



Trading as:

NEW ENGLAND WEEDS AUTHORITY

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5 February 2020

Dear Councillors,

You are requested to attend the Ordinary Meeting of the New England Tablelands (Noxious Plants) County Council to be held in the Armidale Office of the Authority at 129 Rusden Street, Armidale on:

**Tuesday,
18 February 2020 commencing at 8.30 am.**

The Meeting will not be followed by the Chairman's Annual Tour.

Yours sincerely,

John Duggan
GENERAL MANAGER

AGENDA – ORDINARY COUNCIL MEETING

Commencing at 8:30am

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9	NEXT MEETING: TUESDAY, 21 APRIL 2020 AT 8:30 AM.	45

10 ATTACHMENTS:

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- | | |
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| 2. New England Weeds Authority Code of Conduct and Procedures for the Administration of the Model Code of Conduct. | 53 |
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1 PRESENT

2 APOLOGIES

3 DECLARATION OF INTEREST

4 CONFIRMATION OF THE MINUTES OF THE ORDINARY MEETING HELD ON TUESDAY 17 DECEMBER 2019

5 MATTERS ARISING FROM THE MINUTES OF THE ORDINARY MEETING HELD ON TUESDAY 17 DECEMBER 2019

6 CHAIRMAN'S REPORT

**MINUTES OF THE ORDINARY MEETING OF THE NEW ENGLAND
TABLELANDS (NOXIOUS PLANTS) COUNTY COUNCIL HELD IN THE
ARMIDALE OFFICE, 2/129 RUSDEN STREET, ARMIDALE ON TUESDAY,
17 DECEMBER 2019 COMMENCING AT 8:35AM**

PRESENT: Councillor M. Dusting - Chairperson, Councillors S. Kermode, L. Martin and J. Galletly.

IN ATTENDANCE: General Manager, Mr John Duggan, Senior Biosecurity Officer, Mr James Browning

APOLOGIES:

Councillor A Murat.

39/19 RESOLVED on the motion of Councillors Galletly and Martin that the apology of Councillor Murat be accepted and a leave of absence be granted.

DECLARATIONS OF INTEREST

There were no declarations of interest.

**CONFIRMATION OF MINUTES OF THE ORDINARY MEETING HELD ON
TUESDAY 20 AUGUST 2019.**

40/19 RESOLVED on the motion of Councillors Murat and Martin that the Minutes of the Ordinary Meeting of the New England Tablelands (Noxious Plants) County Council held on 20 August 2019, copies of which have been distributed to all members, are taken as read and confirmed a true record.

**BUSINESS ARISING FROM THE MINUTES OF THE ORDINARY MEETING HELD
ON TUESDAY 20 AUGUST 2019.**

There were no matters arising.

**1. PROPOSED AMENDMENT TO COUNTY COUNCIL CONSTITUTION (ITEM
4.1.1)**

41/19 RESOLVED unanimously on the motion of Councillors Kermode and Galletly:

That in accordance with Section 383 (1) of the Local Government Act (1993), Council

- endorses the making of the attached proposal to amend the constitution of the New England (Noxious Weeds) County Council and;
- authorises the referral of the attached proposal to amend the constitution of the New England (Noxious Weeds) County Council to the Office of Local Government for assessment and recommendation to the Minister.

**MINUTES OF THE ORDINARY MEETING OF THE NEW ENGLAND
TABLELANDS (NOXIOUS PLANTS) COUNTY COUNCIL HELD IN THE
ARMIDALE OFFICE, 2/129 RUSDEN STREET, ARMIDALE ON TUESDAY,
17 DECEMBER 2019 COMMENCING AT 8:35AM**

5. MATTERS OF URGENCY

42/19 RESOLVED on the motion of Councillors Kermode and Martin that:

The chairperson and the General Manager prepare a submission regarding the new 'Risk Management Framework' and circulate to Councillors before forwarding to OLG..

NEXT MEETING

The next meeting will be held on Tuesday, 18 February 2020 at 8.30 am at Armidale..

**THERE BEING NO FURTHER BUSINESS THE CHAIR DECLARED THE
MEETING CLOSED AT 8:51AM.**

7 GENERAL MANAGER'S REPORT

7.1 ORGANISATIONAL MATTERS

7.1.1 GRIEVANCE POLICY

INTRODUCTION

As previously reported to Council a review of Council's Policies and Procedures is an ongoing exercise. Councillors will recall the reports to the October 2019 meeting of Council where the Internal Reporting Policy and Code of Conduct were adopted. As a follow on from these policies it has been prudent to review Council's Grievance Policy and this policy is the subject of this report.

REPORT

A grievance is any work-related disagreement, complaint or matter which someone thinks is unfair or unjustified and which is causing that person concern or distress. Grievances can relate to almost any aspect of employment including but not limited to discrimination, harassment, bullying, vilification, victimisation, leave application, work environment, safety in the workplace and performance appraisal.

It is important that Council has in place a robust framework for managing and resolving grievances and complaints by employees so as to foster a safe and inclusive work place where individuals feel supported and are able to work effectively without fear of discrimination, harassment, bullying, vilification, victimisation and/or reprisal.

Council is committed to ensuring and supporting the rights of individuals to achieve their full potential free from the aforementioned grievances. The Grievance Policy No: 01/19 attached to the report for the consideration of Councillors, applies to Council employees and volunteers who may be engaged by Council.

The Policy highlights Council's commitment to its employees, the general principles under which the policy will be applied, the rights of employees as well as those subject to the complaint, the responsibilities of the General Manager and supervisors, the procedure for dealing with a complaint and related legislation.

The policy has been discussed with staff and is submitted for Council's consideration and adoption.

Attachment: NEWA Grievance Policy No: 01/19

RECOMMENDATION

That the NEWA Grievance Policy No: 01/19, as attached to the report, be adopted.

REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL TO BE HELD ON 18th FEBRUARY 2020

7.1.2 CODE OF CONDUCT

INTRODUCTION

The updated Model Code of Conduct for Local Councils in NSW prescribes the minimum ethical and behavioural standards all council officials in NSW are required to comply with. In doing so it seeks to:

- prescribe uniform minimum ethical and behavioural standards for all councils in NSW
- provide clear guidance to council officials on the minimum ethical and behavioural standards expected of them as council officials
- provide clear guidance to local communities on the minimum ethical and behavioural standards they can expect of the council officials who serve them
- promote transparency and accountability
- promote community confidence in the integrity of the decisions councils make and the functions they exercise on behalf of their local communities, and
- promote community confidence in the institution of local government.

Council at its meeting on 19 February 2019 adopted the current New England Weeds Authority Code of Conduct and Procedures for the Administration of the Model Code of Conduct.

Councillors, administrators, members of staff of council, independent conduct reviewers, members of council committees including the conduct review committee and delegates of the council must comply with the applicable provisions of council's code of conduct in carrying out their functions as council officials. It is the personal responsibility of council officials to comply with the standards in the code and regularly review their personal circumstances with this in mind.

Failure by a councillor to comply with the standards of conduct prescribed under this code constitutes misconduct for the purposes of the Act. The Act provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office.

Failure by a member of staff to comply with council's code of conduct may give rise to disciplinary action.

Report

As mentioned above the Model Code and Procedures are supported by provisions in the Act and the Regulations that relate to any conduct (whether by way of act or omission) of a councillor, member of staff or delegate in carrying out his or her functions that is likely to bring the council or holders of civic office into disrepute as well as effectively deal with serious or repeated breaches of the Code through penalties.

The key features of the code of conduct framework include:

- Flexibility to resolve non serious complaints, minimising costs to councils.

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

- Enhanced complaints management, with complaints about councillors and the general manager managed from start to finish by qualified and independent conduct reviewers.
- Fairness and rigour in the investigation process through clearer procedures.
- Strong penalties for ongoing disruptive behaviour and serious misconduct to effectively deter and address such behaviour, allowing councils to get on with the business of serving their communities.

Key components of the Model Code of Conduct and Procedures include:

- In the interests of clarity and simplicity, standards of conduct and procedures for dealing with breaches are separately prescribed.
- Prescribed standards under the Code in relation to binding caucus votes, the disclosure of political donations, loss of quorum, the management of significant non-pecuniary conflicts of interests in relation to principal planning instruments, gifts, relationships between councillors and staff and use of council resources for re-election purposes.
- Standards are included to address misuse of the code and other conduct intended to undermine its implementation.
- A focus on informal resolution of less serious matters.
- Code of Conduct matters dealt with confidentially. However, where a conduct reviewer determines that a councillor has breached the code and a sanction is imposed by the council, this will be made public via the minutes of the meeting.
- Limited rights of review to the Division of Local Government where a person is subject to an adverse outcome.
- The Division has various options for dealing with matters directly under the misconduct provisions, enabling it to directly police the administration of the code and address issues such as misuse or failure to cooperate.

The Office of Local Government have advised:

- Councils should review their existing panels of conduct reviewers and determine to appoint a new panel using the expression of interest process prescribed under the Procedures if they have not done so in the past four years. Councils may appoint shared panels with other councils including through a joint organisation or another regional body associated with the councils.

Under Part 3 of the Procedures for the Administration of the Code of Conduct :

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

3.1 The council must by resolution establish a panel of conduct reviewers

Council at its meeting held on 19 February 2019 adopted the following panel.

- Monica Kelly, Prevention Partners NSW
0438 280 621
enquiry@preventionpartnersnsw.com
- Kath Roach, SINC Solutions Pty Ltd
0414 193 755
solutions@sincsolutions.com.au
- Linda Pettersen, Linda Pettersen Consulting Pty Ltd
0413 552 155
linda.petterson@inet.net.au
- Emma Broomfield, Locale Consulting
0421 180 881
emma@localeconsulting.com.au
- Belinda Nolan, Pinnacle Integrity
0419 472 133
b.nolan@pinnacleintegrity.com.au
- Shane White, Pinnacle Integrity
0439 485 428
s.white@pinnacleintegrity.com.au
- Andrew Hedges, LKA Group Pty Ltd
1300 139 321
sydney@lkagroup.com.au
- Greg Wright, Wright Associates
0418 225 027
greg.wright@wrightassociates.com.au

Part 3 also requires:

3.17 The general manager must appoint a member of staff of the council or another person (such as, but not limited to, a member of staff of another council or a member of staff of a joint organisation or other regional body associated with the council), to act as a complaints coordinator. Where the complaints coordinator is a member of staff of the council, the complaints coordinator should be a senior and suitably qualified member of staff.

The role of the Complaints Coordinator is to:

- (i) Coordinate the management of complaints;
- (ii) Liaise with and provide administrative support to a conduct reviewer;
- (iii) Liaise with Office of Local Government;
- (iv) Arrange the annual reporting of code of conduct complaints statistics.

The General Manger recommends that the Project/Admin Officer be appointed as the complaints co-ordinator.

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
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**Attachment: New England Weeds Authority Code of Conduct and Procedures for
the Administration of the Model Code of Conduct.**

RECOMMENDATION:

- 1. That Council reaffirm the New England Weeds Authority Code of Conduct and the Procedures for the Administration of the New England Weeds Authority Code of Conduct, as attached to the report.**
- 2. That Council appoint the Project/Admin Officer as Complaints Coordinator.**
- 3. That Council adopt the following persons as its conduct review panel.**
 - Monica Kelly, Prevention Partners NSW
0438 280 621
enquiry@preventionpartnersnsw.com
 - Kath Roach, SINC Solutions Pty Ltd
0414 193 755
solutions@sincolutions.com.au
 - Linda Pettersen, Linda Pettersen Consulting Pty Ltd
0413 552 155
linda.petterson@iinet.net.au
 - Emma Broomfield, Locale Consulting
0421 180 881
emma@localeconsulting.com.au
 - Belinda Nolan, Pinnacle Integrity
0419 472 133
b.nolan@pinnacleintegrity.com.au
 - Shane White, Pinnacle Integrity
0439 485 428
s.white@pinnacleintegrity.com.au
 - Andrew Hedges, LKA Group Pty Ltd
1300 139 321
sydney@lkagroup.com.au
 - Greg Wright, Wright Associates
0418 225 027
greg.wright@wrightassociates.com.au

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

7.1.3 ENTERPRISE RISK MANAGEMENT POLICY AND STRATEGY REVIEW

INTRODUCTION

Council at its October 2012 meeting adopted the New England Weeds Authority Risk Management Policy and Strategy and was advised of the establishment of Council's Risk Register.

As part of the continual improvement program and review of Council's Enterprise Risk Management Framework, it is important that the currency and effectiveness of Council's Risk Management Strategy is reviewed on an annual basis.

REPORT

Risk management looks at co-ordinating activities to direct and control the organisation with regard to risk. The Risk Management Policy reinforces Council's commitment to the management of risk and "sets the tone" for its risk management approach, establishing objectives for the effective management of risk across the organisation. The policy is supported by the Risk Management Strategy which further defines the systems and processes necessary to maintain an effective and efficient risk management framework. It sets out the process for identifying and managing risks as well as the governance arrangements to ensure that the risk management framework remains active and helps all people within the organisation manage risk.

Flowing from the Strategy is the Risk Management Register that identifies risks across the organisation under the headings of Administration, Governance and Weed Control with associated risk factors identified, their risk category, control status and action plan. The risk management register is reviewed on a quarterly basis and reflects reports to Council on related matters as well as operational issues.

A recent review of the Policy, Strategy and Risk Register has been undertaken, copies of which are attached to the report for the consideration of Councillors. It is considered that Council's previously adopted Risk Management Policy and Strategy subject to minor updating changes are still current and no major changes are recommended. The Risk Register is under regular review to remain up-to-date.

ATTACHMENTS: **NEWA Risk Management Policy 02/20 Risk Management Strategy and Risk Register.**

RECOMMENDATION:

- 1. That the report on the review of the NEWA Risk Management Policy and Strategy, including the updated Risk Register be received and noted.**
- 2. That Council adopt the NEWA Risk Management Policy 02/20, as attached to the report.**
- 3. That Council reaffirm the NEWA Risk Management Strategy, as attached to the report.**

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
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7.1.4 DELIVERY PROGRAM PROGRESS REPORT

INTRODUCTION

Council at its June 2019 meeting adopted the New England Weeds Authority 10 year Business Activity Strategic Plan 2018-2028 in accordance with the requirements of the Local Government Act 1993. Included in the Plan are Council's Four Year Delivery Plan 2019 - 2023, Annual Operational Plan and Resourcing Strategy. There are certain reporting requirements in regard to meeting obligations under the Local Government Act 1993, which are the subject of this report.

REPORT

Under the provisions of Section 404(5) of the Local Government Act 1993, the General Manager must provide regular reports to Council, at least every 6 months, on the progress with respect to the Principal Activities in its Delivery Plan.

The following Schedules attached to the report provide details of the progress of Council's Principal Activities under the Delivery Plan for the period 1st July 2019 to 31st December 2019

ATTACHMENTS:

Delivery Plan Progress Report Schedules - 1 July 2019 to 31 December 2019.

RECOMMENDATION:

That the report on the 6-monthly progress of the Principal Activities under Council's Four Year Delivery Plan 2019 - 2023 to 31 December 2019 be received and noted.

REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL TO BE HELD ON 18th FEBRUARY 2020

7.1.5 PUBLIC INTEREST DISCLOSURES REPORT

INTRODUCTION

The Public Interest Disclosures Act 1994 (PID Act) requires Councils to prepare an annual report on their obligations under the Act within four months after the end of a reporting year. Council has already complied with this requirement with the report being included in the Annual Report 2018/19 forwarded to the NSW Ombudsman.

Councils are also required to provide the NSW Ombudsman with statistical information regarding their compliance with their obligations under the Act on a six monthly basis. This requirement is the subject of this report.

REPORT

The report is to be provided to the NSW Ombudsman within 30 days after the end of the relevant six month period or by such later time as the Ombudsman may approve. The information to be provided in the six monthly (and annual) report is outlined in the Public Interest Disclosures Regulation 2011(PID Reg).

Table 1 below details the six-monthly report information to 31st December 2018, required under section 4 of the Regulation, to be provided to the NSW Ombudsman under section 6CA of the PID Act.

Table 1

Relevant Section	Requirement	Report
PID Reg – sect 2(a)	the number of public officials who have made public interest disclosure to the public authority,	Nil
PID Reg – sect 2(b)	the number of public interest disclosures received by the public authority in total and the number of public interest disclosures received by the public authority relating to each of the following: (i) corrupt conduct, (ii) maladministration, (iii) serious and substantial waste of public money or local government money (as appropriate), (iv) government information contraventions, (v) local government pecuniary interest contraventions.	One Nil Nil Nil Nil Nil
PID Reg – sect 2(c)	the number of public interest disclosures finalized by the public authority,	One
PID Reg – sect 2(d)	whether the public authority has a public interest disclosures policy in place,	Yes

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
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Relevant Section	Requirement	Report
PID Reg – sect 2(e)	what actions the head of the public authority has taken to ensure that his or her staff awareness responsibilities under 6E(1)(b) of the Act have been met.	Circulation of PID Policy to all staff & awareness training at staff meetings.

RECOMMENDATION:

1. That the six - monthly report on Council's compliance with their obligations under the Public Interest Disclosures Act 1994 be received and noted.
2. That a copy of the report be forwarded to the NSW Ombudsman.

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
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7.1.6 VEHICLE SURVEILLANCE POLICY

INTRODUCTION

Council recently installed GPS tracking devices in its vehicles. These devices will provide much better data for Council to ensure that all areas and all weeds species are covered by our officers. They will also provide better data to claim the diesel rebate for Council.

REPORT

At its meeting of 6 November 2019, Council resolved:

- adopt the September 2019 Quarterly Budget review and approve the budget variations.
- Develop a policy following the installation of GPS equipment in Councils vehicles.

The attached policy is the result of this resolution. Council needs to ensure that it complies with the *NSW Workplace Surveillance Act 2005*. All staff have been informed at a recent staff meeting that the vehicle movements are tracked and that some Council officers have access to the tracking data. Advice stickers are in each of the vehicles so staff are aware of the GPS devices.

Staff have also been made aware that we now have reliable accurate data for all of our works including private works and works for other Government clients.

RECOMMENDATION:

1. That the NEWA Vehicle surveillance policy be adopted.

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
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7.1.7 PERFORMANCE AGREEMENT GENERAL MANAGER

Introduction

Section 338 of the Local Government Act (1993) requires the following:

(1) The general manager and other senior staff of a council are to be employed under contracts that are performance-based.

Having entered into a contract, Council should establish a performance agreement with the General Manager.

Report

Council has reviewed the performance agreement for the General Manager on an annual basis over recent years. It is appropriate that agreement be reached with the new General Manager.

The attached draft performance agreement is consistent with history and continues with the same process and timelines.

Attachments: Draft Performance Agreement

RECOMMENDATION:

- 1. That Council authorises the Chairman to sign the attached performance agreement on behalf of Council.**

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

7.1.8 PERSONAL PROTECTIVE EQUIPMENT POLICY

Introduction

Recent staff meetings and Work Health and Safety (WHS) meetings have resulted in a need to establish a personal protective equipment policy. The policy clearly outlines the obligations of both the employer and the employee and assists in ensuring relevant guidelines are adhered to.

Report

Recent discussions with employees at staff meeting and others external to our organisation have resulted in a need to document a clear Personal protective equipment policy (PPE Policy) to ensure all officers and contractors are aware of Council's requirements.

The attached policy has been circulated to all staff and discussed at staff meetings. The key outcomes of the policy are:

- Clear understanding of the various PPE requirements in differing work environments
- Clear understanding or signage requirements and what each sign means.
- Details about how Council will support employees in adhering to the PPE requirements
- Specific matters relevant to spraying operations.

This policy will commit Council to some additional costs for PPE each year, however I believe these costs are minimal in ensuring the safety and good health of our employees,

Attachments: Draft PPE Policy

RECOMMENDATION:

- 1. That Council adopts the PPE Policy.**

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

7.2 FINANCIAL MATTERS

7.2.1 INVESTED FUNDS REPORT

Introduction

The Local Government (General) Regulation, Clause 212, requires that the Responsible Accounting Officer must provide Council with a written report setting out all money Council has invested under Section 625 of the Local Government Act 1993, up to the last day of the Month immediately preceding the meeting.

Report

Included in this report are the following items that highlight Council's Investment Portfolio Performance for the period ending 31 December 2019 and an update of the investment environment:

- a) Councils Investments for reporting period 1 October 2019 – 31 December 2019;
- b) Investment Portfolio Performance and
- c) Investment Commentary.

Financial Impact

The actual interest earned for the October to December 2019 period is \$6,146.06 bringing the year to date total to \$20,000.

- a) Council's Investments for reporting period 1 October 2019 – 31 December 2019

Commonwealth Bank Business Online Saver:

As at	Rate	Balance	Interest
31 December 2019	0.6%	\$106,009.018	\$61.60

Term Deposits:

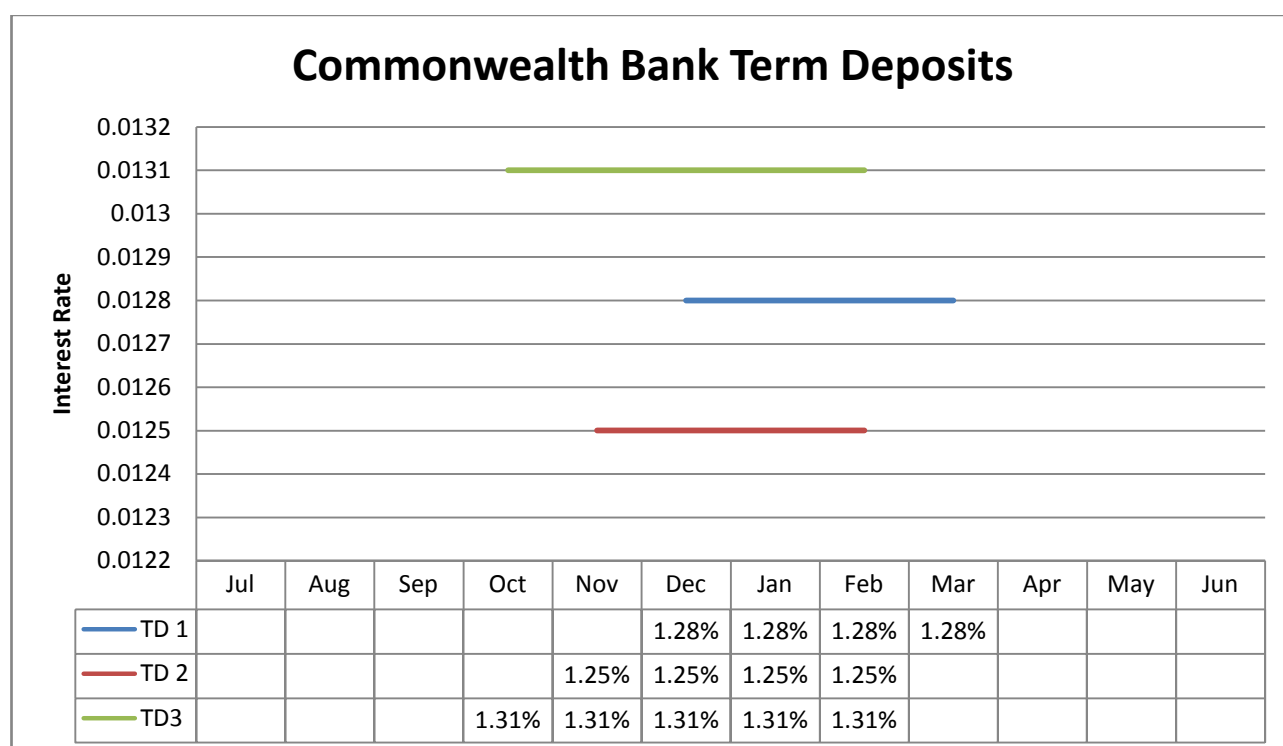
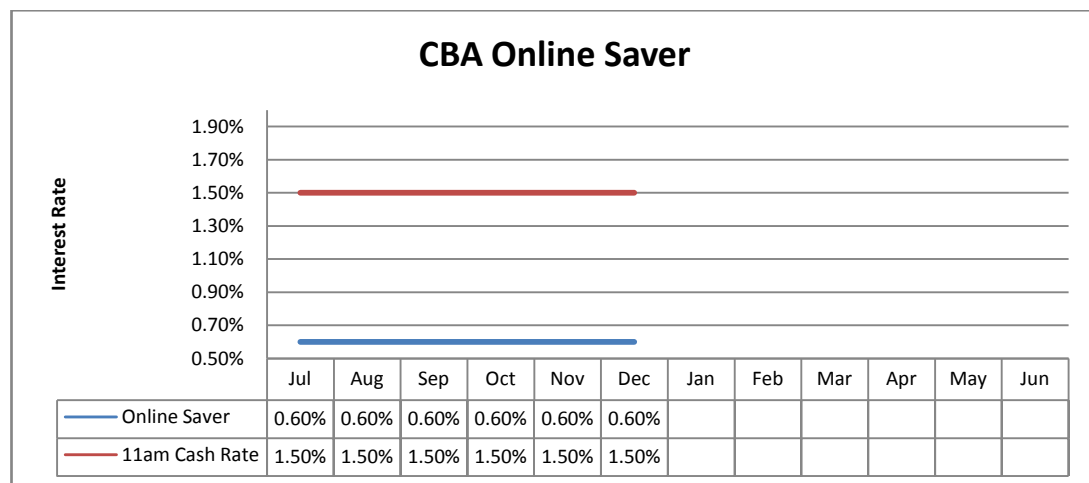
Commonwealth Bank Term Deposits

Term Deposit	Opened	Due	Rate	Term Deposit	Balance as at 31 Dec 2019	Interest accrued to 31 Dec 19
1	30/07/2019	27/12/2019	1.65%	\$500,000.00	\$0.00	\$1,966.20
	28/12/2019	24/06/2020	1.28%	\$503,390.41	\$503,390.41	\$70.60
2	26/02/2019	25/11/2019	2.39%	\$500,000.00		\$1,832.88
	26/11/2019	24/02/2020	1.25%	\$508,905.21	\$508,905.21	\$609.70
3	10/10/2019	10/03/2020	1.31%	\$508,215.89	\$508,215.89	\$1,495.68
4	5/08/2019	6/11/2019	1.57%	\$251,325.50	\$0.00	\$109.40
					\$1,520,511.51	\$6,084.46

REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL TO BE HELD ON 18th FEBRUARY 2020

b) Investment Portfolio Performance

Council's Investment Policy provides for the benchmarking of its investments against the 11am Cash Rate and the Australian Financial Markets Association Bank Bill Rate. The following tables detail Council's Investment Portfolio Performance.



c) Investment Commentary

The Investment Portfolio continues to reflect the Reserve Bank's current hold on interest rates at .75%. The returns on investments to date are in line with budget forecasts.

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
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Certification – Responsible Accounting Officer.

I hereby certify that the investments listed in the attached report have been made in accordance with Section 625 of the Local Government Act 1993, Clause 212 of the Local Government (General) Regulation 2005 and Council's Investment Policy.

Responsible Accounting Officer: John Duggan

RECOMMENDATION:

- 1. That the report indicating Council's Fund Management position be received and noted.**
- 2. That the Certificate of the Responsible Accounting Officer be noted and the report adopted.**

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
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7.2.2 DECEMBER 2019 QUARTERLY BUDGET REVIEW

**New England Weeds Authority
Annual Operational Plan Budget**

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
INCOME						
Government Grants - WAP						
Grant - N.T Lead Agency / Regional Project Officer	11110	40,000	0	0%		
Grant - Control	11120	235,750	0	0%		
Grant - WAP 1520 Glen Innes	11143	70,000	0	0%		
Grant - WAP TSA		40,000	0	0%		
Grant - WAP DVD			0			
TOTAL WAP FUNDS 18-19		385,750	0			
TOTAL WAP GRANT		<u>385,750</u>	<u>0</u>	<u>0%</u>	<u>0%</u>	
Council Contributions						
Annual						
Cont Annual - Armidale Regional	11211	201,603	201,603	100%		
Cont Annual - Uralla Shire	11213	81,476	81,476	100%		
Cont Annual - Walcha	11214	81,476	81,476	100%		
Cont Annual - Glen Innes Severn	11215	94,760	94,760	100%		
		<u>459,315</u>	<u>459,315</u>	<u>100%</u>	<u>0%</u>	
Fees and Charges						
Section 64 Fees - Constituent Councils	11510	1,200	630	53%		
Section 64 Fees - Glen Innes Severn Council	11520	500	90	18%		
		<u>1,700</u>	<u>720</u>	<u>42%</u>	<u>0%</u>	
Investment Interest						
Interest - 11 am	11610	2,000	169	8%		
Interest - Fixed	11620	27,000	19,831	73%		
		<u>29,000</u>	<u>20,000</u>	<u>69%</u>	<u>0%</u>	
Profit on Sale of Assets		<u>5,000</u>	<u>0</u>			
		<u>5,000</u>	<u>0</u>		<u>0%</u>	
Private Works						
Private Works (Council's, NPWS, Private property, Crown, LHPA)	11730	102,000	30,563	30%		
		<u>102,000</u>	<u>0</u>	<u>0%</u>	<u>0%</u>	

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
INCOME CONT'D						
Other Income						
NT LLS/ OEH / Crown Land Projects	11820	50,000	61,505	123%		
Sundry Income	11810	5,000	7,289	146%		
Glen Innes Severn LLS / Crown Land Projects	11830	1,000	0	0%		
		56,000	68,794	123%		
<hr/>						
Total Income		1,038,765	548,828	53%	0%	

REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
EXPENDITURE						
Bank Charges	13010	-500	-196	39%		
Audit - Financial	13020	-9,800	0	0%		
		-10,300	-196	2%	0%	

OFFICE

Armidale

Staff - Armidale	14110	-82,000	-60,597	74%		
Rent - Armidale	14130	-13,000	-6,758	52%		
Computers M&R - Arm Off	14140	-1,500	0	0%		
Other M&R - Arm Off	14150	-1,000	0	0%		
Insurance	14160	-23,500	-24,525	104%		
Light, Power, Heating	14170	-4,000	-1,076	27%		
Postage	14180	-1,500	-157	10%		
Printing and Stationery	14190	-1,500	-774	52%		
Telephone and Communications	14200	-6,500	-3,867	59%		
Legal Costs	14210	-1,000	0	0%		
Advertising - General	14220	-1,500	-1,185	79%		
Office Equipment Depreciation		-6,000	0	0%		
		-143,000	-98,940	69%	0%	

Walcha

Computers M&R - Walcha	14720	-500		0%		
		-500	0	0%	0%	

Glen Innes

GISC - Administration Expenses	14810	-77,000	-33,634	44%		
		-77,000	-33,634	44%	0%	

REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
EXPENDITURE CONT'D						
DEPOTS						
Depot - ADC	15100	-4,000	-13	0%		
		-4,000	-13	0%	0%	
MEMBERS						
Member - Chair Allow	16010	-6,900	-3,121	45%		
Member - Fees & Allow	16020	-13,800	-6,472	47%		
Member - Expenses	16030	-3,000	-2,595	86%		
		-23,700	-12,187	51%	0%	
ADC SERVICES						
ADC - IT	18200	-8,000	0	0%		
ADC - Enterprise Risk management	18400	-1,000	0	0%		
ADC - Internal Audit	18300	-1,600	0	0%		
		-10,600	0	0%	0%	
INSPECTIONS						
Inspections - Field						
Insp NDist - Field	20110					
Insp CDist - Field	20120	-125,000	-58,680	47%		
Insp SDist - Field	20130	-35,000	-4,140	12%		
Insp - Glen Innes	20140	-35,000	-4,221	12%		
Insp - Tropical Soda Apple	20420	-25,000	-14,817	59%		
		-220,000	-67,041	30%	0%	
Inspections - Office						
Insp NDist - Office	20210	-8,000	-2,510	31%		
Insp CDist - Office	20220	-65,000	-36,649	56%		
Insp SDist - Office	20230	-15,000	-2,512	17%		
		-88,000	-41,671	47%	0%	
MAPPING						
Mapping/GIS - Support	31200	-7,500	-8,909	119%		
		-7,500	-8,909	119%	0%	

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
EXPENDITURE CONT'D						
COMMUNICATION / REPORTING						
Communication - Sundry	40100	-1,000	-112	11%		
		-1,000	-112	0%	0%	
EXTENSION/EDUCATION						
Extension - Sundry	42100	-7,500	-1,171	16%		
		-7,500	-1,171	0%	0%	
TRIALS						
Trials - Sundry	43100	-500	0	0%		
		-500	0	0%	0%	
TRAINING						
Training						
Training - Sundry	50101	-8,000	-16,249	203%		
First Aid Training	50102	-5,000	-3,363	67%		
WHS		-1,500	0	0%		
		-14,500	-19,612	135%	0%	
Conferences						
Biennial Weeds Conference	50210	-8,000	-15,921	199%		
		-8,000	-15,921	199%	0%	
Publications and Subscriptions						
Subscriptions	50310	-2,000	-850	43%		
Publications	50320	-100	0	0%		
		-2,100	-850	40%	0%	
CORPORATE PLANNING						
Membership						
LGNSW Membership	60101	-2,000	0	0%		
NERGOC	60102	-1,000	0	0%		
		-3,000	0	0%	0%	

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
EXPENDITURE CONT'D						
POLICY DEVELOPMENT						
REGIONAL PLANNING						
NTRWC						
Lead Agency & Regional Project Officer	62110	-40,000	-20,547	51%		
		-40,000	-20,547	51%	0%	
OPERATIONS						
Council Land						
African Lovegrass	70110	-10,000	0	0%		
Blackberry	70120	-75,000	-6768	9%		
Chilean Needle Grass	70130	-7,000	-959	14%		
Giant Parramatta grass	70140	-2,000	0			
Gorse	70160	-500	0			
Nodding Thistle	70170	-5,000	-839			
Privet	70200	-2,000	-47,468	2373%		
St John's Wort	70220	-40,000	-1,359	3%		
Serrated Tussock	70230	-8,000	-7,571	95%		
Sundry Weeds	70250	-8,000	-23,364	292%		
Tropical Soda Apple	70260	-18,000	-1,393	8%		
Glen Innes Local Expenses	70370	-15,000	-15,430	103%		
Glen Innes Regional Expenses	70380	-35,000	-1,101	3%		
		-225,500	-106,251	47%	0%	

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

EXPENDITURE CONT'D

PRIVATE WORKS

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
PW - Miscellaneous	80010	-40,000	-29,795	74%		
PW - Armidale Regional	80011	-30,000	-481	2%		
PW - Uralla Shire	80013	-2,000	-844	42%		
PW - Walcha	80014	-20,000	-1,234	6%		
PW - Glen Innes	80045	-5,100	0	0%		
Projects - Crown Lands, LLS, Landcare, Other	80102	-55,000	-7,668	14%		
		-152,100	-40,023	26%	0%	

OTHER

Loss on Sale of Assets	90010	0	0	0%		
		0	0	0%	0%	

PLANT

Plant Minor	91010	-8,000	-3,956	49%		
Plant No 1 - CF 37 ES - Isuzu Dmax	91110	-9,000	-1,919	21%		
Plant No 2 - CF 36 ES - Isuzu Dmax	91210	-6,500	-3,064	47%		
Plant No 3 - CI 07 FM - Toyota Landcruiser	91312	-8,000	2,656	-33%		
Plant No 4 - CA 78 TN Isuzu Dmax	91412	-6,100	-2,441	40%		
Plant No 5 - CQ 53 XM Isuzu Dmax	91511	-7,000	-3,168	45%		
Plant No 6 - CU 32 CS Isuzu Dmax	91612	-8,000	-2,629	33%		
Plant No 7 - CL 64 RE - Toyota Landruiser	91711	-8,000	-3,490	44%		
Plant No 8 - CR 50 EC - Toyota Landcruiser	91811	-8,000	-3,269	41%		
Plant No 9 -Dmax - CU 33 CS	91910	-8,000	-2,111	26%		
Plant No B1 - Quad	91992	-3,000	-924	31%		
Plant No W - Wolverine	91993	-3,000	-1,614	54%		
Depreciation		-90,000	0	0%		
Loss from disposal of assets						
		-172,600	-25,930	15%	0%	

**REPORT OF THE GENERAL MANAGER TO THE ORDINARY MEETING OF COUNCIL
TO BE HELD ON 18th FEBRUARY 2020**

	<i>Job_No</i>	<i>2019-20 Budget</i>	<i>2019-20 Actual</i>	<i>% Used</i>	<i>Proposed Variation</i>	<i>Comment</i>
EXPENDITURE CONT'D						
ONCOST						
Oncost Expenses						
Public Holidays	92120	-27,000	-15,535	58%		
Sick Leave	92130	-20,000	-19,424	97%		
Long Service Leave	92140	-12,000	-14,325	119%		
Annual Leave	92150	-40,000	-46,009	115%		
Superannuation	92170	-45,000	-29,428	65%		
Workers Compensation	92180	-16,000	-6,940	43%		
Other Employee Costs (PPE)	92200	-5,000	-5,217	104%		
		-165,000	-136,880	83%	0%	
<hr/>						
Total Expenditure		-1,376,400	-629,886	46%		
<hr/>						
Net Cost		-337,635	-81,058	24%		
<hr/>						
Add Plant Hire		-172,600	-25,930	15%		
Add Oncost		-165,000	-136,880	83%		
<hr/>						
Final Profit (Loss)		-35	81,751			

Attachment: NEWA Quarterly Budget Review for the period 01/07/19 to 31/12/19

RECOMMENDATION: That Council adopt the December 2019 Quarterly Budget Review and approve the Budget variations.

7.2.3 QUARTERLY REVIEW STATEMENT

Table of Contents	page
1. Responsible Accounting Officer's Statement	2
2. Income & Expenses Budget Review Statement's - Consolidated	3
3. Capital Budget Review Statement - Consolidated	4
4. Cash & Investments Budget Review Statement - Consolidated	5
5. Key Performance Indicator (KPI) Budget Review Statement a. Industry KPI's	7

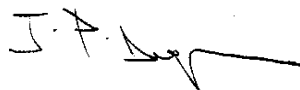
Report by Responsible Accounting Officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

31 December 2019

It is my opinion that the Quarterly Budget Review Statement for New England Weeds Authority for the quarter ended 31/12/19 indicates that Council's projected financial position at 30/6/20 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:



date:

18/02/2020

John Duggan
Responsible Accounting Officer

Income & Expenses Budget Review Statement

Budget review for the quarter ended 31 December 2019

Income & Expenses - General Fund

(\$000's)	Original Budget 2019/20	Approved Changes		Revised Budget 2019/20	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Sep QBRs					
Income								
Rates and Annual Charges				-			-	
User Charges and Fees	102,000	-	-	102,000	-		102,000	92,698
Interest and Investment Revenues	29,000	-	-	29,000	-		29,000	20,000
Other Revenues	1,700	-	-	1,700	-		1,700	7,370
Grants & Contributions - Operating	901,065	-	-	901,065	-		901,065	459,315
Grants & Contributions - Capital				-			-	
Net gain from disposal of assets	5,000		-	5,000			5,000	47,545
Share of Interests in Joint Ventures				-			-	
Total Income from Continuing Operations	1,038,765	-	-	1,038,765	-		1,038,765	626,928
Expenses								
Employee Costs	629,500	-	-	629,500	100,000		729,500	396,577
Borrowing Costs	-		-	-			-	
Materials & Contracts	171,400	-	-	171,400	(100,000)		71,400	35,800
Depreciation	96,000	-	-	96,000	-		96,000	48,000
Legal Costs			-	-			-	
Consultants			-	-			-	
Other Expenses	141,900	-	-	141,900	-		141,900	77,945
Net Loss from disposal of assets	-	-		-	-		-	
Total Expenses from Continuing Operations	1,038,800	-	-	1,038,800	-		1,038,800	558,322
Net Operating Result before Capital Items	(35)	-	-	(35)	-		(35)	68,606

Capital Budget Review Statement

Budget review for the quarter ended 31 December 2019

Capital Budget - Council Consolidated

(\$000's)	Original Budget 2019/20	Approved Changes		Revised Budget 2019/20	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Sep QBRS					
Capital Expenditure								
Renewal Assets (Replacement)								
- Plant & Equipment	107,000	-	24,000	131,000	-		131,000	109,658
Total Capital Expenditure	107,000	-	24,000	131,000	-		131,000	109,658
Capital Funding								
Reserves:								
- Internal Restrictions/Reserves	62,000	-	24,000	86,000	-		86,000	50,209
Receipts from Sale of Assets								
- Plant & Equipment	45,000	-		45,000	-		45,000	59,449
Total Capital Funding	107,000	-	24,000	131,000	-		131,000	109,658
Net Capital Funding - Surplus/(Deficit)	-	-	-	-	-		-	-

Cash & Investments Budget Review Statement

Budget review for the quarter ended 31 December 2019

Cash & Investments - Council Consolidated

(\$000's)	Original Budget 2019/20	Approved Changes		Revised Budget 2019/20	Variations for this Dec Qtr	Notes	Projected Year End Result	Actual YTD figures
		Carry Forwards	Sep QBRS					
Externally Restricted ⁽¹⁾								
Unexpended Grants	600,000	(146,000)		454,000			454,000	454,000
Total Externally Restricted	600,000	(146,000)	-	454,000	-		454,000	454,000
(1) Funds that must be spent for a specific purpose								
Internally Restricted ⁽²⁾								
Plant Reserve	180,000	15,000	(24,000)	171,000	-		171,000	61,342
ELE Reserve	150,000	7,000		157,000			157,000	132,000
Total Internally Restricted	330,000	22,000	(24,000)	328,000	-		328,000	193,342
(2) Funds that Council has earmarked for a specific purpose								
Unrestricted (ie. available after the above Restrictic	681,000	345,000	24,000	1,050,000	-		1,050,000	1,027,757
Total Cash & Investments	1,611,000	221,000		1,832,000			1,832,000	1,675,099

Cash & Investments Budget Review Statement**Investments**

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

Cash

The Cash at Bank figure included in the Cash & Investment Statement totals \$1,675,099

This Cash at Bank amount has been reconciled to Council's physical Bank Statements.

Recommended changes to revised budget

Budget Variations being recommended include the following material items:

Notes Details

100k	Adjustment of Employee costs budget to reflect a more accurate split of costs compared to original budget
-100k	Adjustment of Materials and contracts budget to reflect a more accurate split of costs compared to original budget

Key Performance Indicators Budget Review Statement - Industry KPI's (OLG)

Budget review for the quarter ended 31 December 2019

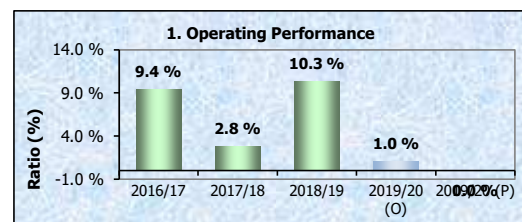
(\$000's)	Current Projection		Original Budget 19/20	Actuals	
	Amounts	Indicator		Prior Periods	
	19/20	19/20		18/19	17/18

NSW Local Government Industry Key Performance Indicators (OLG):

1. Operating Performance

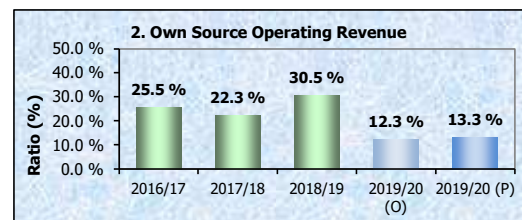
Operating Revenue (excl. Capital) - Operating Expenses	-35	0.0 %	1.0 %	10.3 %	2.8 %
Operating Revenue (excl. Capital Grants & Contributions)	1038765				

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

**2. Own Source Operating Revenue**

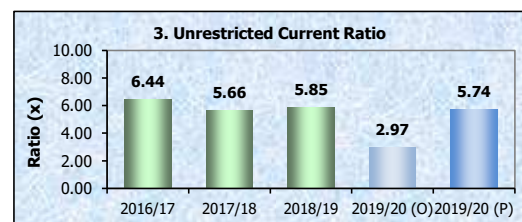
Operating Revenue (excl. ALL Grants & Contributions)	137700	13.3 %	12.3 %	30.5 %	22.3 %
Total Operating Revenue (incl. Capital Grants & Cont)	1038765				

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions.

**3. Unrestricted Current Ratio**

Current Assets less all External Restrictions	1378000	5.74	2.97	5.85	5.66
Current Liabilities less Specific Purpose Liabilities	240000				

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.



Parameter	Data/Choices	Used
Council Name	New England Weeds Authority	Throughout Re
Year Ending	2020	Throughout Re
Quarter Ending	December	Throughout Re
RAO Statement Conclusion	satisfactory	1. RAO Statem
Name of RAO	John Duggan	1. RAO Statem
Cash at Bank Figure (at Quarter End)	1,675,099	Cash & Investments \$
Date of last completed Bank Reconciliation	13/01/2020	Cash & Investments \$

7.3 WEED CONTROL MATTERS

7.3.1 2019/2020 WEEDS ACTION PROGRAM

Private Property Inspections – Weeds Action Program 2019/2020

Conditions have continued to deteriorate placing landholders under extreme pressure. All complaints and enquiries have been attended to and staff have been involved in weed control programs for various species due to the ongoing drought conditions.

The Navman GPS vehicle tracking system was installed during the period and has proven itself as a effective tool for roadside weed control programs.

Inspection Targets 2019/2020

2019/20 DIVISION	TOTAL PROPERTIES	AVE PER MONTH	TOTAL 2019/20 TO DATE	Total Area Completed %
Armidale(A)	470	40	374	79
Uralla (A)	147	12	57	N/A
Walcha (A)	275	23	30	N/A
Glen Innes	396	33	209	N/A

Specific Inspections

Weeds Action Plan Regional Measurable Outcomes, Inspections/ NEWA

These targets will be based on the amount of funding received from NSW DPI under the Weeds Action Program 2015 – 2020.

Inspections	Number	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Nurseries	10	3	2		
Rural Outlets	0	2	2		
ARTC - No.	3	3	1		
ARTC - Ha.	0	20	40		
Weekend Markets	5	2	3		
Dept of Lands - No.	4	4	2		
Dept of Lands - Ha.	0	65	45		
Nat Parks/Reserves - No.	4	1	1		
Nat Parks/Reserves - Ha.	0	50	500		
Aquaria/Pet shops	2	2	2		
LH&PA Reserves - No.	5	5			
LH&PA Reserves - Ha.	0	78			
Gravel Quarries	40	3	8		
Machinery Dealers	0				
Grain Handling Sites	0				
Border Crossings	0				
Recreational Areas - No.	10		2		
Recreational Areas - Ha.	0		5		
Wetlands	1				
Saleyards	3	4	4		
Machinery Washdown Bays	0				
Other	0				
Roadside Truck Stops	0				
No Booklets to New Landowners	55				
Private Property High Risk areas - No.	500	268	13		
Private Property High Risk areas - Ha.	100,000	11598	2540		
PP HR Re inspections - No.	100		8		
PP HR Re inspections - Ha.	20,000		19477		
Roadside Inspections High Risk Pathways - Km.	640		30		
Roadside Inspections High Risk Pathways - Ha.	12,800		2000		
Waterways High Risk Pathways - No.	20		2		
Waterways High Risk Pathways - Ha.	4000		512		
Private Property Inspections - No.	1000	155	25		
Private Property Inspections - Ha.	200,000	13155	6249		
Private Property Re Inspections - No.	120		30		
Private Property Re Inspections - Ha.	22,000		12		
Private property Waterways - No.	0				

Private property Waterways - Ha.	0				
Roadside Inspections - Km.	3,489	200	90		
Roadside Inspections - Ha.	69,780	400	180		
Landowners Contacted/ Inspection Process	1,125				
Stakeholders/Coordinated Programs	250				
Other Council Lands - No.	0				
Other Council Lands - Ha.	0				
TSRs - No.	1		2		
TSRs - Ha.	2		46		

Weed Recording, Mapping, Survey and Reporting Activities

Date	Activity	Details
	Intramaps	Ongoing
	Navman	Ongoing

Communication, Education, Extension and Publicity Activities

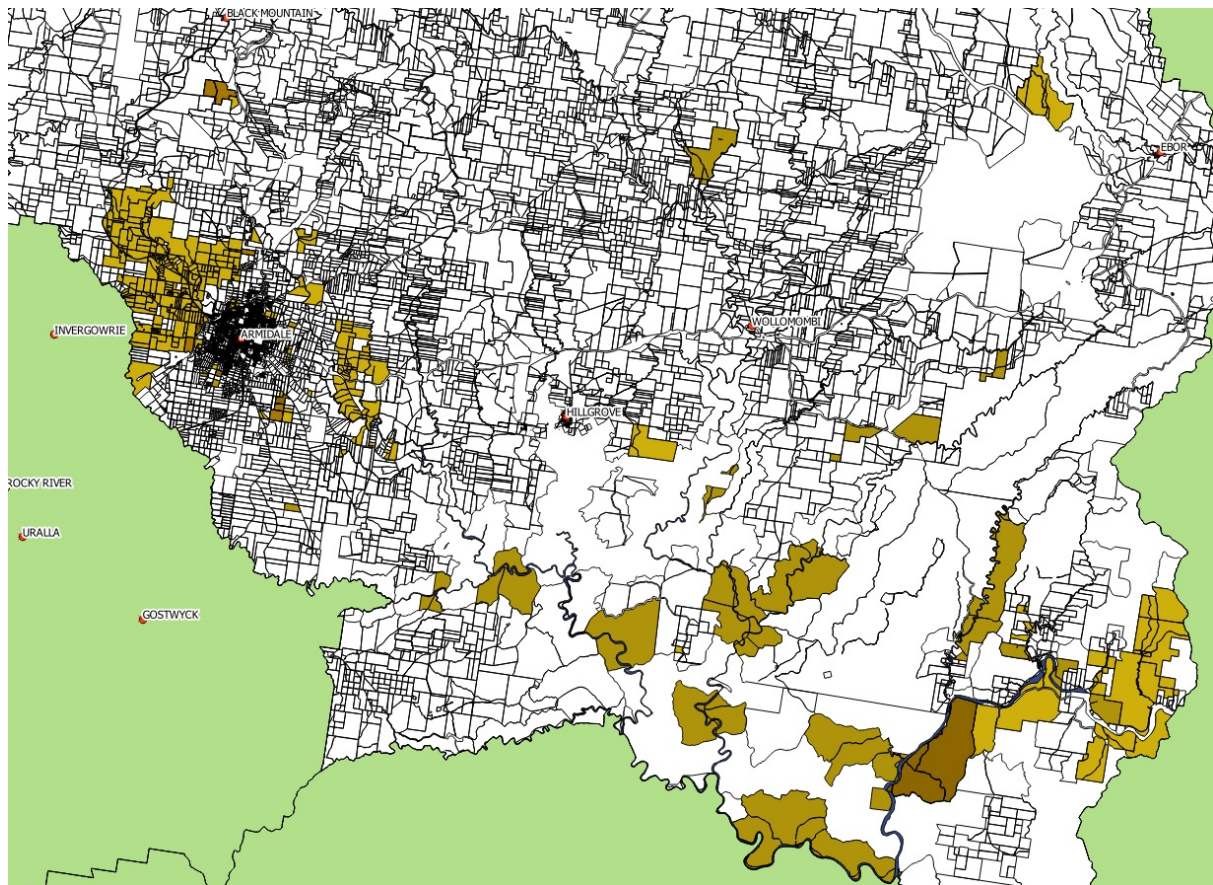
Extension Activities this year will be carried out in the following areas:

Extension Activity	Council Area	Date Achieved
Armidale Show 6,7 March	Armidale Regional	
Guyra Show 21,22 February	Armidale Regional	
Uralla Show 8 February	Uralla	08/02/2020
Walcha Show 13,14 March	Walcha	
Glen Innes Show 14,15 February	Glen Innes	15/02/2020
Grasses Workshop	Glen Innes/Emmaville	12/09/2019
Grasses Workshop	Glen Innes/Deepwater	13/09/2019
Grasses Workshop	Glen Innes/Dundee	27/09/2019
Farmer Update	Glen Innes	31/07/2019
Saleyards Extension Mornings	Regional Saleyards	Ongoing

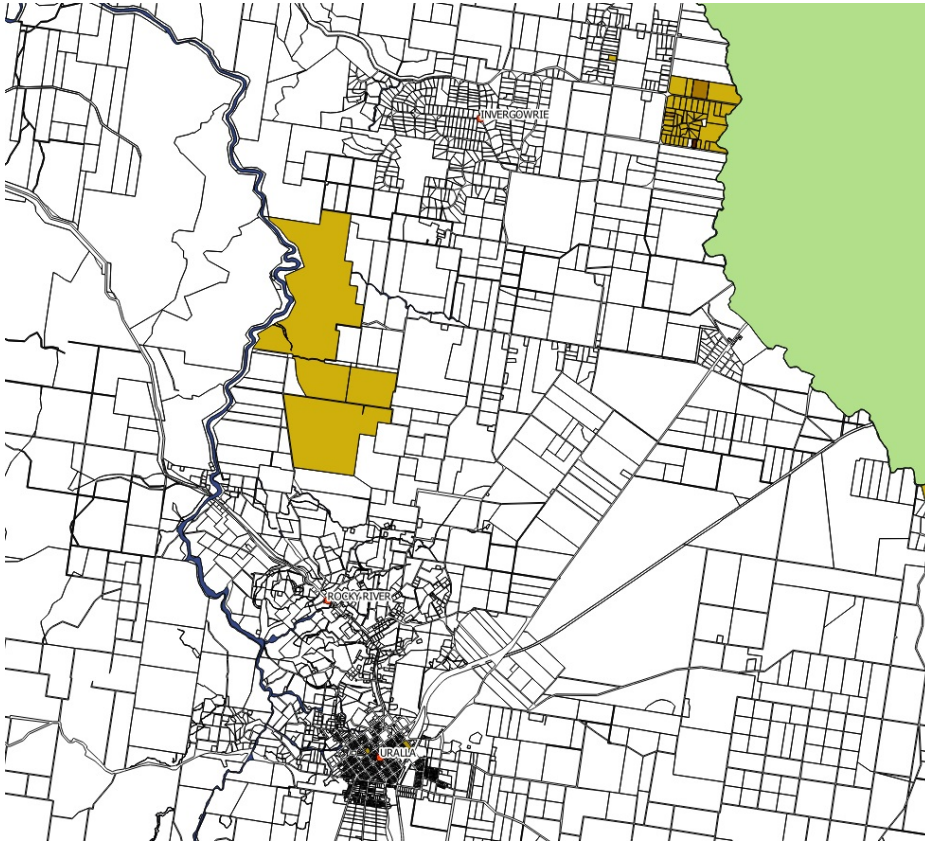
Opportunities that become available through our association with Land Care will continue to be utilized. Stands at saleyards, Ag Quip and static displays will also be carried out.

Weeds Action Program Regional Measurable Outcomes, Extension/ NEWA

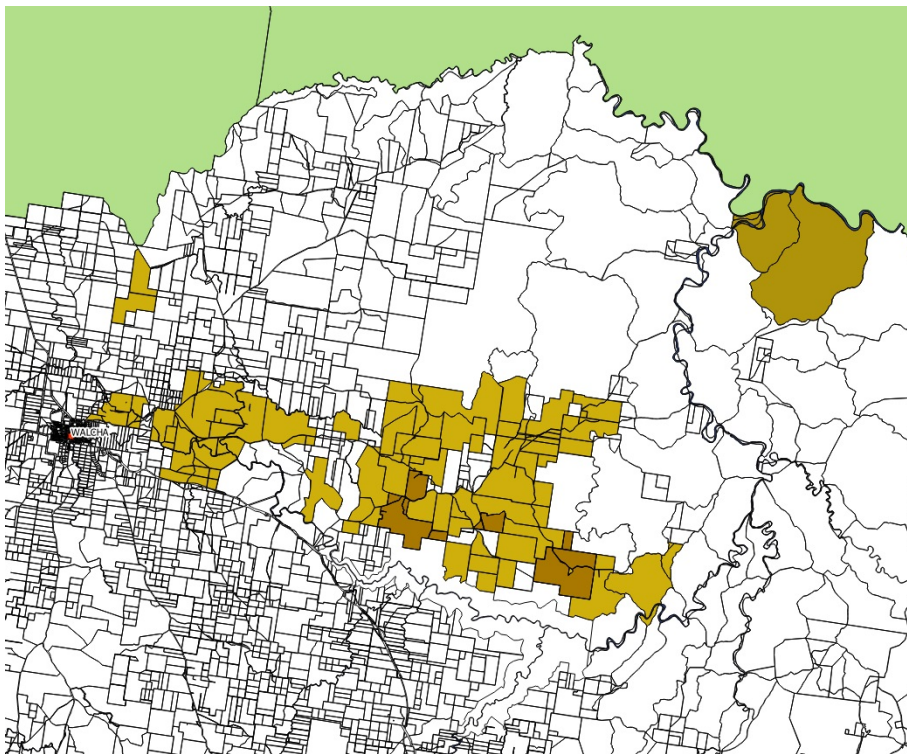
Extension		Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
School Visits	2	1			
Field Days	4				
Media Releases	6	3	3		
Team Talk Meetings	4	1	1		
Ag Quip	1	1			
Shows/Expos	3				
Landcare Events	4				
Other	3				
Landowners contacted	200				



Property Inspections – Armidale Regional Council



Property Inspections – Uralla Shire Council



Property Inspections – Walcha Council



Property Inspections – Glen Innes Severn Council

Staffing

Staff training will be carried out during the year in accordance with the Corporate Training Program.

Date	Activity	Details
26-29 August	Weeds Conference	Newcastle
16-19 September	Legal Training	Trent McIntyre, Josh Robb, Rachel Betts
31 November	UAV Training	Trent McIntyre, Josh Robb, Rachel Betts
2 December	First Aid Training	All staff

Operational Program –

Spray programs have been severely reduced due to the ongoing drought conditions. As a result the Authority has carried out further Privet programs in regional towns and villages. Invasive grass species have been treated on roadside verges due to a small amount of runoff leaving roadside verges slightly greener and no slashing been carried out due to the extreme fire hazard.

Operational Activity	Council Areas	Achieved
Broome	All areas	November
CNG as found	All areas	November/December
Blackberry	Walcha, Armidale, Guyra, Glen Innes Urban	December
Privet follow up	All areas	December
Whiskey Grass (Oxley/Thunderbolts Way)	Walcha	November
Blackberry Dorrigo Plateau	Bellingen Shire Council	November
Cemeteries/Streets	Walcha	December
Coolatai Grass Eastern fall areas	All areas	November

RECOMMENDATION:

That the report on the 2019/2020 Weeds Action Program be received and noted.

8 MATTERS OF URGENCY

9 NEXT MEETING: Tuesday, 21 April 2020 at 8:30 am.

10 ATTACHMENTS:

1. NEWA Grievance Policy No: 01/19
2. New England Weeds Authority Code of Conduct and Procedures for the Administration of the Model Code of Conduct.
3. NEWA Risk Management Policy 02/18, Risk Management Strategy and Risk Register.
4. Delivery Plan Progress Report Schedules – 1 July 2019 to 31 December 2019.
5. NEWA Draft Vehicle Surveillance Policy 01/20
6. NEWA Personal Protective Equipment Policy



Grievance Policy

POLICY NUMBER: 01/19

Last Adopted by Council: 19 February 2019

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1. PURPOSE

To ensure that the Council has a robust framework for managing and resolving grievances and complaints against employees in order to foster a safe and inclusive work environment where individuals feel supported, and are able to work effectively without fear of discrimination, harassment, bullying, vilification, victimisation and/or reprisal.

2. POLICY STATEMENT

Council is committed to supporting the rights of individuals to achieve their full potential free from discrimination, harassment, bullying, vilification and victimisation, resolving grievances wherever possible through mediation, consultation, cooperation and discussion, within the organisation.

This policy sets out rights, responsibilities and procedures pertaining to all parties to a grievance dispute.

3. APPLICATION

This policy applies to Council employees and volunteers and covers situations in the definition of “grievance” set out below.

Complainants should also refer to Council’s *Equal Employment Opportunity Policy* and the *Local Government State Award 2017* for additional guidance.

Complaints dealing with corruption or criminal activity are covered by Council’s *Public Interest Disclosures Policy*.

4. DEFINITIONS

4.1 Grievance

A grievance is any work-related disagreement, complaint or matter which someone thinks is unfair or unjustified and which is causing that person concern or distress. Grievances can relate to almost any aspect of employment including but not limited to:

- (a) discrimination;
- (b) harassment;
- (c) bullying;
- (d) vilification;
- (e) victimisation;
- (f) leave application;
- (g) work environment;
- (h) safety in the workplace;
- (i) performance appraisal;

4.2 Discrimination

Occurs when a person or group of people are treated less favourably than another person or group because of race, colour, language, ethnic origin, gender, marital status, sexual preference, disability, political or religious conviction or some other central characteristic.

4.3 Harassment

Any unwelcome, offensive comment or action concerning a person's race, colour, language, ethnic origin, gender, marital status, sexual preference, disability, political or religious conviction. It is behaviour towards another employee which is intimidating or embarrassing and adversely affects the work environment.

4.4 Bullying

Bullying occurs where an individual or group of individuals repeatedly behaves unreasonably towards a person or persons and that behaviour creates a risk to health and safety.

5. GENERAL PRINCIPLES

Council is committed to resolving grievances wherever possible through mediation, consultation, cooperation and discussion. General principles are:

- (a) All grievances will be handled with utmost confidentiality. Only people directly involved will have access to information about the complaint;
- (b) All procedures will be impartial. No assumptions will be made and no action will be taken until all relevant information has been collected, investigated and considered;
- (c) Council is committed to ensuring that no repercussions or victimisation will occur against anyone who makes a complaint;
- (d) Complaints will be dealt with in a timely manner.
- (e) Seeking redress of a trivial or vexatious issue through a grievance procedure will not be tolerated;

6. RIGHTS

6.1 Employees Making a Complaint

All employees have the right:

- (a) to make a complaint to the General Manager, supervisor, or a person at an appropriate level within the organisation;
- (b) to have their grievance considered fairly;

- (c) to keep notes, copies of written documents or diary record of all incidents and any responses, including date, times, witnesses and other details;
- (d) to seek advice or assistance from a trade union or professional association;
- (e) to seek advice from, or complain to, an external body such as the Anti-Discrimination Board.

6.2 Employees Subject of a Complaint

A person who is the subject of a complaint has the right:

- (a) to be informed in writing of what behaviour they are being accused of;
- (b) to respond to the allegations and cite witnesses if appropriate;
- (c) to fair treatment and procedures;
- (d) to be heard by an unbiased person;
- (e) to seek advice or assistance from a trade union or professional association.

7. RESPONSIBILITIES

7.1 General Manager

The General Manager will:

- (a) ensure that all employees are aware of the procedures set out in this policy;
- (b) be responsible for handling serious and complex grievances which are referred by supervisors or brought directly to them by employees;

7.2 Supervisors

Supervisors:

- (a) will ensure that all employees are aware of the procedures set out in this policy;
- (b) are the first point of receipt and will be responsible for investigation and resolution of staff grievances wherever possible.

7.3 Human Resources Consultant

Should the need arise a Human Resources Consultant will be engaged and will:

- (a) provide advice and assistance and where necessary, investigate the grievance, particularly if the grievance relates to a discrimination, harassment, bullying or personnel/industrial matter.

8. GRIEVANCE PROCEDURE

- (a) In general, the grievance should first be discussed with the appropriate supervisor for resolution. This would not apply where the issue directly relates to the activities of the supervisor;
- (b) If the grievance cannot be resolved at the initial stage, then the employee should submit a written *Grievance Statement* (refer Appendix 1) to the Supervisor or to the General Manager where the issue directly relates to the activities of the supervisor.
- (c) On receipt of the *Grievance Statement* the supervisor should obtain the facts, clarify issues and then discuss findings with the employee lodging the grievance;
- (d) A written record of the complaint should be taken by the supervisor. This Officer should also talk to the other person/ persons involved separately and impartially, and where agreement as to a resolution is reached, the Officer should follow up the situation to ensure what has been agreed actually occurs. The complainant should be advised of progress within 7 days of the receipt of the complaint;
- (e) Where a supervisor believes they cannot handle the grievance objectively, or where they lack the authority to resolve the particular complaint, they may refer the matter to the General Manager;
- (f) If a grievance remains unresolved, it will be referred to a mutually agreeable third party for mediation/arbitration;
- (g) At any stage of the procedure, the employee may be represented by their Union or its local representative/delegate and the Council represented by Local Government NSW to assist resolution;
- (h) During the course of a grievance being resolved, all work shall continue as normal;
- (i) Grievance Statements, reports and results will be placed in the personnel file of the employee concerned. The employee has the right to sight and sign all such documents.

9. QUALIFIED PRIVILEGE

- (a) An employee who raises a grievance is protected against defamation by the defence of qualified privilege, provided the grievance is raised in accordance with this policy and does not intentionally make a malicious, vexatious or substantially frivolous complaint.
- (b) An employee who carries out a grievance investigation and resolution in accordance with this policy, or an employee who is required to prepare a report concerning another employee is protected against any action for defamation by the defence of qualified privilege provided that:

- (i) they act in accordance with established procedures;
- (ii) they are not motivated by malice, and
- (iii) they do not provide such material to persons who have no legitimate interest in receiving it.

10. NONCOMPLIANCE WITH THIS POLICY

Failure to comply with the terms of this policy may result in disciplinary procedures and/or dismissal.

11. REVIEW

This policy shall be reviewed annually to ensure that it meets the requirements of legislation and the needs of Council.

12. REFERENCE DOCUMENTS

RELEVANT LEGISLATION AND COUNCIL POLICIES

The following legislation and Council policies that are relevant to this Policy include but not limited to:

- Anti Discrimination Act 1977;
- Civil Liabilities Act 2002;
- Code of Conduct for Councilors and staff;
- Crimes Act 1900;
- Equal Employment Opportunity Act 1987;
- Fair Work Act 2009 (Cwth);
- Government Information (Public Access) Act 2009;
- Independent Commission against Corruption Act (ICAC) 1988;
- Industrial Relations Act 1996;
- Internal Reporting Policy;
- Local Government Act 1993;
- Local Government (State) Award 2017;
- Public Interest Disclosures Act 1994;
- NEWA Business Activity Strategic Plan 2017-2027, 4 Year Delivery Plan & Annual Operational Plan
- Workers Compensation Act 1987;
- Work Health & Safety Policy;
- Work Health & Safety Act & Regulations 2011;
- Workplace Relations Act 2008.

13. VARIATION

Council reserves the right to vary or revoke this policy.



APPENDIX 1 GRIEVANCE STATEMENT

Employee's Name:

Position:

Details of Grievance:

Employee's Signature:

Date:

Actioned By:

Action Taken:

Action Officer Signature:

Date:



Code of Conduct

The Model Code of Conduct for Councils in NSW

Date Adopted by Council: 24 October 2017

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PART 1

INTRODUCTION

This Model Code of Conduct for Local Councils in NSW (“the Model Code of Conduct”) is made for the purposes of section 440 of the Local Government Act 1993 (“the Act”). Section 440 of the Act requires every council to adopt a code of conduct that incorporates the provisions of the Model Code. For the purposes of section 440 of the Act, the Model Code of Conduct comprises all parts of this document.

Councillors, administrators, members of staff of council, independent conduct reviewers, members of council committees including the conduct review committee and delegates of the council must comply with the applicable provisions of council’s code of conduct in carrying out their functions as council officials. It is the personal responsibility of council officials to comply with the standards in the code and regularly review their personal circumstances with this in mind.

Failure by a councillor to comply with the standards of conduct prescribed under this code constitutes misconduct for the purposes of the Act. The Act provides for a range of penalties that may be imposed on councillors for misconduct, including suspension or disqualification from civic office.

Failure by a member of staff to comply with council’s code of conduct may give rise to disciplinary action.

A better conduct guide has also been developed to assist councils to review and enhance their codes of conduct. This guide supports this code and provides further information on the provisions in this code.

PART 2

PURPOSE OF THE CODE OF CONDUCT

The Model Code of Conduct sets the minimum requirements of conduct for council officials in carrying out their functions. The Model Code is prescribed by regulation.

The Model Code of Conduct has been developed to assist council officials to:

- understand the standards of conduct that are expected of them,
- enable them to fulfil their statutory duty to act honestly and exercise a reasonable degree of care and diligence (section 439) and
- act in a way that enhances public confidence in the integrity of local government.

PART 3

GENERAL CONDUCT OBLIGATIONS

General conduct

- 3.1 You must not conduct yourself in carrying out your functions in a manner that is likely to bring the council or holders of civic office into disrepute. Specifically, you must not act in a way that:
- a) contravenes the Act, associated regulations, council's relevant administrative requirements and policies.
 - b) is detrimental to the pursuit of the charter of council.
 - c) is improper or unethical.
 - d) is an abuse of power or otherwise amounts to misconduct.
 - e) causes, comprises or involves intimidation, harassment or verbal abuse.
 - f) causes, comprises or involves discrimination, disadvantage or adverse treatment in relation to employment.
 - g) causes, comprises or involves prejudice in the provision of a service to the community. (Schedule 6A)
- 3.2 You must act lawfully, honestly and exercise a reasonable degree of care and diligence in carrying out your functions under the Act or any other Act. (section 439)
- 3.3 You must treat others with respect at all times.

Fairness and equity

- 3.4 You must consider issues consistently, promptly and fairly. You must deal with matters in accordance with established procedures, in a non-discriminatory manner.
- 3.5 You must take all relevant facts known to you, or that you should be reasonably aware of, into consideration and have regard to the particular merits of each case. You must not take irrelevant matters or circumstances into consideration when making decisions.

Harassment and discrimination

- 3.6 You must not harass, discriminate against, or support others who harass and discriminate against colleagues or members of the public. This includes, but is not limited to harassment and discrimination on the grounds of sex, pregnancy, age, race, responsibilities as a carer, marital status, disability, homosexuality, transgender grounds or if a person has an infectious disease.

Development decisions

- 3.7 You must ensure that development decisions are properly made and that parties involved in the development process are dealt with fairly. You must avoid any occasion for suspicion of improper conduct in the development assessment process.
- 3.8 In determining development applications, you must ensure that no action, statement or communication between yourself and applicants or objectors conveys any suggestion of willingness to provide improper concessions or preferential treatment.

Binding caucus votes

- 3.9 You must not participate in binding caucus votes in relation to matters to be considered at a council or committee meeting.
- 3.10 For the purposes of clause 3.9, a binding caucus vote is a process whereby a group of councillors are compelled by a threat of disciplinary or other adverse action to comply with a predetermined position on a matter before the council or committee irrespective of the personal views of individual members of the group on the merits of the matter before the council or committee.
- 3.11 Clause 3.9 does not prohibit councillors from discussing a matter before the council or committee prior to considering the matter in question at a council or committee meeting or from voluntarily holding a shared view with other councillors on the merits of a matter.
- 3.12 Clause 3.9 does not apply to a decision to elect the Chairman or Deputy Chairman or to nominate a person to be a member of a council committee.

PART 4

CONFLICT OF INTERESTS

- 4.1 A conflict of interests exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your public duty.
- 4.2 You must avoid or appropriately manage any conflict of interests. The onus is on you to identify a conflict of interests and take the appropriate action to manage the conflict in favour of your public duty.
- 4.3 Any conflict of interests must be managed to uphold the probity of council decision-making. When considering whether or not you have a conflict of interests, it is always important to think about how others would view your situation.
- 4.4 Private interests can be of two types: pecuniary or non-pecuniary.

What is a pecuniary interest?

- 4.5 A pecuniary interest is an interest that a person has in a matter because of a reasonable likelihood or expectation of appreciable financial gain or loss to the person.(section 442)
- 4.6 A person will also be taken to have a pecuniary interest in a matter if that person's spouse or de facto partner or a relative of the person or a partner or employer of the person, or a company or other body of which the person, or a nominee, partner or employer of the person is a member, has a pecuniary interest in the matter.(section 443)
- 4.7 Pecuniary interests are regulated by Chapter 14, Part 2 of the Act. The Act requires that:
 - a) councillors and designated persons lodge an initial and an annual written disclosure of interests that could potentially be in conflict with their public or professional duties (section 449),
 - b) councillors and members of council committees disclose an interest and the nature of that interest at a meeting, leave the meeting and be out of sight of the meeting and not participate in discussions or voting on the matter (section 451) and
 - c) designated persons immediately declare, in writing, any pecuniary interest. (section 459)
- 4.8 Designated persons are defined at section 441 of the Act, and include, but are not limited to, the general manager and other senior staff of the council.

- 4.9 Where you are a member of staff of council, other than a designated person (as defined by section 441), you must disclose in writing to your supervisor or the general manager, the nature of any pecuniary interest you have in a matter you are dealing with as soon as practicable.

What are non-pecuniary interests?

- 4.10 Non-pecuniary interests are private or personal interests the council official has that do not amount to a pecuniary interest as defined in the Act. These commonly arise out of family, or personal relationships, or involvement in sporting, social or other cultural groups and associations and may include an interest of a financial nature.
- 4.11 The political views of a councillor do not constitute a private interest.

Managing non-pecuniary conflict of interests

- 4.12 Where you have a non-pecuniary interest that conflicts with your public duty, you must disclose the interest fully and in writing, even if the conflict is not significant. You must do this as soon as practicable.
- 4.13 If a disclosure is made at a council or committee meeting, both the disclosure and the nature of the interest must be recorded in the minutes. This disclosure constitutes disclosure in writing for the purposes of clause 4.12.
- 4.14 How you manage a non-pecuniary conflict of interests will depend on whether or not it is significant.
- 4.15 As a general rule, a non-pecuniary conflict of interests will be significant where a matter does not raise a pecuniary interest but it involves:
- a) a relationship between a council official and another person that is particularly close, for example, parent, grandparent, brother, sister, uncle, aunt, nephew, niece, lineal descendant or adopted child of the person or of the person's spouse, current or former spouse or partner, de facto or other person living in the same household
 - b) other relationships that are particularly close, such as friendships and business relationships. Closeness is defined by the nature of the friendship or business relationship, the frequency of contact and the duration of the friendship or relationship
 - c) an affiliation between the council official and an organisation, sporting body, club, corporation or association that is particularly strong.
- 4.16 If you are a council official, other than a member of staff of council, and you have disclosed that a significant non-pecuniary conflict of interests exists, you must manage it in one of two ways:

- a) remove the source of the conflict, by relinquishing or divesting the interest that creates the conflict, or reallocating the conflicting duties to another council official
 - b) have no involvement in the matter, by absenting yourself from and not taking part in any debate or voting on the issue as if the provisions in section 451(2) of the Act apply.
- 4.17 If you determine that a non-pecuniary conflict of interests is less than significant and does not require further action, you must provide an explanation of why you consider that the conflict does not require further action in the circumstances.
- 4.18 If you are a member of staff of council, the decision on which option should be taken to manage a non-pecuniary conflict of interests must be made in consultation with your manager.
- 4.19 Despite clause 4.16(b), a councillor who has disclosed that a significant non-pecuniary conflict of interests exists may participate in a decision to delegate council's decision-making role to council staff through the general manager, or appoint another person or body to make the decision in accordance with the law. This applies whether or not council would be deprived of a quorum if one or more councillors were to manage their conflict of interests by not voting on a matter in accordance with clause 4.16(b) above.

Reportable political donations

- 4.20 Councillors should note that matters before council involving political or campaign donors may give rise to a non-pecuniary conflict of interests.
- 4.21 Where a councillor has received or knowingly benefitted from a reportable political donation:
- a) made by a major political donor in the previous four years, and
 - b) where the major political donor has a matter before council then the councillor must declare a non-pecuniary conflict of interests, disclose the nature of the interest, and manage the conflict of interests in accordance with clause 4.16(b).
- 4.22 For the purposes of this Part:
- a) a "reportable political donation" is a "reportable political donation" for the purposes of section 86 of the Election Funding, Expenditure and Disclosures Act 1981,
 - b) a "major political donor" is a "major political donor" for the purposes of section 84 of the Election Funding, Expenditure and Disclosures Act 1981.

- 4.23 Councillors should note that political donations below \$1,000, or political donations to a registered political party or group by which a councilor is endorsed, may still give rise to a non-pecuniary conflict of interests. Councillors should determine whether or not such conflicts are significant and take the appropriate action to manage them.
- 4.24 If a councillor has received or knowingly benefitted from a reportable political donation of the kind referred to in clause 4.21, that councillor is not prevented from participating in a decision to delegate council's decision-making role to council staff through the general manager or appointing another person or body to make the decision in accordance with the law (see clause 4.19 above).

Loss of quorum as a result of compliance with this Part

- 4.25 Where a majority of councillors are precluded under this Part from consideration of a matter the council or committee must resolve to delegate consideration of the matter in question to another person.
- 4.26 Where a majority of councillors are precluded under this Part from consideration of a matter and the matter in question concerns the exercise of a function that may not be delegated under section 377 of the Act, the councillors may apply in writing to the Chief Executive to be exempted from complying with a requirement under this Part relating to the management of a non-pecuniary conflict of interests.
- 4.27 The Chief Executive will only exempt a councillor from complying with a requirement under this Part where:
- a) compliance by councillors with a requirement under the Part in relation to a matter will result in the loss of a quorum, and
 - b) the matter relates to the exercise of a function of the council that may not be delegated under section 377 of the Act.
- 4.28 Where the Chief Executive exempts a councillor from complying with a requirement under this Part, the councillor must still disclose any interests they have in the matter the exemption applies to in accordance with the requirements of this Part.
- 4.29 A councillor, who would otherwise be precluded from participating in the consideration of a matter under this Part because they have a non-pecuniary conflict of interests in the matter, is permitted to participate in consideration of the matter, if:
- a) the matter is a proposal relating to:

- i) the making of a principal environmental planning instrument applying to the whole or a significant part of the council's area, or
- ii) the amendment, alteration or repeal of an environmental planning instrument where the amendment, alteration or repeal applies to the whole or a significant part of the council's area, and

the councillor declares any interest they have in the matter that would otherwise have precluded their participation in consideration of the matter under this Part.

Other business or employment

- 4.30 If you are a member of staff of council considering outside employment or contract work that relates to the business of the council or that might conflict with your council duties, you must notify and seek the approval of the general manager in writing. (section 353)
- 4.31 As a member of staff, you must ensure that any outside employment or business you engage in will not:
- a) conflict with your official duties
 - b) involve using confidential information or council resources obtained through your work with the council
 - c) require you to work while on council duty
 - d) discredit or disadvantage the council.

Personal dealings with council

- 4.32 You may have reason to deal with your council in your personal capacity (for example, as a ratepayer, recipient of a council service or applicant for a consent granted by council). You must not expect or request preferential treatment in relation to any matter in which you have a private interest because of your position. You must avoid any action that could lead members of the public to believe that you are seeking preferential treatment.

PART 5

PERSONAL BENEFIT

For the purposes of this section, a reference to a gift or benefit does not include a political donation or contribution to an election fund that is subject to the provisions of the relevant election funding legislation.

Gifts and benefits

- 5.1 You must avoid situations giving rise to the appearance that a person or body, through the provision of gifts, benefits or hospitality of any kind, is attempting to secure favourable treatment from you or from the council.
- 5.2 You must take all reasonable steps to ensure that your immediate family members do not receive gifts or benefits that give rise to the appearance of being an attempt to secure favourable treatment. Immediate family members ordinarily include parents, spouses, children and siblings.

Token gifts and benefits

- 5.3 Generally speaking, token gifts and benefits include:
- a) free or subsidised meals, beverages or refreshments provided in conjunction with:
 - i) the discussion of official business
 - ii) council work related events such as training, education sessions and workshops
 - iii) conferences
 - iv) council functions or events
 - v) social functions organised by groups, such as council committees and community organisations
 - b) invitations to and attendance at local social, cultural or sporting events
 - c) gifts of single bottles of reasonably priced alcohol to individual council officials at end of year functions, public occasions or in recognition of work done (such as providing a lecture/training session/address)
 - d) ties, scarves, coasters, tie pins, diaries, chocolates or flowers
 - e) prizes of token value.

Gifts and benefits of value

- 5.4 Notwithstanding clause 5.3, gifts and benefits that have more than a token value include, but are not limited to, tickets to major sporting events (such as state or international cricket matches or matches in other national sporting codes (including the NRL, AFL, FFA, NBL), corporate hospitality at a corporate facility at major sporting events, discounted products for personal use, the frequent use of facilities such as gyms, use of holiday homes, free or discounted travel.

How are offers of gifts and benefits to be dealt with?

- 5.5 You must not:
- a) seek or accept a bribe or other improper inducement.
 - b) seek gifts or benefits of any kind.
 - c) accept any gift or benefit that may create a sense of obligation on your part or may be perceived to be intended or likely to influence you in carrying out your public duty.
 - d) accept any gift or benefit of more than token value.
 - e) accept an offer of cash or a cash-like gift, regardless of the amount.
- 5.6 For the purposes of clause 5.5(e), a “cash-like gift” includes but is not limited to gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internal credit, memberships or entitlements to discounts.
- 5.7 Where you receive a gift or benefit of more than token value that cannot reasonably be refused or returned, this must be disclosed promptly to your supervisor, the Chairman or the General Manager. The recipient, supervisor, Chairman or General Manager must ensure that any gifts or benefits of more than token value that are received are recorded in a Gifts Register. The gift or benefit must be surrendered to council, unless the nature of the gift or benefit makes this impractical.

Improper and undue influence

- 5.8 You must not use your position to influence other council officials in the performance of their public or professional duties to obtain a private benefit for yourself or for somebody else. A councillor will not be in breach of this clause where they seek to influence other council officials through the appropriate exercise of their representative functions.

- 5.9 You must not take advantage (or seek to take advantage) of your status or position with or of functions you perform for council in order to obtain a private benefit for yourself or for any other person or body.

Part 6

RELATIONSHIP BETWEEN COUNCIL OFFICIALS

Obligations of councillors and administrators

- 6.1 Each council is a body politic. The councillors or administrator/s are the governing body of the council. The governing body has the responsibility of directing and controlling the affairs of the council in accordance with the Act and is responsible for policy determinations, for example, those relating to workforce policy.
- 6.2 Councillors or administrators must not:
- a) direct council staff other than by giving appropriate direction to the General Manager in the performance of council's functions by way of council or committee resolution, or by the Chairman or administrator exercising their power under section 226 of the Act (section 352).
 - b) in any public or private forum, direct or influence or attempt to direct or influence, any other member of the staff of the council or a delegate of the council in the exercise of the functions of the member or delegate (Schedule 6A of the Act).
 - c) contact a member of the staff of the council on council related business unless in accordance with the policy and procedures governing the interaction of councillors and council staff that have been authorised by the council and the General Manager.
 - e) contact or issue instructions to any of council's contractors or tenderers, including council's legal advisers, unless by the Chairman or administrator exercising their power under section 226 of the Act. This does not apply to council's external auditors or the Chair of council's audit committee who may be provided with any information by individual councillors reasonably necessary for the external auditor or audit committee to effectively perform their functions.

Obligations of staff

- 6.3 The General Manager is responsible for the efficient and effective operation of the council's organisation and for ensuring the implementation of the decisions of the council without delay.
- 6.4 Members of staff of council must:
- a) give their attention to the business of council while on duty.
 - b) ensure that their work is carried out efficiently, economically and effectively.
 - b) carry out lawful directions given by any person having authority to give such directions.
 - d) give effect to the lawful decisions, policies, and procedures of the council, whether or not the staff member agrees with or approves of them.
 - e) ensure that any participation in political activities outside the service of the council does not conflict with the performance of their official duties.

Obligations during meetings

- 6.5 You must act in accordance with council's Code of Meeting Practice, if council has adopted one, and the Local Government (General) Regulation 2005 during council and committee meetings.
- 6.6 You must show respect to the chair, other council officials and any members of the public present during council and committee meetings or other formal proceedings of the council.

Inappropriate interactions

- 6.7 You must not engage in any of the following inappropriate interactions:
- a) Councillors and administrators approaching staff and staff organisations to discuss individual or operational staff matters other than broader workforce policy issues.
 - b) Council staff approaching councillors and administrators to discuss individual or operational staff matters other than broader workforce policy issues.
 - c) Council staff refusing to give information that is available to other councillors to a particular councillor.
 - d) Councillors and administrators who have lodged a development application with council, discussing the matter with council staff in staff-only areas of the council.

- e) Councillors and administrators being overbearing or threatening to council staff.
- f) Councillors and administrators making personal attacks on council staff in a public forum.
- g) Councillors and administrators directing or pressuring council staff in the performance of their work, or recommendations they should make.
- h) Council staff providing ad hoc advice to councillors and administrators without recording or documenting the interaction as they would if the advice was provided to a member of the community.
- i) Council staff meeting with applicants or objectors alone AND outside office hours to discuss applications or proposals.
- j) Councillors attending on-site inspection meetings with lawyers and/or consultants engaged by council associated with current or proposed legal proceedings unless permitted to do so by council's General Manager or, in the case of the Chairman or administrator, exercising their power under section 226 of the Act.

PART 7

ACCESS TO INFORMATION AND COUNCIL RESOURCES

Councillor and administrator access to information

- 7.1 The General Manager and public officer are responsible for ensuring that members of the public, councillors and administrators can gain access to the documents available under the Government Information (Public Access) Act 2009.
- 7.2 The General Manager must provide councillors and administrators with information sufficient to enable them to carry out their civic office functions.
- 7.3 Members of staff of council must provide full and timely information to councillors and administrators sufficient to enable them to carry out their civic office functions and in accordance with council procedures.
- 7.4 Members of staff of council who provide any information to a particular councillor in the performance of their civic duties must also make it available to any other councillor who requests it and in accordance with council procedures.
- 7.5 Councillors and administrators who have a private (as distinct from civic) interest in a document of council have the same rights of access as any member of the public.

Councillors and administrators to properly examine and consider information

- 7.6 Councillors and administrators must properly examine and consider all the information provided to them relating to matters that they are dealing with to enable them to make a decision on the matter in accordance with council's charter.

Refusal of access to documents

- 7.7 Where the General Manager and public officer determine to refuse access to a document sought by a councillor or administrator they must act reasonably. In reaching this decision they must take into account whether or not the document sought is required for the councillor or administrator to perform their civic duty (see clause 7.2). The General Manager or public officer must state the reasons for the decision if access is refused.

Use of certain council information

- 7.8 In regard to information obtained in your capacity as a council official, you must:
- a) only access council information needed for council business.
 - b) not use that council information for private purposes.
 - c) not seek or obtain, either directly or indirectly, any financial benefit or other improper advantage for yourself, or any other person or body, from any information to which you have by virtue of your office or position with council.
 - d) only release council information in accordance with established council policies and procedures and in compliance with relevant legislation.

Use and security of confidential information

- 7.9 You must maintain the integrity and security of confidential documents or information in your possession, or for which you are responsible.
- 7.10 In addition to your general obligations relating to the use of council information, you must:
- a) protect confidential information
 - b) only release confidential information if you have authority to do so.
 - c) only use confidential information for the purpose it is intended to be used.

- d) not use confidential information gained through your official position for the purpose of securing a private benefit for yourself or for any other person
- e) not use confidential information with the intention to cause harm or detriment to your council or any other person or body
- f) not disclose any information discussed during a confidential session of a council meeting.

Personal information

7.11 When dealing with personal information you must comply with:

- a) the Privacy and Personal Information Protection Act 1998
- b) the Health Records and Information Privacy Act 2002
- c) the Information Protection Principles and Health Privacy Principles
- d) Council's privacy management plan
- e) the Privacy Code of Practice for Local Government

Use of council resources

- 7.12** You must use council resources ethically, effectively, efficiently and carefully in the course of your official duties, and must not use them for private purposes (except when supplied as part of a contract of employment) unless this use is lawfully authorised and proper payment is made where appropriate.
- 7.13** Union delegates and consultative committee members may have reasonable access to council resources for the purposes of carrying out their industrial responsibilities, including but not limited to:
- a) the representation of members with respect to disciplinary matters
 - b) the representation of employees with respect to grievances and disputes
 - c) functions associated with the role of the local consultative committee.
- 7.14** You must be scrupulous in your use of council property, including intellectual property, official services and facilities, and must not permit their misuse by any other person or body.
- 7.15** You must avoid any action or situation that could create the appearance that council property, official services or public facilities are being improperly used for your benefit or the benefit of any other person or body.
- 7.16** You must not use council resources, property or facilities for the purpose of assisting your election campaign or the election campaign of others unless the resources, property or facilities are otherwise available for use or hire by the public and any publicly advertised fee is paid for use of the resources, property or facility.

- 7.17 You must not use council letterhead, council crests and other information that could give the appearance it is official council material for:
- a) the purpose of assisting your election campaign or the election campaign of others, or
 - b) for other non-official purposes.
- 7.18 You must not convert any property of the council to your own use unless properly authorised.
- 7.19 You must not use council's computer resources to search for, access, download or communicate any material of an offensive, obscene, pornographic, threatening, abusive or defamatory nature.

Councillor access to council buildings

- 7.20 Councillors and administrators are entitled to have access to the council chamber, committee room, Chairman's office (subject to availability), councillors' rooms, and public areas of council's buildings during normal business hours and for meetings. Councillors and administrators needing access to these facilities at other times must obtain authority from the General Manager.
- 7.21 Councillors and administrators must not enter staff-only areas of council buildings without the approval of the General Manager (or delegate) or as provided in the procedures governing the interaction of councillors and council staff.
- 7.22 Councillors and administrators must ensure that when they are within a staff area they avoid giving rise to the appearance that they may improperly influence council staff decisions.

PART 8

MAINTAINING THE INTEGRITY OF THIS CODE

- 8.1 You must not conduct yourself in a manner that is likely to undermine confidence in the integrity of this code or its administration.

Complaints made for an improper purpose

- 8.2 You must not make a complaint or cause a complaint to be made under this code for an improper purpose.
- 8.3 For the purposes of clause 8.2, a complaint is made for an improper purpose where it is trivial, frivolous, vexatious or not made in good faith, or where it otherwise lacks merit and has been made substantially for one or more of the following purposes:

- a) to intimidate or harass another council official.
- b) to damage another council official's reputation.
- c) to obtain a political advantage.
- d) to influence a council official in the exercise of their official functions or to prevent or disrupt the exercise of those functions.
- e) to influence the council in the exercise of its functions or to prevent or disrupt the exercise of those functions.
- f) to avoid disciplinary action under this code.
- g) to take reprisal action against a person for making a complaint under this code except as may be otherwise specifically permitted under this code.
- h) to take reprisal action against a person for exercising a function prescribed under the procedures for the administration of this code except as may be otherwise specifically permitted under this code.
- i) to prevent or disrupt the effective administration of this code.

Detrimental action

- 8.4 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for a complaint they have made under this code except as may be otherwise specifically permitted under this code.
- 8.5 You must not take detrimental action or cause detrimental action to be taken against a person substantially in reprisal for any function they have exercised under this code except as may be otherwise specifically permitted under this code.
- 8.6 For the purposes of clauses 8.4 and 8.5 detrimental action is an action causing, comprising or involving any of the following:
- a) injury, damage or loss.
 - b) intimidation or harassment.
 - c) discrimination, disadvantage or adverse treatment in relation to employment.
 - d) dismissal from, or prejudice in, employment.
 - e) disciplinary proceedings.

Compliance with requirements under this code

- 8.7 You must not engage in conduct that is calculated to impede or disrupt the consideration of a matter under this code.
- 8.8 You must comply with a reasonable and lawful request made by a person exercising a function under this code.
- 8.9 You must comply with a practice ruling made by the Division of Local Government.
- 8.10 Where you are a councillor or the general manager, you must comply with any council resolution requiring you to take action as a result of a breach of this code.

Disclosure of information about the consideration of a matter under this code

- 8.11 You must report breaches of this code in accordance with the reporting requirements under this code.
- 8.12 You must not make allegations of suspected breaches of this code at council meetings or in other public forums.
- 8.13 You must not disclose information about the consideration of a matter under this code except for the purposes of seeking legal advice unless the disclosure is otherwise permitted under this code.

Complaints alleging a breach of this part

- 8.14 Complaints alleging a breach of this Part (Part 8) by a councillor, the General Manager or an administrator are to be made to the Division of Local Government.
- 8.15 Complaints alleging a breach of this Part by other council officials are to be made to the general manager.

PART 9

DEFINITIONS

In the Model Code of Conduct the following definitions apply:

the Act	the Local Government Act 1993
act of disorder	see the definition in clause 256 of the Local Government (General) Regulation 2005
administrator	an administrator of a council appointed under the Act other than an administrator appointed under section 66

Chief Executive	Chief Executive of the Division of Local Government, Department of Premier and Cabinet
committee	a council committee
conflict of interests	a conflict of interests exists where a reasonable and informed person would perceive that you could be influenced by a private interest when carrying out your public duty
council committee	a committee established by resolution of council
council committee member	a person other than a councillor or member of staff of a council who is a member of a council committee
council official	includes councillors, members of staff of council, administrators, council committee members, conduct reviewers and delegates of council
councillor	a person elected or appointed to civic office and includes a Mayor
delegate of council	a person (other than a councillor or member of staff of a council) or body, and the individual members of that body, to whom a function of the council is delegated
designated person	see the definition in section 441 of the Act
election campaign	includes council, State and Federal election campaigns
personal information	information or an opinion about a person whose identity is apparent, or can be ascertained from the information or opinion
the Regulation	the Local Government (General) Regulation 2005

The term **“you”** used in the Model Code of Conduct refers to council officials. The phrase **“this code”** used in the Model Code of Conduct refers also to the procedures for the administration of the Model Code of Conduct prescribed under the Local Government (General) Regulation 2005.



New England Weeds Authority

Risk Management Policy 02/19

Date of Adoption: 18 February 2020

Version	Release Date	Author	Reason for Change

Related Documents

This document should be read in conjunction with:

- NEWA Risk Management Strategy
- NEWA Risk Register
- AS/NZS ISO 31000:2009 Risk Management Standard
- NSW Local Government Act 1993 and Regulations (General) 2005
- NSW Work Health & Safety Act 2011 and Regulations

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1. Background

Risk is defined as the effect of uncertainty on objectives.

The New England Tablelands (Noxious Plants) County Council trading as New England Weeds Authority (NEWA) understands that large, unmitigated risks can adversely impact its stakeholders and its ability to achieve strategic and operational objectives. Accordingly NEWA is committed to an enterprise wide approach to risk management.

Risk management involves coordinated activities to direct and control the organisation with regard to risk. It is a systematic process that involves establishing the context of risk management, identifying risks, analysing risks, addressing risks, periodically monitoring risks and communication and consultation. Risk management explicitly addresses uncertainty but it does not eliminate all risk. The application of risk management thinking, principles and practices aims to help NEWA deliver quality services, improve decision-making, set priorities for competing demands/resources, minimise the impact of adversity and loss, ensure regulatory compliance and support the achievement of objectives.

2. Scope

This policy applies to all councillors, managers, staff, contractors and volunteers across all NEWA activities and processes.

3. Policy Statement

3.1 Mandate and Commitment

NEWA is committed to the formal, systematic, structured and proactive management of risks across the organisation.

NEWA recognises that whilst risk is inherent in all its activities, the management of risk is good business practice, creates value, is integral to sound corporate governance and in some instances, a mandatory legal requirement. In particular, effective risk management can lead to better decision-making and planning as well as better identification of opportunities and threats.

3.2 Risk Management Framework

NEWA's risk management framework is a set of components that provides the foundations and organisational arrangements for designing, implementing, monitoring reviewing and continually improving risk management throughout the organisation.

NEWA is committed to maintaining an effective, efficient and tailored risk management framework that consists of:

- this policy;
- a risk management strategy and
- supporting policies that complement risk management such as fraud prevention, business continuity management, WH&S management systems and code of conduct.

The framework will enable:

- a formal, structured approach to risk management that is appropriate to NEWA's activities and operating environment; and
- a risk management approach consistent with the principles of AS/NZS ISO 31000:2009

Attachment A outlines how risk management will be integrated into NEWA's normal business activities.

3.3 Implementing Risk Management

NEWA is committed to ensuring that a strong risk management culture exists and will develop and maintain a risk management strategy that:

- aligns risk management processes to NEWA's existing planning and operational processes;
- allocates sufficient funding and resources to risk management activities;
- provides staff with appropriate training in risk management principles;
- assigns clear responsibilities to staff at all levels for managing risk;
- embeds key controls to manage risks into business processes;
- establishes appropriate mechanisms for measuring and reporting risk management performance;
- communicates risk management policies, plans and issues to staff and other stakeholders;
- takes human and cultural factors into account; and
- is dynamic, iterative and facilitates continual improvement

3.4 Accountabilities and Responsibilities for Managing Risk

NEWA is ultimately responsible for adopting and committing to this risk management policy, identifying and monitoring emerging risks and fully considering risk management issues contained in Council reports.

The **Audit Committee** is responsible for assisting the Council with its oversight function, by providing independent assurance, advice and recommendations on matters relevant to risk management, control, governance and external accountability responsibilities.

The **General Manager** is responsible for ;

- Leading the development of an enterprise risk management culture across the organisation and ensuring that the Risk Management Policy and Strategy are being effectively implemented.
- Establishing and reviewing the framework for identifying, monitoring and managing significant business risks and keeping the Council informed of progress and issues in this regard.
- Ensuring that the Risk Management Policy and Strategy are being effectively implemented.
- Coordinating the processes for the management of risk throughout the organisation. This may include the provision of advice and service assistance to all areas on risk management matters.

Supervisors at all levels, are the risk owners and are required to create an environment where the management of risk is accepted as the personal responsibility of all staff, volunteers and contractors. Supervisors are accountable for the implementation and maintenance of sound risk management processes and structures within their area of responsibility in conformity with NEWA's risk management framework.

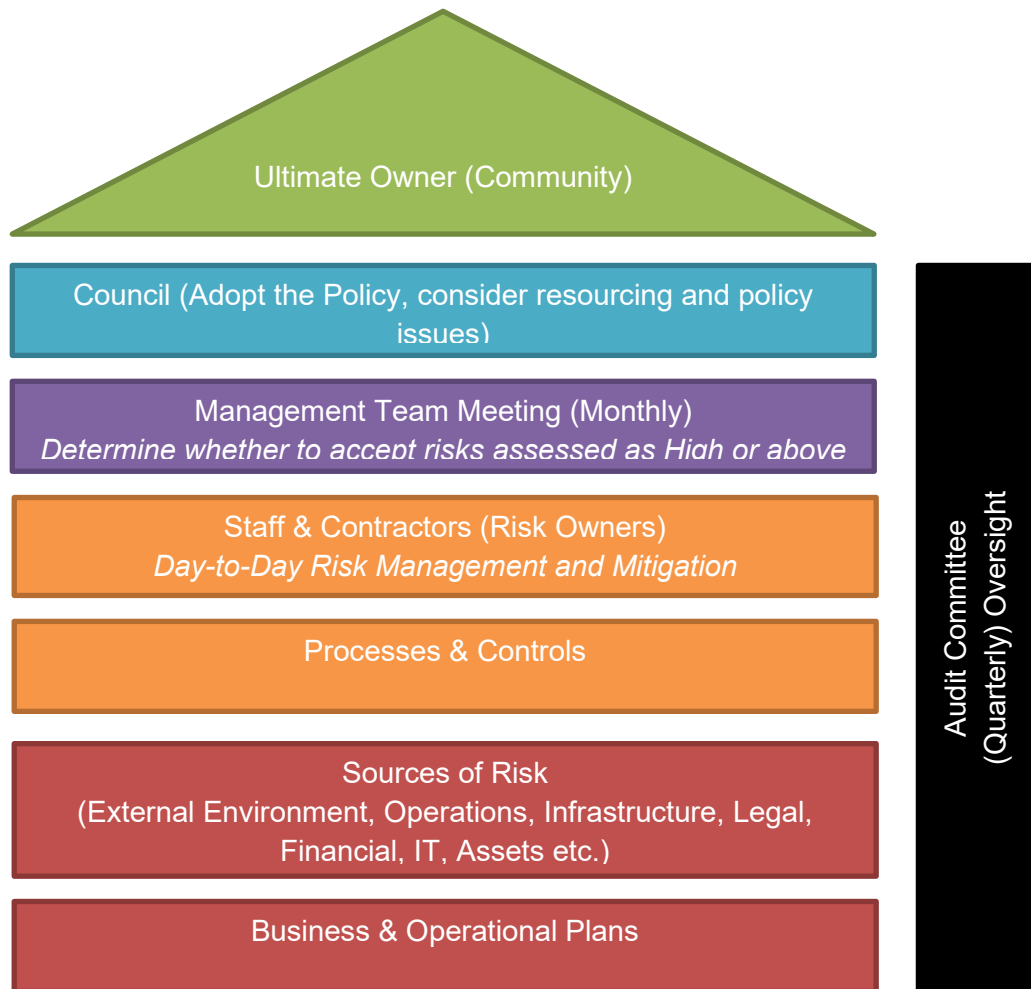
All staff are required to act at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace. Staff are responsible and accountable for taking practical steps to minimise NEWA's exposure to risks in so far as is reasonably practicable within their area of activity and responsibility.

4. Policy review

This Policy is subject to regular review at a maximum interval of four years.

Appendix A

New England Weeds Authority Integrated Risk Management Framework





New England Weeds Authority

Risk Management Strategy

Document Status and Version Control

Ownership and Version Control

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Related Documents

This document should be read in conjunction with:

NEWA Risk Management Policy

AS/NZS ISO 31000:2009 Risk Management

NSW Work Health & Safety Act 2011 and Regulations

Local Government Act 1993 and Regulations (General) 2005

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1. RISK MANAGEMENT FRAMEWORK

1.1 General

The New England Tablelands (Noxious Plants) County Council trading as New England Weeds Authority (NEWA) risk management framework provides the foundations and organisational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organisation. The two key elements of NEWA's framework are its Risk Management Policy, which establishes a mandate and commitment for managing risk, and the Risk Management Strategy which details the procedures and processes by which risk management will be implemented within the organisation.

NEWA understands the importance of an effective risk management framework to help protect key stakeholders from adverse events and support the pursuit of opportunity. Therefore, NEWA will maintain a risk management framework appropriate to the size, culture and complexity of its operations and environment.

1.2 Risk Management Policy

NEWA has an adopted Risk Management Policy. This policy “sets the tone” for its risk management approach and establishes objectives for the effective management of risk across the organisation.

This Risk Management Strategy supports the Risk Management Policy by further defining the systems and processes necessary to maintain an effective and efficient risk management framework.

1.3 Risk Management Strategy

This Risk Management Strategy specifies the approach, the management components and resources to be applied to the management of risk. It details the procedures, practices, assignment of responsibilities, sequence and timing of activities to help all people within the organisation manage risk.

The risk management process can be applied to a particular activity, service, process and project, and to part or whole of the organisation.

The Risk Management Strategy also aims to ensure a consistent, proactive and holistic approach that encourages a ‘whole of business’ or ‘enterprise-wide’ view of risk rather than managing risk in silos.

1.4 Benefits of Managing Risk

The benefits of a risk aware culture, regular risk management thinking and managing organisation-wide risks will include:

- increased likelihood of achieving objectives;
- better decision-making and planning;
- better identification of opportunities and threats;
- pro-active rather than re-active management;
- more effective allocation and use of resources (human, financial, intellectual);
- improved stakeholder confidence and trust;
- improved compliance with key regulatory requirements;
- improved internal control environment;
- better corporate governance; and
- enhanced communication and reporting of risk.

1.5 Risk Management Parameters

It is important that NEWA understands its risk taking parameters and articulates its policies and procedures accordingly. Risk parameters are generally expressed in terms of risk capacity, risk attitude and risk tolerance.

Risk capacity is the amount of risk an organisation can afford to take or sustain. As nearly all risks that cause a failure of some sort ultimately result in a financial impact, risk capacity is typically supported by an organisation's capital or net assets. This is the maximum financial impact from risk (before insurance arrangements) that NEWA can take without impeding its financial viability. However, risks can have impacts other than financial and NEWA's capacity to withstand these is often impossible to quantify.

Risk appetite is the amount of risk that the organisation wants to take and is willing to accept in pursuit of its objectives. It is the organisation's "comfort zone". It is about knowing where to draw the line between acceptable risks and unacceptable risks and identifying the level of additional controls that are required. Understanding risk appetite is particularly relevant when NEWA has to make choices that are inherently uncertain such as investment strategy, major outsourcing appointment, major projects and long term strategy formulation.

Whilst risk appetite may vary depending on the importance and complexity of each objective that NEWA is pursuing and the particular strategies in place to achieve those objectives the risk appetite statement in Appendix A should serve as a guide to defining the risk levels that are acceptable and unacceptable.

Risk tolerance is the amount of risk an organisation is willing to bear in respect of a particular business line, function or risk type. Ideally, the tolerance is quantified, but in any event is expressed so that relevant management responsibilities are absolutely clear. Risk tolerance is effectively the quantification of NEWA's risk appetite. Risk tolerance which cannot be expressed in financial terms is more difficult to quantify and needs to be closely assessed as risks are identified and analysed. NEWA's risk tolerances are detailed in the likelihood and consequence tables appended to this Strategy.

2. RESPONSIBILITIES AND ACCOUNTABILITIES

People, specifically supervisors who are designated 'risk owners', will play a key role in NEWA's risk management framework. Key risk management responsibilities are set out below. These responsibilities and accountabilities should be included in staff position descriptions and relevant Committee charters. Given the size of NEWA, many of the organisation's risk management responsibilities will ultimately be the General Manager's.

The **County Council** is ultimately responsible for adopting and committing to the risk management policy. Responsibilities specific to the risk management framework include:

- reviewing and approving the Risk Management Policy at least every 4 years;
- providing feedback to management on important risk management matters/issues raised by management;
- supporting management in communicating the importance and benefits of good risk management to stakeholders;
- fully considering risk management issues contained in NEWA reports;
- identifying and monitoring emerging risks; and
- ensuring sufficient funds are available to support effective and efficient management of risks.

The **Audit Committee** is responsible for assisting the Council with its oversight function, by providing independent assurance, advice and recommendations on matters relevant to risk management, control, governance and external accountability responsibilities.

The **General Manager** is responsible for leading the development of an enterprise risk management culture across the organisation and ensuring that the Risk Management Policy and Strategy are being effectively implemented. Specifically the General Manager is responsible for:

- where appropriate, reporting known potential risks, emerging risks or major incidents to the Council in a timely manner;
- determining whether to accept or further treat residual risks that are assessed as high or extreme;
- ensuring that risk management activities are aligned to NEWA's strategy and objectives;

- monitoring and evaluating the performance of staff against their risk management responsibilities;
- oversight and monitoring of the implementation of NEWA's Risk Management Strategy; and
- periodically reviewing NEWA's Risk Management Policy and Strategy.

Supervisors and Staff at all levels, are the risk owners and are required to create an environment where the management of risk is accepted as the personal responsibility of all staff, volunteers and contractors. Supervisors are accountable for the implementation and maintenance of sound risk management processes and structures within their area of responsibility in conformity with NEWA's risk management framework including:

- identifying, recording and periodically evaluating risks;
- identifying, recording and assessing effectiveness of existing controls;
- implementing and maintaining effective internal controls;
- developing treatment plans to treat higher level risks in a timely manner; and
- maintaining up to date risk registers through quarterly reviews and updates.

Staff are also required to act at all times in a manner which does not place at risk the health and safety of themselves or any other person in the workplace. Staff should provide input into various risk management activities. Staff are responsible and accountable for taking practical steps to minimise Council's exposure to risks in so far as is reasonably practicable within their area of activity and responsibility.

All staff must be aware of operational and business risks. Particularly, they should:

- provide input into various risk management activities;
- assist in identifying risks and controls;
- report all emerging risks, issues and incidents to their supervisor or appropriate officer; and
- follow Council policies and procedures.

3. DOCUMENTATION

Important risk management processes and activities will be documented throughout NEWA. Documentation is important for the following reasons:

- it gives integrity to the process and is an important part of good corporate governance;
- it provides an audit trail and evidence of a structured approach to risk identification and analysis;
- it provides a record of decisions made which can be used and reviewed in the future; and
- it provides a record of risk profiles for NEWA to continuously monitor.

3.1 Key documents

Key documents will include:

- Risk Management Policy
- Risk Management Strategy
- Risk Register
- Risk Treatment Plans

3.2 Maintenance of key documents

Risk documentation including risk registers, written/formal risk assessments, risk/control audits, self-assessments will be maintained in NEWA's official record keeping system.

These records may be called upon in the management of ongoing treatments, as evidence in incident investigations, in dealing with insurance matters or during other inquiries, and for audit purposes.

Risk management records should be reviewed:

- On handover of responsibilities between supervisors;
- On assumption of responsibility for a project or program;
- Regularly to match reporting requirements and
- Whenever operating parameters are subject to major change.

4. RISK MANAGEMENT ACTIVITIES, REPORTING AND REVIEW

4.1 Risk Management Framework Review

Documentation including policies, procedures, risk registers and systems relating to the risk management framework will be subject to periodic review. In particular the General Manager is to coordinate a review of the Risk Management Policy every four years (or earlier if there are any material changes in circumstances). The results of the review are to be reported to the Council. The General Manager must also review the Risk Management Strategy annually.

4.2 Risk Register Establishment and Review

In conjunction with staff, the General Manager is required to establish and periodically review risk registers for the organisation. The General Manager is to conduct a quarterly review of the register in conjunction with NEWA's quarterly operational plan review process. Any significant changes to the register and/or new or amended risk treatment plans as a result of this review are to be reported to the Council by the General Manager. The requirement for a formal quarterly review does not preclude more regular review of risk registers. Regular review of risk registers is encouraged particularly when there are changes in the operating environment and/or new risks are identified.

The risk register review is an integral part of the annual business planning cycle to ensure that:

- risks are identified and assessed in the context of NEWA's objectives for the coming year;
- the status of risks and controls is reviewed in conjunction with the review of performance;
- where necessary, risk treatment plans are incorporated into the Integrated planning documents and
- where funding is required to implement risk treatment plans that it is incorporated into NEWA's budget.

4.3 Risk Treatment Plans

Risk owners are responsible for ensuring that actions contained in risk treatment plans (RTPs) are implemented effectively and within agreed timeframes. Action taken is to be recorded in the records system. In addition, Risk Owners are responsible for ensuring that actions contained in RTPs are included in their business plans and where appropriate NEWA's Integrated planning documents.

4.4 Risk Status Reports

The General Manager is to coordinate the preparation of an annual risk status report to be submitted to the Council. The annual risk status report will at least contain details of:

- any risk management initiatives undertaken during the previous year;
- any major incidents that have occurred during the previous year;
- the major inherent and residual risks facing the organisation and the controls in place to manage those risks;
- progress in implementing key risk treatment plans and
- any issues that may have arisen as a result of the regular risk register review.

4.5 Major Projects, Tenders, Procurement or New Initiatives

Prior to embarking on any **major** projects, tenders, procurement activities or other new initiatives a full risk assessment must be completed which clearly details the risks involved and the controls in place (or proposed) to manage those risks. The results of the risk assessment must be included in any report to the General Manager or NEWA recommending a proposed course of action. The relevant NEWA staff member is responsible for ensuring that such an assessment is undertaken.

The following checklist is to be used to determine whether a project or initiative requires a formal risk assessment. If the project or initiative will involve:

- A capital expenditure review by the Division of Local Government; or
- The acquisition or development of real property; or
- Significant impact on the community and/or the environment; or
- Significant new expenditure or income; or
- Significant impact on NEWA's ability to achieve key objectives; or
- High potential for fraud, corruption or serious and substantial waste

then a formal risk assessment must be conducted.

4.6 Integrated planning documents and Annual report

NEWA's integrated planning documents must include a section on Risk Management that details proposed risk management activities for the coming year and discusses any key risk management issues. In particular, the Integrated planning documents should identify key risks that may impact on objectives as well as strategies and controls in place (or proposed) to manage those risks.

NEWA's annual report must include a section on Risk Management that details risk management activities undertaken during the previous year and any relevant risk management issues.

4.7 Training

All staff require periodic training in how to implement the risk management process and their responsibilities and obligations under NEWA's Risk Management Policy and Strategy. General risk management training should be provided to staff every four years.

In addition, all new staff should be advised of NEWA's commitment to risk management and their responsibilities and obligations when they commence working for NEWA. This should generally be done through a short introduction at NEWA's induction session followed by a more detailed training session within three months of commencing employment. The training may be delivered internally or externally or by a combination of the two. The General Manager is responsible for coordinating the provision of such training.

4.8 Summary of Actions, Reviews and Reports

Appendix B summarises the key actions, reviews and reports required by NEWA's Risk Management Strategy. It details who is responsible for each activity and the required timing.

5. THE RISK MANAGEMENT PROCESS

5.1 Risk Management Process

NEWA will utilise the Australian and New Zealand Risk Management Standard AS/NZS ISO 31000:2009 to manage risks. This is a structured and proactive approach that can be applied organisation-wide to support management of strategic and/or operational risks.

Under this approach, there are five key stages to the risk management process.

1. Communicate and consult - with internal and external stakeholders
2. Establish context - the boundaries
3. Risk Assessment - identify, analyse and evaluate risks
4. Treat Risks – implement and assess controls to address risk
5. Monitoring and review – risk reviews and audit

Refer to figure 1 below for an illustration of the AS/NZS ISO 31000:2009 risk management approach.



Figure 1: Our risk management approach using AS/NZS ISO 31000 Risk Management Standard

5.1.1 Establish context

Establishing the context of risk management at NEWA is the foundation of good risk management and vital to successful implementation of the risk management process.

Context is typically established by the risk leadership team and involves setting boundaries around the depth and breadth of risk management efforts to help NEWA stay focused and align the risk management framework to relevant matters.

Important considerations when determining context include:

- NEWA's external environment – social factors, demographics, economic, environmental.
- NEWA's stakeholders – residents, rate payers, customers, regulators, employers, politicians, media, insurers, service providers, staff and volunteers.
- NEWA's internal environment – goals, objectives, culture, risk appetite/tolerance, organisational structures, systems, processes, resources, key performance indicators and other drivers.
- NEWA's appetite for risk – this is the amount of risk that Council is willing to accept in pursuit of its objectives. Section 1.5 of this Plan summarises NEWA's general appetite for risk.

5.1.2 Risk identification

Risk identification is the process of identifying risks facing NEWA. This involves thinking through the sources of risks, the potential hazards and opportunities, the possible causes and the potential exposure.

The aim of this step is to generate a comprehensive list of risks based on those events that might create, enhance, prevent, degrade, accelerate or delay the achievement of objectives.

Risk identification occurs within the context of the risk management activity, procedure or process. The following categories of risk should typically be considered:

- Strategic risks;
- Operational risks;
- Financial risks;
- Reputational risks;
- Legal and Regulatory risks;
- Business disruption;
- Human Resources risks; and
- Environmental risks

It is important to undertake a systematic and comprehensive identification of all risks including those not directly under the control of NEWA because a risk that is not identified at this stage will not be included in further analysis. The key questions when identifying risks are:

- What can happen?
- Where can it happen?
- When can it happen?
- Why can it happen?
- How can it happen?
- What is the impact?
- Who is responsible for managing the risk?

NEWA may utilise a number of methods to help identify risks that could materially impact the business. These include:

- Brainstorming
- Formal risk workshops and consultation with stakeholders
- Personal experiences
- Expert judgement
- Periodic working committee meetings
- Periodic reviews of the risk register
- Scenario analysis
- Business process reviews and work breakdowns
- Review of actual incidents and issues identified
- SWOT analysis

It is also important to consider the potential causes of a risk as it will help to address the risk - the next stage of the risk management process. Some causes of risk could include:

- commercial/legal relationships
- socio-economic factors
- political/legal influences
- personnel/human behaviour
- financial/market activities
- management activities and controls
- technology/technical issues
- the activity itself/operational issues
- business interruption
- natural events

5.1.3 Risk Analysis

Once risks have been identified, they are then analysed. Risk analysis involves consideration of the causes and sources of risk, their positive and negative consequences, and the likelihood that those consequences can occur. At this point, no consideration is given to existing controls. The following risk criteria should be used as a guide when analysing risks.

The likelihood of occurrence is the probability of an event occurring. When considering the likelihood of a risk, you need to consider both the probability and frequency of occurrence. NEWA will utilise the likelihood ratings shown in Appendix C.

The consequence assessment is the effect or impact of the risk event. NEWA will utilise the consequence ratings shown in Appendix D.

Inherent risk is the overall raw risk. It is determined by combining the likelihood and consequence ratings. Ultimately, the level of inherent risk will determine how a risk is treated. The table shown in Appendix E depicts the inherent risk levels that will be used by NEWA.

5.1.4 Risk Evaluation

Risk evaluation involves comparing the level of risk found during the analysis process against NEWA's known priorities and requirements.

Any risks accorded too high or too low a significance are adjusted, and documented accordingly. The output of the risk evaluation is a prioritised list of risks for further action.

5.1.5 Risk Treatment

Risk treatment involves selecting one or more options for modifying risks, and implementing those options. It involves identifying and evaluating existing controls and management systems to determine if further action (risk treatment) is required.

Existing controls are identified and then assessed as to their level of effectiveness. NEWA will utilise the control effectiveness ratings shown in Appendix F.

Residual risk is the level of risk after considering existing controls. It is determined by applying the effectiveness of existing controls to inherent risk. The table in Appendix E - Risk Level Ratings (see above) should also be used to determine the level of residual risk.

Ultimately, the level of residual risk will determine how a risk is treated.

Risk treatment options are not necessarily mutually exclusive or appropriate in all circumstances. The options can include the following:

- a) avoiding the risk by deciding not to start or continue with the activity that gives rise to the risk;
- b) taking or increasing the risk in order to pursue an opportunity;
- c) removing the risk source;
- d) changing the likelihood;
- e) changing the consequences;
- f) sharing the risk with another party or parties (including contracts and risk financing) and
- g) retaining the risk by informed decision.

When a residual risk is assessed as Medium, High or Extreme and a decision is made that the risk is not acceptable, a Risk Treatment Plan must be developed in order to reduce the risk to an acceptable level within an appropriate time frame.

The information provided in risk treatment plans should include:

- the reasons for selection of treatment options, including expected benefits to be gained;
- those who are accountable for approving the plan and those responsible for implementing the plan;
- proposed actions and
- timing and schedule.

For the various levels of residual risk, the following process must be followed:

High or Extreme: Requires immediate risk treatment as the potential risk exposure could be devastating to the organisation. The existence of a High or Extreme residual risk and any proposed action to further treat such a risk must be reported to the General Manager and/or Council for consideration as soon as possible. The Council and/or the General Manager must determine whether the proposed risk treatment, including the time frame for implementation, is acceptable. In some rare cases the Council and/or the General Manager may determine to accept a High or Extreme residual risk without further treatment where the cost of treatment exceeds the benefit and the objective being pursued is considered critical. In such cases, the reason for accepting the risk without further treatment must be documented.

Medium: May require action at some point in the near future, as it has the potential to be damaging to the organisation. Medium risks and any proposed action to further treat such risks must be reported to the relevant supervisor and/or the General Manager for consideration as soon as practicable. The relevant supervisor and/or the General Manager must determine whether the proposed risk treatment, including the time frame for implementation, is acceptable. Medium risks may be accepted in some circumstances, most likely when the cost of further treatment exceeds the benefit. In such cases, the reason for accepting the risk without further treatment must be documented.

Low: Low risks are generally acceptable and do not require any formal sign off. Low risks should continue to be monitored and re-evaluated on a regular basis. Low risks can generally be treated with routine procedures.

5.1.6 Monitoring and Review

Few risks remain static. Risks will be continuously monitored and reviewed; and the effectiveness of the controls in place and of the risk treatment plans will be assessed to ensure changing circumstances do not alter risk priorities. Feedback on the implementation and the effectiveness of the Risk Management Policy and Strategy will be obtained from the risk reporting process, internal audits and other available information.

Risks will be monitored regularly in line with their significance. At minimum, the risk register will be reviewed quarterly as part of the operational plan review process.

5.1.7 Communication and Consultation

Effective communication and consultation with key stakeholders regarding risk management processes, issues and initiatives is critical to the success of NEWA's risk management framework. Staff must ensure that relevant stakeholders are informed, consulted and, if necessary, involved in risk management activities that affect them or for which they may be able to contribute. In particular, stakeholders who may be effected by, or may have knowledge regarding, risks must be consulted regarding the assessment and evaluation of such risks.

5.1.8 External Specialists

Given the size and resource constraints of NEWA, external specialists may be needed from time to time to assist the organisation in evaluating and treating risks.

Appendix A – Risk Appetite Statement



Appendix B – Risk Management Activities

Action	Description	Responsibility	Timing
Review RM Policy	Review the currency and effectiveness of NEWA's Risk Management Policy	The General Manager - Council to adopt	Every four years
Review RM Strategy	Review the currency and effectiveness of NEWA's Risk Management Strategy	The General Manager- Council to adopt	Every year
Review Risk Register	Review risks and controls contained in NEWA's risk register and identify new or emerging risks	The General Manager & Senior Weeds Officer to maintain. The General manager to sign off on a quarterly basis.	Every quarter in conjunction with Annual Operational Plan Review Process
Include Risk Treatment Plans in Operational plan	Ensure that actions required by Risk Treatment Plans (RTP) are incorporated into the Annual Operational plan	All staff (risk owners) General Manager to oversee)	Every year in conjunction with Annual Operational plan development
Implement Risk Treatment Plans	Implement actions contained in risk treatment plans (RTP)	Risk Owners	As identified in the RTP
Risk assessments for major projects/ initiatives	Conduct risk assessments as required for major new or altered activities, processes or events	Relevant Risk	Prior to deciding to proceed with new project/ initiative

Risk Status Report	Identify and review, by exception, any risk issues arising from the Quarterly risk register review and the current status of key risks, RTPs, incidents and other relevant issues	Council(coordinated by the General Manager)	Quarterly
Annual Report	Detail risk management activities undertaken during the previous year and any relevant risk management issues.	General Manager	Annual
Integrated planning documents	Identify key risks that may impact on objectives as well as strategies and controls in place (or proposed) to manage those risks.	General Manager	Annual
Training	Ensure risk owners and other staff are aware of the risk management process and their obligations	General Manager	Refresher for all staff every four years. Introduction for all new staff at induction with more detailed session within three months of commencing.

Appendix C - Likelihood Ratings

Rating	Likelihood	Description	Quantification
1	Rare	The event may occur but only in exceptional circumstances. No past event history.	Once every 50 years or more. Less than 10% chance of occurring.
2	Unlikely	The event could occur in some circumstances. No past event history.	Once every 20 years. Between 10% and 30% chance of occurring.
3	Possible	The event may occur sometime. Some past warning signs or previous event history.	Once every 5 years. Between 30% and 70% chance of occurring.
4	Likely	The event will probably occur. Some recurring past event history	Once a year. Between 70% and 90% chance of occurring.
5	Almost Certain	The event is expected to occur in normal circumstances. There has been frequent past history.	Several times a year. Greater than 90% chance of occurring.

Appendix D – Consequence Ratings

Impact on Objectives		Impact on Critical Success Criteria (To guide assessment)	
Extreme	Most objectives can no longer be achieved. Complete revision of long term business model required.	Financial	Impact of > \$250K
		Governance/ Reputation	Investigation and public inquiry by investigative body resulting in dismissal of NEWA Council or senior management, sustained national media coverage , damage to reputation that takes many years to repair
		Service/ Program Delivery	Key activities and essential services disrupted for over 1 year, death or serious injury/ illness to members of the community, sustained and significant dissatisfaction with NEWA service delivery
		Staff Wellbeing	Major negative impact on morale, serious injury requiring long term medical treatment, loss of life, major repeated breaches of WHS legislation, prosecution
High	A number of significant business objectives can no longer be achieved.	Financial	Impact between \$100k and \$250k
		Governance/ Reputation	Investigation by investigative body resulting in substantive negative findings, significant adverse media at state and local level, significant & well publicised outcry from residents, long story life
		Service/ Program Delivery	Key services disrupted for between 6 months and 1 year, significant reductions in customer satisfaction, injury or property damage resulting in litigated claims against NEWA
		Staff Wellbeing	Major one-off breach of work place legislation, major localised impact on morale, lost time injuries requiring major medical treatment
Medium	Some important business objectives can no longer be achieved.	Financial	Impact between \$50k and \$100k
		Governance/ Reputation	Medium term local media coverage, concerns from sections of the community, governance breaches or failures notified to external bodies but dealt with internally
		Service/ Program Delivery	Key services disrupted for between 3 and 6 months, short term or isolated reductions in customer satisfaction, minor injury or property damage claims
		Staff Wellbeing	Minor breach of work place legislation, short duration lost time injury requiring minor medical treatment,
Minor	Some reprioritisation of resources to enable business objectives to be achieved.	Financial	Impact between \$20k and \$50k
		Governance/ Reputation	Short term local media coverage, heightened concerns from narrow group of residents, governance breaches or failures dealt with internally without the need for external referral
		Service/ Program Delivery	Key services disrupted for between 1 and 3 months, one-off reductions in customer satisfaction, minor injury or property damage not resulting in a claim on NEWA
		Staff Wellbeing	Some short term impact on staff morale, minor injuries or illness from normal activities treated by first aid
Very Low	Little or no impact on business objectives.	Financial	< \$20k impact
		Governance/ Reputation	One off insignificant adverse local media or public complaints
		Service/ Program Delivery	Usual scheduled interruptions, unscheduled interruptions for less than 1 month
		Staff Wellbeing	Localised raising of concerns by staff, incident and/or 'near miss'

Appendix E – Risk Rating Matrix

	Consequence				
Likelihood	1 Very Low	2 Minor	3 Medium	4 High	5 Extreme
5 Almost Certain	Medium	Medium	High	Extreme	Extreme
4 Likely	Low	Medium	Medium	Extreme	Extreme
3 Possible	Low	Low	Medium	High	Extreme
2 Unlikely	Low	Low	Medium	Medium	High
1 Rare	Low	Low	Low	Medium	Medium

Appendix F – Control Effectiveness Ratings

Rating	Effectiveness	Description	Quantification
0	Not Effective	The control does not address risk	0%
1	Slightly Effective	The control is not reliable as it is not well designed, documented and/or communicated.	1-20% effective
2	Somewhat Effective	Control may be reliable but not very effective as control design can be improved.	21-40% effective
3	Reasonably Effective	Control is reliable but not effective as documentation and/or communication could be improved.	41-60% effective
4	Mostly Effective	The control is mostly reliable and effective. Documentation exists but can be better communicated.	61-80% effective
5	Very Effective	Control is reliable and effective. Fully documented process and well communicated.	81-100% effective

Appendix G - Risk Register Template

[illegible]

Appendix H- Risk Management Glossary

Adapted from AS/NZS ISO 31000

Communication and consultation	Continual and iterative processes that an organisation conducts to provide, share or obtain information and to engage in dialogue with stakeholders and others regarding the management of risk stakeholder person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity
consequence	Outcome of an event affecting objectives
control	Measure that is modifying risk
establishing the context	Defining the external and internal parameters to be taken into account when managing risk, and setting the scope and risk criteria for the risk management policy
external context	External environment in which the organisation seeks to achieve its objectives
internal context	Internal environment in which the organisation seeks to achieve its objectives
level of risk	Magnitude of a risk , expressed in terms of the combination of consequences and their likelihood
likelihood	Chance of something happening
monitoring	Continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected
residual risk	Risk remaining after risk treatment
review	Activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter to achieve established objectives

risk	Effect of uncertainty on objectives
risk analysis	Process to comprehend the nature of risk and to determine the level of risk
risk assessment	Overall process of risk identification, risk analysis and risk evaluation
risk attitude	Organisation's approach to assess and eventually pursue, retain, take or turn away from risk
risk aversion	Attitude to turn away from risk
risk criteria	Terms of reference against which the significance of a risk is evaluated
risk evaluation	Process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable
risk identification	Process of finding, recognizing and describing risks
risk management	Coordinated activities to direct and control an organisation with regard to risk
risk management framework	Set of components that provide the foundations and organisational arrangements for designing, implementing, monitoring , reviewing and continually improving risk management throughout the organisation
risk Management Strategy	Scheme within the risk management framework specifying the approach, the management components and resources to be applied to the management of risk
risk management policy	Statement of the overall intentions and direction of an organisation related to risk management
risk management process	Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk

risk owner	Person or entity with the accountability and authority to manage the risk
risk profile	Description of any set of risks
risk source	Element which alone or in combination has the intrinsic potential to give rise to risk event
risk treatment	Process to modify risk

NEWA Risk Register

	Location	Risk Name	Risk Description	Likelihood	Consequence	Inherent Risk	Control Name	Control Status	Residual Risk	Action Plan	Responsible Officer	Due Date
	Administration	Incorrect advice given to customers resulting in legal action, damage to reputation	Incorrect advice given to customers resulting in legal action, damage to reputation	Unlikely	Medium	Medium	Staff training	Implemented	Low	Staff training program in place regarding weed identification, control and legal responsibilities.	Senior Weeds Officer	Ongoing
	Administration	Unauthorised expenditure of Council funds	Unauthorised expenditure of Council funds resulting in financial loss, reputational damage, legal action	Possible	Minor	Low	Segregation of duties	Implemented	Low	Staff Position Statements, Revenue Policy, Investment Policy, Code of Conduct reviewed and updated.	General Manager	Reviewed annually
	Administration	Unauthorised expenditure of Council funds	Unauthorised expenditure of Council funds resulting in financial loss, reputational damage, legal action	Possible	Minor	Low	Delegations of authority	Implemented	Low	Delegations of Authority Register, Internal Reporting Policy. Annual audit and Financial Statement to Division of Local Government.	General Manager	Reviewed Annually
	Administration	Unauthorised expenditure of Council funds	Unauthorised expenditure of Council funds resulting in financial loss, reputational damage, legal action	Possible	Minor	Low	Procurement policies and procedures	Implemented	Low	Procurement of Goods and Services Policy implemented.	Senior Weeds Officer & Admin Officer	Reviewed Annually
	Administration	Experienced staff leave the organisation and their knowledge goes with them	Experienced staff leave the organisation and their knowledge goes with them resulting in inability to maintain current levels of service, reduction in efficiency of operations.	Possible	Medium	Medium	Flexible work arrangements and conditions	Implemented	Low	Workforce Strategy contained within Business Activity Strategic Plan (BASP) implemented.	General Manager / Senior Weeds Officer / District Weed Officers	Ongoing
	Administration	Experienced staff leave the organisation and their knowledge goes with them	Experienced staff leave the organisation and their knowledge goes with them resulting in inability to maintain current levels of service, reduction in efficiency of operations.	Possible	Medium	Medium	Workforce management strategy as contained in NEWA BASP	Implemented	Low	Succession Planning, Workforce Strategy within BASP implemented. Electronic inspection reporting system implemented.	General Manager / Senior Weeds Officer	Ongoing
	Administration	Experienced staff leave the organisation and their knowledge goes with them	Experienced staff leave the organisation and their knowledge goes with them resulting in inability to maintain current levels of service, reduction in efficiency of operations.	Possible	Medium	Medium	Record keeping system - Chartis Technology mapping & reporting program	Implemented	Low	Review and update record keeping system including field operations and use of Chartis Technology reporting and mapping software program.Compliant with NSW Biosecurity Information System (BIS)	General Manager / Senior Weeds Officer	Annually
	Administration	Failure to comply with EEO or Anti-discrimination legislation.	Failure to comply with EEO or Anti-discrimination legislation. resulting in fines, damage to reputation, reduced morale	Unlikely	Minor	Low	EEO Management Plan and associated policies	Implemented	Low	Equal Opportunity Policy reviewed and updated and distributed to staff.	General Manager	Annually
	Administration	Fraud and/or corruption in procurement	Fraud and/or corruption in procurement resulting in financial loss, damage to reputation	Possible	Medium	Medium	Code of Conduct	Implemented	Low	Council adopted Code of Conduct. Procedures for the administration of Model Code of Conduct reviewed and updated.	General Manager	Annually
	Administration	Fraud and/or corruption in procurement	Fraud and/or corruption in procurement resulting in financial loss, damage to reputation	Possible	Medium	Medium	Procurement policy and procedures	Implemented	Low	Public Interest Disclosure report to Council and NSW Ombudsman, together with quarterly budget report to Council.	General Manager	6 monthly Quarterly
	Administration	Human error in not properly issuing or following up notices and orders	Human error in not properly issuing or following up notices and orders resulting in damage to reputation, inability to prosecute legal action, financial loss, environmental damage	Unlikely	Minor	Low	Enforcement Policy	Implemented	Low	Follow up procedures of Cxompliance & Enforcement Policy implemented.	All staff	Ongoing
	Administration	Human error in not properly issuing or following up notices and orders	Human error in not properly issuing or following up notices and orders resulting in damage to reputation, inability to prosecute legal action, financial loss, environmental damage	Unlikely	Minor	Low	Diary notes	Implemented	Low	Follow up procedures of Compliance & Enforcement Policy implemented. Daily diary notes to be completed by each staff member. Diary audits conducted.Electronic recording implemented.	All staff Senior Weeds Officer	Ongoing
	Administration	Loss of corporate records due to poor record keeping practices	Loss of corporate records due to poor record keeping practices resulting in financial loss, legal action, damage to reputation	Rare	Medium	Low	Scanning of records which are saved and backed up on ADC system	Implemented	Low	Records Management Policy & Procedure in place to ensure that all key corporate documents are being saved and backed up electronically.	General Manager /Admin Officer	Ongoing Reviewed annually
	Administration	Failure to manage grant funds under the NSW WAP	Failure to manage grant funds under the NSW WAP, in accordance with requirements resulting in loss of future grants, damage to reputation	Rare	Extreme	Medium	Meeting requirements of the NSW Weeds Action Program	Implemented	Low	Budget report to Northern Tablelands Regional Weed Committee (NTRWC) meetings. Annual audit and report to NSW Department of Primary Industries (DPI).	NTRWC Project Officer / General Manager	Quarterly Annually
	Administration	Failure to manage grant funds under the NSW WAP	Failure to manage grant funds under the NSW WAP, in accordance with requirements resulting in loss of future grants, damage to reputation	Rare	Extreme	Medium	Quarterly reporting	Implemented	Low	Budget report to NTRWC meetings. Annual audit and report to DPI.	NTRWC Project Officer / General Manager	Quarterly Annually
	Governance	Council fails to meet significant legislative requirements	Council fails to meet significant legislative requirements resulting in damage to reputation, possible fines etc	Unlikely	Minor	Low	Compliance and reporting requirements calendar	Implemented	Low	Compliance with NSW Division of Local Government(DLG) reporting requirements.	General Manager	Ongoing
	Governance	Decisions made without proper authority	Decisions made without proper authority resulting in legal action, damage to reputation	Unlikely	Minor	Low	Delegations of authority	Implemented	Low	Delegations of Authority Register implemented.	General Manager	Reviewed Annually
	Governance	Unauthorised release of Council information	Unauthorised release of Council information resulting in legal action, appeals, service disruption, damage to reputation	Unlikely	Minor	Low	Government linformation Public Access (GIPA) Guidelines	Implemented	Low	Report to Council, DLG and NSW Ombudsman.	General Manager	Annually
	Governance	Loss of investment capital or interest	Loss of investment capital or interest due to third party default, unexpected fluctuations in interest rates	Unlikely	Minor	Low	Investment policy	Implemented	Low	Investment Policy adhered to and reports to Council.	General Manager District Weed/Admin Officer	Quarterly
	Governance	Loss of investment capital or interest	Loss of investment capital or interest due to third party default, unexpected fluctuations in interest rates	Unlikely	Minor	Low	Quarterly investment report to Council	Implemented	Low	Invested Funds Report to Council	General Manager District Weed/Admin Officer	Quarterly
	Governance	Major governance and structural changes emanating from the NSW Government's release of Council mergers in New England region under the Fit for the Futre Program - May 2016.	Council mergers in the New England region under the Fit for the Futre Program - May 2016 Resulting in Armidale Dumaresq & Guyra Shire Councils being amalgamated to form Armidale Regional Council as from 12 May 2016. Walcha & Uralla Shire Councils remain unchanged subject to any further decisions by the State Government.	Likely	Extreme	Extreme	Outcome of NSW Government's further merger proposals of Councils in the New England region under the Fit for the Future Program.	Monitor Joint Organisation proposals & any future amalgamation plans.	Medium	Timely reports to Council on implementation of Fit for the Future plan.Direct involvement with affected Councils in Joint Organisation proposals as deemed necessary. Associate Member of New England Group of Councils (NEGOC)	General Manager	As appropriate

NEWA Risk Register

	Location	Risk Name	Risk Description	Likelihood	Consequence	Inherent Risk	Control Name	Control Status	Residual Risk	Action Plan	Responsible Officer	Due Date
	Governance	Governance and structural changes emanating from Natural Resource Commission's review into Weed Management in NSW & adoption by NSW Government of recommendations.	Governance and structural changes resulted in previous 14 Weeds Advisory Committees being reduced to 11 Regional Weed Committees based on Local Land Services boundaries. NSW WAP1520 Amended Guidelines May 2016 Lead Agency role to LLS. As of 1 July 2017 NWLLS assumed role of Lead Agency for that region. NEWA to remain Lead Agency for NTLLS Region.	Likely	Extreme	Extreme	Responsibility for Regional Coordination Services by way of Contract for 2017/18 on behalf of NTLLS as Lead Agency & Northern Tablelands Regional Weed Committee for WAP1520.	Monitor implementation & involvement in transition to new regime	Medium	Timely reports to Council. Direct involvement as Committee member & responsibility for implementation of NSW Weeds Action Program 2015-2020 (WAP 1520) in NT LLS region as Regional Coordination Services provider.	General Manager	As appropriate
	Governance	Loss of Lead Agency role to North West & Northern Tableland Local Land Services	Loss of Lead Agency role for WAP 1520 to Northern West & Northern Tablelands Local Land Services, resulting in financial impact & uncertainty of Project Officer's position.	Possible	High	High	As of 1 July 2017 NW LLS assumed role as Lead agency for that region under WAP1520 Amended Guidelines May 2016 resulting in NEWA no longer being Lead Agency. NTLLS also assumed Lead Agency role however NEWA through Contract with NTLLS to provide Regional Coordination Service for 2017/18 will on behalf of NTLLS remain as "lead agency" for NTLLS region.	Monitor future role for provision of Regional Coordination Services on behalf of NTLLS beyond 2017/18.	High	Continue Regional Coordination Services role on behalf of NTLLS as Lead Agency for WAP1520 for 2017/18. Budget adjustments made accordingly to AOP, 4Yr Delivery Plan & BASP. Negotiate role beyond 2017/18. Timely reports to Council on any changes.	General Manager/ NT RWC Project Officer	Ongoing
	Governance	Biosecurity Legislation Reform. NSW Government consolidation of some 13 Acts including Noxious Weeds Act 1993 into the new Biosecurity Act 2015.	Major legislative changes affecting operational areas of work for management of biosecurity risks which would include animal and plant pests and diseases, weeds and contaminants. New Biosecurity Act & Regulation came into force as of 1 July 2017.	Likely	Extreme	Medium	New Biosecurity Act 2015 & Regulation 2017 came into force as of 1 July 2017. Noxious Weeds Act 1993 repealed.	Monitor implementation	Medium	Timely reports to Council. Manage transition to new legislation particularly training of staff as part of Corporate Training Plan.	General Manager	As appropriate
	Weed Control	Injury to staff or public from unsafe work practices	Injury to staff or public from unsafe work practices resulting in increased claims costs, reduced productivity	Possible	Extreme	Extreme	Safety management system	Implemented	Low	WH & S Management System in place. Ensure that a system of regular spot inspections is in place.	Senior Weeds Officer	Monthly
	Weed Control	Injury to staff or public from unsafe work practices	Injury to staff or public from unsafe work practices resulting in increased claims costs, reduced productivity	Possible	Extreme	Extreme	Traffic control plans	Implemented	Low	Implement WH & S Management System and Safe Work Method Statements. WH & S Agenda items on monthly staff meetings. Follow up action as required.	All staff	Ongoing Monthly
	Weed Control	Injury to staff or public from unsafe work practices	Injury to staff or public from unsafe work practices resulting in increased claims costs, reduced productivity	Possible	Extreme	Extreme	Contractor safety procedures	Implemented	Low	Implement Engagement of Contractors Policy and Contractor/Sole Trader WH & S pack.	All staff & Contractor/s	Reviewed Annually
	Weed Control	Use of Council equipment or materials for private jobs	Use of Council equipment or materials for private jobs resulting in damage to reputation	Possible	Medium	Medium	Code of Conduct	Implemented	Low	Random checks by Senior Weeds Officer	Senior Weeds Officer	Ongoing
	Weed Control	Use of Council equipment or materials for private jobs	Use of Council equipment or materials for private jobs resulting in damage to reputation	Possible	Medium	Medium	Monitoring of plant and materials usage	Implemented	Low	Random checks by Senior Weeds Officer	Senior Weeds Officer	Ongoing
	Weed Control	Use of Council equipment or materials for private jobs	Use of Council equipment or materials for private jobs resulting in damage to reputation	Possible	Medium	Medium	Monthly vehicle audits	Implemented	Low	Carry out regular vehicle audits and report remedial action. Review log books	Senior Weeds Officer	Monthly
	Weed Control	Increase in presence of pest weed species on private land	Increase in presence of pest weed species on private land leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Inspection program	Implemented	Low	Annual inspection program implemented and achieved, Quarterly reports to Council on progress.	Senior Weeds Officer & District Weed Officers General Manager	Annually Quarterly
	Weed Control	Increase in presence of pest weed species on private land	Increase in presence of pest weed species on private land leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Serve Biosecurity Directions on private land owners	Implemented	Low	Implement provisions of Biosecurity Act 2015 and Compliance & Enforcement Policy.	Senior Weeds Officer & District Weed Officers	Ongoing
	Weed Control	Increase in presence of pest weed species on private land	Increase in presence of pest weed species on private land leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Approve & oversee property Biosecurity Undertakings prepared & implemented by owner/ land manager.	Implemented	Low	Consultation with landholders leading to agreed implementation of property Biosecurity Undertakings.	Senior Weeds Officer & District Weed Officers	As required
	Weed Control	Extremes in weather conditions resulting in delayed control program	Extremes in weather conditions resulting in delayed control program leading to damage to reputation, environmental impact	Possible	Minor	Low	Roll program over to following year	Implemented	Low	Control Program reviewed and rolled over to next year's program.	Senior Weeds Officer & District Weed Officers	As required
	Weed Control	Extremes in weather conditions resulting in delayed control program	Extremes in weather conditions resulting in delayed control program leading to damage to reputation, environmental impact	Possible	Minor	Low	Use of contractors or extra hours to catch up	Implemented	Low	Engagement of Contractors and compliance with Contractors Policy and Contractor/Sole Trader pack.	Senior Weeds Officer & District Weed Officers	As required
	Weed Control	Unexpected loss of staff	Unexpected loss of staff (e.g. resignation, illness, family carer responsibilities) resulting in financial impact, inability to complete programs, reputational impact	Possible	Minor	Low	Use of contractors or casual staff	Implemented	Low	Engagement of Contractors and compliance with Contractors Policy and Contractor/Sole Trader pack.	Senior Weeds Officer & District Weed Officers	As required
	Weed Control	Unexpected loss of staff	Unexpected loss of staff (e.g. resignation, illness, family carer responsibilities) resulting in financial impact, inability to complete programs, reputational impact	Possible	Minor	Low	Flexible work arrangements and conditions	Implemented	Low	Workforce Strategy provisions implemented.	All staff	As required
	Weed Control	New weed incursions	New weed incursions leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Education and awareness programs	Implemented	Low	Implement education and extension programs identified in Annual Operational Plan.	Senior Weeds Officer & District Weed Officers	As scheduled

NEWA Risk Register

	Location	Risk Name	Risk Description	Likelihood	Consequence	Inherent Risk	Control Name	Control Status	Residual Risk	Action Plan	Responsible Officer	Due Date
	Weed Control	New weed incursions	New weed incursions leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Rapid response plan	Implemented	Low	Implement new weed Incursion Plan and Rapid Response Plan within capacity of the organisation and subject to external funding where appropriate.	Senior Weeds Officer & District Weed Officers	As required
	Weed Control	New weed incursions	New weed incursions leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Weed incursion plan	Implemented	Low	Implement new weed Incursion Plan and Rapid Response Plan within capacity of the organisation and subject to external funding where appropriate.	Senior Weeds Officer & District Weed Officers	As required
	Weed Control	New weed incursions	New weed incursions leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Inspection program based on high risk sites and pathways management plan	Implemented	Low	Implement High Risk Sites and Pathways Management Plan.	Senior Weeds Officer & District Weed Officers	Annually
	Weed Control	Increase in presence of pest weed species on public land	Increase in presence of pest weed species on public land leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Inspection program	Implemented	Low	Review and modify in line with Council's annual inspection and contol program with reports to Council for approval.	Senior Weeds Officer & District Weed Officers General Manager	As required
	Weed Control	Increase in presence of pest weed species on public land	Increase in presence of pest weed species on public land leads to increase in Council's control obligations and reduced capacity to comply with Biosecurity Act 2015	Possible	Medium	Medium	Allocation of additional funds and resources	Implemented	Low	Review and modify in line with Council's annual inspection and contol program with reports to Council for approval.	Senior Weeds Officer & District Weed Officers	As required
	Weed Control	Loss of Dept of Primary Industries grant income	Loss of Dept of Primary Industries grant income resulting in financial impact, reduced service capacity	Unlikely	Extreme	High	Meeting requirements of the NSW Weeds Action Program (WAP).	Implemented	Medium	Implement five year NSW WAP program with scheduled regular reviews and reports to NTRWC.	NTRWC Project Officer / General Manager Senior Weeds Officer	Quarterly
	Weed Control	Loss of Dept of Primary Industries grant income	Loss of Dept of Primary Industries grant income resulting in financial impact, reduced service capacity. Realignment of Regional Weed Committee boundaries to align with Local Land Service boundaries. NRC Report Nov 2014	Unlikely	Extreme	High	Five year funding agreement	Implemented	Medium	Direct liason with NSW DPI & Northern Tablelands LLS. Timely submission of application for continuance of 5 year funding agreement with NSW Department of Primary Industires through NT LLS.	NTRWC Project Officer / General Manager Senior Weeds Officer	5 Year Agreement NSW Weeds Action Program 2015 - 2020 (WAP1520)
	Weed Control	Incorrect use of pesticides	Incorrect use of pesticides resulting in damage to reputation, environmental impact, financial impact through compensation, clean up, fines from EPA	Possible	Medium	Medium	Staff training	Implemented	Low	Train staff and implement Pesticide Notification Plan	Senior Weeds Officer	Ongoing
	Weed Control	Incorrect use of pesticides	Incorrect use of pesticides resulting in damage to reputation, environmental impact, financial impact through compensation, clean up, fines from EPA	Possible	Medium	Medium	Safety management system	Implemented	Low	Provide up to date Safe Work Mothod Statements and training of staff.	Senior Weeds Officer	Ongoing
	Weed Control	Incorrect use of pesticides	Incorrect use of pesticides resulting in damage to reputation, environmental impact, financial impact through compensation, clean up, fines from EPA	Possible	Medium	Medium	Daily pesticide use record keeping	Implemented	Low	Timely and comprehensive completion of required data collection sheets.	Senior Weeds Officer & District Weed Officers	Ongoing

Reviewed March 2017
Updated July 2017
Reviewed September 2017
Reviewed December 2017
Reviewed March 2018
Reiewed June 2018
Reviewed Septermber 2018
Reviewed December 2018
Reviewed March 2018
Reiewed June 2018

Reviewed Septermber 2018
Reviewed December 2018

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019

Principal Activity - P.A.1. Civic Leadership/Governance / Administration / Finance / Risk Management

Functional Objective: (Civic Leadership/Governance)

To provide Council with the knowledge, skills, information and opportunity to make informed, relevant and timely decisions.

Strategic Tasks: To assist and inform the Chair and Councillors so that they can be proactive spokespeople on noxious and invasive weed issues affecting the Council and community.

Summary of Measurable Outcomes achieved during the reporting period:

- Reports for Council's consideration prepared in a concise and timely manner with recommendations.
- All statutory financial plans and returns completed and lodged by due date.
- Councillors informed of legislative changes in a timely manner.
- Media releases and invitations to public events circulated to Councillors.
- Internal Audit and Risk Committee established and operational.

Functional Objective: (Administration)

To promote and improve public awareness of Council's activities and operations.

Strategic Tasks: To increase the public use of Council's office in Armidale and contact with property owners/ Stakeholders.

Summary of Measurable Outcomes achieved during the reporting period:

- Target contact with new property owners achieved.
- Attendance at field days, agricultural shows, Landcare and regional events achieved.
- Council office in Armidale manned during business hours.
- Media release targets exceeded.
- Staff directly involved in implementing Northern Tablelands Local Land Services and Landcare projects with the community.

Functional Objective: (Administration)

To work with elected members and staff to ensure the development and effective implementation of Council's Business Activity Strategic Plan, policies and decision making.

Strategic Tasks: To provide well informed Councillors, Council staff and community in relation to Council's business activities, policies and strategic directions.

Summary of Measurable Outcomes achieved during the reporting period:

- Review of Council's policies undertaken and reaffirmed by Council.
- Annual Operational Plan, Four Year Delivery Program and Long Term Resourcing Strategy reviewed and updated.
- Public notification of relevant policies.

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019 CONT'D

Principal Activity - P.A.1. Civic Leadership/Governance / Administration / Finance / Risk Management

Functional Objective: (Administration)

To maintain a stable, secure administrative structure with supporting internal controls, reporting systems, training plans, record keeping and documentation to ensure that human and physical resources needed to deliver Council's services are available and accountable.

Strategic Tasks: To provide ongoing training for Council staff to raise the standard of service provided to the community and to enhance their working experience.

Summary of Measurable Outcomes achieved during the reporting period:

- Corporate Training Plan reviewed, updated and implemented. Biosecurity Act training undertaken by staff now known as Biosecurity Officers (Weeds).
- Monthly staff meetings held.
- Work Health and Safety Procedures and systems reviewed and updated.
- Work Health and Safety Management Policy and handbook reviewed and updated.
- Council's Workforce strategy reviewed and updated.

Functional Objectives: (Finance)

To ensure finance, accounting and administration requirements are performed in a professional and timely manner.

To ensure the provision of finances to the Council are received from relevant sources.

Strategic Tasks: Accounting practices carried out to meet statutory requirements and relevant accounting standards.
Ongoing financial support is provided from member Councils and other appropriate agencies.

Summary of Measurable Outcomes achieved during the reporting period:

- Statutory Financial Plans and returns completed and lodged by due date in accordance with accepted accounting standards.
- Constituent member Councils provided with Annual Report and end of year Financial Statements
- Audit undertaken by the Audit Office of NSW in association with Forsyth's Chartered Accountants.
- Constituent member Councils provided with Annual Operational Plan.
- Annual grant funding secured from NSW Department of Primary Industries (DPI) through the Northern Table Lands Local Land Services, under the NSW Weeds Action Program.
- Annual Financial Statement and Acquittal documents provided to DPI within set time frame (August 2019).

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019 CONT'D

Principal Activity - P.A.1. Civic Leadership/Governance / Administration / Finance / Risk Management

Functional Objectives: (Risk Management)

To minimise the risk associated with all functions of Council.

Strategic Tasks: Management of Council's risks in order to control, minimise or eliminate all forms of potential loss.

Summary of Measurable Outcomes achieved during the reporting period:

- Enterprise Risk Management Matrix reviewed and updated for organisation.
- Council's Investment and Long Term Financial Strategies reviewed and updated.
- Risk Management Action Plan reviewed in consultation with Council's insurer's Statewide Mutual.

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019

Principal Activity- P.A.2 Environment - Scheduled Priority Weed Management and Control

Functional Objective: (Scheduled Priority Weed Management & Control)

To inspect private properties for scheduled priority and invasive weeds and support property owners and managers to encourage them to work with Council to identify and control scheduled priority weeds.

Strategic Tasks: To improve natural resource management within the region relating to scheduled priority and invasive weeds and maintain the viability of agricultural and high conservation value land.

Summary of Measurable Outcomes achieved during the reporting period:

- Annual inspection and weed control program for reporting period reduced due to dry conditions..
- As part of the Authority's three year rolling inspection program inspections of high risk sites, high risk pathways and high risk inspections were carried out over one third of the Authority's area. As a result no new weed incursions were found, however, new infestations of high risk species already present within the Authority's area were the subject of ongoing control programs (eg Tropical Soda Apple in the Macleay Valley).

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019 Cont'd

Principal Activity- P.A.2 Environment - Scheduled Priority Weed Management and Control

Functional Objective: (Scheduled Priority Weed Management & Control)

To ensure that property owners appreciate the importance of weed control and reinforce Council's resolve to achieve property owner support for weed control.

Strategic Tasks: Through compliance with the provisions of the Biosecurity Act 2015 be proactive in reducing the threat of noxious weeds to agricultural land and high conservation areas.

Summary of Measurable Outcomes achieved during the reporting period:

- Council again adopted a policy of engagement, education and co-operation with landholders and land managers to have work carried out on their land to manage weeds, this has resulted in the issue of 1 Notice, but no on the spot fines or instigate legal proceeding.
- There were 7 Control reports issued during the reporting period.

Functional Objective: (Scheduled Priority Weed Management & Control)

To use efficient record keeping and reporting techniques that support Council's weed inspection and control operations and fulfill Council's grant performance-target obligations.

Strategic Tasks: To maximise the use of current and new software and IT hardware to record and map weed inspections.

Summary of Measurable Outcomes achieved during the reporting period:

- Council utilizes the software program, Intramap, by Chartis Technology and is compliant with the reporting requirements for the NSW Biosecurity Information System (BIS).
- Upgrade and training of staff in the Intramap weed mapping and reporting program as required is supplied by Chartis Technology.
- Navman Vehicle tracking system implemented in November

Functional Objective: (Scheduled Priority Weed Management & Control)

To raise the skill & knowledge base of land owners so that they understand the importance of weed control and are more competent in the identification and control of scheduled priority weeds.

To find effective ways to manage and control scheduled priority weeds.

To investigate and develop better ways to manage and control scheduled priority weeds.

Strategic Tasks: To increase landowner knowledge and awareness of noxious weed issues in the region through extension based activities.

Summary of Measurable Outcomes achieved during the reporting period:

NEWA staff carried out landholder capacity building and extension activities at:

- 4 Field Days
- 1 UNE student presentation
- 4 Landcare events

There were 200 contacts made with land holders to give advice and information in relation to weed management and control programs.

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019 Cont'd

Principal Activity- P.A.2 Environment - Scheduled Priority Weed Management and Control

Functional Objective: (Scheduled Priority Weed Management & Control)

To develop plans, policies, procedures and guidelines for scheduled priority weed management and control that are in keeping with industry best practice, meet State Government requirements and provide staff with a standard and consistent process for weed management.

Strategic Tasks: To identify areas of Council's operation and processes that need to be reviewed or where documentation needs to be written.

Summary of Measurable Outcomes achieved during the reporting period:

- A review of Council's, policies and procedures manual was undertaken, with updating of safety data sheets, engagement of contractors and safe workplace method statements.
- Council is undertaking a comprehensive review of its weed management guides in line with the NT Regional Strategic Weed Management Plan 2018 – 2022.
- Compliance with pesticide notification plan obligations under the NSW Pesticides Regulation 2009 was met.

Functional Objective: (Scheduled Priority Weed Management & Control)

To treat weeds on Council controlled or managed land in a programmed manner.

Strategic Tasks: To improve the natural environment and agricultural viability of land through a reduction in scheduled priority weeds.

Summary of Measurable Outcomes achieved during the reporting period:

The following activities were carried out within the Authority's area:

- The inspection of 37 High Risk Sites;
- 281 High Risk Private Property Inspections completed covering 14,138 hectares;
- 180 Private Property Inspections completed covering 19,404 hectares;
- 30 kms of High Risk Roadside inspections completed covering 2,000 hectares;
- 2 High Risk Waterway inspections completed covering 512 hectares;
- 19 inspections of National Parks, Railways, Travelling Stock Routes, Recreational areas were carried out covering 738 hectares.

The Authority's regional inspection program fully supported the NSW Weeds Action Program to eradicate or contain high risk species within the Authority's area.

The following highlights the ongoing weed control activities carried out within the Authority's area during the reporting period however they were scaled down due to drought conditions and roadsides being heavily grazed.

- All known Nodding Thistle sites treated in November;
- All known Chilean Needle Grass roadways treated in November;
- All known St Johns Wort roadways treated in November/ December;
- All known Serrated Tussock sites treated August/September,
- The Macleay Valley, Tropical Soda Apple roadways treated every two months.

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019

Principal Activity - P.A 3 Economic Affairs – Private Works and Other Business Undertakings

Functional Objectives: (Private Works)

- To generate additional revenue.
- To maximise the use of Council's resources when not required for core business activity.
- To provide owners of small holdings with an affordable option for scheduled priority weed control.

Strategic Tasks:

To carry out control works that reduces scheduled priority and invasive weeds on private property.

To investigate and develop ways to increase the revenue of Council from sources other than the annual State Government Grants.

Summary of Measurable Outcomes achieved during the reporting period:.

- Private works were carried out on behalf of Constituent member Councils and smaller property owners who are not otherwise equipped to carry out the spray control programs. The total of private works for the reporting period amounted to \$21,251.

Functional Objective: (Other Business Activities)

To facilitate inter-governmental relations to ensure maximum cooperation between the County Council, Federal, State and Local Governments and their agencies.

Strategic Tasks: Promote and develop relationships with constituent Councils, Federal, State and other agencies and comply with statutory requirements.

Summary of Measurable Outcomes achieved during the reporting period:

- Constituent member Councillors provided with Council Business Papers, Agendas and Minutes.
- General Manager's of each constituent Council provided with minutes of Council meetings.
- Constituent Councils provided with Annual Report and end of Financial Statements.
- Applications to Local Land Services Authorities for natural resource management projects.
- Letters to State and Federal Members on weed management and control issues.
- Input to Constituent member Councils State of Environment reports as requested.
- Participated in joint staff training activities with Constituent Councils where appropriate.

DELIVERY PLAN PROGRESS REPORT 1 JULY 2019 TO 31 DECEMBER 2019

Principal Activity- P. A 4 NSW Weeds Action Program – Northern Tablelands Regional Weed Committee (NTRWC)

Functional Objectives: (NSW WAP)

To work with inter and intra regional organisations that are involved in weed management and control to minimise the impact of scheduled priority and invasive weeds within the region.

Strategic Tasks: Implement the NTRWC Business Plan and Participant Agreement, NSW Weeds Action Program 2015 – 2020 as it relates to Council's responsibility.

Summary of Measurable Outcomes achieved during the reporting period:

- Meetings with Northern Tablelands Local Land Services (NTLLS) as Lead Agency for the NSW Weeds Action Program 2015 – 2020 (WAP 1520) to progress the transition to the new regime of Regional Weed Committees based on LLS boundaries.
- All functional activities and objectives of the Weeds Action Program and responsibilities of the Regional Project Officer were completed in accordance with the outcomes set during the reporting period.
- Developed draft Memorandum of Understanding with NTLLS for Council to remain the contracted lead agency under WAP 1520 following issue of NSW DPI Amended Guidelines.
- Member of and actively participated in the NTRWC.
- Input into development of new Regional Best Practice Guidelines for scheduled priority weeds under the Regional Strategic Weed Management Plan 2018 -2022 for the NTLLS region.

Functional Objectives: NSW WAP 1520

To act as the contracted Lead Agency in the implementation of the NSW Weeds Action Program 2015 – 2020 for member councils for the NTRWC Region

Strategic Tasks: Oversee the operation and implementation of the NSW Weeds Action Program in the NTRWC region.

- As part of the NTRWC Weeds Action Program 2015 – 2020 all high risk weeds species and high risk pathways have been documented and inspected within the New England Weeds Authority area.
- Hosted the NTRWC Project Officer and supported the activities associated with this position.

The following activities were carried out within the NT LLS region:

- 357 High Risk Private Property Inspections completed covering 52,224 hectares;
- 418 Private Property Inspections completed covering 58,807 hectares;
- 2,671 kms of High Risk Roadside inspections completed covering 10,980 hectares;
- 78 High Risk Waterway inspections completed covering 2,276 hectares;
- 1,436 kms roadside inspections completed covering 6,291 hectares;
- 84 inspections of high risk sites including nurseries, pet shops, gravel quarries, machinery dealers, wash down bays, roadside truck stops and
- 316 inspections of other priority sites including National Parks, Railways, Travelling Stock Routes and Recreational areas.

**NEW ENGLAND TABLELANDS
NOXIOUS PLANTS**



**COUNTY COUNCIL
NEW ENGLAND WEEDS AUTHORITY**

VEHICLE SURVEILLANCE POLICY

POLICY NUMBER: 01/20

**Date Adopted by Council: 18 February 2020
Date Reviewed by Council:**

1. Purpose

The purpose of the Workplace Surveillance Policy is to ensure that a transparent environment exists within New England Weeds Authority (NEWA) and that NEWA complies with the *Workplace Surveillance Act 2005 (NSW)* regarding the use of GPS tracking devices and the information generated. Surveillance implementation will be **14 days** after the endorsement of this Policy or **14 days** after a new employee has been inducted.

The Policy outlines:

- NEWA's commitment to ensuring it complies with the requirements of this legislation;
- Explains to employees that vehicle surveillance will be carried out
- Explains the responsibilities of management in regards to the introduction of vehicle surveillance.

NEWA may purchase and install a GPS tracking device in its vehicles for the purpose of recording the location and utilisation of the vehicle. This data will be used for:

- Coordinating personnel and vehicles,
- Monitoring utilisation of the vehicles,
- scheduling servicing of the vehicles (when implemented).
- deterring theft, locating a vehicle after theft and recovering a stolen vehicle.
- Improve safety of employees during work hours that are working in isolation, by being able to locate them remotely.
- Protects employees from accusations of misconduct or damage claims in some situations.
- Provide data that can be used to identify efficiencies in NEWA's operational activities, such as improved weed control programs, inspection programs and scheduled maintenance.
- Improve emergency response times through the dispatch of vehicles/plant closest to the incident.
- Protect NEWA against claims of misuse of resources or damage caused by the use of resources.
- Corruption minimisation

The privacy of personnel must not be infringed by the operation of the GPS device. The use of the device and any recorded data must primarily comply with the *Workplace Surveillance Act 2005 (NSW)*

Therefore, the purpose of this management practice is to ensure that –

- The process of tracking a NEWA vehicle in the workplace with a GPS device is clearly defined and understood by employees.
- The location and performance of NEWA vehicles is monitored effectively.
- The security of NEWA vehicles and plant is improved with the device;
- Staff safety is improved, particularly if working in isolation; and,
- Staff privacy is not infringed by the use of a GPS device in accordance with legislation.
- The data obtained from the GPS devices is secure.

Surveillance will be continuous and NEWA will carry out surveillance at such times of the Authority's choosing and without further notice to any user in accordance with this Policy.

2. Definitions:

Employee: a person employed by NEWA.

GPS: Global Positioning System using satellite location technology.

GPS Tracking Device: an electronic device that is attached to a vehicle and transmits or records its location using a combination of GPS, mobile phone and Internet technology. It can include dedicated GPS tracking devices, smart phones, tablet computers, cameras and laptop computers.

Vehicle: A vehicle owned by NEWA for work related purposes only.

Workplace: Any facility, vehicle or place a staff member is required to be in order to fulfil their duties as an employee of New England Weeds Authority.

3. Legislation:

This policy ensures compliance with the following legislation:

- *Workplace Surveillance Act 2005 (NSW)*. Specifically, Part 2 Section 13, **Additional requirements for tracking surveillance:**

Tracking surveillance of an employee that involves the tracking of a vehicle or other thing must not be carried out unless there is a notice clearly visible on the vehicle or other thing indicating that the vehicle or thing is the subject of tracking surveillance

In the case of this section a notice is affixed to the top right hand side of the vehicles windscreen and becomes part of the Authority's vehicle audit process.

And

- *Workplace Surveillance Act 2005 (NSW)*. Specifically, Part 3 Section 16 (1),

Prohibition on surveillance using work surveillance device while employee not at work

An employer must not carry out, or cause to be carried out, surveillance of an employee of the employer using a work surveillance device when the employee is not at work for the employer unless the surveillance is computer surveillance of the use by the employee of equipment or resources provided by or at the expense of the employer.

In the case of this section surveillance of the Authority's fleet is permitted after hours to ensure against misuse of plant outside of work hours as the resources are provided at the expense of the employer.

4. Scope

This Policy applies to all employees while they are working for the Authority.

This Policy covers all vehicles, plant and equipment owned by the Authority.

This Policy has been written to ensure compliance with the *Workplace Surveillance Act 2005 (NSW)*.

5. Procurement and Installation

The procurement and installation of a tracking device in a vehicle, plant or equipment must be authorised by the Senior Biosecurity Officer, in consultation with the General Manager, prior to installation.

All plant, vehicles or machinery fitted with a tracking device must have a label advising the driver/operator of the presence of a GPS device. The label must be clear and visible to the driver/operator.

The installation of the GPS device is to be recorded in the plant asset register for management purposes.

The GPS device or tracking capability must not be adjusted, connected or disconnected unless authorised by Senior Staff.

6. Data Recording

Tracking devices can record the location, movement, speed, engine running time and idle time of NEWA assets.

7. Data Storage

Data is stored in the Cloud and managed by the relevant Authorised Officer. It requires a login name and password to access it.

Access to the data is restricted to officers authorised by the General Manager.

Monitoring and access to data from tracking devices is restricted to:

- General Manager (managing fleet with tracking devices);
- Senior Biosecurity Officer (managing fleet with tracking devices);
- Administration Officer (fleet management and administration);
- Biosecurity Officers as Authorised by the General Manager (for coordination of NEWA programs);

Data collected from tracking devices must only be for the purposes of:

- Asset security;
- Staff safety;
- Asset inspections;
- Recording of works;
- Coordination of emergency response; and
- Identification of potential operational efficiencies
- Corruption minimisation

Note:

Where it is reasonably suspected that the actions or behaviour of a staff member are breach of the use of the Authority's plant , Work Health and Safety Policy requirements, the data may be used for the purpose of investigation and evidence.

Data collected from tracking devices may be provided to Police or other Public Authorities subject to reasonable request, and, authorisation by the General Manager .

Data may also be provided to NEWA's insurer for use in defence of a liability claim against NEWA or the Employee.

8. Responsibilities

The General Manager has overall responsibility for the implementation and review of this Policy.

The Senior Biosecurity Officer has responsibility for:

- Managing user access to data collected by the tracking system and devices;
- Procurement and installation of tracking devices in vehicles, plant and equipment; and
- System administration.

Officers that are supervising employees driving a vehicle with an installed tracking device, are responsible for ensuring the correct operation of this policy within their area of delegated responsibility.

Employees are responsible for:

- Being aware of the GPS tracking is in operation in the vehicle and it can identify location, distance travelled, harsh braking, speed and when the engine is turned on or off.
- Driving in accordance with the Road Traffic Act 2000, driving safely and within speed limits.
- Only using the vehicle for NEWA business during work hours or as directed/approved by senior management.

9. Privacy of Employees

- Surveillance is limited to locations that do not violate the reasonable expectations of privacy.
- During work hours, the GPS device attached to the Authority's vehicle and tracking is limited to the location of the Authority's vehicle during work hours and to and from their place of work.

10. Notification to Employees

Existing and new staff members must be made aware of this management practice.

A sign or sticker must be installed and clearly visible in the vehicle to notify employees that they may be under surveillance in that vehicle. In NEWA vehicles the sticker is affixed to the top right hand side of the windscreen and will be part of the vehicle audit process.

Written notice will be provided before the employee starts work, for example, as part of the recruitment and induction process.

11. Breach

This management practice cannot override any provisions contained in the *Workplace Surveillance Act 2005 (NSW)*

Breaches of this management practice are to be reported to the General Manager.

If an employee is found to have accessed or misused the information without authorisation, they will be subject to the Authority's disciplinary procedures.



Personal Protective Equipment (PPE) Policy

Document Revision History	
Date adopted by Council:	
Minute No:	
Revision Number:	1
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Next Review Date:	Feb 2020
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Feb 2020

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1. PURPOSE

The purpose of this policy is:

- To establish the standards and guidelines for the wearing and use of personal protective equipment at NEWA.
- Clearly identify the role that personal protective equipment plays in the overall risk management process.
- To provide a framework to minimise the risk of injury or harm to employees and other persons by the correct and appropriate management and use of personal protective equipment.

2. SCOPE

This policy and procedure is applicable to all employees, contractors and visitors to NEWA work sites or as per signage at Depots and buildings.

Legal Compliance & References

Legislation / Recognized Standards	Work Health and Safety Act 2011 No 10 Work Health and Safety Regulation 2011
Australian / International Standards	AS/NZS 4602:1999 High Visibility Safety Garments AS/NZS 4399 Sun Protective Clothing AS/NZS 4804 Occupational Health and Management System

3. DEFINITIONS

Term	Definition
Personal Protective Equipment (PPE):	Includes any item of clothing, equipment or a device designed to protect a person from risks of injury or illness eg. Gloves, hearing protection, respirators, protective eyewear, safety helmets, sunscreen and sun hats. It includes seat belts, fall arresting devices and buoyancy devices.
Hazard:	Is a situation that has the potential for harm to life, health, property or the environment This includes any

	existing or potential condition in the workplace that can result in injury, damage or other losses.
Worker	An employee, contractor or employee of a contractor, volunteer.
PCBU	Person Conducting Business or Undertaking

5 PROCEDURAL REQUIREMENTS

5.1 PLANNING

NEWA recognises that a process of risk management involving the hierarchy of control is the most appropriate method of determining what hazard control measures should be introduced in response to workplace risk.

The hierarchy of control is listed below:

- Elimination of the hazard - removal of the hazard at the source.
- Substitution of a hazardous process, chemical or activity with a less hazardous one.
- Engineering - changing the process or method of how the job is performed, enclosure of hazardous chemicals or activities so that employees are separated from the hazardous activity.
- Administrative controls – Signage, training, written policies and work procedures.
- Personal Protective Equipment use

The use of personal protective equipment should only be contemplated as a viable control measure when consideration of all of the other methods of hazard control has occurred. However it is recognised that there are many occasions where there is either no alternative other than to use personal protective equipment or where personal protective equipment may be used in conjunction with one or more of those listed above.

NEWA will adopt the following principles:

- Hazard analysis and risk assessment measures will be employed to determine the best means of hazard control.
- The requirements of relevant Work Health and Safety Legislation, Australian Standards and Codes of Practice will be used as a minimum to set the standards for the use and issue of personal protective equipment.

- Specific procedures, guidelines and instructions will be developed for the requirements and methods of use of personal protective equipment.
- An adequate and comprehensive range of personal protective equipment will be available on site at all times.
- Ongoing review and assessment of personal protective equipment will occur to ensure that the equipment on hand is in keeping with contemporary developments.

5.2 EXECUTION

PROCEDURES & GUIDELINES

Procedures and guidelines will be developed which give support to this Policy. These will include but will not necessarily be limited to the following issues:

- Overall management and control of personal protective equipment.
- Head protection.
- Eye and face protection, including reference to special requirements of those who wear prescription glasses.
- Fall protection.
- Respiratory protection.
- Foot and lower leg protection.
- Hearing protection.
- Personal protective clothing.
- Other specific items of personal protective equipment.
- It is the responsibility of **all** employees and visitors to NEWA to use in designated areas, or tasks, as defined in this Policy.
- All persons are to ensure that they have appropriate protective equipment and wear it in accordance with this Policy.
- Care of the protective safety equipment issued to employees, contractors or visitors is the responsibility of those persons to whom it is issued.
- Any person who wishes to avail themselves of protective equipment not under normal store issue should enquire through their immediate Supervisor and/or Manager if this will be approved. Any contractor or visitor to NEWA must also comply with these protective equipment rules, and address any concerns with their supervisor.
- Contractors will be responsible for the provision of personal protective equipment for their employees and will meet or exceed NEWA rules and standards as they apply to personal protective equipment.

- Correct disposal of PPE as per site requirements is the responsibility of the individual.

Continual failure to wear appropriate safety and protective equipment may lead to an Employee's ongoing employment being jeopardised.

4.5 PROCUREMENT AND ISSUE OF PPE

Only protective safety equipment that complies with Australian Standards shall be issued and/or used at NEWA (refer Appendix 1).

Purchasing of protective safety equipment shall only be authorised by the, General Manager or Senior Weeds Officer.

PPE shall be freely accessible to all workers at NEWA and shall be issued from the office.

Persons requiring PPE to suit individual needs can discuss those needs with their Supervisor.

All reasonable effort shall be made to meet individual requirements.

4.6 DESIGNATED AREAS

Safety glasses and safety helmets are not required to be worn in administrative areas, including designated car park areas accessing administration buildings however enclosed footwear and suitable clothing must be worn.

Appropriate footwear in the office environment that will still provide foot support must be worn. Closed in shoes MUST be worn in areas such as the depot area and in the field (excluding those areas where safety shoes/boots are required).

Refer to Table 1 for specific guidance on designated areas.

4.7 USING PERSONAL PROTECTIVE EQUIPMENT

Personal Protective Equipment shall be worn or used in accordance with the manufacturer's instructions.

4.8 SAFETY SIGNS

The purpose of safety signs is to draw attention to objects and situations affecting health and safety. AS1319 - Safety signs for the occupational environment, sets out the requirements for the design and use of safety signs intended for use in the workplace for the purpose of:

- (a) Prevention of accidents;
- (b) Identification of hazards;
- (c) Indicating location of things provided in the interest of safety; and

- (d) Giving direction and instruction from the person responsible for health and safety in the workplace.

Use of this sign convention will be adopted at NEWA.

Safety signs are classified as **Regulatory, Cautionary or Emergency Related**.

- (a) Regulatory signs are of two types, a **prohibition** sign to denote an order forbidding an action, and a **mandatory** sign to denote an order of obligatory action.
- (b) Mandatory signs are circular in shape with a blue background and a white symbol. The blue must cover at least 50 % of the area of the sign.

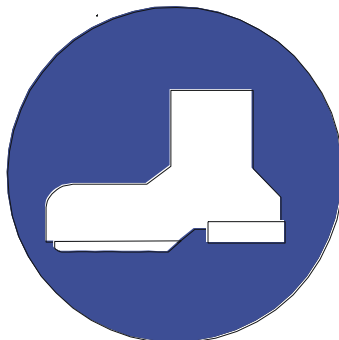
These signs are normally used to indicate that certain protective equipment is required to be worn.

4.9 MANDATORY SIGNS

Signs shall be posted in conspicuous locations on-site where it is mandatory to wear PPE. These are round blue signs with icons of the PPE in white. Examples follow:



EYE PROTECTION



SAFETY BOOTS



SAFETY HELMETS

4.10 STORAGE AND MAINTENANCE OF PERSONAL PROTECTIVE EQUIPMENT

PPE shall be stored in a clean and fully operational condition. Equipment shall be stored in a readily accessible location.

PPE shall be inspected before use to ensure the equipment is in a serviceable condition.

Damaged or defective PPE shall be tagged out-of-service and repaired or discarded. This must always be documented by the supervisor.

4.11 HEAD PROTECTION

All persons shall wear approved safety helmets generally where overhead lifting is occurring. In all other areas persons must wear approved wide brim hats. This is a legislative requirement. Areas or instances of exemption are:

- The administration offices and crib room areas;

- The car parks, entrances to the depot office areas and fuel bowsers;
- Inside the workshop and depot offices.

Appropriate head protection must be worn where any work is performed in these nominally exempted areas that present a risk of head injury.

- Safety helmets must be worn when anyone is working below another employee and/or where there a risk of any objects being dislodged or dropped such that it could injure the person below.

4.12 HEARING PROTECTION

High levels of noise accelerates hearing loss and produces other side effects - increased blood pressure, pulse and breathing rate - all leading to unacceptable levels of stress.

Hearing protection must be worn when exposed to excessive noise levels. An indication of the necessity to wear hearing protection is if there is a need to raise your voice above normal speaking volumes to be heard by another person who is approximately one metre away.

Where noise exceeds the limits prescribed by this rule, the affected areas are designated as HEARING PROTECTION AREAS and the wearing of hearing protection devices becomes mandatory.

Wherever such a sign is displayed, all persons are required to wear either:

- (a) Earplugs (disposable or reusable); or
- (b) Ear muffs.

Hearing protection must be worn in the following areas:

- Near all compressors and whilst using compressed air equipment.
- While operating, being transported in or standing near diesel equipment as determined by the level of discomfort or as determined by the regular monitoring results.
- As directed by Supervisors.
- Where signage indicates that hearing protection is mandatory.

- When noise levels are uncomfortable.

4.13 EYE PROTECTION

Eye protection must be worn **in operational areas**.

Exempt areas are as follows:

- Inside offices and crib rooms
- Designated crib/rest areas – outside the actual crib room

Suitable protection will be used for any work performed in exempt areas where the task at hand could endanger the person.

Specific eye protective equipment is designed to provide protection against hazards such as:

- Flying particles
- Dust
- Splashing materials
- UV Reflection
- Harmful gases
- Vapours and aerosols
- Will be worn where specified either by appropriate signs, or by the Safe Operating Procedure

The hazards associated with a particular task or area should be evaluated and the most appropriate type of eye protection selected.

In selecting eye protection, the following should be considered:

- (a) The nature of the risk to the eyes
- (b) The condition under which the operator is working
- (c) The visual requirements of the task
- (d) The personal preference of the wearer. Comfort, lightness, ventilation and unrestricted vision are important considerations
- (e) The condition of the operator's eyesight.

A full range of eye protection and cleaning materials are available from Council. Protection for visitors on a temporary basis is available at the store; these items are expected to be returned by the user before departure.

4.14 CORRECTIVE LENSES

Where it is determined by optometrists or other specialists that an employee needs to wear prescription glasses, NEWA will:

- Provide clip on protective glasses to protect prescription lenses, or;
- Shall pay the first \$300 of the safety prescription lenses and frames in a 12 month period when glasses are purchased from an optometrist, or;
- Shall pay the first \$300 for the supply of UV lenses and frames in a 12 month period when glasses are purchased from an optometrist.

Where damage is sustained to an employee's prescription/UV safety glasses as a consequence of work activities an incident report should be completed and registered with the supervisor.

The Senior Biosecurity Officer will authorise the cost of replacement of the prescription /UV glasses. Replacement will be on a one for one basis.

Employees who currently have prescription eye wear, that does not meet Australian Standards shall make an appointment with their optometrist for supply of appropriate eyewear.

4.15 PROTECTIVE CLOTHING

All employees will be issued with a supply of work clothing. The nature of the clothing issue is to be consistent with the employee's employment category and the hazards which may be reasonably expected to be encountered during the course of that employee's duties.

All employees are expected to wear the personal protective clothing supplied. Protective clothing – shirts - will be made from cotton/natural fibre, high visibility material.

The company logo shall be placed on the front left hand chest panel. This type of protective clothing shall be worn at all times whilst working in operational areas.

Knee-length shorts/pants/trousers shall be made of cotton/natural fibre predominant material.

Safety - high visibility, fire resistant vest shall be worn by all visitors who do not have a shirt that meets the requirement

Personnel are not permitted to wear jackets or other substantive items of clothing made of fusible material in operational areas. Where this is unavoidable appropriate protective overalls shall be worn.

The wearing of long sleeved UV protective shirts and trousers for outdoor staff is mandatory.

Personnel working outdoors exposed to UV radiation should take additional precautions. This includes;

- The application of sunscreen cream which has a minimum 30+ protection rating. Sunscreen should be kept in a cool place. Do not keep in the glove box of vehicles. If sunscreen is to be kept in a vehicle, place in a suitable place i.e. esky or lunchbox (Plastic zip lock bags will be supplied to prevent leakage). Sunscreen will be available in all NEWA Offices and must be used for **ALL** staff. Notation of sunscreen application can be made on start-up sheet, diary or separate toolbox sheet for each gang. This applies to indoor staff also.
- The wearing of a broad brim and neck flap attachment on safety helmets.
- A broad brimmed hat will be worn at all times measuring no less than 7.5cm in width, as recommended by the NSW Cancer Council. A hat with a wide brim reduces the amount of UV radiation reaching the face by 50%. Hats worn by employees whilst working in an environment exposed to UV radiation shall be light enough to wear in hot condition and made of a fabric that is of a close weave and does not allow the penetration of sunlight. Hats that have a gauze section are not suitable as UV rays will penetrate these.

4.16 RESPIRATORY PROTECTION

Respirators of the approved type, selected in compliance with the relevant Australian Standards must be worn whenever dusts, fumes, gases, or other harmful atmospheres are present.

These areas must be thoroughly ventilated. When in doubt, do not enter that place, if the air quality deteriorates, evacuate to known fresh air immediately.

The rules for respiratory protection are as follows:

- Check with a supervisor to obtain the approved type of respirator before entering poorly ventilated areas.
- Respiratory Protection must be correctly fitted and inspected for damage before use. The respirator should be inspected for air leaks around the face seal, damage, unclean or inadequate filters and damage to airlines.
- For spraying chemicals used for killing weeds and insects. As directed by chemical data sheets or as directed by a Supervisor.

4.17 PROTECTION OF HANDS/FINGERS AND FEET

Where risk of damage to the hands, gloves in accordance with the relevant Australian Standard are to be provided and worn. Some rules for the wearing of gloves are as follows:

- (a) Work gloves should be used while handling rough materials.
- (b) Rubber nitrile gloves must be worn when working with caustics, acids, solvents, lime, concrete, or cement. Only gloves with close fitting wristbands shall be used when

handling hot materials.

- (c) All persons on site in operational areas shall wear safety boots/footwear – boots/footwear shall be in accordance with the relevant Australian Standard and shall be provided at annual issue and as required by fair wear and tear.
- (d) All boots shall be soles with non-slip rubber tread configuration shall be used (as per Australian Standards).

Table 1 Designated PPE requirements

TYPE	COMPULSORY/ RECOMMENDED	FOR WHOM	WHERE
Safety Footwear	Compulsory	All workers and visitors	All depot area not marked as walking paths
Enclosed Footwear	Compulsory	All workers and visitors	Marked walking areas within depot
Hard Hats	Compulsory	All workers and visitors	In all designated areas/sign posted areas and as required when doing overhead work.
Safety Glasses	Compulsory	All workers and visitors	In all designated areas/sign posted areas and as required.
Protective Gloves	Compulsory to carry them & have them available for use	All workers	Handling materials or using tools that could cause injury to the hand.
High visibility Protective Clothing	Compulsory	All workers & visitors	All areas of operation excluding office buildings and car park.
Hearing Protection	Compulsory	All workers & visitors	In all designated areas/sign posted areas and as required.
Full face shield	Recommended	All workers	Job specific when cutting/grinding, welding, Oxy-Acetylene /LPG cutting etc. (hard hat may not be appropriate when wearing this PPE)

6 RESOURCES REQUIRED

As defined by document

7 TRAINING

All workers shall complete training in the content of this procedure.

8 ACCOUNTABILITIES

General Manager	<p>General Manager shall ensure that all of the provisions of this Policy is implemented and that compliance is achieved by:</p> <ul style="list-style-type: none"> Ensuring the process is designed and maintained by persons qualified to meet the desired outcome of well managed control of exposure to excess noise.
	<ul style="list-style-type: none"> Providing adequate resources – personnel, equipment and access to training to achieve the outcomes desired. Reviewing actual incident outcomes for improvement opportunities.
Supervisors	Will ensure all employees, contractors and visitors in their departments are thoroughly acquainted with all Personal Protective Equipment Policies and Procedures and use appropriate protection as required.
All Workers	<ul style="list-style-type: none"> All employees will support this procedure by attending medicals, participating in surveys and reporting excessive noise in their workplace to their Supervisor. Will wear hearing protection where indicated by mandatory signage.
Document Owner	Review this procedure in line with the requirements of the Document Control & Records Management Standard.

9. REVIEW HISTORY

Date of review	Revision Number	Trigger for review	New revision Number
6/02/2019	1		

Appendix 1– List of Australian Standards for Personal Protective Equipment

Whole Body Protection	
AS1499	Personal Flotation Devices – Type 2
AS2375	Guide to the Selection, Care and Use of Clothing for Protection against Heat and Fire
AS 2626	Industrial safety belts and harnesses – Selection, use and maintenance
AS 2919	Industrial clothing
AS 3765	Clothing for protection against hazardous chemicals
NFPA 70E PPE	Clothing for protection against arc flash hazards
AS 4626	Industrial fall-arrest devices – Selection use and maintenance
AS/NZS1906	Retro reflective materials and devices for road traffic control purposes - Part 4: High visibility materials for safety garments and devices
AS/NZS 1891	Industrial fall arrest systems and devices - 1 - Fall-arrest devices
AS/NZS 4395	Sun protective clothing – Evaluation and classification
AN/NZS 4453	Protective clothing for users of hand-held chainsaws
AS/NZS 4488	Industrial rope access systems
AS/NZS 4501	Occupational protective clothing
AS/NZS 4503	Protective Clothing – Protection against Liquid Chemicals

Head Protection	
AS1800	The Selection, care and use of Industrial Safety Helmets
AS1801	Occupational protective helmets
AS4067	Fire fighter’s Helmets – Specification
BS4033	Specification for Industrial Scalp Protectors (light Duty)

Eye Protection	
AS1336	Recommended Practices for Eye Protection in the Industrial Environment
AS3957	Light-transmitting Screens and Curtains for Welding Operations (NZS 5852)
AS/NZS 1337	Eye Protectors for Industrial Applications
AS/NZS1338.1	Filters for Protection against Radiation in Welding and Allied Processes
Hearing Protection	
AS1269	Acoustics – Hearing Conservation