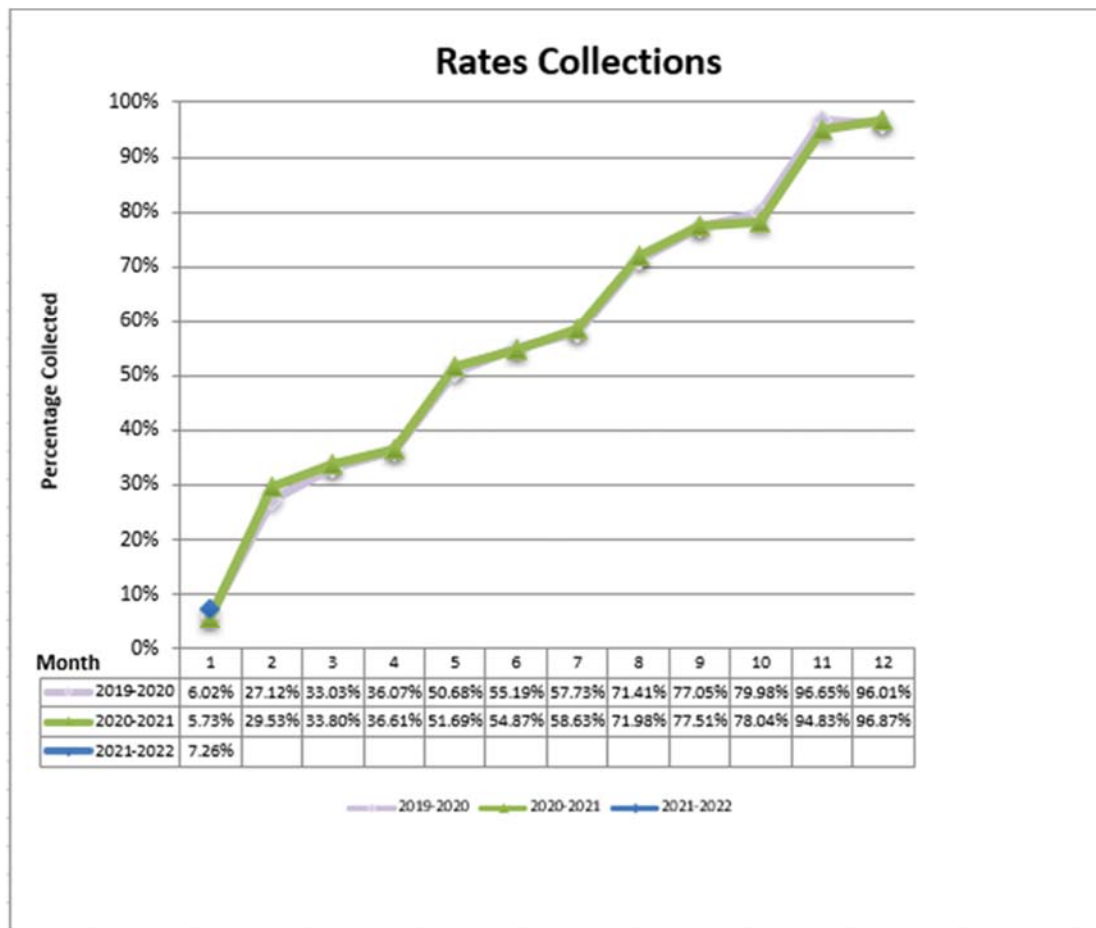
**Total cash holdings**

**COMMENT**

I, Helen Thomas, CFO and Responsible Accounting Officer for Gwydir Shire Council, certify that the Council's investments have been made in accordance with the Local Government Act 1993, Local Government (General) Regulation 2005 and Council's Investment Policy, as amended.

**RATES COLLECTIONS**

The graph below represents a comparative of the percentage collections for the current year against the two previous rating years. The current years collections are up to 31<sup>th</sup> July 2021.

**OFFICER RECOMMENDATION**

**THAT the Monthly Investment and Rates Collection report be received and noted.**

**ATTACHMENTS**

There are no attachments for this report.