

TECHNICAL AND INFRASTRUCTURE SERVICES



ITEM NUMBER	7.2
TITLE	Waste and Environmental Services
REFERENCE	1535916
AUTHOR	Wesley Van Zanden, Waste & Environmental Manager

SUMMARY:

This report is to provide a summary update of works and projects being implemented by the Waste Services Department

BACKGROUND

The Council has identified value in providing it with an update at each Ordinary Council Meeting of the wide range of work occurring through this service area.

GENERALScrap Metal Project Update

Since the last Council update there has been little activity on the Scrap Metal Project. Unfortunately, Sell and Parker's Crusher blew a piston and needed to be taken back to Darwin for major repairs at the start of September.

While the recent breakdowns in Ramininging are unfortunate and have led to several months of project delays, Sea Swift have also advised that they will be unable to support the project until February 2022 (see attachment). Unfortunately, the vessel they were planning to use for the remainder of the project, has been getting refitted and this work has been impacted by delays in freight routes from COVID-19 stand downs and delivery delays. As well as this, the two 32 tonne forklifts that the Darwin depot utilises to maneuver the scrap metal around have both broken down. These breakdowns are only expected to be for a few weeks and should allow the remaining cargo waiting at Ramininging's barge to be collected in late October.

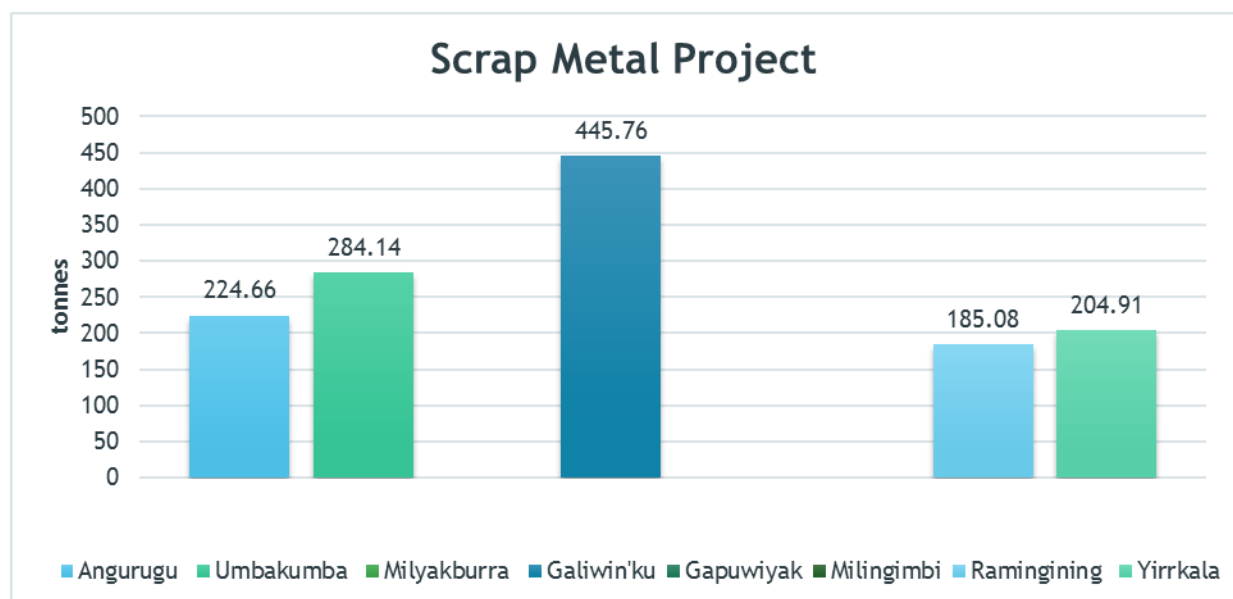
The availability of Sea Swift to support this project has been an ongoing issue for all of 2021 and has caused consistent delays in the moving of materials from the community and also in relocating from community to community. The project has relied on Sea Swift providing flat racks to transport crushed car bodies to Darwin. Frequently, Sell and Parker have been delayed waiting for the flat racks to be sent out to the community they are working in which has resulted in stand down time by the contractor, forced breaks, additional travel and delays on delivery of the project. As isolated incidents these have usually only impacted the project by several days to two weeks, but these incidents have occurred during project works;

- Start of 2021; Advised while equipment was in transit (at Gove) that could not land barge at Milyakburra for at least four weeks and would be tide dependent. Resulted in contractor having to reschedule flights and accommodation and team to reassess order of communities resulting in starting in Yirrkala;
- At Yirrkala; delayed the initial start time by approximately 2 weeks and further delays during the project of one to two weeks to re-receive flat racks;

- At Galiwin'ku; uncertain until the week before which community would be next. Resulted in delays arriving as contractor needed to arrange flights and accommodation. Delivery of equipment and flat racks delayed by approximately two weeks and several delays to re-receive flat racks during time on Galiwin'ku; and
- At Ramingining; delayed project waiting for flat packs to arrive, and now delayed until 2022 due to vessel unavailability.

EARC and Sell and Parker are reviewing options from other barge companies that service East Arnhem to see if the project can continue in 2021, to try to finish Ramingining and perhaps complete the removal of cars and metal and Milingimbi as well. Leaving Gapuwiyak and Milyakburra to be completed in 2022. This is a best case scenario, but we are hopefully of being able to come to some agreement with an alternative barge company soon.

To date 1,344 tonnes of scrap metal has been removed from East Arnhem communities for recycling and reuse, and are currently awaiting to finish Ramingining.



Waste Education Initiatives

Litter Audit

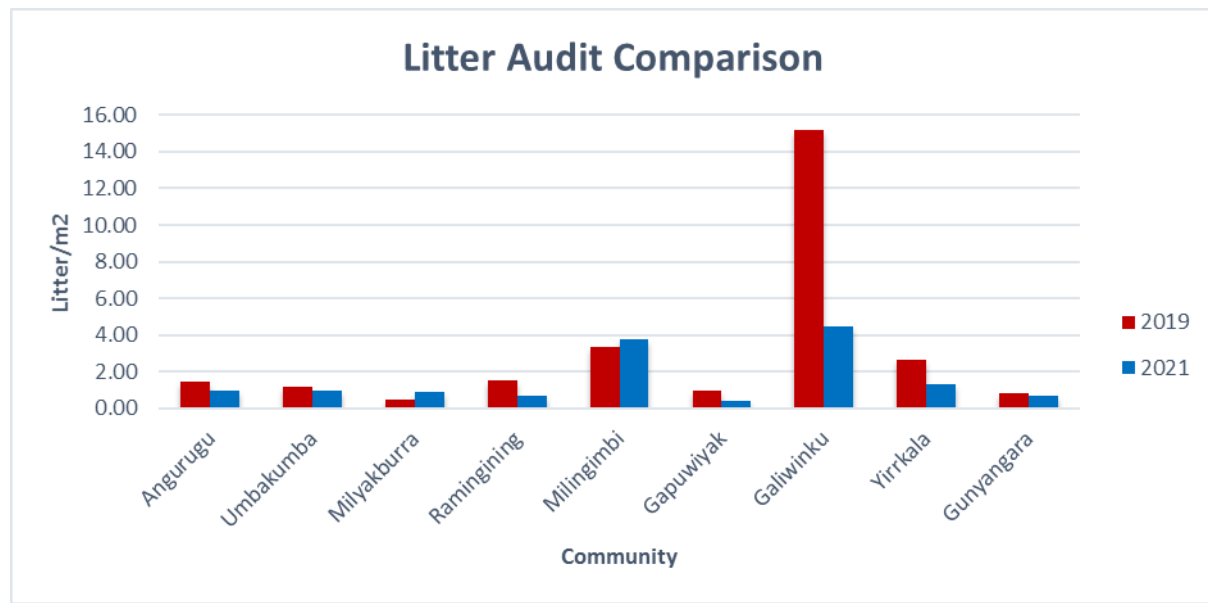
Waste services conducted a litter audit across all nine communities during August and September. This involves conducted a targeted assessment of specific known high litter areas in the community as well as a general visual survey of the community.

As shown in the below graph, the blue columns represent the recent litter audit. Based on the audit results the majority of the communities had improved since the last audit in 2019 and visually most of the community's public spaces were relatively free of litter. While, the results are positive, there is still a lot of ongoing education and awareness to be conducted to continue to improve these results.

The survey and audit also illustrated that while there is some general long-term engagement needed across communities, Galiwin'ku and Milingimbi stood out as having significant litter issues when compared to the rest of the region. Due to this, two specific initiatives are being trialed in October in these communities in an attempt to kick-start a change towards littering and waste management.

In Milingimbi, the Council is going to conduct a 6 week Cash-4-Trash trial, similar to the Cash-4-Container program already running. People will receive money in exchange for trash, more information regarding the trial is below.

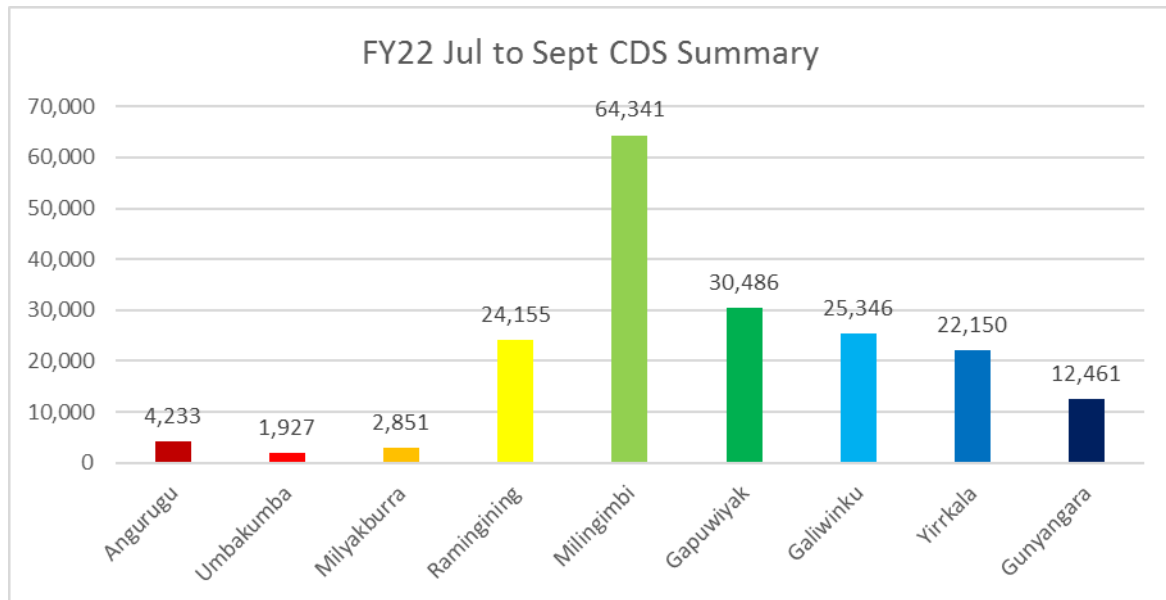
At Galiwin'ku, the Council is planning a Community Clean-Up Day on Friday 29 October. These haven't been particularly successful in the past so the Council is trialing a new initiative. The plan is to have all the shops shutdown for two hours from 1pm to 3pm and have all workers, School students/teachers and community members work together for 2 hours to pick up litter around the community. After the clean-up, Council is planning to hold a BBQ and handout some prizes. If this is successful, we will look at conducting something similar every quarter and try it in other communities as well.



Container Deposit Scheme

The Cash for Containers program is back up and running in all communities. We are planning to have regular monthly collection days. If you haven't already, tell family and head down to the council office to pick up a bulka bag and start putting all plastic bottles, glass bottles and aluminum cans in the bag. At the end of each month our team will call by to pick up the bag and pay you ten cents per container. We encourage residents in all communities to get involved to help reduce the amount of plastic going into our landfills.

The first quarter results are in for Cash for Containers. From July to September 2021, 187,950 containers were collected, with Milingimbi collecting the most with 64,341 containers during September. July and August were a bit difficult with staff shortages and COVID restrictions, however during September all communities were able to operate at least one collection day resulting 134,860 containers collected across all communities for the month of September. Hopefully, we can build on this and reach our goal of 1 million containers for the year. Please see the below graph for a breakdown of community results for the first three months of the Cash for Container program.



Please see some images below of some recent Cash for Container day in Milingimbi.....

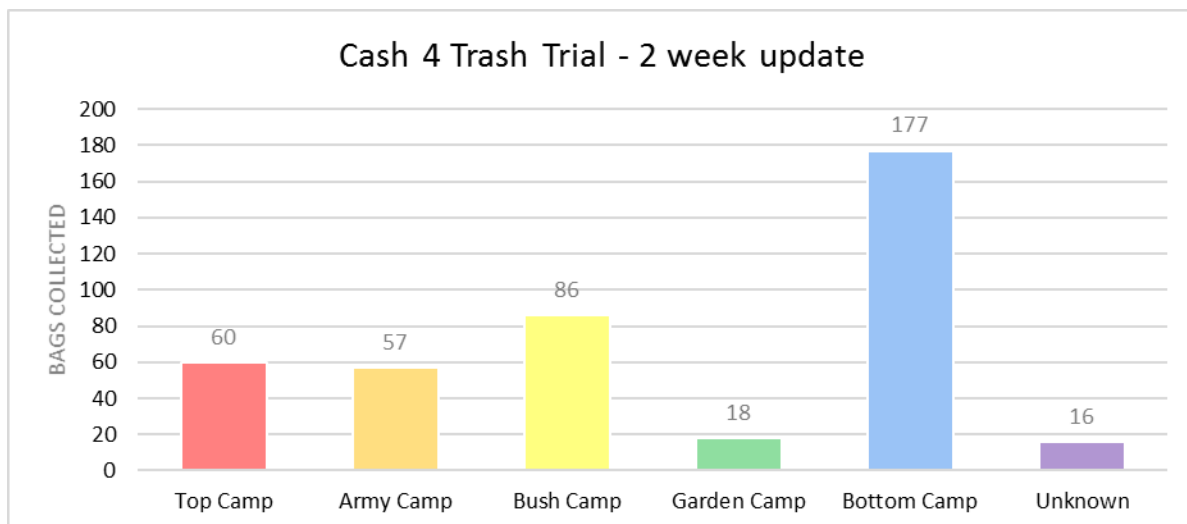




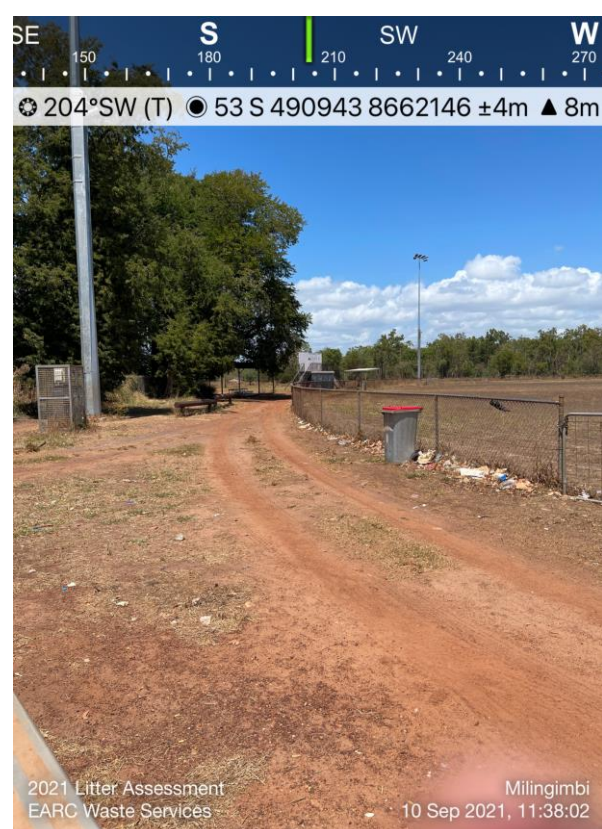
Cash 4 Trash

In response to an ongoing problem with litter in Milingimbi, EARC are trialing a Cash 4 Trash program. The initiative is a six week trial, starting on the 29 September, using a cash incentive for the community to collect litter around their community.

Each trial day a different area of town is targeted, with community members collecting approved garbage bags from the Council and dropping them off full for \$5. Over the first two weeks of the trial there has been three collection days, with 414 bags of litter collected across the five camp areas, totaling an estimated 1,500kg worth of litter collected throughout the community.



Please see some images of litter scattered around Milingimbi before the beginning of the trial.



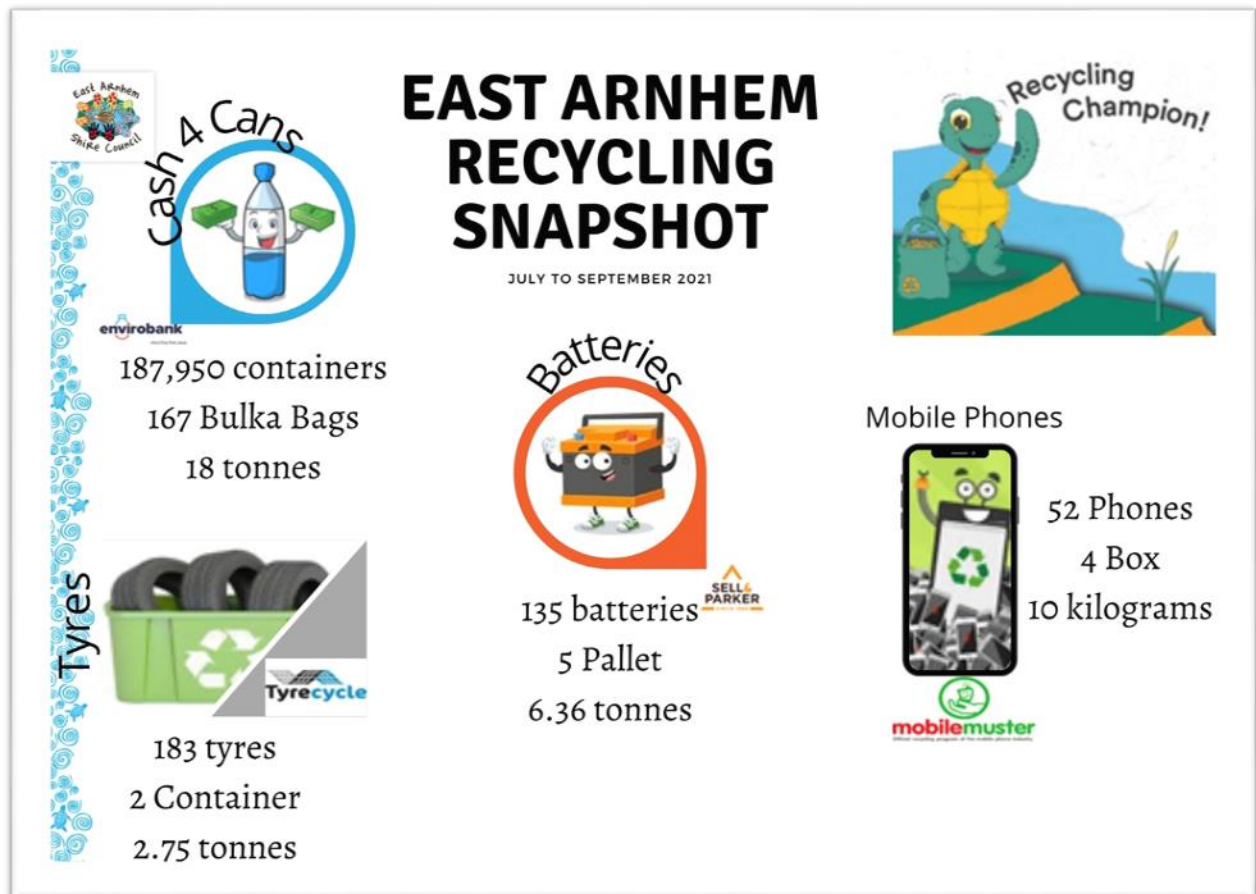


Please see some photos below of people participating.



Recycling Results

Lastly, please see below a snapshot of the recycling efforts across the Council region from July to September 2021. Based on the recycling efforts throughout the nine communities we have managed to divert over 26 tonnes of waste from our landfills and send them back to Darwin for recycling. This is a great effort and is important to continue to grow to ensure that hazardous materials are kept out of our landfills and the environment is protected.



RECOMMENDATION

That Council notes the Waste and Environmental Services report.

ATTACHMENTS:

1 20211008-SeaSwift_letter.pdf



Shane Marshall

Director of Technical & Infrastructure Services

East Arnhem Regional Council

Re: Scrap Metal

Shane

Due to a circumstances beyond our control I am requesting to see if we can delay the scrap metal recycling program for Milingimbi, Gapuwiyak & Milyakburra until early 2022.

This is due to a couple of factors which I will outline below.

- 1) We have a refit program happening which is leaving us a vessel down which was due to be completed by now which now looks it won't be completed until early 2022 and the vessel that we were going to use for these last 3 communities is one of the vessels that has been impacted by the delay. We have tried to source an alternate vessel but to no avail. COVID is the primary reason for the delay in this case.
- 2) The 32 tonne forklift which we have been using to load all the flats of scrap which is our spare 32 tonne has broken down and we are waiting for parts which will not be here for another couple of weeks and then another week or so to complete repairs. That will then allow us to collect the full flats at Ramingining.

As soon as all our vessels are back online, we will restart and complete the scrap metal program. The aim is to have all vessels back in operation by February 2022.

Regards

A handwritten signature in black ink, appearing to read "Mick Taylor".

Mick Taylor

Business Development &

Major Account Manager

Sea Swift Pty Ltd
ABN 16 010 889 040

seaswift.com.au
1800 424 422

keeping
northern australia
connected

TECHNICAL AND INFRASTRUCTURE SERVICES



ITEM NUMBER	7.3
TITLE	AACAP Youth Centre Update
REFERENCE	1537454
AUTHOR	Sonia Campbell, Building and Infrastructure Manager

SUMMARY:

This report is tabled to update Council of design progression for construction of the AACAP Youth Centre building in Gapuwiyak.

BACKGROUND

A joint venture between NIAA and the Australian Army will be providing East Arnhem Regional Council with a new building structure adjacent to the existing Youth Sport and Rec facility with a drop in center and conference/meeting areas to meet community needs.

After seeking feedback from local Gapuwiyak YSR staff on their functional requirements for a youth space EARC provided AACAP with a suggested direction for the layout and internal modelling which has been considered and incorporated into the draft design.

GENERAL

A 30% Design brief meeting was recently attended by Australian Army representatives, PACM Construction and Design team and the EARC Building and Infrastructure Manager and Technical Officer at the EARC Headquarters in Nhulunbuy. On conclusion 'Option C' has been accepted as the preferred design layout with some minor changes to the bathroom set out to alleviate any culturally sensitive issues. We now await the 50% design consultation phase which will address internal features of the building such as fixtures and fit out of the space, and further updates will be tabled in future meetings.

A copy of the design concepts are attached for council viewing and any feedback.

The report author does not have a conflict of interest in this matter (Section 179 of the Act).

RECOMMENDATION**That Council:**

- a) **Council note the report and the Draft concept design option C.**
- b) **Provide any feedback on the draft design.**

ATTACHMENTS:

- 1 211008 Gapuwiyak Youth Centre- 30_ Concept Design.pdf

GAPUWIYAK YOUTH CENTRE

30% Concept Designs

October 2021

Sheet List- Youth Centre	
Sheet Number	Sheet Name
AS- YC-01	SITE PLAN
AS- YC-02	SITE PLAN CONCEPT
AS- YC-A01	Youth Centre- EARC Concept (A)
AS- YC-B01	Youth Centre- OPTION B
AS- YC-C01	Youth Centre- OPTION C



ARCHITECT & HEAD CONTRACTOR



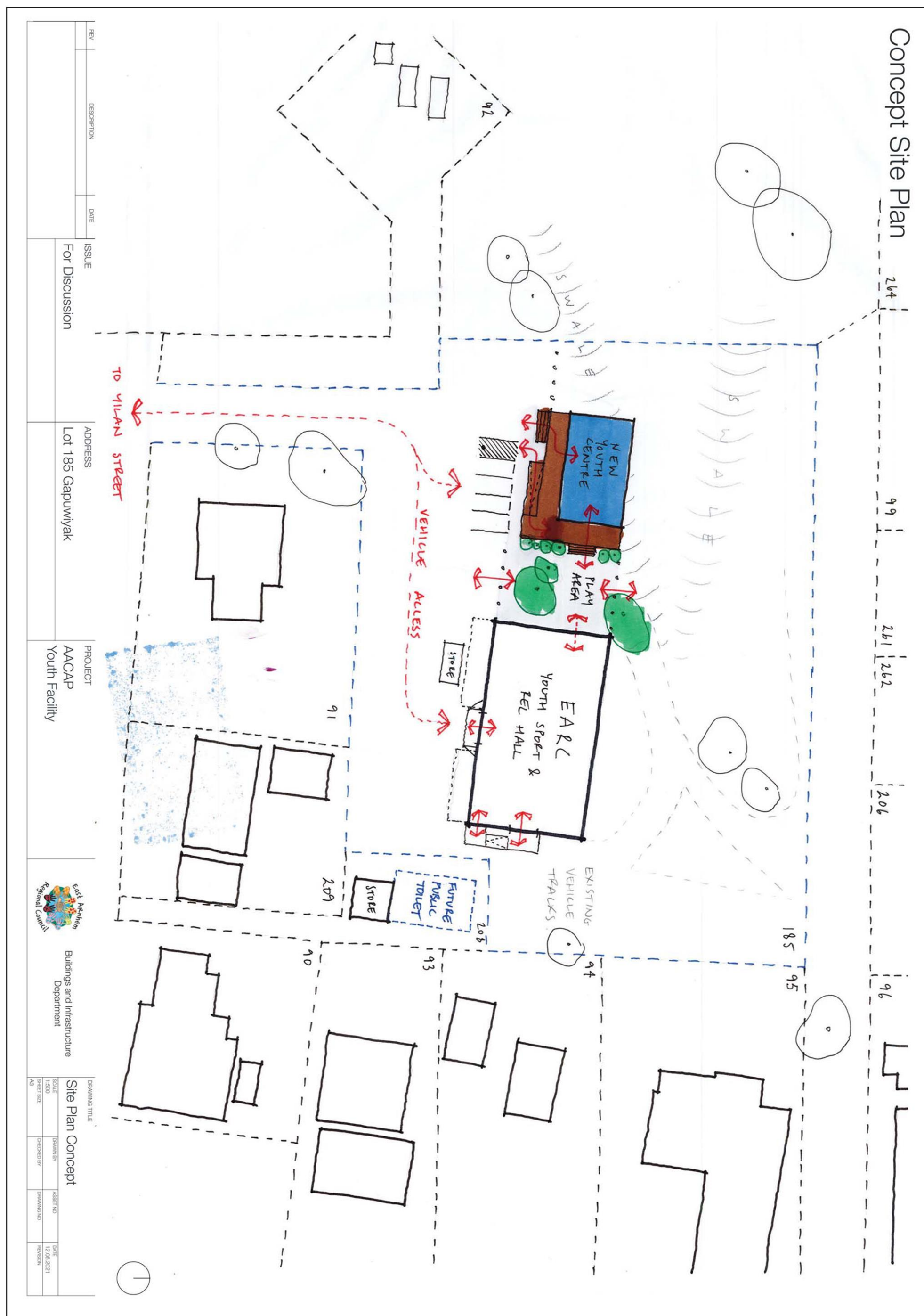
Australian Army
19th Chief Engineer Works



PRINCIPAL

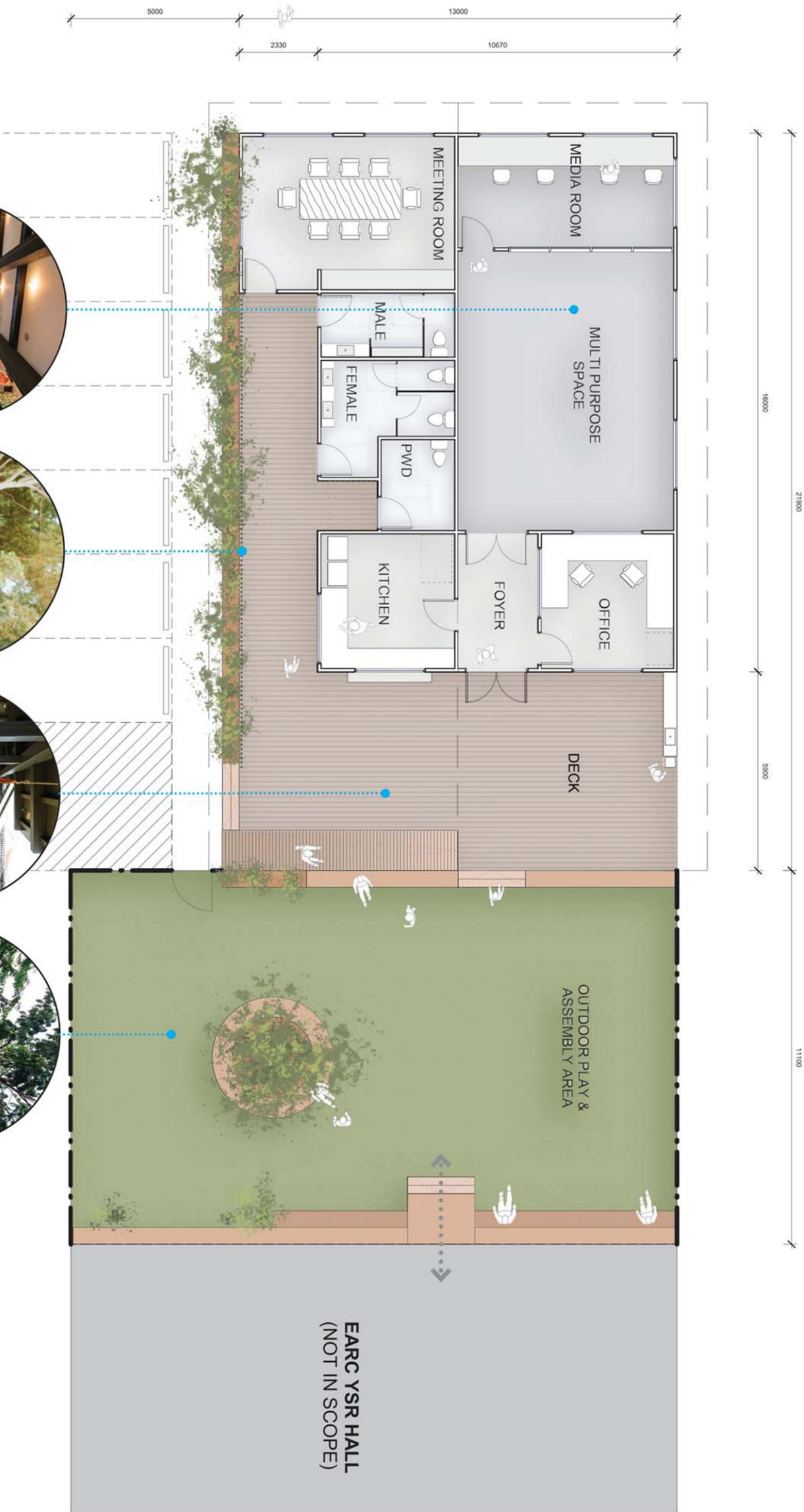
AACAP 2022
GAPUWIYAK & BANINYALA





EARC CONCEPT PLAN- (OPTION A)

Option A



Flexible space for different activities. Movable furniture

Privacy and Security Screens

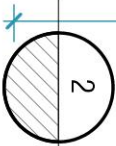
Play/activity opportunities on deck

Landscaping, seating, nature play, fire pit

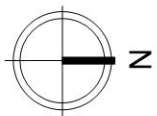
1:150



REV	DESCRIPTION	DATE	ISSUE	ADDRESS	PROJECT	DRAWING TITLE
IMAGES: TEZUKA ARCHITECTS KUNINZ YELONG ARCHITECTS VIN ARCHITECTS	For Discussion		Lot 185 Gapuwiyak	AACAP Youth Facility	East Arnhem Regional Council	Floor Plan Concept
					Buildings and Infrastructure Department	SCALE 1:500 SHEET SIZE A3
						DRAWN BY CHECKED BY ASSET NO DRAWING NO DATE 12.08.2021 REVISION



Youth Centre- Plan
1 : 100



Option B



Parakeelya Architecture +
Construction Management

REG. BUILDERS: WA:101855, SA:273657, QLD:15151507, ACT:20161158, VIC:CBH42423
PACM.COM.AU
Projects@PACM.com.au
1300 335 069
322 Glen Osmond Rd, Myrtle Bank SA

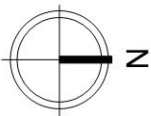
PROJECT MANAGER
DAVID CANN 0439 889983
d.cann@PACM.com.au

Client
19th Chief Engineer Works
Project

AACAP 22 Gapuwiyak & Banyala
Gapuwiyak

No.	Description	Date
	Issued for Review	8.10.21

Concept Design			
Project number		210601	Drawing#
Date		08.10.21	AS-YC-B01
Drawn by		PDC	Revision
Approved by		DRC	Scale 1 : 100



Option C

Concept Design	
Youth Centre- OPTION C	
Project number	210601
Date	08.10.21
Drawn by	PDC
Approved by	DRC
<div> <div>Drawing#</div> <div>AS-YC-C01</div> </div> <div> <div>Revision</div> <div></div> </div> <div> <div>Scale</div> <div>1 : 100</div> </div>	

COMMUNITY DEVELOPMENT REPORTS



ITEM NUMBER	8.1
TITLE	Community Development Update
REFERENCE	1535979
AUTHOR	Andrew Walsh, Director Community Development

SUMMARY:

This report is to provide information on the progress, successes, challenges and future opportunities of the Council's Community Development Directorate.

BACKGROUND

The Community Development Directorate covers the following areas and operations of Council; Aged Care & Disability services, Children and Library services, Youth Sport and Recreation services, Community Media, Community Night Patrol, Australia Post, Local Authority Support, Accommodation Businesses, Sobering Up Shelter, Local Commercial Opportunities, including the Territory Housing contract and Community Development Coordination through Council Offices. This report provides opportunity at Ordinary Council Meetings to update the elected members and allow an opportunity for discussion and feedback.

GENERAL

Community Development has been working tirelessly since the last council meeting to maintain and improve its services to the East Arnhem communities. As a collective, Community Development has been delivering daily essential and critical programs to the

residents of East Arnhem and has continued to strengthen current partnerships and enter into new strategic partnerships with other stakeholders within the region. Highlights from the multiple departments for the period are mentioned below.

Aged & Disability Services

Aged and Disability has made good progress into the digital transformation of its reporting. Council had endorsed and approved to undertake a business analysis on the current administrative and recording functions of the business unit. The business analysis has allowed the department to closely review its current practices and identify gaps and repetition that should be removed.

The business analysis also allowed the department to explore and trial other commercially available software platforms that are used throughout the sector and to also dive deeper into what customised software solutions could like for very remote Aged & Disability delivery.

Upon market exploration and the upcoming changes in reporting, Council has decided not to further the venture for an external software solution. Council has however, internally innovated a visually enriched solution to capture, file and review statistics of the services provided. This workflow is extremely user-friendly and is aimed at achieving greater levels of accuracy, whilst removing the many touch administration practices of current. This new workflow and solution is currently undergoing rigorous testing and the business unit hopes to make use of the workflow in the months to come.

Youth Sport & Recreation

Youth Sport and Recreations (YSR) services have been designed to align with the projects overall objective to improve health, social and emotional wellbeing of our communities. Making Communities safer for Indigenous Australians, and enabling them to enjoy similar levels of physical, emotional and social wellbeing as those enjoyed by other Australians.

This is achieved through the delivery of a broad range of culturally appropriate prevention and intervention activities including but not limited to:

- Regular and consistent physical activity, including organised sport and competitions.
- Year round access to safe, and functional social spaces including youth drop in centres and community/youth rec halls.
- Culturally centred activities including but not limited to: bush trips, camps, workshops, homelands visits, hunting/fishing, art and craft including (spear making and weaving), Yolngu and Anindilyakwa media, cooking.
- Collaboration and referral with appropriate community stakeholders including but not limited to schools, aboriginal corporations, health clinics, alternative youth services.
- Indigenous employment and training focus.
- Indigenous capacity building focus including ongoing mentoring and training opportunities.
- Strength and focus on after hour's service delivery for youth.

- Program design based on community needs and wishes, as determined by our Yolngu and Anindilyakwa employees, local authority members, and youth committees (where successfully established).
- Facilitating year round community events and intercommunity events including wellbeing camps, sporting competitions, discos, festivals, movie nights etc.

Key collaboration with NT Police, Territory Families Youth Outreach and Reengagement team, Top End Mental Health and Alcohol and Other Drugs Services, Miwatj Health, Yalu, Arnhem Land Progress Association (ALPA) and the East Arnhem Land Youth Model, Anindilyakwa Rangers, GEBIE, Bush Fit Mob, Rio Tinto, Nhulunbuy Corporation, Rirratjingu Aboriginal Corporation and others is critical for the program success and working for young people in our region.

Our overall YSR service is delivered through the consolidation of various funded projects under the broader YSR banner. Our major projects include Youth Diversion case management, Outside of School Hours Care, Community Radio, and the Remote Sport Program. Each funded project requires we meet a specific set of outcomes and objectives, and these overlap and complement one another to varying degrees across projects in order to meet the overall community needs of our YSR service. The outcomes and objectives set out in the YSR project description more broadly fit across the entire YSR program.

A highlight from the YSR program is the number of youths that are engaged in the multiply programs on a weekly basis, well over 1,440 kids per week or 74,880 engagements with Youth Sport and Recreation services a year.

COMMUNITY / TOTAL	FEMALE	MALE
Galiwinku / 430	200	230
Yirrkala / 145	65	80
Milingimbi / 350	150	200
Ramingining / 140	60	80
Gapuwiyak / 180	80	100
Gunyangara / 75	45	30
Milyakburra / 40	15	25
Angurugu / 70	45	25
Umbakumba / 110	60	50
Total: 1440	720	820

Youth Sport & Recreation along with all other departments have recently entered into agreement to collaborate to ensure that East Arnhem is celebrated each year. With contribution from both ALPA and EARC, the collaboration is aimed at bringing a round of festivals to the communities of East Arnhem. ARDS have been engaged to provide production of the festivals that will be travelling through Gapuwiyak, Galiwinku, Yirrkala, Ramingining and Milingimbi and EARC has secured an Aboriginal Benefit Account (ABA) fund to host a final event in Gunyangara that will run under the banner of "Battle of the Bands". The Battle of the Bands will bring young artists that participated in the other festivals from across East Arnhem to Gunyangara for one big showcase of the talent of East Arnhem. More updates will be provided at future meetings.

The Youth, Sport & Recreation team has been working hard to formalise and tailor-make a digital solution to help the community staff report on activities with ease and accuracy. The online workflow will cover reporting on YSR, OSHC (Outside School Hours Care) and RCP

(Remote Sport Program) activities which will then be fed to the funding body to report on outcomes and objectives achieved. An added bonus is that YSR staff will be able to report when mobile from their iPads and iPhones. This has been rolled out and is currently at the pilot phase.

Below are highlights of Youth Sport and Recreation Activities during the Period:



Cape Arnhem Trip



Galiwinku School Holiday Program



Gunyangara School Holiday Program with Gumatj (Above)
Bush Trips with Bula Bula Arts (Below)



Community Night Patrol

The Community Night Patrol Program has concluded 2020/21 Financial Year reporting, highlights from the reporting period are included below.

As you will see in the report highlights in the past six months the Community Night Patrol Teams have provided over 16,060 counts of assistance, made 177 referrals to police and proudly delivered 17,774 hours of indigenous employment. Other highlights include the engagement, partnerships, rebranding exercises, youth engagement and leadership training and workshops.

Significant work is now being undertaken to further increase the reporting capability and functionality of the Community Patrol Service, with a focus on making the patrol more attractive to community members, increasing the value and purpose of the patrol positions and ultimately created a patrol that is ***tailored, targeted and flexible*** to each communities individual safety needs, this work will be progressed at future Local Authority meetings. Attached to the report is the Community Night Patrol Trend report which showcases the level of data that is now being recorded, that is used bi-monthly to steer the direction of the patrol services activities. As you will see in the data sheet, we now have the capability to record and log incidents, active and non-active youth participation, demographics, location and much more that allows to the patrol to target community safety issues and gauge

Community Night Patrol Highlights

JANUARY — JUNE 2021





Ramalinging
Engagement with students in the community



Gapuwiyak
Engagement with ALPA, Miwatj Health and RSAS



Nhulunbuy
Deputy President Djungwipi Marika and Bunuwul Cultural Lead Mandaka Marika at the signing of the Mutual Respect Agreement for Yirrkala



Nhulunbuy
CNP Leadership training



Gapuwiyak
Winners at the Gapuwiyak Growing Up Strong Kids (GUSK) Cooking Competition



Yirrkala
Night Patrol 'Focus Project' Vehicle Branding



9
communities



16060
counts of assistance



177
referrals to police



17774
hours of indigenous employment

effectiveness.

This digital reporting has been celebrated by the National Indigenous Agency Australia (NIAA), which have stated that EARC are leading the way for Community Night Patrol Services. The recognition also allowed EARC to customise the reporting requirements for the grant agreement to ensure that the program was growing for purpose and further cement Council's leadership in community patrol services.

RECOMMENDATION

That Council notes the Community Development Report.

ATTACHMENTS:

1 CNP Stats Dashboard - 13AUG2021.pdf

There is no attachment to this report.

Night Patrol: Overview



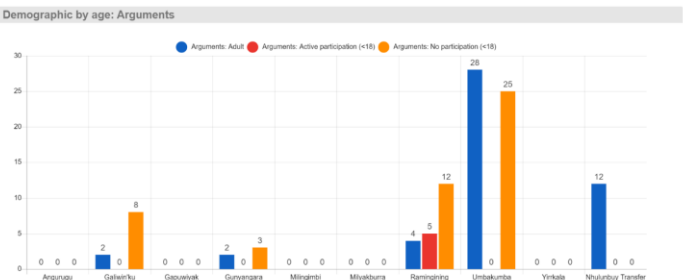
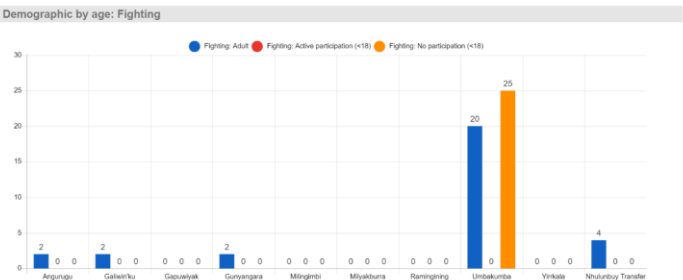
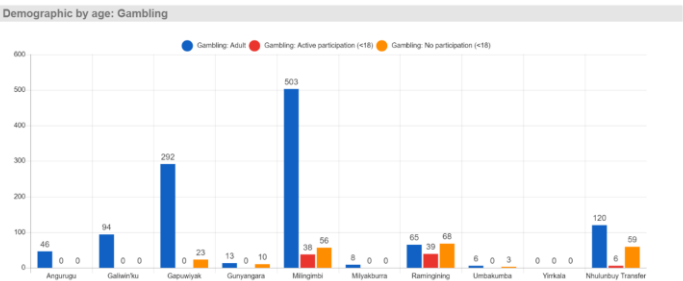
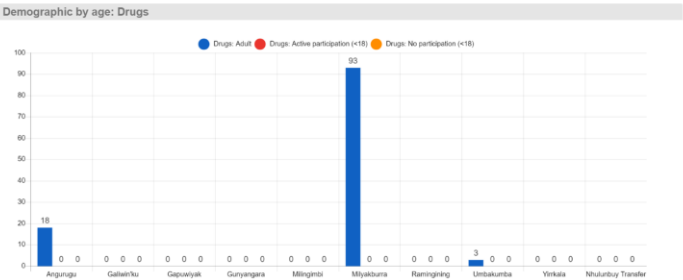
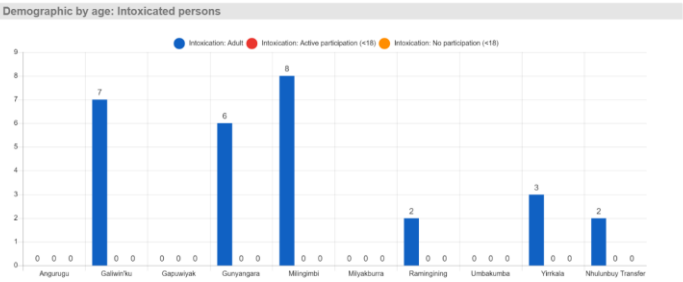
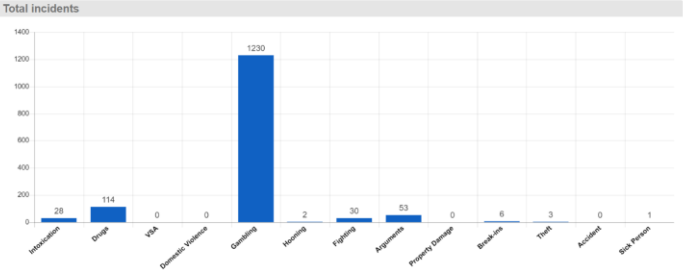
All communities - H2 2021

3152
Assisted

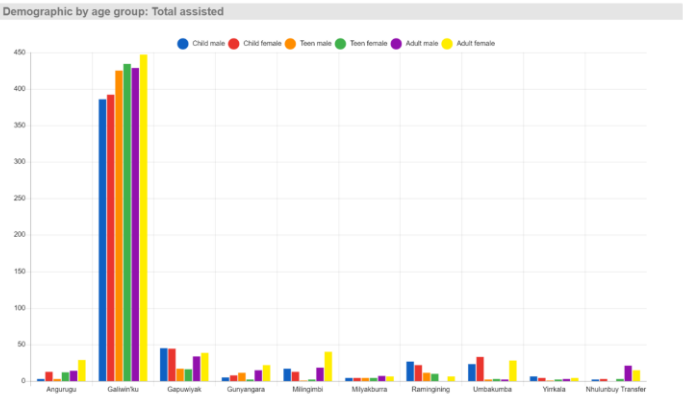
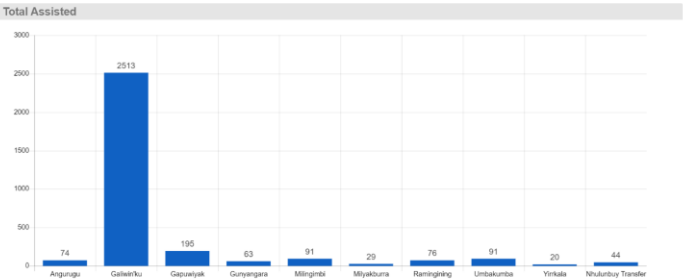
1314
Incidents

986
Children refused
assistance

Incidents in community



Assisted



CORPORATE SERVICES REPORTS



ITEM NUMBER	9.1
TITLE	Finance and Corporate Services Report
REFERENCE	1532188
AUTHOR	Michael Freeman, Corporate Services Manager

SUMMARY:

This report is tabled to provide the Finance Report for the period ended the 30 September 2021 for its approval.

BACKGROUND

In accordance with section 17 of the Local Government (General) Regulations, the CEO must submit a finance report each month before a meeting of the Council. The new Council will establish a Finance Committee to consider this report in the months when council does not meet.

The finance report for the period ended 30 September 2021 is attached to the report for consideration and the following points are highlighted in the report:

- One Page Financial Results
- Income and Expense Statement – Actual vs Budget
- Capital Expenditure – Actual vs Budget
- Monthly Balance Sheet Report
- Financial Report for Each Local Authority Area - Actuals vs Budget
- Cash and Equity Analysis
- Investments

The format of the report is as required by the new Regulations commencing 1 July 2021.

GENERAL**Finance Section**

The CEO certifies that, to the best of his knowledge, information and belief:

- i) The internal controls implemented by the Council are appropriate; and
- ii) The Council's financial report best reflects the financial affairs of the Council.

Local Authority Project Tracking:

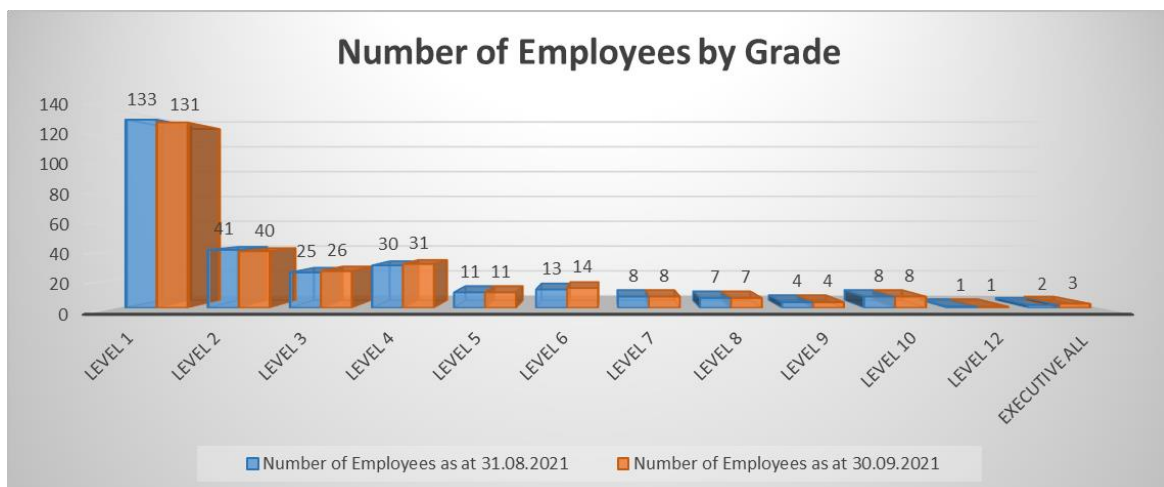
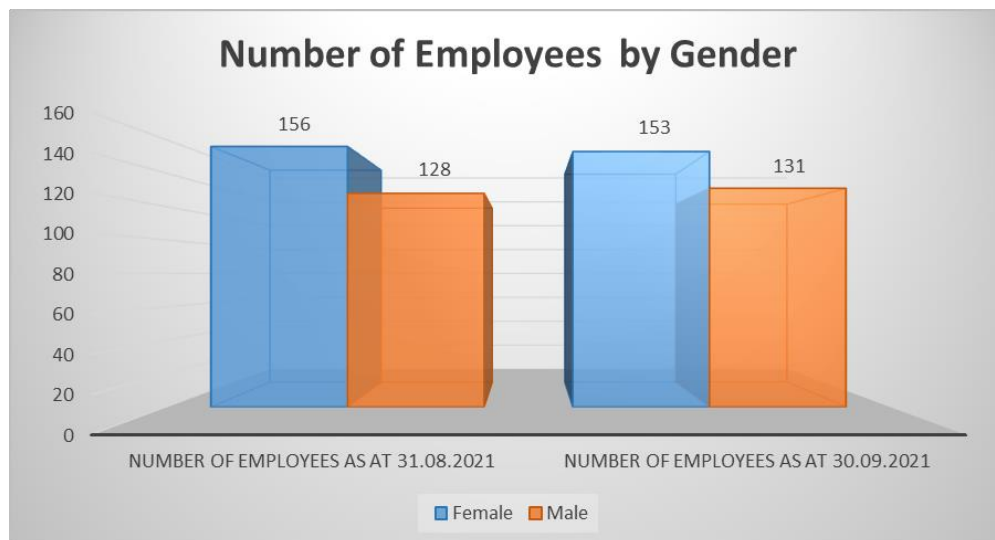
Location Description	Project Description	Actual + Commitments	Annual Budget
Angurugu	LAPF 17/18 - Angurugu - Footpath installation	204,000.00	136,000.00
	LAPF 18/19 - Angurugu Cemetery Lights and Shelter	-	13,685.78
	LAPF 18/19 - Angurugu waterline and taps installation	-	9,437.68
	LAPF 21/22 - Angurugu - Footbridge	-	480,000.00
	LAPF 21/22 - Angurugu - Public Toilets	-	350,000.00
	LAPF 21/22 - Angurugu - Riverside Market Space	-	30,000.00
	LAPF 21/22 - Angurugu - Seating Church Area	-	29,115.33
	Local Authority Project Funding 2019-2020, Angurugu	-	51,962.24
	Local Authority Project Funding 2021-2022, Angurugu	-	150,200.00
Angurugu Total		204,000.00	1,250,401.03
Galiwinku	LAPF 19/20 - Galiwin'ku Sound Proofing of Meeting Room	11,870.00	17,400.00
	LAPF 21/22 - Galiwinku - Additional Footpath Stage 2	554.55	153,415.33
	LAPF 21/22 - Galiwinku - Buthan Recreation Area	-	100,000.00
	LAPF 21/22 - Galiwinku - Co-contribution to a ceremony area	-	40,000.00
	LAPF 21/22 - Galiwinku - Outdoor Youth Recreation Facilities	-	830,000.00
	LAPF 21/22 - Galiwinku - Public Toilets at Airport	-	360,000.00
	Local Authority Project Funding 2019-2020, Galiwinku	-	117,491.85
	Local Authority Project Funding 2021-2022, Galiwinku	-	341,100.00
Galiwinku Total		12,424.55	1,959,407.18
Gapuwiyak	LAPF 19/20 - Gapuwiyak PA Upgrade	-	28,666.64
	LAPF 19/20 - Gapuwiyak Priority Footpaths	-	90,654.00
	LAPF 21/22 - Gapuwiyak - Airport waiting area contribution	-	50,000.00
	LAPF 21/22 - Gapuwiyak - Shade shelters at Wharf camp	-	80,000.00
	LAPF 21/22 - Gapuwiyak - Solar Lighting PI	-	30,915.33
	LAPF 21/22 - Gapuwiyak - Two Playgrounds	-	160,000.00
	LAPF 21/22 - Gapuwiyak - Two Public Toilets	-	550,000.00
	Local Authority Project Funding 2021-2022, Gapuwiyak	-	140,300.00

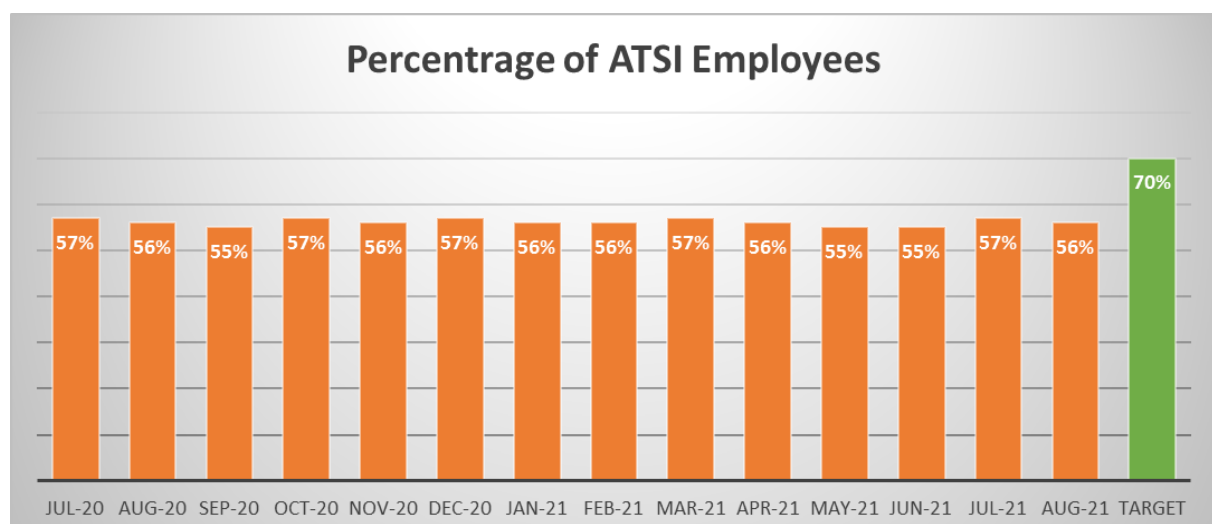
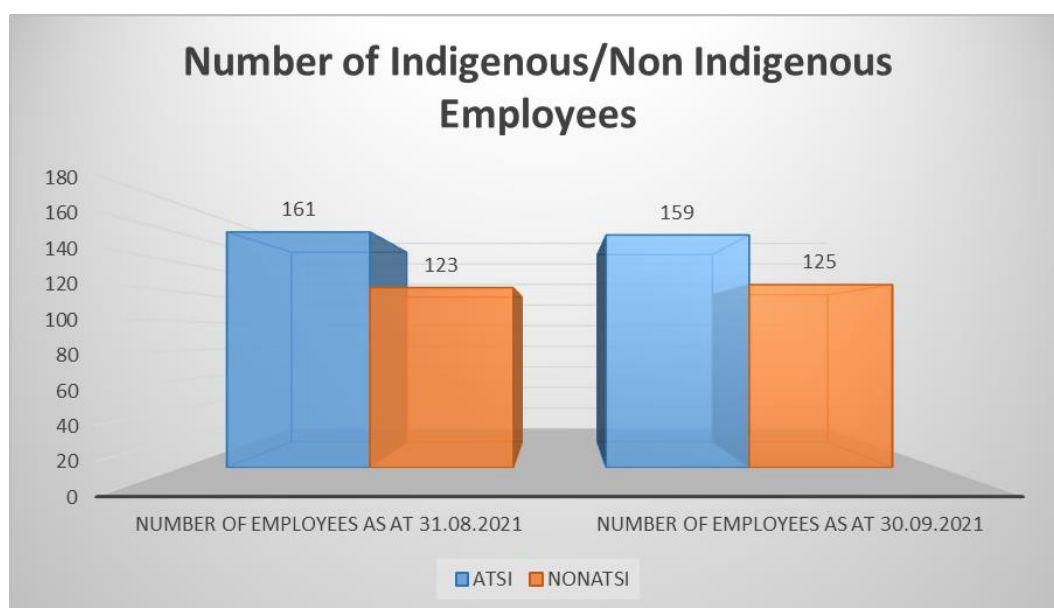
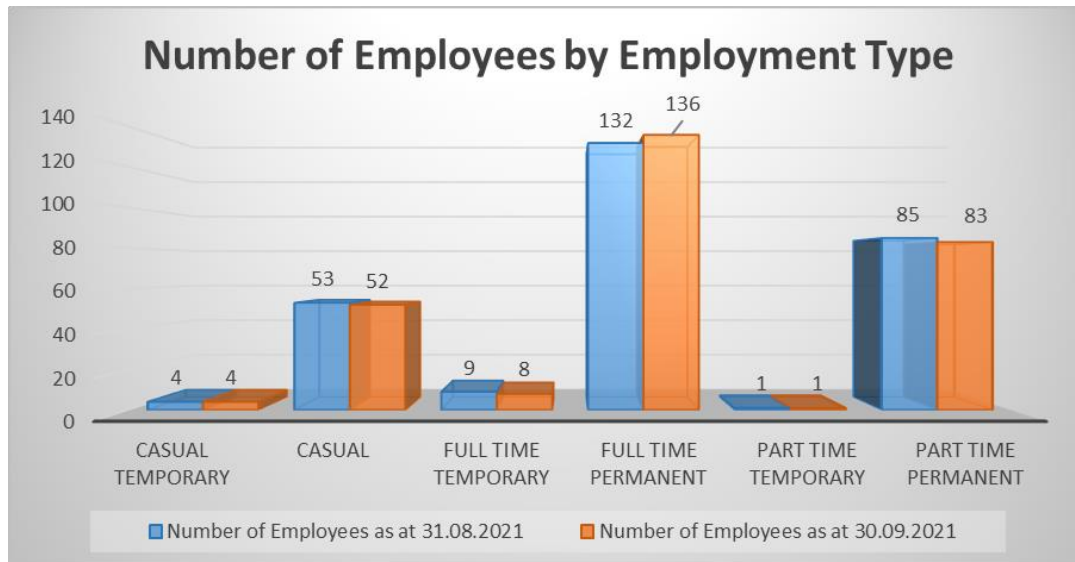
Location Description	Project Description	Actual + Commitments	Annual Budget
	Miwatj Employment and Participation Funds, Gapuwiyak	-	22,358.25
Gapuwiyak Total		-	1,152,894.22
Gunyangara	LAPF 19/20 - Gunyangara Bus Shelters	26,840.20	20,000.00
	LAPF 21/22 - Gunyagara - Footpaths (school to Gumatj Office)	177,204.95	200,000.00
	LAPF 21/22 - Gunyagara - Landscaping and beautification	-	78,415.33
	LAPF 21/22 - Gunyagara - Multi-purpose Building at Oval	-	400,000.00
	Local Authority Project Funding 2019-2020, Gunyangara	-	5,176.52
	Local Authority Project Funding 2021-2022, Gunyangara	-	33,600.00
	Miwatj Employment and Participation Funds, Gunyangara	-	2,482.84
Gunyangara Total		204,045.15	739,674.69
Milingimbi	LAPF 21/22 - Milingimbi - Ceremony area contribution	-	47,484.67
	LAPF 21/22 - Milingimbi - Double-bin stands for each house	25,370.91	28,000.00
	LAPF 21/22 - Milingimbi - Public toilets near the foreshore	-	300,000.00
	LAPF 21/22 - Milingimbi - Water Park	-	580,000.00
	Local Authority Project Funding 2021-2022, Milingimbi	-	187,700.00
Milingimbi Total		25,370.91	1,143,184.67
Milyakburra	LAPF 21/22 - Milyakburra - Contribution for BMX track	-	30,000.00
	LAPF 21/22 - Milyakburra - Jetty	-	160,000.00
	LAPF 21/22 - Milyakburra - Oval \$100k contribution	-	100,000.00
	LAPF 21/22 - Milyakburra - Public Toilets	-	350,000.00
	LAPF 21/22 - Milyakburra - Shade structure (barge landing)	-	32,115.33
	Local Authority Project Funding 2019-2020, Milyakburra	-	10,423.84
	Local Authority Project Funding 2021-2022, Milyakburra	-	30,100.00
Milyakburra Total		-	712,639.17
Ramingining	LAPF 18/19 - Ramingining - Oval Infrastructure	89.10	132,902.48
	LAPF 19/20 - Ramingining Installation of Oval Lights	-	69,971.20
	LAPF 21/22 - Ramingining - Airport shelter upgrade	-	22,115.33
	LAPF 21/22 - Ramingining - Oval Lights		

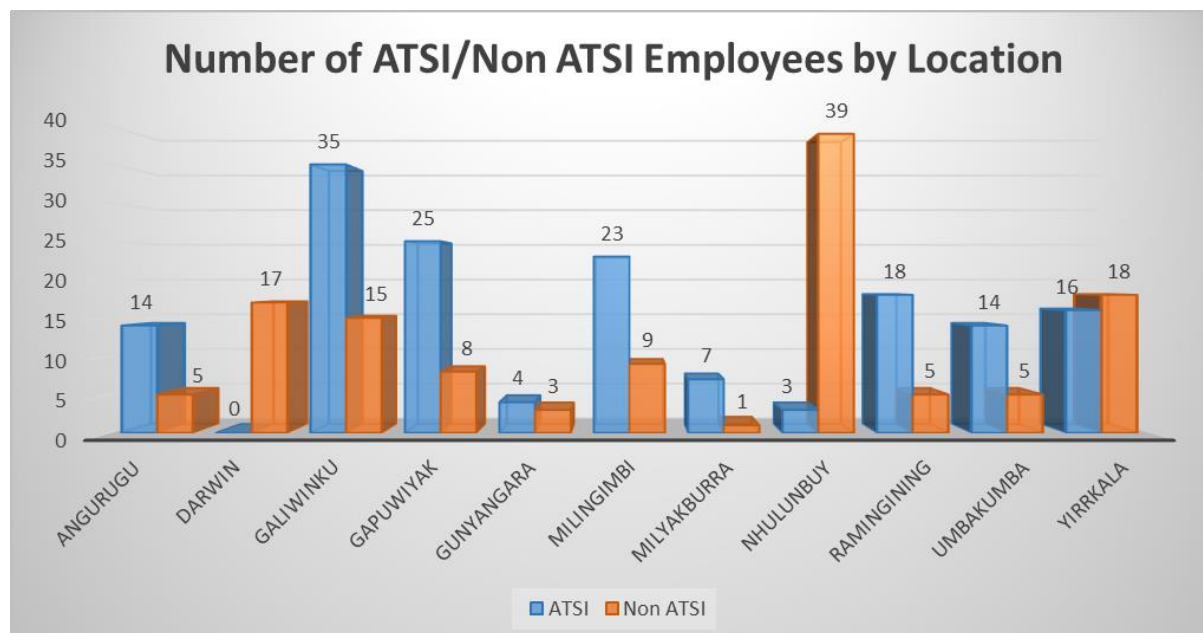
Location Description	Project Description	Actual + Commitments	Annual Budget
		-	850,000.00
	Local Authority Project Funding 2021-2022, Ramingining	-	135,400.00
Ramingining Total		89.10	1,210,389.01
Umbakumba	LAPF 17/18 - Umbakumba Playground Installations	-	60,000.00
	LAPF 17/18 - Umbakumba Sporting Equipment	-	90,000.00
	LAPF 18/19 - Umbakumba Installation of Priority Footpaths	-	120,888.16
	LAPF 21/22 - Umbakumba - Equipment for hall	-	30,000.00
	LAPF 21/22 - Umbakumba - Floating pontoon/jetty	-	160,000.00
	LAPF 21/22 - Umbakumba - Footpaths PI	-	283,833.33
	LAPF 21/22 - Umbakumba - Oval Improvements	-	180,000.00
	LAPF 21/22 - Umbakumba - Solar lighting – Beach Front	-	90,000.00
	LAPF 21/22 - Umbakumba - Trailer for music equipment	35,841.59	75,000.00
	Local Authority Project Funding 2021-2022, Umbakumba	-	110,500.00
Umbakumba Total		35,841.59	1,200,221.49
Yirrkala	LAPF 17/18 - Yirrkala Childrens Playground	-	60,000.00
	LAPF 18/19 - Yirrkala Installation of Grandstands at Oval	142,686.27	100,000.00
	LAPF 18/19 - Yirrkala Solar Lights at Shady Beach	-	877.85
	LAPF 19/20 - Yirrkala Oval Sign	-	5,333.36
	LAPF 21/22 - Yirrkala - Improved Oval Lighting	-	300,000.00
	LAPF 21/22 - Yirrkala - Improvements to Ceremony Areas	-	22,215.33
	LAPF 21/22 - Yirrkala - Public Toilets – Shady Beach	-	350,000.00
	LAPF 21/22 - Yirrkala - Sport and Recreation Hall	-	400,000.00
	Local Authority Project Funding 2019-2020, Yirrkala	-	61,583.76
	Local Authority Project Funding 2021-2022, Yirrkala	-	113,300.00
	Miwatj Employment and Participation Funds, Yirrkala	-	30,783.63
Yirrkala Total	Yirrkala	142,686.27	1,444,093.93
Grand Total		624,457.57	10,812,905.39

Human Resources Section

Total employees: 284







VACANCIES AS AT 30.09.2021

Position	Level	Community
Community Patrol Officer	Level 1	Angurugu
Community Patrol Officer	Level 1	Angurugu
Family Skills Facilitator	Level 5	Angurugu
Municipal Services Officer	Level 1	Angurugu
Youth Sports & Recreation Coordinator	Level 4	Angurugu
Youth Sports & Recreation Worker	Level 1	Angurugu
Tenancy Manager	Level 6	Darwin
Training Officer	Level 4	Darwin
Aged Care & Disability Services Support Worker	Level 1	Galiwinku
Aged Care & Disability Services Support Worker	Level 1	Galiwinku
Child Care Worker	Level 1	Galiwinku
Community Library Officer	Level 1	Galiwinku
Municipal Services Officer	Level 3	Galiwinku
Senior Cleaner	Level 1	Galiwinku
Youth Sports & Recreation Worker	Level 1	Galiwinku
Aged Care & Disability Services Operations Coordinator	Level 1	Gapuwiya
Community Media Officer	Level 1	Gapuwiya
Community Patrol Officer	Level 4	Gapuwiya
Trades Assistant	Level 1	Gapuwiya
Community Patrol Officer	Level 2	Gunyangara
Environment and Recycling Officer	Level 1	Milingimbi
Nutrition Officer	Level 1	Milingimbi
Community Liaison Officer	Level 1	Milingimbi
Community Liaison Officer	Level 1	Milingimbi

VACANCIES AS AT 30.09.2021

Position	Level	Community
Aged Care and Disability Services Regional Coordinator	Level 6	Nhulunbuy
Communications and Engagement Coordinator	Level 6	Nhulunbuy
Environmental Projects and Communications Officer	Level 8	Nhulunbuy
Executive Assistant to the CEO	Level 6	Nhulunbuy
Aged Care & Disability Services Support Worker	Level 1	Ramingining
Aged Care & Disability Services Operations Coordinator	Level 1	Ramingining
Community Patrol Officer	Level 4	Ramingining
Municipal Services Officer	Level 1	Ramingining
Youth Sports & Recreation Worker	Level 1	Ramingining
Community Liaison Officer / Customer Service Officer	Level 1	Umbakumba
Children's Services Coordinator	Level 1	Umbakumba
Community Patrol Officer	Level 4	Umbakumba
Municipal Services Supervisor	Level 6	Umbakumba
Child Care Worker	Level 1	Yirrkala
Municipal Services Officer	Level 1	Yirrkala
Municipal Services Officer	Level 1	Yirrkala
Municipal Services Supervisor	Level 6	Yirrkala
Senior Administration Officer	Level 1	Yirrkala
Youth Sports & Recreation Worker	Level 1	Yirrkala
Youth Sports & Recreation Worker	Level 1	Yirrkala
Youth Sports and Recreation Coordinator	Level 4	Yirrkala

The report author does not have a conflict of interest in this matter (Section 179 of the Act).

RECOMMENDATION

That Council approves the Finance Report with Human Resources information for the period ended the 30 September 2021.

ATTACHMENTS:

- 1 One Page Financial Result.pdf
- 2 Income and Expense Statement – Actual vs Budget.pdf
- 3 Capital Expenditure – Actual vs Budget.pdf
- 4 Monthly Balance Sheet Report.pdf
- 5 Financial Report for Each Local Authority Area - Actuals vs Budget.pdf
- 6 Cash and Equity Analysis.pdf
- 7 Investment Report.pdf

September 2021 Financial Results

Year to date figure in millions



Revenue

\$28.00m



Expenditures

Actual \$11.26
Committed \$8.13m



Operating Result

\$9.15m



Unexpended Grants

\$9.95m



Assets

\$128.01m



Fixed Assets Acquired

\$0.13m



Cash on hand

\$46.04m



Reserves

\$27.38m



Unrestricted Cash

\$8.62m





Income and Expense Statement – Actual vs Budget

Year to date 30th September 2021

	Note	YTD Actuals \$	YTD Budget \$	YTD Variance \$	YTD Variance %	Approved Annual Budget \$
OPERATING REVENUE						
Grants	A	11,363,740	10,509,900	853,840	8%	26,065,963
User Charges and Fees	B	1,354,982	1,973,536	(618,554)	(31%)	7,894,236
Rates and Annual Charges		7,149,341	6,989,570	159,772	2%	6,989,570
Interest Income		28,839	39,699	(10,859)	(27%)	157,500
Other Operating Revenues		508,453	451,674	56,779	13%	1,806,698
TOTAL OPERATING REVENUES		20,405,356	19,964,379	440,977	2%	42,913,967
OPERATING EXPENSES						
Employee Costs	C	3,767,015	5,099,833	(1,332,818)	(26%)	20,098,800
Materials and Contracts	D	3,270,908	5,355,139	(2,084,231)	(39%)	18,134,222
Elected Member Allowances		77,940	116,283	(38,343)	(33%)	465,132
Council Committee & LA Allowances		4,289	35,397	(31,108)	(88%)	115,688
Depreciation and Amortisation		977,949	904,382	73,567	8%	3,673,583
Interest Expense		487	6,825	(6,338)	(93%)	27,300
Other Operating Expenses		3,156,727	2,979,969	176,759	6%	12,419,185
TOTAL OPERATING EXPENSES		11,255,316	14,497,828	(3,242,511)	(22%)	54,933,909
OPERATING SURPLUS/(DEFICIT)		9,150,040	5,466,551	3,683,488	67%	(12,019,942)
Capital Grants Income		-	161,859	(161,859)	(100%)	647,438
SURPLUS/(DEFICIT)		9,150,040	5,628,411	3,521,629	63%	(11,372,503)
Capital Expenditure	E	(131,592)	(2,919,719)	2,788,126	(95%)	(11,678,875)
Transfer to Reserves		(1,494)	(688,876)	687,382	(100%)	(2,755,505)
Add back Depreciation Expense		977,949	904,382	73,567	8%	3,673,583
NET SURPLUS/(DEFICIT)		9,994,903	2,924,198	7,070,705	242%	(22,133,300)
Carried Forward Grants Revenue	F	7,598,991	5,495,175	2,103,816	38%	9,038,953
Transfer from Reserves		-	3,255,856	(3,255,856)	(100%)	13,223,426
TOTAL ADDITIONAL INFLOWS		7,598,991	8,751,031	(1,152,040)	(13%)	22,262,379
NET OPERATING POSITION		17,593,894	11,675,229	5,918,665	51%	129,079

NOTES

A - Higher than budget YTD actual grants received in Aged Care and Youth, Sport and Recreation programs attributed to receipt of half year funding as of September 2021.

B - Indigenous Jobs Development Program funding for quarter 1 not yet received and NDIS revenue as of September is lower than budget.

C - YTD employee costs lower than actual.

Services	Actual YTD	Budget YTD	Variance
Aged Care and Disability Services	775,960	1,046,416	(270,456)
Youth, Sport and Recreation Services	264,320	468,795	(204,476)
Municipal Services	446,264	625,684	(179,420)
Community Development	482,588	624,236	(141,648)
Corporate Services	348,465	485,038	(136,574)
Community Patrol and SUS Services	395,208	496,468	(101,260)
Building and Infrastructure Services	215,480	290,966	(75,486)
Children and Family Services	226,932	283,129	(56,197)
Library Services	103,820	151,967	(48,147)
Waste and Environmental Services	114,650	153,158	(38,508)
Veterinary and Animal Control Services	43,310	74,438	(31,128)
Fleet and Workshop Services	110,604	131,996	(21,392)
Visitor Accommodation	18,617	37,754	(19,137)
Community Media	7,111	21,230	(14,118)
Governance and CEO	133,833	140,366	(6,533)
Information Communication and Technology Services	30,974	32,914	(1,941)
Other Services	48,881	35,279	13,602
Total	3,767,015	5,099,833	(1,332,818)

D - Works and new projects relating to road upgrades/construction, infrastructure and street lighting yet to commence.

E - Actual YTD capital expenditures relate to motor vehicles, plant and equipment.

F - Budgeted carry forward revenues to be allocated all in July period during the first budget revision.



Capital Expenditure – Actual vs Budget

CAPITAL EXPENDITURE As at 30th September 2021					Approved Annual Budget \$
	YTD Actuals \$	YTD Budget \$	YTD Variance \$		
Infrastructure	-	2,503,974	2,503,974		10,015,896
Motor Vehicles	41,375	146,250	104,875		585,000
Equipment	6,074	118,510	112,436		474,038
Plant	84,144	100,985	16,841		403,940
Intangibles	-	50,000	50,000		200,000
TOTAL CAPITAL EXPENDITURE	131,592	2,919,719	2,788,126		11,678,874

Monthly Balance Sheet Report

As at 30th September 2021



	YTD Actuals \$	Note Reference
ASSETS		
Cash		
Tied Funds	37,417,516	
Untied Funds/Unrestricted Cash*	8,624,214	
Total Cash	46,041,730	(1)
Accounts Receivables		
Trade Debtors	237,162	(2)
Grant Debtors	395,217	(2)
Rates & Charges	7,250,380	(2)
Less: Provision for Doubtful Debts	(116,804)	
Total Accounts Receivables	7,765,955	
Other Current Assets	353,776	
TOTAL CURRENT ASSETS	54,161,462	
Non-Current Assets		
Property, Plant and Equipment	59,438,847	
Right-of-Use Assets	11,579,146	
Landfill Airspace	2,611,877	
Security Deposit	200,000	(1)
Other Non-Current Assets	13,733	
TOTAL NON-CURRENT ASSETS	73,843,603	
TOTAL ASSETS	128,005,064	
LIABILITIES		
Current Liabilities		
Accounts Payable	77,227	(3)
ATO & Payroll Liabilities	123,280	(4)
Current Provisions	2,483,686	
Lease Liabilities	337,470	
Other Current Liabilities	23,718	
TOTAL CURRENT LIABILITIES	3,045,380	
Non-Current Liabilities		
Lease Liabilities	11,623,351	
Landfill Rehabilitation Provision	2,611,877	
Provisions for Employee Entitlements	166,169	
TOTAL NON-CURRENT LIABILITIES	14,401,397	
TOTAL LIABILITIES	17,446,778	
NET ASSETS	110,558,286	
EQUITY		
Unexpended Grants Reserve	9,947,615	
Replacement and Contingency Reserve	27,383,106	
Asset Revaluation Reserve	39,150,727	
Accumulated Surplus	34,076,838	
TOTAL EQUITY	110,558,286	

* Refer to Cash & Equity Analysis "Cash Available before Liabilities"

Note 1. Details of Cash and Investments Held

Accounts	Amount
Westpac Banking Corporation	12,398,551
Traditional Credit Union	1,245,280
Australia and New Zealand Bank	311,625
Members Equity Bank	11,000,000
People's Choice Credit Union	4,056,135
National Australia Bank	17,013,007
Total Banks	46,024,599
Petty Cash/Cash Float	17,131
Total Cash	46,041,730
Total Banks	46,024,599
Security Deposit under non-current assets (Westpac)	200,000
Total Investment Funds*	46,224,599

* Refer to Monthly Investment Report

Note 2. Statement on Debts Owed to Council (Accounts Receivable)

AGE ANALYSIS - TRADE DEBTORS

DEBTORS	%	OUTSTANDING	CURRENT	> 30 DAYS	> 60 DAYS	> 90 DAYS
Arnhemland Progress Aboriginal Corporation	18%	43,379	43,379	-	-	-
WTD Construction Pty Ltd	14%	34,144	17,952	16,192	-	-
National Disability Insurance Scheme (NDIS)	13%	31,397	-	-	-	31,397
Telstra Corporation C/O Jones Lang LaSalle	6%	13,972	11,011	2,961	-	-
Arnhem Electrical Contractors	5%	11,156	8,846	2,310	-	-
TOTAL TOP 5 DEBTORS	57%	134,049	81,189	21,463	-	31,397
Other Debtors	43%	103,114	87,920	11,141	331	3,721
TOTAL SUNDRY DEBTORS	100%	237,162	169,109	32,605	331	35,118

Reminder letters/emails sent for all overdue accounts and NDIS balance is to be drilled down by EARC staff through NDIS portal.

AGE ANALYSIS - GRANTS DEBTORS

DEBTORS	%	OUTSTANDING	CURRENT	> 30 DAYS	> 60 DAYS	> 90 DAYS
Groote Eylandt Mining Company Proprietary Limited	76%	300,000	-	-	-	300,000
Anindilyakwa Land Council	24%	95,217	95,217	-	-	-
TOTAL GRANTS DEBTORS	100%	395,217	95,217	-	-	300,000

Follow-ups made to the above outstanding grants through coordination with EARC Responsible Officers.

AGE ANALYSIS - RATES & CHARGES

RATE PAYERS	%	OUTSTANDING	CURRENT	> 30 DAYS	> 60 DAYS	> 90 DAYS
NT Department of Housing and Community Development - TH-Comm	66%	4,795,251	4,795,251	-	-	-
NT Department of Housing and Community Development - TH-GEH	11%	799,852	799,852	-	-	-
Gunatj Association Incorporated Pty Ltd	2%	157,928	157,345	-	-	582
Groote Eylandt & Bickerton Island Enterprises	2%	124,651	124,651	-	-	-
Miwaij Health Aboriginal Corporation	2%	111,915	111,915	-	-	-
TOTAL TOP 5 RATE PAYERS	83%	5,989,596	5,989,014	-	-	582
Other Debtors	17%	1,260,784	1,152,735	1,136	1,136	105,777
TOTAL RATES & CHARGES	100%	7,250,380	7,141,748	1,136	1,136	106,360

Following up with rate payers and some of the amounts to be included in next Council meeting for write off.

Note 3. Statement on Debts Owed by Council (Accounts Payable)

AGE ANALYSIS - TRADE CREDITORS

	%	OUTSTANDING	CURRENT	> 30 DAYS	> 60 DAYS	> 90 DAYS
CREDITORS						
Territory Housing Rent	23%	16,927	16,927	-	-	-
MARTHAKAL YOLNGU AIRLINE PTY LTD	16%	11,765	11,765	-	-	-
Black Diamond Aviation	8%	6,127	6,127	-	-	-
HARVEY DISTRIBUTORS	7%	4,964	4,964	-	-	-
CHEVRON AUSTRALIA DOWNSTREAM FUELS PTY LTD	6%	4,190	4,190	-	-	-
TOTAL TOP 5 CREDITORS	59%	43,974	43,974	-	-	-
Other Creditors	41%	30,908	30,908	-	-	-
TOTAL TRADE CREDITORS	100%	74,882	74,882	-	-	-

Note 4. Statement on Australian Tax Office (ATO) and Payroll Obligations

AGE ANALYSIS					
CREDITORS					
Australian Taxation Office (PAYG)	OUTSTANDING	CURRENT	> 30 DAYS	> 60 DAYS	> 90 DAYS
StatewideSuper-Trust The Local	123,280	123,280	-	-	-
TOTAL	123,280	123,280	-	-	-
Subsequently Paid on 07/10/2021					

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Angurugu		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	393,414	872,122	(478,708)
User Charges and Fees	86,358	102,660	(16,301)
Rates and Annual Charges	1,072,592	1,059,031	13,562
Interest Income	-	-	-
Other Operating Revenues	4,227	1,100	3,127
Untied Revenue Allocation	232,495	232,495	-
TOTAL OPERATING REVENUES	1,789,087	2,267,408	(478,321)
OPERATING EXPENSES			
Employee Expenses	223,590	420,185	(196,596)
Materials and Contracts	545,878	1,860,241	(1,314,363)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	302	2,289	(1,987)
Depreciation and Amortisation	9,354	5,315	4,040
Interest Expenses	-	-	-
Other Operating Expenses	297,616	236,277	61,338
Council Internal Costs Allocations	127,093	219,057	(91,964)
TOTAL OPERATING EXPENSES	1,203,833	2,743,364	(1,539,531)
OPERATING SURPLUS / (DEFICIT)	585,254	(475,957)	1,061,210
Capital Grants Income	-	36,667	(36,667)
SURPLUS / (DEFICIT)	585,254	(439,290)	1,024,543
Capital Expenses	-	(297,821)	297,821
Transfer to Reserves	-	(41,947)	41,947
Add Back Non-Cash Expenses	9,354	5,315	4,040
NET SURPLUS / (DEFICIT)	594,608	(773,744)	1,368,352
Carried Forward Grants Revenue	757,061	2,213,174	(1,456,113)
Transfers from Reserves	-	296,809	(296,809)
TOTAL ADDITIONAL INFLOWS	757,061	2,509,983	(1,752,922)
NET OPERATING POSITION	1,351,669	1,736,239	(384,570)

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Galiwinku		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	865,136	958,369	(93,233)
User Charges and Fees	297,278	468,485	(171,206)
Rates and Annual Charges	1,816,032	1,790,252	25,780
Interest Income	-	-	-
Other Operating Revenues	87,353	93,995	(6,643)
Untied Revenue Allocation	178,234	178,234	-
TOTAL OPERATING REVENUES	3,244,033	3,489,335	(245,302)
OPERATING EXPENSES			
Employee Expenses	498,910	770,996	(272,086)
Materials and Contracts	252,686	305,823	(53,138)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	689	4,139	(3,450)
Depreciation and Amortisation	23,484	22,284	1,200
Interest Expenses	-	-	-
Other Operating Expenses	515,779	306,698	209,081
Council Internal Costs Allocations	248,832	367,543	(118,711)
TOTAL OPERATING EXPENSES	1,540,379	1,777,482	(237,103)
OPERATING SURPLUS / (DEFICIT)	1,703,654	1,711,853	(8,199)
Capital Grants Income	-	-	-
SURPLUS / (DEFICIT)	1,703,654	1,711,853	(8,199)
Capital Expenses	(6,074)	(454,852)	448,778
Transfer to Reserves	-	(215,904)	215,904
Add Back Non-Cash Expenses	23,484	22,284	1,200
NET SURPLUS / (DEFICIT)	1,721,063	1,063,381	657,683
Carried Forward Grants Revenue	1,743,261	453,072	1,290,188
Transfers from Reserves	-	358,806	(358,806)
TOTAL ADDITIONAL INFLOWS	1,743,261	811,879	931,382
NET OPERATING POSITION	3,464,324	1,875,260	1,589,064

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Gapuwiyak		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	661,804	557,611	104,193
User Charges and Fees	299,108	296,094	3,013
Rates and Annual Charges	767,735	767,735	-
Interest Income	-	-	-
Other Operating Revenues	256,350	189,844	66,506
Untied Revenue Allocation	304,963	304,963	-
TOTAL OPERATING REVENUES	2,289,961	2,116,249	173,713
OPERATING EXPENSES			
Employee Expenses	419,278	503,565	(84,287)
Materials and Contracts	1,545,582	853,216	692,366
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	560	4,139	(3,579)
Depreciation and Amortisation	11,652	10,722	929
Interest Expenses	-	-	-
Other Operating Expenses	421,001	285,866	135,136
Council Internal Costs Allocations	187,626	280,062	(92,436)
TOTAL OPERATING EXPENSES	2,585,699	1,937,569	648,130
OPERATING SURPLUS / (DEFICIT)	(295,738)	178,680	(474,418)
Capital Grants Income	-	-	-
SURPLUS / (DEFICIT)	(295,738)	178,680	(474,418)
Capital Expenses	-	(270,134)	270,134
Transfer to Reserves	-	(94,984)	94,984
Add Back Non-Cash Expenses	11,652	10,722	929
NET SURPLUS / (DEFICIT)	(284,086)	(175,716)	(108,370)
Carried Forward Grants Revenue	971,355	741,392	229,963
Transfers from Reserves	-	445,319	(445,319)
TOTAL ADDITIONAL INFLOWS	971,355	1,186,710	(215,356)
NET OPERATING POSITION	687,268	1,010,995	(323,726)

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Gonyangara		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	138,374	161,187	(22,814)
User Charges and Fees	748	410	338
Rates and Annual Charges	340,721	307,238	33,482
Interest Income	-	-	-
Other Operating Revenues	2,696	871	1,825
Untied Revenue Allocation	117,316	117,316	-
TOTAL OPERATING REVENUES	599,854	587,022	12,832
OPERATING EXPENSES			
Employee Expenses	80,409	90,633	(10,225)
Materials and Contracts	55,159	142,434	(87,275)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	431	4,139	(3,708)
Depreciation and Amortisation	252	250	2
Interest Expenses	-	-	-
Other Operating Expenses	45,959	130,999	(85,041)
Council Internal Costs Allocations	24,292	34,925	(10,633)
TOTAL OPERATING EXPENSES	206,502	403,380	(196,878)
OPERATING SURPLUS / (DEFICIT)	393,352	183,642	209,710
Capital Grants Income	-	-	-
SURPLUS / (DEFICIT)	393,352	183,642	209,710
Capital Expenses	-	(64,694)	64,694
Transfer to Reserves	-	(8,597)	8,597
Add Back Non-Cash Expenses	252	250	2
NET SURPLUS / (DEFICIT)	393,604	110,601	283,003
Carried Forward Grants Revenue	206,806	38,619	168,187
Transfers from Reserves	-	171,629	(171,629)
TOTAL ADDITIONAL INFLOWS	206,806	210,248	(3,442)
NET OPERATING POSITION	600,410	320,849	279,561

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Milingimbi		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	589,817	430,892	158,925
User Charges and Fees	210,346	282,113	(71,766)
Rates and Annual Charges	761,626	761,626	-
Interest Income	-	-	-
Other Operating Revenues	28,976	19,313	9,663
Untied Revenue Allocation	211,228	211,228	-
TOTAL OPERATING REVENUES	1,801,993	1,705,171	96,822
OPERATING EXPENSES			
Employee Expenses	360,729	507,137	(146,408)
Materials and Contracts	60,615	219,878	(159,262)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	516	4,139	(3,623)
Depreciation and Amortisation	12,725	13,876	(1,152)
Interest Expenses	-	-	-
Other Operating Expenses	289,634	165,396	124,237
Council Internal Costs Allocations	108,300	196,420	(88,120)
TOTAL OPERATING EXPENSES	832,519	1,106,845	(274,326)
OPERATING SURPLUS / (DEFICIT)	969,475	598,326	371,148
Capital Grants Income	-	-	-
SURPLUS / (DEFICIT)	969,475	598,326	371,148
Capital Expenses	(41,375)	(266,925)	225,550
Transfer to Reserves	-	(77,271)	77,271
Add Back Non-Cash Expenses	12,725	13,876	(1,152)
NET SURPLUS / (DEFICIT)	940,824	268,006	672,818
Carried Forward Grants Revenue	963,243	183,105	780,138
Transfers from Reserves	-	281,726	(281,726)
TOTAL ADDITIONAL INFLOWS	963,243	464,831	498,412
NET OPERATING POSITION	1,904,067	732,837	1,171,230

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Milyakburra		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	109,482	126,196	(16,714)
User Charges and Fees	14,847	8,548	6,299
Rates and Annual Charges	217,914	216,050	1,864
Interest Income	-	-	-
Other Operating Revenues	2,758	650	2,108
Untied Revenue Allocation	103,016	103,016	-
TOTAL OPERATING REVENUES	448,017	454,460	(6,444)
OPERATING EXPENSES			
Employee Expenses	72,365	99,435	(27,070)
Materials and Contracts	9,199	55,820	(46,621)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	542	4,139	(3,597)
Depreciation and Amortisation	4,389	4,354	36
Interest Expenses	-	-	-
Other Operating Expenses	66,251	62,102	4,149
Council Internal Costs Allocations	33,948	58,064	(24,115)
TOTAL OPERATING EXPENSES	186,694	283,913	(97,219)
OPERATING SURPLUS / (DEFICIT)	261,322	170,547	90,775
Capital Grants Income	-	24,347	(24,347)
SURPLUS / (DEFICIT)	261,322	194,895	66,428
Capital Expenses	-	(145,660)	145,660
Transfer to Reserves	-	(7,136)	7,136
Add Back Non-Cash Expenses	4,389	4,354	36
NET SURPLUS / (DEFICIT)	265,712	46,453	219,259
Carried Forward Grants Revenue	145,764	18,909	126,855
Transfers from Reserves	-	160,388	(160,388)
TOTAL ADDITIONAL INFLOWS	145,764	179,297	(33,533)
NET OPERATING POSITION	411,476	225,750	185,726

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Ramington		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	471,771	391,175	80,596
User Charges and Fees	188,901	279,671	(90,770)
Rates and Annual Charges	756,052	744,084	11,968
Interest Income	-	-	-
Other Operating Revenues	26,563	9,918	16,645
Untied Revenue Allocation	200,596	200,596	-
TOTAL OPERATING REVENUES	1,643,884	1,625,444	18,440
OPERATING EXPENSES			
Employee Expenses	328,467	441,609	(113,142)
Materials and Contracts	161,322	301,899	(140,577)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	516	4,139	(3,623)
Depreciation and Amortisation	6,425	5,624	801
Interest Expenses	-	-	-
Other Operating Expenses	250,072	121,382	128,691
Council Internal Costs Allocations	178,412	283,671	(105,259)
TOTAL OPERATING EXPENSES	925,215	1,158,323	(233,108)
OPERATING SURPLUS / (DEFICIT)	718,669	467,121	251,548
Capital Grants Income	-	100,845	(100,845)
SURPLUS / (DEFICIT)	718,669	567,966	150,703
Capital Expenses	-	(297,068)	297,068
Transfer to Reserves	-	(33,448)	33,448
Add Back Non-Cash Expenses	6,425	5,624	801
NET SURPLUS / (DEFICIT)	725,093	243,074	482,020
Carried Forward Grants Revenue	800,273	371,885	428,388
Transfers from Reserves	-	202,766	(202,766)
TOTAL ADDITIONAL INFLOWS	800,273	574,652	225,622
NET OPERATING POSITION	1,525,367	817,725	707,641

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Umbakumba		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	442,502	404,878	37,624
User Charges and Fees	38,137	68,169	(30,032)
Rates and Annual Charges	533,128	532,590	538
Interest Income	-	-	-
Other Operating Revenues	2,218	1,100	1,118
Untied Revenue Allocation	158,722	158,722	-
TOTAL OPERATING REVENUES	1,174,707	1,165,459	9,249
OPERATING EXPENSES			
Employee Expenses	230,877	302,953	(72,076)
Materials and Contracts	31,160	103,517	(72,357)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	302	4,139	(3,837)
Depreciation and Amortisation	6,772	4,432	2,340
Interest Expenses	-	-	-
Other Operating Expenses	177,512	140,512	37,000
Council Internal Costs Allocations	117,577	192,448	(74,871)
TOTAL OPERATING EXPENSES	564,199	748,001	(183,801)
OPERATING SURPLUS / (DEFICIT)	610,508	417,458	193,050
Capital Grants Income	-	-	-
SURPLUS / (DEFICIT)	610,508	417,458	193,050
Capital Expenses	(23,155)	(255,055)	231,900
Transfer to Reserves	-	(31,698)	31,698
Add Back Non-Cash Expenses	6,772	4,432	2,340
NET SURPLUS / (DEFICIT)	594,125	135,137	458,987
Carried Forward Grants Revenue	766,178	384,684	381,494
Transfers from Reserves	-	228,148	(228,148)
TOTAL ADDITIONAL INFLOWS	766,178	612,832	153,346
NET OPERATING POSITION	1,360,303	747,969	612,333

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Yirrkala		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	689,220	548,655	140,565
User Charges and Fees	126,856	277,328	(150,472)
Rates and Annual Charges	823,664	818,343	5,321
Interest Income	-	-	-
Other Operating Revenues	41,133	80,378	(39,245)
Untied Revenue Allocation	178,021	178,021	-
TOTAL OPERATING REVENUES	1,858,894	1,902,724	(43,830)
OPERATING EXPENSES			
Employee Expenses	393,086	545,559	(152,473)
Materials and Contracts	230,040	507,001	(276,961)
Elected Member Allowances	-	-	-
Council Committee & LA Allowances	431	4,139	(3,708)
Depreciation and Amortisation	2,782	7,749	(4,967)
Interest Expenses	-	-	-
Other Operating Expenses	408,938	282,203	126,735
Council Internal Costs Allocations	145,860	218,433	(72,573)
TOTAL OPERATING EXPENSES	1,181,138	1,565,084	(383,946)
OPERATING SURPLUS / (DEFICIT)	677,755	337,640	340,116
Capital Grants Income	-	-	-
SURPLUS / (DEFICIT)	677,755	337,640	340,116
Capital Expenses	-	(247,774)	247,774
Transfer to Reserves	-	(35,793)	35,793
Add Back Non-Cash Expenses	2,782	7,749	(4,967)
NET SURPLUS / (DEFICIT)	680,538	61,823	618,715
Carried Forward Grants Revenue	461,969	547,786	(85,817)
Transfers from Reserves	-	451,001	(451,001)
TOTAL ADDITIONAL INFLOWS	461,969	998,787	(536,818)
NET OPERATING POSITION	1,142,507	1,060,610	81,897

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	Nhulunbuy & Darwin		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	4,635,130	6,058,814	(1,423,685)
User Charges and Fees	92,403	190,060	(97,657)
Rates and Annual Charges	59,878	(7,379)	67,257
Interest Income	28,839	39,699	(10,859)
Other Operating Revenues	56,178	54,505	1,674
Untied Revenue Allocation	(1,684,591)	(1,684,591)	(0)
TOTAL OPERATING REVENUES	3,187,837	4,651,108	(1,463,271)
OPERATING EXPENSES			
Employee Expenses	1,159,304	1,417,761	(258,457)
Materials and Contracts	379,267	1,005,311	(626,043)
Elected Member Allowances	77,940	116,283	(38,343)
Council Committee & LA Allowances	-	-	-
Depreciation and Amortisation	900,115	829,776	70,338
Interest Expenses	487	6,825	(6,338)
Other Operating Expenses	683,966	1,248,534	(564,568)
Council Internal Costs Allocations	(1,171,942)	(1,850,622)	678,680
TOTAL OPERATING EXPENSES	2,029,138	2,773,867	(744,730)
OPERATING SURPLUS / (DEFICIT)	1,158,700	1,877,241	(718,542)
Capital Grants Income	-	-	-
SURPLUS / (DEFICIT)	1,158,700	1,877,241	(718,542)
Capital Expenses	(60,989)	(619,735)	558,746
Transfer to Reserves	(1,494)	(142,099)	140,605
Add Back Non-Cash Expenses	900,115	829,776	70,338
NET SURPLUS / (DEFICIT)	1,996,332	1,945,184	51,148
Carried Forward Grants Revenue	3,150,171	542,549	2,607,623
Transfers from Reserves	-	659,263	(659,263)
TOTAL ADDITIONAL INFLOWS	3,150,171	1,201,812	1,948,359
NET OPERATING POSITION	5,146,503	3,146,996	1,999,507

Financial Report for Each Local Authority Area - Actuals vs Budget

INCOME AND EXPENSE STATEMENT YEAR TO DATE 30 th SEP 2021	EARC		
	ACTUALS YTD	BUDGET YTD	VARIANCE YTD
OPERATING REVENUE			
Grants	8,996,650	10,509,900	(1,513,250)
User Charges and Fees	1,354,982	1,973,536	(618,554)
Rates and Annual Charges	7,149,341	6,989,570	159,772
Interest Income	28,839	39,699	(10,859)
Other Operating Revenues	508,453	451,674	56,779
Untied Revenue Allocation	(0)	0	(0)
TOTAL OPERATING REVENUES	18,038,266	19,964,379	(1,926,113)
OPERATING EXPENSES			
Employee Expenses	3,767,015	5,099,833	(1,332,818)
Materials and Contracts	3,270,908	5,355,139	(2,084,231)
Elected Member Allowances	77,940	116,283	(38,343)
Council Committee & LA Allowances	4,289	35,397	(31,108)
Depreciation and Amortisation	977,949	904,382	73,567
Interest Expenses	487	6,825	(6,338)
Other Operating Expenses	3,156,727	2,979,968	176,759
Council Internal Costs Allocations	(0)	0	(0)
TOTAL OPERATING EXPENSES	11,255,316	14,497,828	(3,242,511)
OPERATING SURPLUS / (DEFICIT)	6,782,950	5,466,552	1,316,398
Capital Grants Income	-	161,859	(161,859)
SURPLUS / (DEFICIT)	6,782,950	5,628,411	1,154,539
Capital Expenses	(131,592)	(2,919,719)	2,788,126
Transfer to Reserves	(1,494)	(688,876)	687,382
Add Back Non-Cash Expenses	977,949	904,382	73,567
NET SURPLUS / (DEFICIT)	7,627,813	2,924,198	4,703,615
Carried Forward Grants Revenue	9,966,081	5,495,175	4,470,906
Transfers from Reserves	-	3,255,856	(3,255,856)
TOTAL ADDITIONAL INFLOWS	9,966,081	8,751,031	1,215,050
NET OPERATING POSITION	17,593,894	11,675,229	5,918,665



CASH & EQUITY ANALYSIS

	30 th Sep 2021	30 th Jun 2021
Cash	46,041,730	46,949,536
Less:		
Unexpended Grants Reserve	(9,947,615)	(7,694,360)
Specific Reserves	(27,383,106)	(23,794,462)
Income Received in Advance	0	(2,367,090)
Other carried forward revenue	(86,795)	(98,638)
Cash Available before Liabilities	8,624,214	12,994,986
Other Current Assets & Liabilities		
Accounts Receivables & Other Current Assets	8,119,732	1,067,199
Less:		
Payables & other Liabilities	(224,225)	(1,908,659)
Bank Loan/Borrowing	0	(1,185,000)
Employee Provisions Current	(2,483,686)	(2,433,087)
Employee Provisions NonCurrent	(166,169)	(174,853)
Net Other Current Assets & Liabilities	5,245,652	(4,634,400)
Net Cash Available	13,869,866	8,360,585
Noncurrent Assets		
Noncurrent Assets - excluding Right of Use Assets	59,652,580	60,593,783
Less Revaluation Reserves	(39,150,727)	(39,150,727)
Noncurrent Assets Actual Carrying Value	20,501,853	21,443,056
Leases		
Right of Use Assets	11,579,146	12,232,241
Less Lease Liability	(11,960,821)	(12,378,303)
Net impact on Equity	(381,675)	(146,062)
Equity		
Total Equity	110,558,286	102,762,857
Less:		
Revaluation Reserve	(39,150,727)	(39,150,727)
Unexpended Grants Reserve	(9,947,615)	(7,694,360)
Specific Reserves	(27,383,106)	(23,794,462)
Income Received in Advance	0	(2,367,090)
Other carried forward revenue	(86,795)	(98,638)
Net Equity	33,990,043	29,657,579
Net Equity is made up of		
Net Assets Carried	20,501,853	21,443,056
Net Impact of Leases	(381,675)	(146,062)
Net Cash Carried Forward	13,869,866	8,360,585
Net Equity	33,990,044	29,657,579



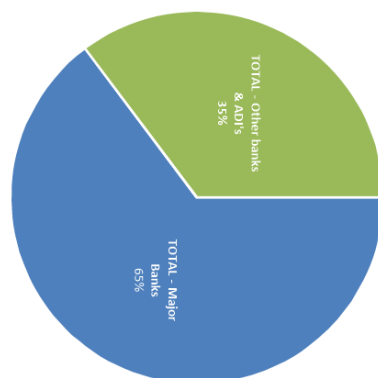
East Arnhem Regional Council
Monthly Investment Report
As at September 30, 2021

Investment Portfolio

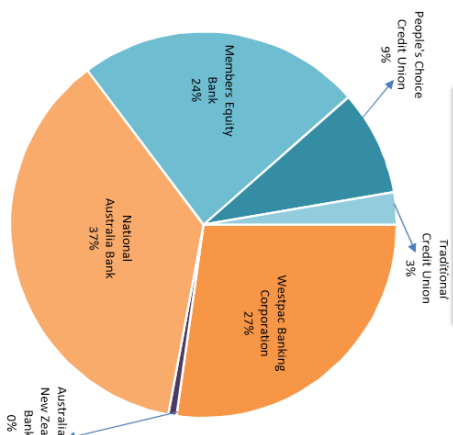
Authorised Deposit Taking Institutions	Investment - \$	% of Total Investment	Within Diversification Limits	Type	Amount - \$	Rate - %	Term - days	Investment Date	Maturity Date
Westpac Banking Corporation	12,598,551	27%	✓	Operation fund	312,722	-	-	-	-
				Operation fund	10,085,829	-	-	-	-
				Security TD (*C)	200,000	0.25%	365 days	24/03/2021	24/03/2022
				Security TD (*C)	-	0.85%	365 days	8/07/2020	8/07/2021
				Short Term TD	2,000,000	0.23%	273 days	18/09/2021	18/06/2022
Australia and New Zealand Bank	311,625	1%	✓	Operation fund	311,625	-	-	-	-
National Australia Bank	17,013,007	37%	✓	Short Term TD	1,000,000	0.37%	365 days	29/06/2021	29/06/2022
				Short Term TD	2,003,989	0.27%	90 days	19/07/2021	17/10/2021
				Short Term TD	2,000,000	0.30%	180 days	15/05/2021	11/11/2021
				Short Term TD	2,003,967	0.27%	90 days	19/07/2021	17/10/2021
				Short Term TD	4,000,000	0.30%	211 days	1/06/2021	29/12/2021
				Short Term TD	2,000,000	0.30%	270 days	8/07/2021	4/04/2022
				Short Term TD	2,000,000	0.30%	181 days	1/06/2021	29/11/2021
				Short Term TD	2,005,050	0.30%	273 days	20/09/2021	20/06/2022
TOTAL - Major Banks	29,923,183	65%	✓		29,923,183				
Members Equity Bank	11,000,000	24%	✓	Short Term TD	4,000,000	0.40%	272	21/09/2021	20/06/2022
				Short Term TD	3,000,000	0.45%	210	1/04/2021	28/10/2021
				Short Term TD	4,000,000	0.50%	210	23/06/2021	19/01/2022
People's Choice Credit Union	4,056,135	9%	✓	Operation fund	42,109	-	-	-	-
				Short Term TD	1,014,027	0.30%	214 days	20/04/2021	20/11/2021
				Short Term TD	3,000,000	0.30%	214 days	4/05/2021	4/12/2021
Traditional Credit Union	1,245,280	2%	✓	Operation fund	245,280	-	-	-	-
				Short Term TD	1,000,000	0.20%	181 days	15/06/2021	13/12/2021
TOTAL - Other banks & ADI's	16,301,415	35%	✓		16,301,415				
TOTAL Investment Funds	46,224,599	100%			46,224,599				

	*Diversification Limits	
Category	Min	Max
Major Banks	15%	100%
Other Banks & ADI's	0%	45%
Per institution	0%	40%

Investment per Category



Investment per Institution





East Arnhem Regional Council
Monthly Investment Report
As at September 30, 2021



CORPORATE SERVICES REPORTS



ITEM NUMBER	9.2
TITLE	Risk Management
REFERENCE	1534670
AUTHOR	Michael Freeman, Corporate Services Manager

SUMMARY:

This report presents an overview of the Risk Management process.

BACKGROUND

Council is required to manage Risk for the organisation.

Risk is things that could happen, and what Council has prepared for when it does happen.

There are four possible ways of dealing with a risk:

- **Avoidance** (eliminate, withdraw from or not become involved)
- **Reduction** (optimize – mitigate)
- **Sharing** (transfer – outsource or insure)
- **Retention** (accept and budget)

To help decide which treatment for a risk, Council needs to agree what risks it will accept and its level of appetite for types of risk.

Earlier in 2021 the Audit Committee and management had a workshop with an expert to develop a Risk Appetite Statement for Council.

The result:

Introduction

East Arnhem Regional Council (Council) provides a diverse range of core, support, agency and commercial services across a variety of workplaces, in Northern Territory regional, remote and islands locations. This presents opportunities, threats and uncertainties that may have a positive or negative impact on the organisations deliverables and communities. Council seeks to manage these risks in accordance with the *Local Government Act (NT)*, *Local Government Regulations*, *Local Government Guidelines* and its Risk Management Policy and Framework.

To guide and inform Council's decision making its risk appetite will be defined using terms describing acceptable tolerances such as None (no appetite); Low; Moderate; High. The defined risk appetite is the amount of risk to which Council is prepared to be exposed to before it judges action to be necessary.

The following sections describe Council's risk appetite and tolerance over the main areas of consequence exposures:

People

The safety of employees, contractors, volunteers and public is an explicit priority for the Council. There is **no appetite** for employees not following due process where their or others safety may be at risk.

Safe working practices are continually being improved and refined but due to the scale, nature, locations and diversity of Council deliverables, it is realistic to acknowledge that minor injuries may occur from time to time, however Council has a **moderate tolerance** for these, reflective of the remote and geographic location. Where injuries or near misses occur legislative requirements and the endorsed Council safety management system are to be followed.

Council has a **high appetite** for encouraging and seeking opportunities to multi-skill and develop a local workforce that includes employees increasing their skills and knowledge as well as encouraging initiative and enthusiasm. Whilst these are considered positive aspects, Council has **no appetite** for employees performing duties for which they are not suitably qualified or trained or acting outside of their delegated authority and a **low tolerance** for not living Council values.

When implementing change, Council will, within established guidelines and practices, consult with its workforce but does have a **moderate appetite** for change that impacts its workforce where such change aims to and is focused on realising appropriate opportunities and enhancing effectiveness, efficiency and efficacy of services.

Financial

There is a **low appetite** for activities that threaten the long term financial stability of Council but Council has to accept a **moderate tolerance** for uncertainty of long term financial stability due to an annually funded model. Council also has a **low appetite** for unallocated cash reserves.

As part of an overall sustainability perspective, Council has a **low appetite** for developing and accepting unsustainable assets but has to accept a **moderate tolerance** for historical and legacy assets,

It is recognized, that financial sustainability will require investigation into enhancing and/or diversifying income streams so there is a **high tolerance** for discrete services or projects that may provide additional income streams or enhances economic diversity. Opportunities of this nature may require external stakeholder support and are expected to be subject to due diligence and appropriate controls implemented. Council has a **very low appetite** for risks in investments but does have a **low tolerance** to consider investment opportunities within Councils statutory and regulatory framework. There is **no appetite** for being illiquid with the focus on maintaining liquidity within imposed financial ratios.

Effective management of projects is important to Council and consequently there is a **low appetite** for project cost or time overruns exceeding 10% variation. Acknowledging a historical legacy, multiple external stakeholders, local government complexities and circumstances outside of Councils control a **moderate tolerance** towards project cost and time overruns exists but appropriate reporting and escalation are to occur and lessons learnt from these are to be reviewed to prevent reoccurrence.

Operations / Service Delivery

Council has a **very low appetite** for unplanned service disruptions to core, support, agency and commercial services. In reality there exists a **low tolerance** for disruption to Council services due to the external context that Council operates within and recognition that resources may need to be directed to continuity of time critical services as defined by Councils business continuity process.

To support service delivery across Council, there is a **no appetite** for IT systems failures, data loss or security breaches. Council does accept a **low tolerance** for IT systems failures when circumstances are outside of Councils control.

Council wishes to encourage innovation and to position itself as a leading local government and therefore has a **high appetite** for considering and implementing service level enhancements and efficiencies when aligned with all other aspects of this risk appetite statement.

Due to their high level nature, internal and external change and relevance to day to day services Council currently has a **very low appetite** to risks that may result in strategic objectives not being achieved but accepts a **moderate tolerance** for circumstances outside of Councils control that may create delays in strategic objectives.

Environment

Council has **no appetite** for not fulfilling its obligations to the built and natural environment including management of contaminated sites, sensitive or high profile sites, waste services or Councils preparation, planning, response and recovery to hazards. Council recognises the multiple stakeholders and responsibilities involved in fulfilling these obligations and needs to accept a **low tolerance** to natural environmental risks and a **very low tolerance** to built environmental risks.

Council has a **moderate appetite** for exploring and implementing initiatives that enhance and improve sustainability and resilience of the built and natural environment.

Reputation

Council has **no appetite** for operating outside the codes of conduct and only accepts a **very low tolerance** for minor indiscretions.

Council has a **very low appetite** for reputational risks that may result in substantiated complaints from the community and/or key stakeholders. It is recognised Council has diverse community and stakeholder needs and expectations and therefore accepts a **low tolerance** for sustained and substantiated negative media coverage.

Council has **no appetite** for the provision of incorrect qualified advice or unethical actions with a **low tolerance** for errors in unqualified advice or provision of information.

Cultural

Council delivers services to nine remote communities and has **no appetite** for transgression of cultural protocols. There is **very low tolerance** for unintentional, minor transgressions.

Council has a **moderate appetite** to encourage, embrace and include cultural expression and engagement across services and opportunities.

Legal, Regulatory and Ethical

Council has obligations both mandated and recommended through numerous statutory and regulatory requirements and there is **no appetite** for non-compliance, breaches of legislation or regulatory requirements or non-reporting of breaches and non-compliance to appropriate authorities. There is recognition that Council must accept a **low tolerance** for some non-compliance due to competing requirements, changing requirements or minor breaches from time to time.

Council has a **high appetite** to lead sector change and challenge out of date, restrictive and unnecessarily risk averse legislation and requirements.

Council has **no appetite or any tolerance** for theft, fraud or misconduct by Councillors or Officers.

Risk Appetite Summary

		NONE	LOW	MODERATE	HIGH
People	Not following safe work practices				
	Minor injuries				
	Performing duties where not suitably qualified / delegated				
	Multiskilling / development opportunities				
	Implementing workforce change				
	Attraction and Retention Initiatives				
	Not Living our values				
Financial	Long term stability				
	Additional income streams				
	Liquidity				
	Investments				
	Unallocated Cash Reserves				
	Asset Sustainability				
	Project cost / time overruns >10%				
Operations / Service Delivery	Critical and core services disruption				
	Discretionary services disruption				
	IT systems failures, data loss or security breaches				
	Service level efficiencies and enhancements				
	Strategic objectives not achieved				
Environment	Not fulfilling natural environment obligations				
	Environmental initiatives				
	Not fulfilling built environment obligations				
Reputation	Substantiated complaints from community and key stakeholders				
	Sustained and substantiated negative media coverage				
	Incorrect qualified / professional advice				
	Incorrect unqualified provision of information				
	Operating outside codes of conduct				
Cultural	Transgression of cultural protocol				
	Cultural expression / engagement				
Legal, Regulatory and Ethical	Non-compliance, breaches of legislation				
	Non-reporting of breaches / non-compliance				
	Lead change in regulatory / services environment				
	Theft, fraud or misconduct				

	None
	Tolerable
	Appetite

Every risk that could occur is looked at from two sides:

- a) What is the **Likelihood** it will happen
- b) What is the **Consequence** if it does happen

For each of Likelihood and Consequence a ranking from 1 to 5 is given based on the first table below.

The combination of Likelihood and Consequence on the second table gives an overall rating, which is shown in the third table, along with the level of responsibility for monitoring the risk.

LEVEL	RATING	DESCRIPTION	FREQUENCY	PROBABILITY
5	Almost Certain	The event is expected to occur in most circumstances	More than once per year	Greater than 90% chance of occurrence
4	Likely	The event will probably occur in most circumstances	At least once per year	60% - 90% chance of occurrence
3	Possible	The event should occur at some time	At least once in 3 years	40% - 60% chance of occurrence
2	Unlikely	The event could occur at some time	At least once in 10 years	10% - 40% chance of occurrence
1	Rare	The event may only occur in exceptional circumstances	Less than once in 15 years	Less than 10% chance of occurrence

Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost Certain	5	MEDIUM (5)	HIGH (10)	HIGH (15)	EXTREME (20)	EXTREME (25)
Likely	4	LOW (4)	MEDIUM (8)	HIGH (12)	HIGH (16)	EXTREME (20)
Possible	3	LOW (3)	MEDIUM (6)	MEDIUM (9)	HIGH (12)	HIGH (15)
Unlikely	2	LOW (2)	LOW (4)	MEDIUM (6)	MEDIUM (8)	HIGH (10)
Rare	1	LOW (1)	LOW (2)	LOW (3)	LOW (4)	MEDIUM (5)

RISK RANK	LEVEL OF RISK	DESCRIPTION	CRITERIA FOR RISK ACCEPTANCE	RESPONSIBILITY
EXTREME	17 - 25	Urgent Attention Required	Risk only acceptable with excellent controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO / Council
HIGH	10 - 16	Attention Required	Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Director / CEO
MEDIUM	5 - 9	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Operational Manager
LOW	1 - 4	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Operational Manager

GENERAL

It is the role of the Audit and Risk Committee to provide review, oversight, and feedback on the Risk Management framework, and provide specialist advice to Council on whether appropriate processes are in place.

The report author does not have a conflict of interest in this matter (Section 179 of the Act).

RECOMMENDATION

That Council note the update on risk management.

ATTACHMENTS:

There are no attachments for this report.

CORPORATE SERVICES REPORTS



ITEM NUMBER	9.3
TITLE	Attendance in LGANT General Meeting
REFERENCE	1535046
AUTHOR	Michael Freeman, Corporate Services Manager

SUMMARY:

This report nominates delegates for the LGANT AGM in November 2021.

BACKGROUND

LGANT AGM is scheduled to take place in November 2021. The Council can nominated two delegates who can attend and vote.

GENERAL

This report is regarding nominating delegates to attend the LGANT AGM accompanied by the CEO.

The report author does not have a conflict of interest in this matter (Section 179 of the Act).

RECOMMENDATION

That Council delegates <...> and <....>, accompanied by the CEO, to the LGANT AGM in November 2021 as approved extra meetings.

ATTACHMENTS:

There are no attachments for this report.