



Risk Management and Audit Committee (RMAC) BUSINESS PAPER WEDNESDAY 22/02/2023

Meeting to be held commencing 10.00am
In the Council Chambers at 7 Bees Creek Road, Freds Pass

A handwritten signature in black ink, appearing to read 'S. Hoyne', written in a cursive style.

Stephen Hoyne, Chief Executive Officer

Any member of Council who may have a conflict of interest, or a possible conflict of interest in regard to any item of business to be discussed at a Council meeting or a Committee meeting should declare that conflict of interest to enable Council to manage the conflict and resolve it in accordance with its obligations under the Local Government Act and its policies regarding the same.



RMAC AGENDA

LITCHFIELD COUNCIL RMAC MEETING

Notice of Meeting
to be held in the Council Chambers, Litchfield
on Wednesday, 22 February 2023 at 10.00am


Stephen Hoyne
Chief Executive Officer

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1. Opening of meeting

2. Apologies and Leaves of Absence

3. Disclosure of Interests

Any member of the RMAC who may have a conflict of interest, or a possible conflict of interest regarding any item of business to be discussed at the RMAC meeting should declare that conflict of interest to enable Council to manage the conflict and resolve it in accordance with its obligations under the Local Government Act and its policies regarding the same.

4. Confirmation of Minutes

THAT the full minutes of the Risk Management Audit Committee Meeting held Wednesday 26 October 2022, 5 pages, be confirmed.

THAT the confidential minutes of the Risk Management Audit Committee Meeting (confidential minutes circulated to RMAC Members under separate cover) held Wednesday 26 October 2022, 3 pages, be confirmed.



RISK MANAGEMENT & AUDIT COMMITTEE

MINUTES

LITCHFIELD COUNCIL COMMITTEE MEETING

Council Chambers, Litchfield

Wednesday, 26 October 2022 at 10:04am

Present	Garry Lambert Cr Mathew Salter Cr Mark Sidey	Chairperson (Electronic Attendance) Committee Member Committee Member
Staff	Stephen Hoyne Nicky McMaster Maxie Smith Rebecca Taylor Yvette Chambers	Chief Executive Officer General Manager Community and Lifestyle A/General Manager Business Excellence A/Manager People & Performance Executive Support
Presenters	Luke Snowdon Cy Balmes	KPMG Australia – Partner KPMG Australia – Manager

1. OPENING OF THE MEETING

The Chairperson, Garry Lambert opened the meeting at 10:04am

2. APOLOGIES AND LEAVE OF ABSENCE

Ex-Officio Mayor Doug Barden was noted as an apology.

3. DISCLOSURES OF INTEREST

No disclosures of interest were declared.

4. CONFIRMATION OF MINUTES

Moved: Cr Salter
Seconded: Cr Sidey

THAT the minutes of the Open and Confidential Risk Management and Audit Committee meeting held 31 August 2022 be confirmed.

CARRIED (3-0)

5. BUSINESS ARISING FROM THE MINUTES

Moved: Cr Sidey
Seconded: Cr Salter

That the Risk Management & Audit Committee note and receive the Action Sheet.

6. PRESENTATIONS

The Chair noted that the presentation would be conducted at 8. Officer Reports.

7. ACCEPTING OR DECLINING LATE ITEMS

Nil.

8. OFFICERS REPORTS

Luke Snowden and Cy Balmes from KPMG joined the meeting at 10:09am

Auditors from KPMG attended the meeting(electronically) to discuss to the Litchfield Council Annual Financial Statements, Summary of Financials 2021-2022 and DRAFT Closing Audit Report 2021-2022.

Luke Snowdon from KPMG provided an overview of the audit process for the Draft Litchfield Council Annual Financial Statements and Summary of Financials 2021-2022.

Councillor Sidey indicated that he had a question for the Auditors related to the Draft Closing Audit Report 2021 – 2022, for discussion in the Confidential Risk Management and Audit Committee (RMAC) agenda.

PROCEDURAL CHANGE

Chair requested Items 10.01 Cyber Security Update and 10.02 DRAFT Closing Audit Report 2021-2022 be brought forward.

10. CONFIDENTIAL ITEMS

Moved: Cr Salter
Seconded: Cr Sidey

THAT pursuant to Section 93(2) of the *Local Government Act 2019* and Regulation 51(1) of the *Local Government (General) Regulations* the meeting be closed to the public to consider the following Confidential Items:

10.1 Cyber Security Update

Regulation 51(1) For section 293(1) of the Act, the following information is prescribed as confidential:

(c) (iii) prejudice the security of the council, its members or staff.

CARRIED (3-0)

10.2 DRAFT Closing Audit Report 2021-2022

Regulation 51(1) For section 293(1) of the Act, the following information is prescribed as confidential:

(e) subject to subregulation (3) – information provided to the council on condition that it be kept confidential and would, if publicly disclosed, be likely to be contrary to the public interest.

CARRIED (3-0)

The meeting was closed to the public at 10:21am.

Luke Snowden and Cy Balmes from KPMG left the meeting at 10:58am

Moved: Cr Salter
Seconded: Cr Sidey

THAT pursuant to Section 93(2) of the *Local Government Act 2019* and Regulation 51(1) of the *Local Government (General) Regulations* the meeting be re-opened to the public.

The meeting was moved to Open Session at 11:09am.

8. OFFICERS REPORTS CONTINUED.

8.1 Annual 2021/2022 Financial Statements

Moved: Cr Salter
Seconded: Cr Sidey

THAT the Risk Management and Audit Committee confirms:

1. the draft Litchfield Council 2021-22 General Purpose Financial Statements are suitable for certification by the Chief Executive Officer for inclusion in the Annual Report and presented to Council;
2. the draft Thorak Regional Cemetery Special Purpose Financial Statements 2021-22 are suitable for certification by the Chief Executive Officer for inclusion in the Annual Report and presented to Council; and
3. the Summary of Financials are suitable for inclusion in the Annual Report and presented to Council.

CARRIED (3-0)

8.2 Audit Committee Performance Assessment

Moved: Cr Salter

Seconded: Cr Sidey

THAT Risk Management and Audit Committee receive and note the results of the self-assessed performance review of the committee, as at Attachment A Summary of Self-Assessed Performance Review.

CARRIED (3-0)

8.3 Local Governance Compliance Review

Moved: Cr Sidey

Seconded: Cr Salter

THAT the Risk Management and Audit Committee receive and note correspondence from the Department of Chief Minister and Cabinet dated 12 September 2022, as at Attachment A being the Letter of Notification – Compliance Review.

CARRIED (3-0)

12. OTHER BUSINESS

Councillor Sidey sought clarification on the methodology that was utilised to calculate the termination benefits of the former CEO. General Manager Business Excellence took the question on notice for a detailed response to be reported back to the next RMAC meeting.

Councillor Sidey and Councillor Salter thanked Garry Lambert for his invaluable guidance and input as the Independent Chair of the Litchfield Council Risk Management and Audit Committee and wished him well for his future endeavours. Mr Lambert thanked the Committee and Council staff for their work and noted that he had enjoyed his role as Chair.

13. CLOSE OF MEETING

The Chair closed the meeting at 11:18am.

14. NEXT COMMITTEE MEETING

Wednesday 22 February 2023

MINUTES TO BE CONFIRMED

Wednesday 22 February 2023

.....

unconfirmed

5. Business Arising from the minutes

THAT Council receives and notes the Action Sheet.

Item 5.01 - Action Sheet

Meeting Date	Agenda Item & Resolution	Action Officer	Status
01/06/2022	9.2 Risk Management and Audit Committee Terms of Reference THAT as per FIN09 Risk Management and Audit Committee Policy part 4.12 the Risk Management and Audit Committee Terms of Reference is circulated to committee for review, prior to the August 2022 meeting.	CEO	Policy contained within this agenda 22/02/2023 (8.01) – Completed
26/10/2022	Risk Register & Internal Audit Update In accordance with RMAC meeting arrangements, the Risk Register and an update on the Internal Audits is to be tabled at the October 2022 meeting.	CEO	26/10/2022 agenda was at capacity, and it was necessary to move items. Reports are contained within this agenda 22/02/2023 (8.02 and 8.03) – Completed
26/10/2022	Local Government Compliance Review THAT the Risk Management and Audit Committee receive and note correspondence from the Department of Chief Minister and Cabinet dated 12 September 2022, as at Attachment A being the letter of Notification – Compliance Review.	CEO	Draft report from the Compliance Review undertaken on Council has been completed and will be provided to Council towards the end of February.

6. Presentations

7. Accepting or Declining Late Items

8. Officer Reports



RMAC REPORT

Agenda Item Number:	8.01
Report Title:	FIN09 Risk Management and Audit Committee Policy
Author:	Rebecca Taylor, Policy & Governance Program Leader
Recommending Officer:	Maxie Smith, General Manager Business Excellence
Meeting Date:	22/02/2023
Attachments:	A: Draft FIN09 Risk Management and Audit Committee

Executive Summary

This report presents to RMAC the draft FIN09 Risk Management and Audit Committee policy.

Recommendation

THAT RMAC approve the draft FIN09 Risk Management and Audit Committee policy, at Attachment A, for presentation at the March Ordinary Council meeting.

Background

At the RMAC meeting held on 26 October 2022, the committee received and noted the results of the self-assessed performance review of the committee. The results identified the following key areas of interest;

- Composition of RMAC.
- RMAC's ability to communicate and react quickly to an incident.
- Onboarding and continuing education.
- Oversight of internal audits and financial oversight.

In response to the above, the following changes have been made to FIN09 Risk Management and Audit Committee policy;

- Wording amended to include scope for a further independent member.
- A broad onboarding statement has been included.

Other additional changes included;

- Removal of the whistleblowing reference as this component is included in FIN10 Fraud Protection Plan.
- Updated legislation and policy references.
- Minor administration changes.

Links with Strategic Plan

Performance - An Effective and Efficient Organisation

Legislative and Policy Implications

The draft FIN09 Risk Management and Audit Committee is in accordance with the *Local Government Act 2019* and *Local Government (General) Regulations 2021*.

Risks

Nil identified.

Financial Implications

Not applicable.

Community Engagement

Not applicable.

Risk Management & Audit Committee **FIN09**

Name	FIN09 Risk Management & Audit Committee
Policy Type	Council
Responsible Officer	Chief Executive Officer
Approval Date	20/11/2019 <u>22/02/2023</u>
Review Date	19/11/2023 <u>21/02/2027</u>

1. Purpose

This Policy sets out the terms of reference for the Risk Management and Audit Committee. ~~The Committee is an Advisory Committee established~~ pursuant to Part 5.3 of the Local Government Act 2019.

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2. Scope

The Risk Management and Audit Committee is an ~~a~~a ~~c~~c ~~Committee~~ of Council responsible for monitoring the compliance by Council with the proper standards of financial management, and compliance by Council with the Local Government (General) Regulations and the Accounting Standards. In addition, the Committee monitors, reviews, and advises the Chief Executive Officer on compliance, risk management and policy matters, and acts as an independent line of reporting by the auditor to Council.

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3. Definitions

For the purposes of this Policy, the following definitions apply:

Term	Definition
Committee	This term refers to the Risk Management and Audit Committee.
The Act	The term refers to the Northern Territory most recent <u>Local Government Act 2019</u> of the Northern Territory.
Regulations	This term refers to the Northern Territory recent <u>Local Government (General) Regulations in the 2021</u> Northern Territory.

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4. Policy Statement

4.1. Membership

- 4.1.1. The Committee shall consist of at least one independent member and two Elected Members of Council not including the Mayor. The minimum size of the Committee shall be three members.

Risk Management & Audit Committee **FIN09**

- 4.1.2. The chairperson of the committee must be an independent member.
- 4.1.3. The Chief Executive Officer (CEO) shall provide an agenda for each meeting, with the Executive Assistant to the CEO providing secretariat services. The Chief Executive Officer and ~~Chief Financial Officer~~ relevant staff will be invited to attend each Committee meeting.
- 4.1.4. Council's external and internal auditors may be invited to attend meetings of the Committee.

4.2. Appointment and Termination of Committee Members

- 4.2.1. ~~Members of the Committee are appointed by the Council for a period of up to four years.~~ Appointment to the Committee from among the Elected Members of Council ~~shall~~ can be for a period of up to ~~one~~ four years, or until the end of the term of the Council. Elected Members appointed to the Committee ~~members~~ cease being a member of the committee if they are no longer an elected member of the Council.

4.2.2. Independent member(s) of the Committee shall be appointed for a period of up to four years, commencing part-way through an election cycle where possible, so that their terms overlap each Council election and provide some continuity. Appointees may be reappointed by Council. Independent members can be terminated by the Council subject to the appointment agreement.

~~4.2.2.~~

- 4.2.3. The selection process for the independent member (s) should consider the following factors when assessing the applicants:
 - Level of understanding of local government and the environment in which they operate;
 - Level of knowledge and practical exposure on governance and financial management practices;
 - Capacity to dedicate adequate time on the committee;
 - Depth of knowledge of regulatory and legislative requirements; and
 - Ability to maintain professional relationships with staff, council members and other stakeholders.

~~4.2.4. Members are to be appropriately onboarded to the committee.~~

4.3. Voting Right of Committee Members

- 4.3.1. Only members of the Committee are entitled to vote in the Committee meetings. All Committee members have equal voting rights. Unless otherwise required (by the conflict of interest provision in the Act) and each member must vote on every matter that is before the committee for decision.
- 4.3.2. Where a vote is taken and the result is undecided the chairperson has the casting vote.

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4.4. Remuneration Committee Members

- 4.4.1. ~~The Independent members Chair~~ shall be remunerated for the ~~for~~ preparation and attendance at each Committee meeting at the C1 daily rate identified in the Northern Territory Government [Statutory Bodies Classification Remuneration of Board Members](#) as amended from time to time.
- 4.4.2. Elected members serving on the Committee shall be remunerated ~~as per~~ [in accordance with Council Policy EM05 Council Member Allowances and Support policy](#).

4.5. Committee Performance and Review

- 4.5.1. The chairperson, in consultation with the Chief Executive Officer, will initiate a self-assessment review of performance of the committee at least once every four years.
- 4.5.2. The review will be conducted on a self-assessment basis with appropriate input sought from the Chief Executive Officer, the auditors, Elected Members, management and any other relevant stakeholders, as determined by the Chief Executive Officer.

4.6. Quorum

- 4.6.1. The quorum for the transaction of business shall be one independent member and one committee member that is a member of the Council. A duly convened meeting of the Committee at which a quorum is present shall be competent to exercise all of the authorities, powers and discretions vested in or exercisable by the Committee.

4.7. Meetings

- 4.7.1. Where agenda items are addressed in confidential, this shall be done in compliance with [Part 4 section 51 Confidential Information and Business](#) of the *Regulations*.
- 4.7.2. Notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee and observers, no later than three clear days before the date of the meeting.
- 4.7.3. The committee shall meet a minimum of four time per year as per a meeting schedule set at the last meeting of the previous year to accommodate the reporting and audit cycle.

4.8. Minutes of Meetings

- 4.8.1. The ~~Chief Executive Officer~~ [CEO](#) shall ensure that the proceedings and resolutions of all meetings of the Committee, including recording the names of those present and in attendance are [minuted](#) and that the minutes otherwise comply with the requirements of all Regulations.
- 4.8.2. Minutes shall be circulated within five days after a meeting to all members of the Committee and to all members of the Council and will (as appropriate) be made available to the public within ten business days after the meeting on the Council's website.

Risk Management & Audit Committee **FIN09**

- 4.8.3. The ~~Chief Executive Officer~~CEO maintains a register of audit report recommendations and action taken to address these recommendations. The Committee considers any follow-up action required pursuant to the report or the implementation of report recommendations.
- 4.8.4. The ~~Chief Executive Officer~~CEO shall provide sufficient administrative resources to the Committee to enable it to adequately carry out its functions.
- 4.8.5. ~~After meeting, the~~Following the meeting, the minutes shall be tabled at the next Council meeting, in accordance with the Act. Any recommendations and key issues from the Committee shall also be discussed. -Committee shall report to Council at the next Council Meeting including the Committee's recommendations and key issues of discussion to council.

4.9. Role of the Committee

4.9.1. Financial Reporting

4.9.1.1. The Committee shall monitor the integrity of the

- annual financial statements of the Council, reviewing significant financial reporting issues and judgements which they contain; and
- the annual report.

4.9.1.2. The Committee shall review and challenge where necessary:

- The consistency of, and/or any changes to, accounting policies;
- The methods used to account for significant or unusual transactions where different approaches are possible;
- Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor;
- The clarity of disclosure in the Council's financial reports and the context in which statements are made; and
- All material information presented with the financial statements.

4.9.2. Internal Controls and Risk Management Systems

The Committee shall:

- Keep under review the effectiveness of the Council's internal controls and risk management systems; and
- Review and recommend the approval, where appropriate, of any material to be included in the annual report concerning internal controls and risk management.

4.9.3. ~~Whistle Blowing~~Fraud Protection

Risk Management & Audit Committee **FIN09**

~~4.9.3.1. The Committee shall review the Council's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial recording or reporting or other matters. The Committee shall ensure these arrangements allow independent investigations of such matters and appropriate follow-up action.~~

~~4.9.3.2.~~ 4.9.3.1. Review the effectiveness of the Fraud Protection Plan established by the Chief Executive Officer pursuant to Section 6(d)(i) of the Local Government (General) Regulations.

4.9.4. Internal Audit

The Committee shall:

- 4.9.4.1. Monitor and review the effectiveness of the Council's internal audit function in the context of the Council's overall risk management system;
- 4.9.4.2. Consider and make recommendation on the program of the internal audit function and the adequacy of its resources and access to information to enable it to perform its function effectively and in accordance with the relevant professional standards.
- 4.9.4.3. Review all reports on the Council's operations from the internal auditors;
- 4.9.4.4. Review and monitor management's responsiveness to the findings and recommendations of the internal auditor; and
- 4.9.4.5. Where appropriate, meet with an internal auditor as required without management present, to discuss any issues arising from an internal audit that has been conducted. In addition, the Internal Auditor shall be given the right of direct access to the Principle member of the committee.

4.9.5. External Audit

The Committee shall:

- 4.9.5.1. Monitor the supply of non-audit services by the external auditor, taking into account any relevant ethical guidance on the matter;
- 4.9.5.2. Consider and make recommendations to the Council, in relation to the appointment, re-appointment and removal of the Council's external auditor.
- 4.9.5.3. Monitor Council's relationship with the external auditor including, but not limited to:
 - Recommending the approval of the external auditor's remuneration, covering fees for both audit or non-audit services, and recommending whether the level of fees is appropriate to enable an adequate audit to be conducted;
 - Recommending the approval of external auditor's terms of engagement,
 - including any engagement letter issues at the commencement of each audit and the scope of the audit;

Risk Management & Audit Committee **FIN09**

- Assessing the external auditor's independence and objectivity taking into account relevant professional and regulatory requirements and the extent of Council's relationship with the auditor, including the provision of any non-audit services;
 - Satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Council (other than in the ordinary course of business); and
 - Assessing the external auditor's qualifications, expertise and resources and the effectiveness of the audit process (which shall include a report from the external auditor on the Audit Committee's own internal quality procedures);
- 4.9.5.4. Meet the external auditor at least once a year and more often as needed, without management being present; to discuss the external auditor's report and any issues arising from the audit;
- 4.9.5.5. Review and make recommendations on the annual audit plan, and in particular its consistency with the scope of the external audit engagement;
- 4.9.5.6. Review the findings of the audit with the external auditor. This shall include, but not be limited to, the following:
- A discussion of any major issues which arose during the external audit;
 - Any accounting and audit judgements, and
 - Levels of errors identified during the external audit.
- 4.9.5.7. Review the effectiveness of the external audit;
- 4.9.5.8. Review any representation letter(s) requested by the external auditor before they are signed by management;
- 4.9.5.9. Review the subsequent audit management letter from the external auditor and management's proposed response, by Council, to the external auditor's findings and recommendations in that audit management letter.
- 4.10. Conflict of Interest
- 4.10.1. Committee members must declare any real or perceived conflicts of interest when joining the committee, annually and at the start of each meeting before discussion of the relevant agenda item or topic. Details of any conflicts of interest should be appropriately minuted.
- 4.10.2. Where a Committee member is deemed to have a real or perceived conflict of interest, at the chairperson's discretion, it may be appropriate that the person is excused from committee deliberations on the agenda item where a conflict of interest exists, or if necessary excused from the meeting.
- 4.11. Committee Access to Council Records and Resources

Risk Management & Audit Committee **FIN09**

4.11.1. The Chief Executive Officer will provide the necessary council records and reports for the audit committee to undertake its role and responsibilities subject to any confidentiality provisions in the Local Government Act or other legislative provisions.

4.11.2. With consideration of legal and confidentiality implications, via the Chief Executive Officer the Committee is authorised to:

- Obtain any information it requires from any employee and/or external party.
- Discuss any matters with the external auditor, or other external parties.
- Request the attendance of any employee at committee meetings.
- Obtain external legal or other professional advice, as considered necessary to meet its responsibilities, contingent on a decision by Council to fund such advice.

4.11.3. The audit committee has no authority to procure resources independently of council.

4.12. Review of Terms of Reference

4.12.1. Every four years the committee will review its Terms of Reference to ensure it is consistent with the perceived needs of the council. This review will be in consultation with the Chief Executive Officer.

4.12.2. The outcome and recommendations will be given to council as part of this policy to consider.

4.12.3. While the Committee is required to review these Terms of Reference and make recommendations to Council, it has no power or authority to amend or alter the committee's Terms of Reference.

5. Associated Documents

Litchfield Council Policies

6. References and Legislation

Local Government Act and associated Regulations, Ministerial Guidelines and General Instructions.

7. Review History

Date Reviewed	Description of changes (Inc Decision No. if applicable)
19/11/2015	Policy Adopted
18/10/2017	Policy reviewed (Decision No. 1718/089) to remove reference to individual member performance review

Risk Management & Audit Committee **FIN09**

20/11/2019	Policy updated (Decision No. 1920-097). Public access to meeting, policy review cycle, external auditor meetings.
09/08/2021	Minor administrative changes made, including formatting and new regulation titles. Policy review date to remain the same.
--/--/--	Review

DRAFT



RMAC REPORT

Agenda Item Number:	8.02
Report Title:	Risk Register
Author:	Rebecca Taylor, Policy and Governance Program Leader
Recommending Officer:	Maxie Smith, General Manager Business Excellence
Meeting Date:	22/02/2023
Attachments:	A: Risk Register

Executive Summary

To update the RMAC on the risk profile, controls and action status as identified in the risk register, and to confirm the format and frequency of the committee receiving the risk register.

Recommendation

THAT RMAC

1. Note the updated risk register at Attachment A; and
2. Note the completed action in the risk dashboard of the risk register, which will be removed from the action list.

Background

The risk register (as at Attachment A) forms part of the Risk Management Governance Framework for Litchfield Council and consists of 16 risk profiles. The summary dashboard provides updates as to the progress in implementing actions.

Since the risk register was last presented to RMAC in February, the following changes have been made;

Dashboard Actions

Only 8 actions remain and of these actions, 1 has been completed as per below.

Action	Due Date	Final Comment
Formalise Procedures, Documentation and checklists for Core Operation – Corp and Community Services	Sep-18	There are now sufficient procedures and checklists in the place for the core operations for Community Services and Corporate Services.

Controls

There have been no changes to control since the last report as can be seen from the table below;

Control Ratings August 2022		Control Ratings February 2023	
Row Labels	Count of Control Rating	Row Labels	Count of Control Rating
Excellent	27	Excellent	27
Adequate	160	Adequate	160
Inadequate	28	Inadequate	28
Total	215	Total	215

There are currently five risk profiles where the appetite is not yet achieved. Work will continue to address this issue.

Risk Profile	Risk	Control
RP1 - Misconduct	Moderate	Adequate
RP2 - Business and Community Disruption	Moderate	Adequate
RP3 - Inadequate Environmental Management	Low	Adequate
RP4 - Errors, Omissions, Delays and Incorrect Advice	Moderate	Adequate
RP5 - External Theft and Fraud (inc. Cyber Crime)	Moderate	Adequate
RP6 - ICT Systems and Infrastructure Failure	Moderate	Adequate
RP7 - Failure to Fulfil Statutory, Regulatory or Compliance Requirements	Moderate	Adequate
RP8 - Inadequate Safety and Security Practices	High	Inadequate
RP9 - Ineffective and Unsustainable Financial Management	Moderate	Adequate
RP10 - Ineffective Management of Public Facilities / Venues / Events	Moderate	Inadequate
RP11 - Inadequate Records Management Processes	Moderate	Adequate
RP12 - Inadequate Project/Change Management	Moderate	Inadequate
RP13 - Inadequate Engagement Practices	Moderate	Adequate
RP14 - Inadequate Procurement / Supplier / Contract Management	High	Inadequate
RP15 - Inadequate Asset Sustainability Practices	Moderate	Inadequate
RP16 - Ineffective HR Management / Employment Practices	Moderate	Adequate

Links with Strategic Plan

Performance - An Effective and Efficient Organisation

Legislative and Policy Implications

This paper is consistent with FIN08 Risk Management and FIN09 Risk Management and Audit Committee. The risk framework meets Council's risk management compliance requirements.

Risks

Nil identified.

Financial Implications

Not applicable.

Community Engagement

Not applicable.

Litchfield Council Risk Dashboard Action Status Report

RP6 - ICT Systems and Infrastructure Failure		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	Comments & Review History
Implement Business Systems Review and develop Roadmap (Item 3.1.1)	Dec-19	Information Technology Program Leader	<p>September 2019 - New Action</p> <p>February 2020 Parallel with the recommendations around Azure proposal and strategic planning around ICT (i.e. reduced architecture and reliance on on-premise servers and asset management, Business System Review planning to take place in 2020. Documentation and information from external sources to be secured in March 2020, with Draft Documentation due in April 2020. Due May 2020</p> <p>September 2020 Azure proposal complete - In progress</p> <p>December Servers to remain on premise until Gap analysis report as a key deliverable from ERP systems review project to advice timing or feasibility of moving to Software as a Service (SAAS) platform.</p> <p>July 2021 ERP Review - GAP analysis is in it's final stages. Meeting arranged with Civica to discuss how to address current GAP in product delivery</p> <p>February 2022 Hardware ROI requires > 2 years</p> <p>February 2023 Council is in the process of upgrading the ERP with go live date set at 16 March 2023. In the following year council will assess hardware with the potential to move into a cloud based system in 2025 or shortly after.</p>
RP9 - Ineffective and Unsustainable Financial Management		Risk	Control
		Moderate	Adequate
Current Issues / Actions / Treatments	Due Date	Responsibility	Comments & Review History
Review Developer Contribution Plan	Jun-18	Project Management Program Leader	<p>7 August 2018 Consultants have prepared a draft Developer Contribution Plan. Planning and Development Manager is currently reviewing for preparation to Council in October.</p> <p>February 2019 The new Developer Contribution Plan continues to be developed. Updates have been provided to Council. The detail of the contribution plan is 80% complete following a review of asset data and requirement of works assessment. Legal advice is required to be obtained and instructions for advice are being prepared. This is a complex project that has legislative requirements in its content and delivery and therefore is being processed in a manner to minimise the risk to Council of the plan being insufficient. Current target – completion by July 2019</p> <p>November 2019 Council's revised Developer Contribution Plan is currently under development and nearing completion. However, recently proposed amendments to the NT Planning Act propose changes to how fees noted within a DCP can be collected. It is also understood that updated Regulations that will accompany the amendments to the Act will result in changes to which assets Council can collect money for within a DCP. The proposed changes are expected to be of benefit to Council, allowing Council greater ability to collect fees from development contributing to upgrades and to collect money for all infrastructure assets requiring upgrades. Any DCP or changes to a DCP is required to undergo a 28-day public consultation prior to adoption. As a result, it is considered prudent to continue to develop the DCP with the proposed changes in mind. Then the finalised plan can be publicly exhibited and adopted once the changes are made to the NT Planning Act and associated Regulations. At this time, it is understood that the intention is for the updated Planning Act to be adopted in mid 2020, with the Regulations to follow shortly after. Legal advice is to wait until new act is passed then proceed with adoption. Expect completion September 2020.</p> <p>February 2020 Updates to Planning Act are due to be enacted by June 2020. Once enacted updates will need to be made to plan. Expect completion by October 2020</p> <p>September 2020 Now that the NT Planning ACT and Planning regulations have been updated by NTG, can proceed to finalising updated plan under the new requirements, for legal review and then community consultation if approved by Council.</p> <p>December Council are expecting the DRAFT DCP from Aurecon in December/January</p> <p>February 2021 DRAFT DCP received from Aurecon, to be reviewed. DRAFT to be finalised and provided to lawyers by March.</p> <p>July 2021 The proposed development of Kowandi and Holtze, has highlighted some anomalies in the current DRAFT DCP. A workshop was held with Councillor's and it has been decided that a new approach to the DCP is required. Further review over the next 12 months.</p> <p>February 2022 As per above - work continues</p> <p>August 2022</p>
			<p>7 August 2018 The Thorak Cemetery asset management plan is drafted and with the Director of Community and Corporate Services for review. Once this has been developed it will be used as a template for plans for other Council assets (Council offices, Waste Transfer Stations, MWF workshop etc.). This action will be replaced by individual actions for each asset management plan to be developed.</p> <p>3 October 2018</p> <ol style="list-style-type: none"> 1. Thorak Regional Cemetery – to be presented at Thorak Regional Cemetery Board meeting in September 2018 2. Roads – AMO is collecting background information now and will be drafted by November 2018 3. Plant & Equipment – Not yet to start but will be prepared by December 2018 4. Driveways – Not yet to start but will be prepared by December 2018 <p>February 2019 Scheduled for all plans is in place and progressing</p> <ol style="list-style-type: none"> 1. Thorak Regional Cemetery 2. Roads – Asset Management Plan (AMP) drafted – critical elements to be considered through budget consideration process prior to finalising 3. Plant & Equipment – AMP drafted and replacement schedule being utilised to inform budget process 4. Driveways – AMP data collection, checking and updating underway <p>Proposed target – the asset management plans are progressing to a schedule, with a target completion of December 2019 for all plans</p>

Litchfield Council Risk Dashboard Action Status Report

Asset management plans in progress	Jul-18	Manager Infrastructure & Assets	<p>September 2019 Update on proposed targets to be presented to RMAC in Feb 2020</p> <p>February 2020 Report presented to March RMAC meeting</p> <p>September 2020 Asset management working group are meeting on 16/9/20. Will be reviewing membership and updating terms of reference for group. Working group will then review the prioritisation of the outstanding asset management plans.</p> <p>December Asset management plan schedule confirmed by PACMan committee. 1. Thorak Cemetery - complete 2. Road assts - complete 3. Plant and Equipment - in draft due June 2021 4. Driveways - in draft due June 2021</p> <p>July 2021 Asset management plan schedule amended by PACMan committee. Driveways will be included in the Road Assets and the name will be changed to Transport Asset to be all inclusive. 1. Thorak Cemetery - complete 2. Plant and Equipment - in draft due October 2021 4. Transport - June 2022</p> <p>August 2022 1. Thorak Cemetery - complete 2. Plant and Equipment - complete 4. Transport - June 2022</p> <p>February 2023 No further progress</p>				
RP10 - Ineffective Management of Public Facilities / Venues / Events		<table border="1"> <tr> <td data-bbox="489 709 587 751">Risk</td> <td data-bbox="587 709 706 751">Control</td> </tr> <tr> <td data-bbox="489 751 587 793">Moderate</td> <td data-bbox="587 751 706 793">Inadequate</td> </tr> </table>	Risk	Control	Moderate	Inadequate	
Risk	Control						
Moderate	Inadequate						
Current Issues / Actions / Treatments	Due Date	Responsibility	Comments & Review History				
Formalise Public Places By-Law	Jun-19	General Manager Business Excellence	<p>7 August 2018 No progress to date on this item as meeting procedure by-laws are still in development. A needs assessment will be commissioned to ascertain the I it is still beneficial for Council to proceed with the development of these by-laws.</p> <p>November 2018 Seeking Consultant to guide workshop with elected members in May 2019</p> <p>February 2019 This action is on hold pending the establishment of meeting procedure by-laws.</p> <p>February 2020 New consultant approached to facilitate workshop which will review Council's intent and capacity in line with updated NTG planning regs may impact this action.</p> <p>September 2020 On Hold - only to be actioned once Meeting Procedure by-laws have been finalised</p> <p>December 2020 Work is currently being undertaken on the status for a report to February Council meeting (meeting by-laws) In progress - rescind the decision to have meeting by-laws</p> <p>July 2021 meeting by-laws decision rescinded, February 2021; Parliamentary counsel require instructions for public places by-laws to be from incoming Council. Expect to have report to Council for October.</p> <p>February 2022 Council approved instructions for public places by-laws. Instructions are now sitting with NTG.</p> <p>August 2022 Instructions still remain with NTG, waiting for the availability of a draftsman.</p> <p>February 2023 As above</p>				
Develop Inspection/Maintenance program	Jun-18	Manager Infrastructure & Assets	<p>7 August 2018 Schedules have been completed and are with the relevant responsible officers for final review. Expect sign of by next RMAC meeting.</p> <p>2 Jan 2019 Development of maintenance schedule actions rolled up into one action for consistency and ease of reporting.</p> <p>February 2019 Inspection and maintenance plans are in place for Council's building assets, including safety and compliance requirements for reserves. Tree and playground inspection program under development. Proposed target - May 2019</p> <p>February 2020 September 2020 Playground inspection/maintenance program in place Cemetery Reserves Supervisor now employed - expect Tree inspection program complete by Dec 2020</p> <p>December Tree inspection program completed. Inspection/maintenance program required for buildings on reserves - assessing internal resourcing to determine whether building maintenance for reserves will remain with Community or be moved to Infrastructure. Program can then be developed. Drainage/footpaths - DRAFT inspection/maintenance schedule has been developed and implementation is due to start end of February.</p> <p>July 2021 Outstanding inspection maintenance programs remain in DRAFT form, to be implemented over the next few months.</p> <p>August 2022 With the current staff shortages, there has been no further development on this action.</p> <p>February 2023 As above.</p>				

Litchfield Council Risk Dashboard Action Status Report

Formalise Procedures, Documentation and Checklists for Core Operations - Corp and Comm Serv	Sep-18	General Manager Business Excellence	<p>February 2019 In progress. Library procedures to be included. Expect finalisation August 2019</p> <p>September 2019 On hold due to Interim CEO duties of DCCS</p> <p>February 2020 Draft procedures for events developed and under review</p> <p>September 2020 documentation around community services procedures in draft, Core Corporate service procedures in development</p> <p>December 2021 In progress</p> <p>August 2022 Core procedures and processes in progress</p> <p>February 2023 Completed</p>
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RP15 - Inadequate Asset Sustainability Practices		Risk	Control
		Moderate	Inadequate

Current Issues / Actions / Treatments	Due Date	Responsibility	Comments & Review History
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Develop Asset Management Plan inc Asset costings to establish renewal program	Jul-18	Manager Infrastructure & Assets	<p>7 August 2018 The Thorak Cemetery asset management plan is drafted and with the Director of Community and Corporate Services for review. Once this has been developed it will be used as a template for plans for other Council assets (Council offices, Waste Transfer Stations, MWF workshop etc.). This action will be replaced by individual actions for each asset management plan to be developed</p> <p>February 2019 Refer to RP9:Asset management plans in progress. All asset management plans include renewal requirements.</p> <p>February 2020 In progress</p> <p>September 2020 Asset management working group are meeting on 16/9/20. Will be reviewing membership and updating terms of reference for group. Working group will then review the prioritisation of the outstanding asset management plans.</p> <p>December Asset management plan schedule confirmed by PACMan committee.</p> <p>1. Thorak Cemetery - complete 2. Road assts - complete 3. Plant and Equipment - in draft due June 2021 4. Driveways - in draft due June 2021</p> <p>July 2021 Asset management plan schedule amended by PACMan committee. Driveways will be included in the Road Assets and the name will be changed to Transport Asset to be all inclusive.</p> <p>1. Thorak Cemetery - complete 2. Plant and Equipment - in draft due October 2021 4. Transport - June 2022</p> <p>August 2022 1. Thorak Cemetery - complete 2. Plant and Equipment - complete 4. Transport - June 2022</p> <p>February 2023 No further progress</p>
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Develop Inspection/Maintenance program	Oct-18	General Manager Infrastructure & Operations	<p>7 August 2018 A draft maintenance schedule covering the Mobile Workforce, Waste Transfer Stations and the Administration building has been submitted to the Director of Infrastructure and Operations for review and is on track for October 2018 completion.</p> <p>February 2019 Inspection and maintenance plans are in place for Council's building assets, including safety and compliance requirements. Programs relating to all other infrastructure assets will be incorporated into relevant Asset Management Plans. Proposed target – key requirement is complete relating to buildings, all others to be complete by December 2019</p> <p>February 2020 In progress</p> <p>September 2020 Playground inspection/maintenance program in place Cemetery Reserves Supervisor now employed - expect Tree inspection program complete by Dec 2020</p> <p>December Tree inspection program completed. Inspection/maintenance program required for buildings on reserves - assessing internal resourcing to determine whether building maintenance for reserves will remain with Community or be moved to Infrastructure. Program can then be developed. Drainage/footpaths - DRAFT inspection/maintenance schedule has been developed and implementation is due to start end of February.</p> <p>July 2021 Outstanding inspection maintenance programs remain in DRAFT form, to be implemented over the next few months</p> <p>August 2022 With the current staff shortages, there has been no further development on this action..</p> <p>February 2023 As above.</p>
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RP1 - Misconduct **Jan-18**

This Risk Theme is defined as:
 Intentional activities in excess of authority granted to an employee, which circumvent endorsed policies, procedures or delegated authority.

This would include instances of:

- Relevant authorisations not obtained.
- Distributing confidential information.
- Accessing systems and / or applications without correct authority to do so.
- Misrepresenting data in reports.
- Theft by an employee
- Collusion between Internal & External parties
- Unauthorised and misuse of corporate systems and assets

This does not include instances where it was not an intentional breach - refer Errors, Omissions or Delays, or Inaccurate Advice / Information.

Potential causes include:

- Lack of Training
- Changing of Job Titles / Roles
- Delegated Authority Process Inadequately Implemented
- Disgruntled Employees
- Lack of Understanding
- Poor Internal Checks (Supervision, PO's and Delegated Authority)
- Password Sharing

Key Controls	Type	Owner	Date	Rating
Delegation Manual	Preventative	Manager People & Performance	14/09/2017	Adequate
Fraud Training	Preventative	Manager Corporate Services	14/09/2017	Adequate
Control of Devices Policy / Procedures	Preventative	Manager Corporate Services	14/09/2017	Inadequate
Electronic Document Management	Preventative	Manager People & Performance	14/09/2017	Adequate
On and Off Site Records Storage	Preventative	Manager People & Performance	14/09/2017	Adequate
Recruitment Process	Preventative	Manager People & Performance	14/09/2017	Adequate
Segregation of Duties (Financial)	Preventative	Manager Corporate Services	1/06/2018	Excellent
ICT Security Access Framework - Access and Approvals	Preventative	Manager Corporate Services	14/09/2017	Adequate
Internal / External Audits	Detective	Manager People & Performance	14/09/2017	Adequate
Induction Process (Code of Conduct)	Preventative	Manager People & Performance	14/09/2017	Adequate
Internet / Phone Usage Policy	Preventative	Manager Corporate Services	14/09/2017	Adequate
Fraud Protection Policies	Preventative	Manager Corporate Services	14/09/2017	Adequate
Credit Card Policy and Monthly Reporting	Detective	Manager Corporate Services	1/06/2018	Excellent
Disciplinary Procedures	Responsive	Manager People & Performance	14/09/2017	Adequate
Cash Handling Procedures	Preventative	Manager Corporate Services	14/09/2017	Adequate
Performance Review process	Detective	Manager People & Performance	30/11/2017	Adequate
Whistle Blower Policy	Preventative	Manager People & Performance	15/11/2017	Excellent
Ongoing Fraud and Misconduct Awareness Training/Information	Preventative	Manager Corporate Services	12/02/2018	Adequate
Purchasing Policy / Process (Purchase Order Process)	Preventative	Manager Corporate Services	14/09/2017	Adequate

Overall Control Ratings: Adequate

Risk Ratings		Rating
Consequence:		Moderate
Likelihood:		Unlikely
Overall Risk Ratings:		Moderate

Key Indicators	Tolerance	Date	Overall Result
<i>Number of actual / attempted fraud and misconduct incidents</i>			

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to moderate financial, compliance and reputational impacts

Current Issues / Actions / Treatments	Due Date	Responsibility

RP2 - Business and Community Disruption**Jan-18****This Risk Theme is defined as:**

Failure to adequately prepare and respond to events that cause disruption to the local community and/or normal Local Government business activities. The event may result in damage to buildings, property, plant and equipment, lack of availability of key staff and/or interruptions to supply chain.

This does include;

- Lack of (or inadequate) emergency response / business continuity plans.
- Lack of training to specific individuals or availability of appropriate emergency response.
- Failure in command and control functions as a result of incorrect initial assessment or untimely awareness of incident.
- Inadequacies in environmental awareness and monitoring of fuel loads etc

Note: This does not include IT and/or communications systems and infrastructure related failures - refer "Failure of IT and/or Communication Systems and Infrastructure".

Potential causes includes:

- Cyclone, Storm Surges, Fire, Earthquake
- Terrorism / Sabotage / Criminal Behaviour
- Epidemic / Pandemic
- Extended Power Outage
- Economic Factors
- Loss of Key Staff

Key Controls	Type	Owner	Date	Rating
Business Continuity Framework (Policy & Procedures)	Preventative	Manager People & Performance	14/09/2017	Inadequate
Business Continuity Plan	Responsive	Manager People & Performance	23/02/2021	Adequate
Cyclone Plan	Responsive	Manager Infrastructure & Assets	14/09/2017	Adequate
Fire Management Plan	Preventative	Manager Operations & Environment	14/09/2017	Excellent
Council Property Inspections for Compliance (Informal) (Doc id 458315)	Detective	Manager Infrastructure & Assets	27/02/2020	Adequate
Pre cyclone clean up	Preventative	Manager Infrastructure & Assets	14/09/2017	Adequate
Risk managemnt framework (Doc id447380)	Preventative	Manager People & Performance	3/03/2020	Adequate
Risk management and audit committee (Doc id 447381)	Preventative	Manager People & Performance	3/03/2020	Adequate
Emergency Management Procedures/Drills	Responsive	Manager Operations & Environment	14/09/2017	Adequate

Overall Control Ratings:**Adequate****Risk Ratings**

	Rating
Consequence:	Moderate
Likelihood:	Unlikely

Overall Risk Ratings:**Moderate**

Key Indicators	Tolerance	Date	Overall Result
Vegetation slashing and mowing of 900kms of road network before July fire bans	2 rounds		
Fire breaks and road reserve slashing of 1000kms within Council excised land	>75%		
Lost time due to plant and equipment breakdown	<20hrs		

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to moderate service interruption, reputation and environmental impacts.

Noting the risk refers to Councils ability to adequately and appropriately fulfil its role and responsibilities to prepare and/or respond to a disruptive event, not the disruptive event itself.

Current Issues / Actions / Treatments	Due Date	Responsibility

RP3 - Inadequate Environmental Management **Jan-18**

This Risk Theme is defined as:
 Inadequate prevention, identification, enforcement and management of environmental issues. The scope includes;
 • Lack of adequate planning and management of coastal erosion issues.
 • Failure to identify and effectively manage contaminated sites (including groundwater usage).
 • Waste facilities (landfill / transfer stations).
 • Weed control.
 • Ineffective management of water sources (reclaimed, potable)
 • Illegal dumping.
 • Illegal clearing / land use.

Potential causes include:

- Inadequate Management of Landfill Sites
- Inadequate Reporting / Oversight Frameworks
- Lack of Understanding / Knowledge
- Community Apathy
- Inadequate Local Laws / Planning Schemes
- Heavy Vehicles on Reserves

Key Controls	Type	Owner	Date	Rating
WTS Environmental Management Plans (Doc id 447588)	Preventative	Manager Operations & Environment	21/11/2019	Adequate
Waste Management Strategy	Preventative	Manager Operations & Environment	1/06/2018	Excellent
Contamination Register - MWF	Detective	Manager Operations & Environment	21/12/2018	Inadequate
Contamination Register - Thorak (Doc id 428179)	Detective	Manager Operations & Environment	26/04/2019	Adequate
Asbestos Register (Doc ID 416357)	Detective	Manager Infrastructure & Assets	14/09/2017	Excellent
Weed Control Schedule	Preventative	Manager Operations & Environment	14/09/2017	Adequate
Support Local Environmental Groups	Preventative	Manager Operations & Environment	14/09/2017	Adequate
Environmental Management / Response Plans	Responsive	Manager Operations & Environment	14/09/2017	Inadequate
Erosion Control Road Side Drains	Preventative	Manager Infrastructure & Assets	14/09/2017	Adequate
Reporting of Listed Waste	Preventative	Manager Operations & Environment	14/09/2017	Adequate
Landfill Rehabilitation	Preventative	Manager Operations & Environment	14/09/2017	Adequate
Ranger (Dogs) Service (Doc ID 415880)	Preventative	Manager Operations & Environment	14/09/2017	Adequate

Overall Control Ratings: Adequate

Risk Ratings		Rating
Consequence:		Moderate
Likelihood:		Rare

Overall Risk Ratings: Low

Key Indicators	Tolerance	Date	Overall Result
Weed spraying roadside furniture and target Gamba grass and classified weeds	150000L		
Waste tonnage transferred to Shoal Bay	<10000t		
% of green waste received that is on-sold as mulch	>80%		
% of erosion repairs to road side drainage	?		

Comments
 As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to environmental impacts

Current Issues / Actions / Treatments	Due Date	Responsibility

RP4 - Errors, Omissions, Delays and Incorrect Advice**Jan-18****This Risk Theme is defined as:**

Errors, omissions or delays in operational activities as a result of unintentional errors or failure to follow due process. This includes instances of;

- Human errors, incorrect or incomplete processing
- Inaccurate recording, maintenance, testing and / or reconciliation of data.
- Errors or inadequacies in model methodology, design, calculation or implementation of models.

Potential causes include:

- Human Error
- Inadequate Procedures or Training
- Lack of Staff (or trained staff)
- Incorrect Information
- Miscommunication

Key Controls	Type	Owner	Date	Rating
Documented Operational Procedures / Checklists (Doc ID 408679)	Preventative	Manager People & Performance	14/09/2017	Inadequate
Complaints and Requests Register (CRM)	Detective	Manager Corporate Services	14/09/2017	Inadequate
Senior Manager Oversight to Elected Members Information	Detective	Manager People & Performance	14/09/2017	Adequate
Utilise External Expertise / Consultants	Preventative	Manager People & Performance	14/09/2017	Adequate
Segregation of Duties (Financial Control)	Preventative	Manager Corporate Services	14/09/2017	Adequate
Performance Review Process	Detective	Manager People & Performance	14/09/2017	Adequate
Media and Communications Resource	Preventative	Manager Communications & Community	14/09/2017	Adequate
Development and Subdivision Standards (Doc id 419760)	Preventative	Manager Infrastructure & Assets	9/01/2019	Adequate
Staff Meetings (Briefings / Debriefings)	Preventative	Manager People & Performance	14/09/2017	Adequate

Overall Control Ratings:**Adequate****Risk Ratings**

Consequence:	Rating
Consequence:	Moderate
Likelihood:	Possible

Overall Risk Ratings:**Moderate**

Key Indicators	Tolerance	Date	Overall Result
Issue work permits associated with a Development Permit with in 5 days	90%		
Issue clearances for development	<10days		
Investigations completed within 14 days	>90%		

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to moderate reputational and financial impacts. Noting that this level of risk may be realised through incorrect approvals.

Current Issues / Actions / Treatments	Due Date	Responsibility
Formalise Procedures, Documentation and Checklists for Core Operations - Works	Apr-18	Manager Infrastructure & Assets
Review the CRM system	Oct-18	General Manager Business Excellence

RP5 - External Theft and Fraud (inc. Cyber Crime) Jan-18

This Risk Theme is defined as:
 Loss of funds, assets, data or unauthorised access, (whether attempts or successful) by external parties, through any means (including electronic), for the purposes of;
 • Fraud – benefit or gain by deceit
 • Malicious Damage – hacking, deleting, breaking or reducing the integrity or performance of systems
 • Theft – stealing of data, assets or information (no deceit)

Potential causes include:
 • Inadequate Security of Equipment / Supplies / Cash • Lack of Supervision / Unauthorised Entry
 • Robbery
 • Scam Invoices

Key Controls	Type	Owner	Date	Rating
Visitor Sign In	Detective	Manager Corporate Services	14/09/2017	Adequate
Keyed Access Controls - Admin Building	Preventative	Manager Infrastructure & Assets	14/09/2017	Adequate
Monitored Alarm - Admin Building	Detective	Manager Infrastructure & Assets	14/09/2017	Adequate
Cash Handling procedures	Preventative	Manager Corporate Services	14/09/2017	Adequate
Staff Inductions	Preventative	Manager People & Performance	14/09/2017	Adequate
Restricted and Registered Keys	Preventative	Manager Corporate Services	14/09/2017	Adequate
After Hours Security	Detective	Manager Infrastructure & Assets	14/09/2017	Adequate
System Checks for New Creditors	Preventative	Manager Corporate Services	14/09/2017	Adequate
Access Control for Online Banking (Dual Signatory)	Preventative	Manager Corporate Services	14/09/2017	Adequate
Delegation Manual	Preventative	Manager People & Performance	14/09/2017	Adequate
Disposal of assets process/forms	Detective	Manager Corporate Services	30/11/2017	Adequate
Credit Card policy	Preventative	Manager Corporate Services	1/06/2018	Excellent
Investment policy	Preventative	Manager Corporate Services	1/06/2018	Excellent
Audit reports (Monthly report, Weekly AP report)	Preventative	Manager Corporate Services	1/06/2018	Excellent
Seperation of Duties	Preventative	Manager People & Performance	1/06/2018	Excellent
Invoice aproval process	Preventative	Manager Corporate Services	30/11/2017	Adequate
Manned Access Control at Off-site Locations (Except BSWTS)	Preventative	Manager Operations & Environment	14/09/2017	Adequate
Asset Management System - Asset Register (Doc id 458336)	Detective	Manager Corporate Services	27/02/2020	Adequate
CCTV	Detective	Manager Infrastructure & Assets	14/09/2017	Adequate
IT Firewall Systems	Preventative	Manager Corporate Services	14/09/2017	Adequate

Overall Control Ratings: Adequate

Risk Ratings	Rating
Consequence:	Moderate
Likelihood:	Unlikely

Overall Risk Ratings: Moderate

Key Indicators	Tolerance	Date	Overall Result
<i>Number of actual / attempted theft and fraud incidents</i>			

Comments
 As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to moderate financial impacts

Current Issues / Actions / Treatments	Due Date	Responsibility

RP6 - ICT Systems and Infrastructure Failure **Jan-18**

This Risk Theme is defined as:
 Instability, degradation of performance, or other failure of ICT Systems and Infrastructure causing the inability to continue business activities and provide services to the community.

This may or may not result in IT Disaster Recovery Plans being invoked.

This does not include new system implementations - refer "Inadequate Project / Change Management".

- Potential causes include:**
- Weather impacts
 - Vendor Failures
 - Outdated / inefficient hardware
 - Sabotage
 - Power failure
 - Infrastructure Breakdown
 - Lack of Training
 - Lack of Configuration Management

Key Controls	Type	Owner	Date	Rating
Data Back Up Systems (manual process) (DOC ID. 438060)	Responsive	Manager Corporate Services	24/01/2020	Excellent
Performance Monitoring (DOC ID. 438119)	Detective	Manager Corporate Services	20/08/2019	Adequate
UPS / Generator (DOC ID. 438122)	Responsive	Manager Corporate Services	20/08/2019	Excellent
ICT Business Continuity Plan (Doc ID. 438090)	Responsive	Manager Corporate Services	31/08/2022	Adequate
ICT Infrastructure Replacement / Refresh Program (DOC ID. 438116)	Preventative	Manager Corporate Services	14/11/2019	Adequate
ICT Governance/Policy Framework (Doc ID. 394988 & 438114)	Preventative	Manager Corporate Services	28/08/2019	Adequate
Internal Service Level Agreements (Doc ID. 438120)	Preventative	Manager Corporate Services	20/08/2019	Adequate
Microwave Connection with Off-site Locations (Doc ID 438118)	Responsive	Manager Corporate Services	18/11/2019	Adequate
Telstra land lines (Doc ID 438121)	Preventative	Manager Corporate Services	18/11/2019	Adequate
Land Lines at Off-site Locations (Thorak and Waste Transfer Stations) DOC IDs 394993 & 438121	Preventative	Manager Corporate Services	18/11/2019	Adequate
Vendor Support (Doc ID 439170)	Preventative	Manager Corporate Services	18/11/2019	Adequate
ICT Improvement Plan (Doc id 448415)	Preventative	Manager Corporate Services	3/03/2020	Adequate
ICT Access Control and Approval Procedures (438106)	Preventative	Manager Corporate Services	14/11/2019	Adequate

Overall Control Ratings: Adequate

Risk Ratings		Rating
Consequence:		Moderate
Likelihood:		Possible

Overall Risk Ratings: Moderate

Key Indicators	Tolerance	Date	Overall Result
Acknowledgement of the lodgement of technology issue	<1day		
Resolution of Category 1 Urgent technology issue	<2days		
Resolution of Category 2 Moderate technology issue	<5days		
Resolution of Category 3 Non-urgent technology issue	<15days		

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to moderate service interruption and compliance impacts

Current Issues / Actions / Treatments	Due Date	Responsibility
Implement Business Systems Review and develop Roadmap (Item 3.1.1)	Dec-19	Information Technology Program Leader
Develop high level ICT business continuity plan (BCP) and Disaster. (Item 5.2.1)	Dec-19	Information Technology Program Leader
ICT Security Audit 2020 - Actions	Dec-21	Information Technology Program Leader

RP7 - Failure to Fulfil Statutory, Regulatory or Compliance Requirements Jan-18

This Risk Theme is defined as:
 Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework. This could result in fines, penalties, litigation or increase scrutiny from regulators or agencies. This includes, new or proposed regulatory and legislative changes, in addition to the failure to maintain updated legal documentation (internal & public domain) to reflect changes.

It does include the Local Government Act and all other legislative based obligations for Local Government. This **does not** include Safety & Health Legislation (refer "Inadequate safety and security practices") or any Employment Practices based legislation (refer "Ineffective HR Management / Employment practices")

- Potential causes include:**
- Lack of Training, Awareness and Knowledge
 - Staff Turnover
 - Inadequate Record Keeping
 - Ineffective Processes
 - Lack of Legal Expertise
 - Councillor Turnover
 - Breakdowns in Tender process
 - Ineffective Monitoring of Changes to Legislation

Key Controls	Type	Owner	Date	Rating
Compliance Checklist	Detective	Manager People & Performance	14/09/2017	Adequate
Compliance Calendars	Preventative	Manager People & Performance	14/09/2017	Adequate
Councils Policy Framework	Preventative	Manager People & Performance	14/09/2017	Adequate
External Auditor Reviews (Financial Compliance)	Detective	Manager People & Performance	14/09/2017	Adequate
External/ Internal Auditor Reviews (Other Compliance)	Detective	Manager People & Performance	14/09/2017	Inadequate
Monitor Legislative Changes / Subscriptions	Detective	Manager People & Performance	14/09/2017	Adequate
Induction Process - Councillors / Staff	Preventative	Manager People & Performance	14/09/2017	Adequate
Staff Network Channels	Detective	Manager People & Performance	14/09/2017	Adequate
Legislative Reporting to Regulators	Detective	Manager People & Performance	14/09/2017	Adequate
Internal Compliance Audit - Quarterly	Detective	Manager People & Performance	14/09/2017	Adequate
Scheduled Review of Council Policies and Delegations	Detective	Manager People & Performance	14/09/2017	Adequate
Tender Process	Preventative	Manager Infrastructure & Assets	14/09/2017	Adequate
Road Openings and Road Closures Procedures (Doc id 420364)	Preventative	Manager Infrastructure & Assets	11/01/2019	Excellent
Annual review of external auditor by RMAC	Preventative	Manager Corporate Services	3/03/2020	Adequate
Dog By-laws administration (Doc id 456989)	Preventative	Manager Regulatory Services	27/02/2020	Excellent
Internal Audit Program (Doc ID 417918)	Detective	Manager People & Performance	8/05/2018	Excellent

Overall Control Ratings: Adequate

Risk Ratings		Rating
Consequence:		Major
Likelihood:		Unlikely
Overall Risk Ratings:		Moderate

Key Indicators	Tolerance	Date	Overall Result
Compliance with management, statutory and regulatory budgeting and reporting	100%		
Compliance with legislative requirements as per DOLG Compliance Checklist	100%		
Risk Management Audit Committee Meetings	4 per year		
Internal Audits conducted as defined in Annual Internal Audit Program	3 per year		
Replace non-compliant signs in the signage program to Australian Standards	100%		
Compliance with Cemetery regulations	100%		

Comments
 As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to major compliance impact

Current Issues / Actions / Treatments	Due Date	Responsibility

RP8 - Inadequate Safety and Security Practices **Jan-18**

This Risk Theme is defined as:
 Non-compliance with the Health and Safety Legislation, associated regulations and standards. It is also the inability to ensure the physical security requirements of staff, contractors and visitors.

Other considerations are:

- Inadequate Policy, Frameworks, Systems and Structure to prevent the injury of visitors, staff, contractors and/or tenants.
- Inadequate Organisational Emergency Management requirements (evacuation diagrams, drills, wardens etc).
- Inadequate security protection measures in place for buildings, depots and other places of work (vehicle, community etc).
- Public Liability Claims, due to negligence or personal injury.
- Employee Liability Claims due to negligence or personal injury.
- Inadequate or unsafe modifications to plant & equipment

- Potential causes include:**
- Lack of Appropriate PPE / Equipment
 - Inadequate Signage, Barriers or other Exclusion Techniques
 - Inadequate First Aid Supplies or Trained Staff
 - Storage and Use of Dangerous Goods
 - Rubbish / Litter Control
 - Ineffective / Inadequate Testing, Sampling (similar) Health Based Req
 - Inadequate Security Arrangements
 - Lack of Mandate and Commitment from Senior Management

Key Controls	Type	Owner	Date	Rating
Workplace Inspections - Off-site Locations	Preventative	Manager Infrastructure & Assets	14/09/2017	Adequate
Workplace Inspections - Administration	Preventative	Manager Infrastructure & Assets	14/09/2017	Inadequate
WHS Policy	Preventative	Manager People & Performance	14/09/2017	Adequate
Safety Management System/Framework	Preventative	Manager People & Performance	23/02/2021	Adequate
Contractor Inductions / Safety Requirements (Doc ID 527766)	Preventative	Manager People & Performance	12/01/2022	Inadequate
Toolbox Meetings	Preventative	Manager People & Performance	14/09/2017	Adequate
Inventory Hazardous Goods and MSDS (Doc ID 527594)	Preventative	Manager Operations & Environment	12/01/2022	Adequate
Staff Uniforms (protective) (Doc ID 527403)	Preventative	Manager Operations & Environment	12/01/2022	Adequate
Training Register (HR File)	Preventative	Manager People & Performance	14/09/2017	Inadequate
Operator License Checks (Outdoor Workforce)	Detective	Manager People & Performance	14/09/2017	Adequate
Driver License Checks	Detective	Manager People & Performance	14/09/2017	Excellent
Asbestos Register (Doc ID 416357)	Detective	Manager Infrastructure & Assets	16/08/2022	Inadequate
Fleet Vehicle and plant Safety Requirements	Preventative	Manager Infrastructure & Assets	14/09/2017	Inadequate
Conflict Resolution Training - Frontline Staff (Doc ID 526934)	Preventative	Manager People & Performance	12/01/2022	Inadequate
Fire Safety Systems Check (Doc id 458348)	Detective	Manager Infrastructure & Assets	27/02/2020	Excellent
Electrical Tag and Test (Doc ID 416358)	Detective	Manager Infrastructure & Assets	27/02/2020	Adequate
Incident/Accident and Damage Reporting	Detective	Manager People & Performance	14/09/2017	Adequate
Staff Inductions	Preventative	Manager People & Performance	14/09/2017	Adequate
Insurance Cover (Doc ID 526953)	Preventative	Manager People & Performance	12/01/2022	Adequate
Works Permit – Public Liability Insurance (Doc id 419761)	Preventative	Manager Infrastructure & Assets	9/01/2019	Adequate
first aid kits and fire extinguishers in all Council vehicles	Preventative	Manager Infrastructure & Assets	8/05/2018	Excellent

Overall Control Ratings: Inadequate

Risk Ratings		Rating
Consequence:		Major
Likelihood:		Possible

Overall Risk Ratings: High

Key Indicators	Tolerance	Date	Overall Result
Number of WorkSafe Notifiable Incidents			
Lost Time Injuries			
Public liability Insurance claims			

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to major injury, financial and compliance impacts. Note the inadequate overall control rating is from the perspective of Council as an organisation and may not be reflective of individuals and/or individual work areas approaches to safety.

Current Issues / Actions / Treatments	Due Date	Responsibility

RP9 - Ineffective and Unsustainable Financial Management**Jan-18****This Risk Theme is defined as:**

Failure to ensure Council manages its finances in a responsible and sustainable manner in the short and long term.

Potential causes include:

- Historical Legacy
- Uncertainty of Funding Sources
- Lack of Information (Assets, Debtors)
- Lack of Policy Framework
- Investment Performance
- Council Decisions

Key Controls	Type	Owner	Date	Rating
Long Term Financial Plans	Preventative	Manager Corporate Services	14/09/2017	Adequate
Finance Reports Monthly	Detective	Manager Corporate Services	14/09/2017	Adequate
Internal Audit Program (Doc ID 417918)	Detective	Manager People & Performance	8/05/2018	Adequate
External Audit Program	Detective	Manager Corporate Services	14/09/2017	Adequate
Delegation Manual	Preventative	Manager People & Performance	14/09/2017	Adequate
General Ledger and Journal control	Preventative	Manager Corporate Services	14/09/2017	Adequate
Finance Policies	Preventative	Manager Corporate Services	14/09/2017	Adequate
Segregation of Duties	Preventative	Manager Corporate Services	14/09/2017	Adequate
Developer Contribution Plan (Doc ID 415869)	Preventative	Manager Infrastructure & Assets	14/09/2017	Inadequate
Budgets - Reviews	Preventative	Manager Corporate Services	14/09/2017	Adequate
Project management of capital projects	Preventative	Manager Infrastructure & Assets	30/11/2017	Adequate
Rating strategy	Preventative	Manager Corporate Services	30/11/2017	Adequate
Investment policy	Preventative	Manager Corporate Services	30/11/2017	Adequate
Asset management system - Capital value records	Preventative	Manager Corporate Services	30/11/2017	Adequate
Grant acquittal	Preventative	Manager Corporate Services	30/11/2017	Adequate
Rating parameters approval by Finance Manager	Preventative	Manager Corporate Services	30/11/2017	Excellent
Debt Recovery - processes and agreements	Responsive	Manager Corporate Services	14/09/2017	Excellent
Risk Management and Audit Committee (Doc id 447381)	Detective	Manager People & Performance	3/03/2020	Adequate
Asset Management Plans	Preventative	Manager Infrastructure & Assets	14/09/2017	Inadequate
Rating Policy	Preventative	Manager Corporate Services	14/09/2017	Adequate
Annual review of financial manuals and procedures	Preventative	Manager Corporate Services	23/02/2021	Adequate
Asset Valuations (Doc id 458338)	Preventative	Manager Infrastructure & Assets	27/02/2020	Excellent

Overall Control Ratings:**Adequate****Risk Ratings****Consequence:****Rating**

Major

Likelihood:

Unlikely

Overall Risk Ratings:**Moderate**

Key Indicators	Tolerance	Date	Overall Result
Current Years Rates Outstanding	<15%		
Rates Coverage Ratio	>50%		
Liquidity Ratio	>1:1		
Asset Sustainability Ratio	90%		
Grants Acquitted Within Timeframes	100%		

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to major financial and reputational impacts

Current Issues / Actions / Treatments	Due Date	Responsibility
Review Developer Contribution Plan	Jun-18	Project Management Program Leader
Asset management plans in progress	Jul-18	Manager Infrastructure & Assets

RP10 - Ineffective Management of Public Facilities / Venues / Events

Jan-18

This Risk Theme is defined as:

Failure to effectively manage the day to day operations of facilities, venues and / or events. This includes;

- Inadequate procedures in place to manage the quality or availability.
- Ineffective signage
- Booking issues
- Financial interactions with hirers / users
- Oversight / provision of peripheral services (eg. cleaning / maintenance)

Potential causes include:

- Double Bookings
- Animal / Pest Contamination.
- Illegal Alcohol Consumption
- Reliance on External Management of Facilities
- Managing Bond Payments
- Access to Facilities / Venues.

Key Controls	Type	Owner	Date	Rating
Booking / Permit System	Preventative	Manager Communications & Community	14/09/2017	Adequate
Inspection and Maintenance Program - Other Assets (Doc id 458319)	Preventative	Manager Infrastructure & Assets	14/09/2017	Inadequate
Community Feedback Process	Detective	Manager Communications & Community	14/09/2017	Adequate
Event Management, Risk Assessments, Emergency Procedures (Doc id 458494)	Preventative	Manager Communications & Community	2/03/2020	Inadequate
Outsource Management at Key Recreational Reserve (548476)	Preventative	Manager Communications & Community	4/08/2022	Adequate
Policies and Procedures - Sport and Recreation (548477)	Preventative	Manager Communications & Community	4/08/2022	Adequate
Conditions of Entry to Public Facilities	Preventative	Manager Communications & Community	14/09/2017	Adequate
Community Events Procedures on Public Land	Preventative	Manager Communications & Community	14/09/2017	Adequate
Public Building Compliance	Preventative	Manager Infrastructure & Assets	14/09/2017	Inadequate
Alcohol Management	Preventative	Manager Communications & Community	14/09/2017	Adequate
Noise Management	Preventative	Manager Communications & Community	14/09/2017	Adequate
Asbestos Register (Doc ID 416357)	Preventative	Manager Infrastructure & Assets	16/08/2022	Inadequate
Removal of abandoned vehicles (Doc id 456987)	Preventative	Manager Regulatory Services	27/02/2020	Adequate
Tree management plan	Preventative	Manager Operations & Environment	3/03/2020	Adequate
Playground inspection program	Preventative	Manager Operations & Environment	3/03/2020	Adequate
Budgets to Support Public Facilities (548475)	Preventative	Manager Communications & Community	4/08/2022	Adequate

Overall Control Ratings: Inadequate

Risk Ratings	Rating
Consequence:	Moderate
Likelihood:	Possible

Overall Risk Ratings: Moderate

Key Indicators	Tolerance	Date	Overall Result
Overall community satisfaction from Annual Community Survey	>70%		
Number of community events			

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to moderate people and reputational impacts. Noting that Council has less control of this risk on public lands through reserve management.

Current Issues / Actions / Treatments	Due Date	Responsibility
Formalise Public Places By-Law	Jun-19	General Manager Business Excellence
Develop Inspection/Maintenance program	Jun-18	Manager Infrastructure & Assets
Formalise Procedures, Documentation and Checklists for Core Operations - Corp and Comm Serv	Sep-18	General Manager Business Excellence

RP11 - Inadequate Records Management Processes **Jan-18**

This Risk Theme is defined as:
 Failure to adequately capture, store, archive, retrieve, provision and / or disposal of records and documentation. This includes:
 • Contact lists.
 • Procedural documents.
 • 'Application' proposals/documents.
 • Contracts
 • Forms, requests or other documents.

Potential causes include:

• Spreadsheet/Database/Document Corruption or Loss	• Outdated Record Keeping Practices / Incompatible Systems
• Inadequate Access and/or Security Levels	• Lack of System/Application Knowledge
• Inadequate Storage Facilities	• High Workloads and Time Pressures
• Staff Turnover / Loss of Corporate Knowledge	• Incomplete Authorisation Trails

Key Controls	Type	Owner	Date	Rating
Central Record Systems (EDMS)	Preventative	Manager People & Performance	14/09/2017	Adequate
Records Management Committee	Preventative	Manager People & Performance	14/09/2017	Adequate
Records Management Process (Doc id 419406)	Preventative	Manager People & Performance	2/01/2019	Adequate
Records Management Policy (Doc id 419406)	Preventative	Manager People & Performance	2/01/2019	Adequate
Document / Correspondence Receipt / Action Process	Preventative	Manager People & Performance	14/09/2017	Adequate
On and Off Site Records Storage (Doc id 419960)	Preventative	Manager People & Performance	4/01/2019	Adequate
Records Management Strategy	Preventative	Manager People & Performance	23/02/2022	Adequate

Overall Control Ratings: Adequate

Risk Ratings		Rating
Consequence:		Minor
Likelihood:		Possible

Overall Risk Ratings: Moderate

Key Indicators	Tolerance	Date	Overall Result
Incoming documents entered into records management system	<1day		
Staff using records management system	>80%		

Comments
 As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to moderate compliance impacts

Current Issues / Actions / Treatments	Due Date	Responsibility
Records Management Audit		Manager People & Performance

RP12 - Inadequate Project/Change Management **Jan-18**

This Risk Theme is defined as:
 Inadequate analysis, design, delivery and / or status reporting of change initiatives, resulting in additional expenses, time requirements or scope changes.
This includes:
 • Inadequate Change Management Framework to manage and monitor change activities.
 • Inadequate understanding of the impact of project change on the business.
 • Failures in the transition of projects into standard operations.
 • Failure to implement new systems

- Potential causes include:**
- Lack of Communication and Consultation
 - Lack of Investment
 - Ineffective Management of Expectations (Scope
 - Inadequate Project Planning (Resources/Budget)
 - Lack of Project Methodology Knowledge and Reporting Requirements
 - Inadequate Monitoring and Review
 - Project Risks not Managed Effectively

Key Controls	Type	Owner	Date	Rating
Project Management Framework (Project Methodology)	Preventative	Manager Infrastructure & Assets	1/01/2021	Adequate
Project Budget Tracking	Detective	Manager Corporate Services	14/09/2017	Adequate
New Initiative Reporting	Detective	Manager Corporate Services	14/09/2017	Adequate
Council Adoption of New Initiatives	Preventative	Manager Corporate Services	14/09/2017	Adequate
Community Engagement Strategy and Policy - Implementation of strategy over 4 years - ongoing from Feb 2018	Preventative	Manager Communications & Community	14/09/2017	Excellent
Project Status Reporting	Detective	Manager Infrastructure & Assets	14/09/2017	Adequate
Project Management Training	Preventative	Manager People & Performance	14/09/2017	Inadequate
Change Management Plan	Preventative	Manager People & Performance	14/09/2017	Inadequate

Overall Control Ratings: Inadequate

Risk Ratings		Rating
Consequence:		Moderate
Likelihood:		Possible

Overall Risk Ratings: Moderate

Key Indicators	Tolerance	Date	Overall Result
% Variation in Time, Cost, Scope or Quality of Project Estimates and Actuals			

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to major financial and reputational impacts

Current Issues / Actions / Treatments	Due Date	Responsibility

RP13 - Inadequate Engagement Practices **Jan-18**

This Risk Theme is defined as:
 Failure to maintain effective working relationships with the Community (including Local Media), Stakeholders, Key Private Sector Companies, Government Agencies and / or Elected Members. This invariably includes activities where communication, feedback and / or consultation is required and where it is in the best interests to do so.

- Potential causes include:**
- Budget / Funding Issues
 - Media Attention
 - Inadequate Documentation or Procedures
 - Short Lead Times
 - Miscommunication / Poor Communication (Internal / External)
 - Relationship Breakdowns with Community Groups

Key Controls	Type	Owner	Date	Rating
Some Public Education Programs (Animal Management, Waste)	Preventative	Manager Communications & Community	14/09/2017	Adequate
Council Reports	Preventative	Manager People & Performance	14/09/2017	Adequate
Community Engagement Strategy and Policy - Implementation of strategy over 4 years - ongoing from Feb 2018	Preventative	Manager Communications & Community	14/09/2017	Excellent
Media Policy	Preventative	Manager Communications & Community	14/09/2017	Adequate
Communications Plans within Project Plans/Events	Preventative	Manager Communications & Community	23/02/2021	Adequate
Strategic Partner Lists	Preventative	Manager Communications & Community	14/09/2017	Adequate
Sponsorship Policy	Preventative	Manager Communications & Community	14/09/2017	Adequate
Councillor Bulletin	Preventative	Manager Communications & Community	14/09/2017	Adequate
Annual Rates Newsletters	Preventative	Manager Communications & Community	14/09/2017	Adequate
Require Public Consultation prior to Granting Works Permit (Doc	Preventative	Manager Infrastructure & Assets	17/01/2019	Adequate
Pop Up Info and Consultation Stalls	Detective	Manager Communications & Community	14/09/2017	Adequate
Animal Management Plan (Doc id 456988)	Preventative	Manager Regulatory Services	27/02/2020	Excellent
Provision of economic and social data via Council website (Doc id 4472	Preventative	Manager People & Performance	3/03/2020	Excellent
Community Grants Scheme (Doc id 448168)	Preventative	Manager Communications & Community	2/03/2020	Adequate
Social Media/Website Updates	Preventative	Manager Communications & Community	14/09/2017	Adequate

Overall Control Ratings: Adequate

Risk Ratings	Rating
Consequence:	Moderate
Likelihood:	Unlikely

Overall Risk Ratings: Moderate

Key Indicators	Tolerance	Date	Overall Result
Overall community satisfaction from Annual Community Survey	>70%		
Media Response Timeframe	<24hrs		
Professional Development Program for Councillors	>2		
Freds Pass Show???	Booth visitors		
Community Education Programs	2		
Dog Awareness Education Program delivered to Primary Schools	>2 per year		

Comments

As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to reputational impacts

Current Issues / Actions / Treatments	Due Date	Responsibility

RP14 - Inadequate Procurement / Supplier / Contract Management **Jan-18**

This Risk Theme is defined as:
 Inadequate management of External Suppliers, Contractors, ICT Vendors or Consultants engaged for core operations and the associated procurement. This includes issues that arise from the ongoing supply of services or failures in contract management & monitoring processes.

- Potential causes include:**
- Funding
 - Complexity and Quantity of Work
 - Inadequate Tendering Process
 - Historical Contracts
 - Inadequate Contract Management Practices
 - Ineffective Monitoring of Deliverables
 - Lack of Planning and Clarity of Requirements

Key Controls	Type	Owner	Date	Rating
Contract Management System	Preventative	Manager Infrastructure & Assets	23/02/2021	Adequate
Local Government Guidelines (Doc id 447310)	Preventative	Manager People & Performance	16/11/2021	Adequate
Suppliers and Contractors WHS Requirements	Preventative	Manager Infrastructure & Assets	14/09/2017	Inadequate
Tender Procedure (Doc id 447431)	Preventative	Manager Infrastructure & Assets	1/09/2020	Adequate
Procurement Manual (Doc id 447431)	Preventative	Manager Infrastructure & Assets	1/09/2020	Adequate
FIN03 Procurement Policy (Doc id 447431)	Preventative	Manager Infrastructure & Assets	1/09/2020	Adequate
Overall Control Ratings:				Inadequate

Risk Ratings	Rating
Consequence:	Major
Likelihood:	Possible

Overall Risk Ratings:	High
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Key Indicators	Tolerance	Date	Overall Result
<i>Number of contracts expired prior to renewal</i>			

Comments
 As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to major financial impacts

Current Issues / Actions / Treatments	Due Date	Responsibility

RP15 - Inadequate Asset Sustainability Practices **Jan-18**

This Risk Theme is defined as:
 Failure or reduction in service levels of infrastructure assets, plant, equipment or machinery. These include fleet, buildings, roads, playgrounds, and all other assets and their associated lifecycle from procurement to maintenance and ultimate disposal.

Areas included in the scope are:

- * Inadequate design (not fit for purpose)
- * Ineffective usage (down time)
- * Outputs not meeting expectations
- * Inadequate maintenance activities.
- * Inadequate financial management and planning.

It does not include issues with the inappropriate use of the Plant, Equipment or Machinery. Refer Misconduct.

Potential causes include:

· Skill Level and Behaviour of Operators	· Unavailability of Information and/or Parts
· Lack of Trained Staff	· Lack of Formal or Appropriate Scheduling (Maintenance / Inspections)
· Outdated Equipment	· Unexpected Breakdowns

Key Controls	Type	Owner	Date	Rating
Asset Management Plans (Doc id 458323)	Preventative	Manager Infrastructure & Assets	7/12/2021	Inadequate
Procurement Asset Contract Management Committee (PACMan) (Doc id 458322)	Preventative	Manager Infrastructure & Assets	7/12/2021	Adequate
Asset Management System - Asset Register	Preventative	Manager Corporate Services	7/12/2021	Adequate
Asset Handover Procedures (Doc id 420053)	Preventative	Manager Infrastructure & Assets	7/12/2021	Adequate
Conditional Analysis (Doc id 458339)	Detective	Manager Infrastructure & Assets	7/12/2021	Adequate
Asset Valuations (Doc id 458338)	Preventative	Manager Corporate Services	7/12/2021	Inadequate
Inspection and Maintenance Program - Roads	Detective	Manager Infrastructure & Assets	7/12/2021	Adequate
Wet season road network management	Preventative	Manager Infrastructure & Assets	7/12/2021	Inadequate
Capital Works Program	Preventative	Manager Infrastructure & Assets	7/12/2021	Adequate
Street Lighting Program	Preventative	Manager Infrastructure & Assets	7/12/2021	Adequate
Road Network, Road Reserve and Fire Breaks on Council land slashing (447507)	Preventative	Manager Operations & Environment	7/12/2021	Excellent
Inspection and Maintenance Program - Other Assets (Doc id 458319)	Detective	Manager Infrastructure & Assets	7/12/2021	Inadequate

Overall Control Ratings: Inadequate

Risk Ratings		Rating
Consequence:		Moderate
Likelihood:		Unlikely
Overall Risk Ratings:		Moderate

Key Indicators	Tolerance	Date	Overall Result
Asset sustainability ratio	90%		
Works (operating) program - as adopted, completed in agreed timeframes	>90%		
Works (capital) program - as adopted, completed in agreed timeframes	>90%		
Drainage / roads meet a condition rating of satisfactory or above	>75%		
Emergency works response mobilised	<48hrs		
Plant serviced within 3 days of service due date	100%		

Comments
 As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to major financial and reputational impacts

Current Issues / Actions / Treatments	Due Date	Responsibility
Develop Asset Management Plan inc Asset costings to establish renewal program	Jul-18	Manager Infrastructure & Assets
Develop Inspection/Maintenance program	Oct-18	General Manager Infrastructure & Operations

RP16 - Ineffective HR Management / Employment Practices **Jan-18**

This Risk Theme is defined as:
 Failure to effectively manage and lead human resources (full/part time, casuals, temporary and volunteers). This includes not having an effective Human Resources Framework in addition to not having appropriately qualified or experienced people in the right roles or not having sufficient staff numbers to achieve objectives. Other areas in this risk theme to consider are:

- Breaching employee regulations (excluding H&S).
- Discrimination, Harassment & Bullying in the workplace.
- Poor employee wellbeing (causing stress)
- Key person dependencies without effective succession planning in place.
- Induction issues.
- Terminations (including any tribunal issues).
- Industrial activity.

Care should be taken when considering insufficient staff numbers as the underlying issue could be a process inefficiency.

Potential causes include:

<ul style="list-style-type: none"> • Leadership Failures • Available Staff / Volunteers • Single Person Dependencies • Poor Internal Communications / Relationships 	<ul style="list-style-type: none"> • Ineffective Performance Management Programs or Procedures. • Ineffective Training Programs or Procedures. • Limited Employment Market Availability • Inadequate Induction Practices.
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Key Controls	Type	Owner	Date	Rating
HR Policy and Procedures	Preventative	Manager People & Performance	14/09/2017	Inadequate
Performance Development Plans and Training Register	Detective	Manager People & Performance	14/09/2017	Adequate
Workforce Plan	Preventative	Manager People & Performance	14/09/2017	Inadequate
Staff Inductions (Code of Conduct Component)	Preventative	Manager People & Performance	14/09/2017	Adequate
Staff Surveys	Detective	Manager People & Performance	14/09/2017	Adequate
Recruitment Process	Preventative	Manager People & Performance	14/09/2017	Excellent
Corporate Training Plan	Preventative	Manager People & Performance	14/09/2017	Adequate
Training Budget	Preventative	Manager People & Performance	14/09/2017	Adequate
Implement people and culture program	Preventative	Manager People & Performance	12/02/2018	Adequate
Litchfield Council Enterprise agreement	Preventative	Manager People & Performance	7/02/2022	Adequate
Regular Staff Meetings	Preventative	Manager People & Performance	14/09/2017	Adequate

Overall Control Ratings:	Adequate
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Risk Ratings	Rating
Consequence:	Major
Likelihood:	Unlikely

Overall Risk Ratings:	Moderate
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Key Indicators	Tolerance	Date	Overall Result
Staff turnover rate	<20%		
Organisational development initiatives	3		
Professional development training for each staff member	<1		

Comments
 As rated by Workshop Attendees - 14/9/2017 - Consequence rating referred to service interruption, people and financial impacts

Current Issues / Actions / Treatments	Due Date	Responsibility
Develop Corporate Training Program	Oct-18	Manager People & Performance



RMAC REPORT

Agenda Item Number:	8.03
Report Title:	Internal Audit Plan
Author:	Rebecca Taylor, Policy and Governance Program Leader
Recommending Officer:	Maxie Smith, General Manager Business Excellence
Meeting Date:	22/02/2023
Attachments:	A: Internal Audit Plan

Executive Summary

The purpose of this report is to provide an update to RMAC on the progress of the internal audits.

Recommendation

THAT RMAC receive and note the progress on the internal audits.

Background

In accordance with the internal audit plan, at Attachment A, there were two audits to be conducted during the 2021/22 financial period and two audits to be conducted in the 2022/23 financial period. Below is an update on each audit.

Council's Road Inspection Regime

Council's road inspection regime, currently still in draft form, is expected to be finalised by the end of the month. An audit is unable to be carried out until the regime has been finalised and implemented. The audit will remain on the internal audit schedule until complete.

Council's Reserve Management Arrangements

It is expected that the audit on Council's reserve management arrangements would be conducted in the third quarter of the 2022/2023 financial year. Development is currently underway, and the internal audit will be prepared for the next meeting.

WHS Audit

On 13 January 2023, Council emailed a request for quote to five local businesses for the auditing of Council's Work, Health and Safety system. The RFQ has now been awarded and a start-up meeting was held on 9 February 2023 and it is expected that the final report will be received in early March 2023. The audit will assess the level of implementation and effectiveness of the WHS Management Plan, including Mobile Workforce and the Waste Transfer Stations.

HR Policies Audit

Council has recently undergone a compliance audit from the Department of the Chief Minister and Cabinet in accordance with Section 298 of the *Local Government Act 2019*. Part of the process includes auditing Council's human resource management policies. It is expected that the outcome of the compliance review will be provided to Council at the end of February. Following the results of the audit, a decision will be determined on whether an independent audit is required to meet the internal audit plan.

Links with Strategic Plan

Performance – An Effective and Efficient Organisation

Legislative and Policy Implications

This item is consistent with FIN08 Risk Management and FIN09 Risk Management and Audit Committee.

Risks

Nil identified.

Financial Implications

Budget allowances are made for internal audits.

Community Engagement

Not applicable.

ATTACHMENT A

Internal Audit	Financial Year	Description	Risk Profile	Risk Rating	Control Rating
Audit and review of Council's reserve management arrangements	21/22	Council has been managing Howard Park and Knuckeys reserves since 2015 with five other reserves managed by local associations. This review will examine the reserve management arrangements and make recommendations as to the risks to Council.	RP10 - Ineffective Management of Public Facilities / Venues / Events	Moderate	Inadequate
Audit of compliance with Roads Inspection Regime	21/22	Council has a regime of roads inspection determining intervals, level of inspection and documentation required. The audit will identify if the regime is adhered to and is appropriately mitigating risk for Council.	RP15 - Inadequate Asset Sustainability Practices	High	Inadequate
Audit of the implementation of the 2019 work health and safety management framework	22/23	Litchfield Council initiated a Council wide WHS review in 2019 in order to address a Risk Control Action which identified the requirement to undertake a review on the existing health and safety management systems used by Council and to identify and implement new systems as required. This audit will assess the level of implementation and effectiveness of the WHS framework developed as result of the 2019 review.	RP8 - Inadequate Safety and Security Practices	High	Inadequate
Audit of Councils Human Resource policies for legislative compliance	22/23	An updated Local Government Act will be enacted in July 2021. A component of this Act requires Councils to adopt a series of HR principles in the form of a policy. This Audit will conduct a desktop review of Councils HR policies to assess if the policies are fit for purpose and compliant with relevant legislation. The outcome of this audit will inform the risk rating for the risk profile RP16	RP16 - Ineffective HR Management / Employment Practices	Moderate	Adequate



RMAC REPORT

Agenda Item Number:	8.04
Report Title:	Meeting Schedule and Workplan
Author:	Rebecca Taylor, Policy & Governance Program Leader
Recommending Officer:	Maxie Smith, General Manager Business Excellence
Meeting Date:	22/02/2023
Attachments:	Nil

Executive Summary

This report presents the proposed RMAC meeting schedule and workplan for 2023.

Recommendation

THAT RMAC endorse the meeting schedule and workplan for 2023.

Background

In accordance with the FIN09 Risk Management and Audit Committee policy, RMAC monitors the integrity of the annual financial statements and the annual report, review internal controls and risk management systems and monitor internal and external audits.

The policy also requires the committee to meet quarterly and allow for at least once a year for the committee to meet with Council's external auditor without management present.

The below table presents the proposed meeting schedule and workplan for 2023, meeting all necessary requirements.

22 February 2023 10.00 am	<ul style="list-style-type: none"> • Review Council response to auditor's management letter • Review progress on internal audit action plans • Review risk register
31 May 2023 10.00 am	<ul style="list-style-type: none"> • Review progress on internal audit action plans • Review annual external audit plan • Review 3 year internal audit plan • Review risk register • Review GOV04 Whistleblowing policy

<p>30 Aug 2023 10.00 am</p>	<ul style="list-style-type: none"> • Review progress on internal audit action plans • Receive interim audit letter • Review risk register
<p>25 October 2023 10.00 am This meeting date is subject to change due to timing of delivery of audit and annual report.</p>	<ul style="list-style-type: none"> • Review 2021/2022 financial statements • Review Council response to auditor’s interim management letter • Review 2021/2022 Annual Report compared with the Municipal Plan • Meet with external auditors

Links with Strategic Plan

Performance – An Effective and Efficient Organisation

Legislative and Policy Implications

In accordance with the FIN09 Risk Management and Audit Committee policy.

Risks

Nil identified

Financial Implications

Not applicable.

Community Engagement

Not applicable.

9. Other Business

10. Confidential Items

Pursuant to Section 93 of the Local Government Act and Regulation 51 of Local Government (General) Regulations the meeting be closed to the public to consider the following confidential items:

10.01 Management Response – 2021-2022 Audit Findings

Regulation 51(1) for Section 293(1) of the Act, the following information is prescribed as confidential:

(e) subject to subregulation (3) – information provided to the council on condition that it be kept confidential and would, if publicly disclosed, be likely to be contrary to the public interest;

10.02 Additional Independent Member

Regulation 51(1) for Section 293(1) of the Act, the following information is prescribed as confidential:

(c) information that would, if publicly disclosed, be likely to:

(iv) subject to subregulation (3) – prejudice the interests of the council or some other person;

10.03 Termination Calculations

Regulation 51(1) for Section 293(1) of the Act, the following information is prescribed as confidential:

(c) information that would, if publicly disclosed, be likely to:

(iv) subject to subregulation (3) – prejudice the interests of the council or some other person;

11 Close of Meeting