



# **AGENDA**

## **Risk Management & Audit Committee Meeting**

### **Friday, 21 October 2022**

**I hereby give notice that a Risk Management & Audit Committee Meeting will be held on:**

**Date: Friday, 21 October 2022**

**Time: 9.00**

**Location: Council Chambers Darrandirra  
Level 1, Civic Centre  
Harry Chan Avenue, Darwin**

**Simone Saunders  
Chief Executive Officer**

## **RISK MANAGEMENT & AUDIT COMMITTEE MEMBERS**

Chair Roland Chin  
Councillor Jimmy Bouhoris  
Councillor Brian O'Gallagher  
Councillor Morgan Rickard  
Member Sanja Hill  
Member Ninad Sinkar  
Member Shane Smith

## **GUESTS**

From 9.00am MunLi Chee from Merit Partners will be in attendance to brief the Committee on the Audited Financial Statements for the Year Ended 30 June 2022 (**Confidential Agenda**)

## **OFFICERS**

Chief Executive Officer, Simone Saunders  
Acting General Manager Corporate, Chris Kelly  
General Manager Innovation, Alice Percy  
Executive Manager Environment & Waste Services, Nick Fewster  
Executive Manager Finance, Irene Frazis  
Executive Manager HR & Safety, Alexandra Vereker

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**Order Of Business**

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<b>2</b>	<b>Apologies and Leave of Absence .....</b>	<b>4</b>
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**1 MEETING DECLARED OPEN AND ACKNOWLEDGEMENT OF COUNTRY****2 APOLOGIES AND LEAVE OF ABSENCE****2.1 Apologies**

THAT the apology from Member [Enter name](#), be received.

**2.2 Leave of Absence Granted****2.3 Leave of Absence Requested****3 ELECTRONIC MEETING ATTENDANCE****3.1 Electronic Meeting Attendance Granted**

THAT the Committee note that pursuant to Section 98 (3) of the Local Government Act, the following member(s) was granted permission for Electronic Meeting Attendance at this Risk Management and Audit Committee Meeting, 21 October 2022:

- Chair Roland Chin
- Member Ninad Sinkar

**3.2 Electronic Meeting Attendance Requested****4 DECLARATION OF INTEREST OF MEMBERS AND STAFF**

- A. Mr Shane Smith – in his role as Commercial Manager of Gold Medal Services, a Director of Territory Tarmac Rally and an Executive Director of Assurance Advisory (23/10/20)
- B. Mr Shane Smith Director of Territory Tarmac Rally, an event which will require engagement and support from City of Darwin. (27/11/20)
- C. Mr Shane Smith advised that he is no longer an Executive Director of Assurance Advisory. (27/11/20).

Member Roland Chin made the following Declarations:

- A. Treasurer of St John Ambulance Australia(NT) Inc.; Trustee Director of St John Ambulance NT Endowment Trust; Director of St John Ambulance Australia NT Holdings Pty Ltd; St John Ambulance Australia Ltd – Finance, Audit & Risk subcommittee.
- B. President of Chung Wah Society Inc.

- C. Northern Territory General Practice Education Ltd – Finance and Audit Committee
- D. Chair of Audit and Risk Committee of Venture Housing Company Limited
- E. Chair of Audit, Finance & Risk Committee of Larrakia National Aboriginal Corporation.

Alderman Jimmy Bouhoris made the following Declarations (25/06/21):

- A. Any items relating to PowerWater.

Member Sanja Hill advised of the following representations (29/10/21):

- A. currently providing Tourism Top End (TTE) with some governance advisory services
- B. currently providing advisory services to NTG and MACC.

## **5 CONFIRMATION OF PREVIOUS MINUTES**

Risk Management & Audit Committee Meeting - 17 June 2022

## 6 ACTION REPORTS

### 6.1 UPDATE ON EMERGENCY MANAGEMENT - OCTOBER 2022

**Author:** Manager Emergency Planning and Response

**Authoriser:** Acting General Manager Corporate

**Attachments:** Nil

#### RECOMMENDATIONS

1. THAT the report entitled Update on Emergency Management - October 2022 be received and noted.

#### PURPOSE

The purpose of this report is to provide an update on City of Darwin's (CoD) disaster management activities.

#### KEY ISSUES

- National Cabinet agreed on 30 September to remove the requirement for mandatory isolation periods for COVID 19 from 14 October. In essence – this removes the last major restrictions for the COVID-19 pandemic – with COVID-19 now treated the same as any other endemic disease (such as influenza).
- Approximately 60% of CoD staff were directly impacted by the COVID pandemic.
- BOM has released advice that a La Niña is now underway. We can expect more pre-cyclone season rainfall as a result, as well as an increased risk of cyclones.
- The Cyclone Response Plan v4.1 and associated Sub-Plans were all reviewed in detail and updated in September 2022.
- CoD will conduct its Cyclone Training week in the week 17-21 October 2022.
- With the successful completion of the Cyclone Training Week, CoD will be well postured to respond to a cyclone event.

## DISCUSSION

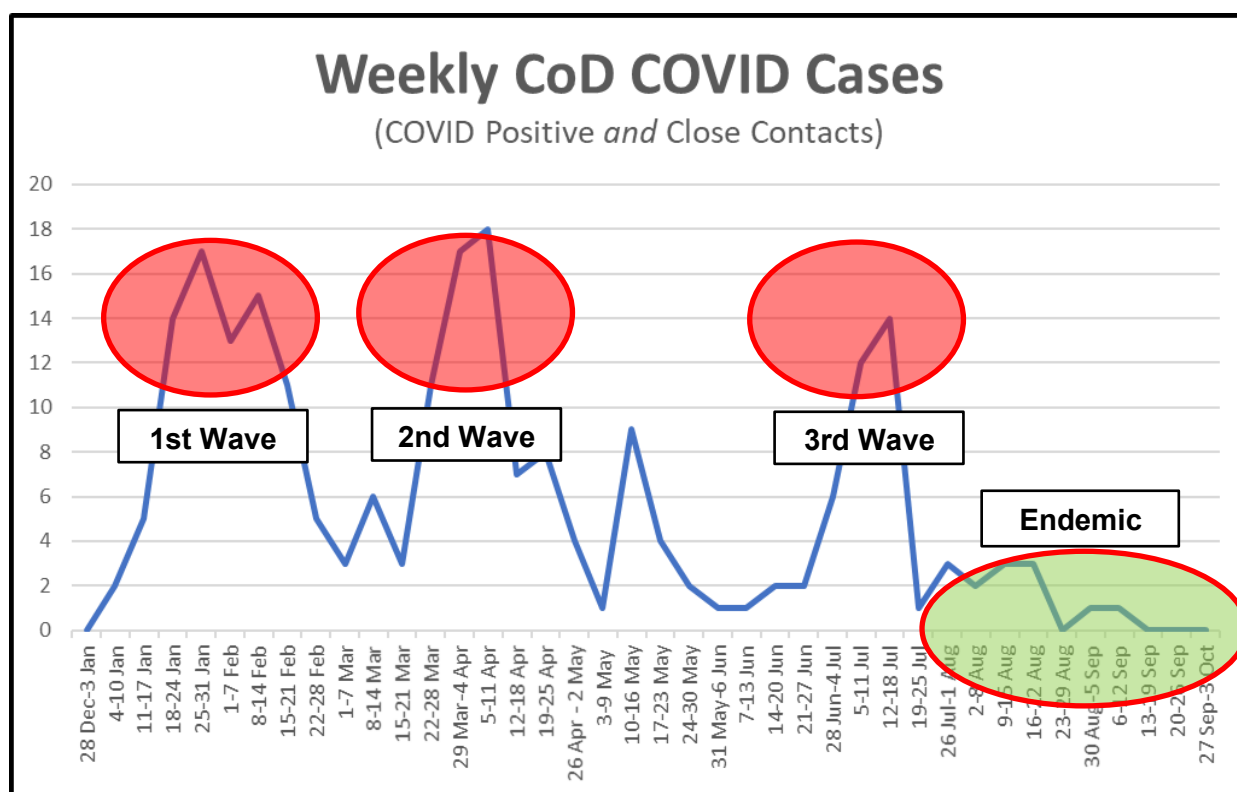
### Introduction

It has been another busy reporting period for Emergency Management. The 3<sup>rd</sup> wave of COVID hit the NT in July 2022 and saw another significant spike in cases. However, since then case numbers have dropped dramatically, and it is likely that we are now moving from the pandemic into an endemic. In line with this, National Cabinet announced on 30 September the end of compulsory isolation, with COVID-19 now treated the same as any other endemic disease.

The cyclone season is now fast approaching, and BOM has released advice that a La Niña is now underway. We can expect more pre-cyclone season rainfall as a result, as well as an increased risk of cyclones. CoD is however well advanced in its cyclone season preparations, with all plans now updated and the Cyclone Training Week planned to be conducted in the period 17-21 October.

### COVID Pandemic to Endemic

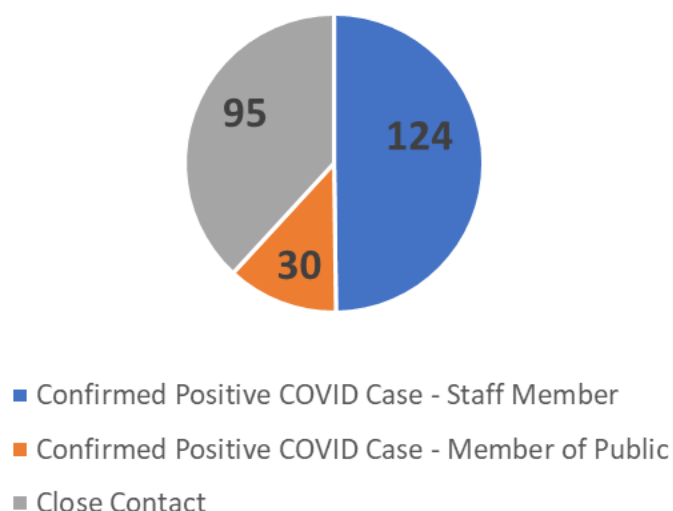
In 2022 the NT and CoD experienced three distinct waves of COVID in January, April and July. Each of these waves saw significant spikes in COVID cases in CoD staff. From mid-August 2022 COVID numbers in the NT and in CoD staff have dropped off considerably, and indicate that this particular phase of the pandemic is likely over, and we are moving towards COVID becoming an endemic disease. This does not preclude likely future seasonal spikes in COVID occurring during winter months.



City of Darwin has now recorded 249 COVID cases overall since the start of the pandemic. The figures include:

- Confirmed Positive COVID cases – staff member (124 cases)
- Confirmed Positive COVID cases – Members of Public who visited CoD while infectious (30 cases). Note: this only includes cases confirmed by the NTG Check-In application up to May 2022, and the real figure is likely much higher.
- Close Contacts – staff member (95 cases)

## CoD COVID Cases as at 3 October 22



This represents approximately 60% of City of Darwin workforce who have been directly affected by COVID (staff who are either COVID positive, or a Close Contact). Note that a proportion of our staff who were Close Contacts, subsequently tested positive – and are therefore counted twice in these figures.

National Cabinet agreed on 30 September to remove the requirement for mandatory isolation periods for COVID 19 from 14 October. In essence – this removes the last major restrictions for the COVID-19 pandemic – with COVID-19 now treated the same as any other endemic disease (such as influenza). Once the new CHO directions are released to implement these changes, CoD will amend its relevant policies and procedures, as well as send out an update to staff.

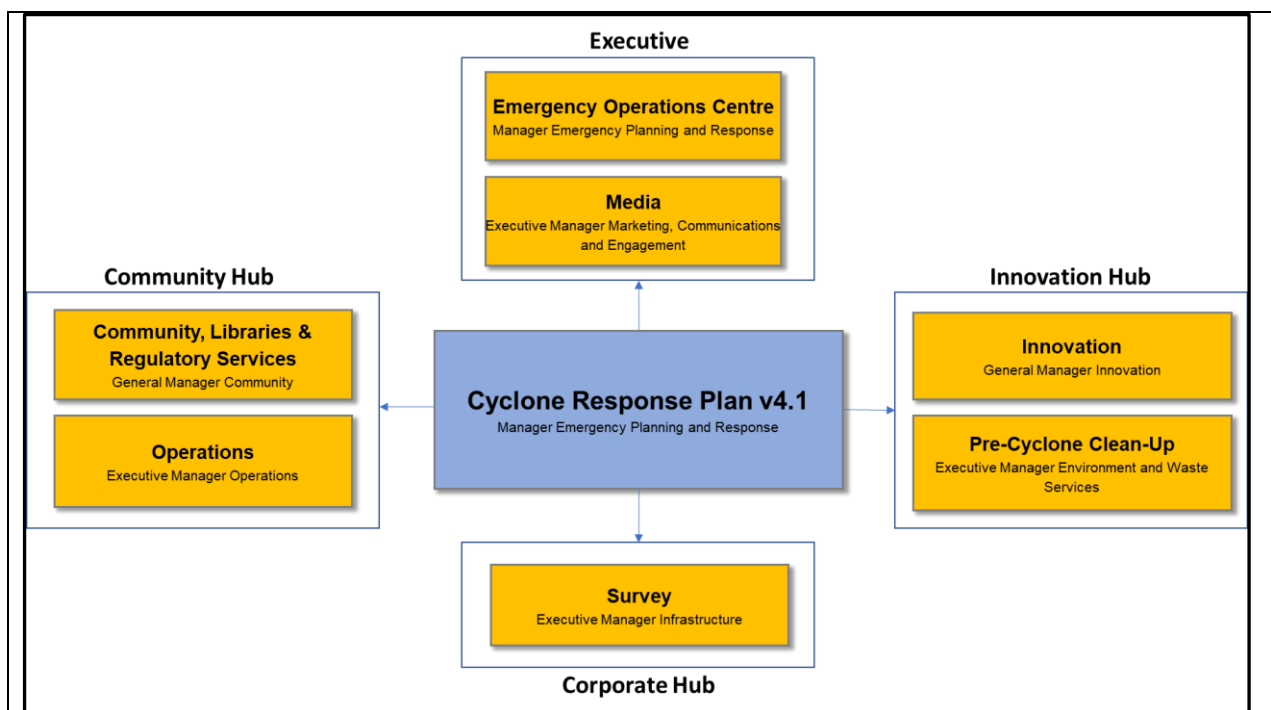
### **2022-23 Cyclone Season Outlook**

BOM has released a Tropical Climate Update on 20 September 2022 indicating that a La Niña is now underway. A La Niña event typically increases the chance of above-average spring and summer rainfall across much of northern Australia. La Niña years are also associated with an average to above-average number of tropical cyclones in a season - as well as an increased likelihood of tropical cyclone activity occurring during November. The monsoon onset date in Darwin occurs about a week or so earlier than usual during a La Niña event, typically around mid-December. A detailed Cyclone Season outlook for Northern Australia will be released by the BOM in late October 2022.

### **CoD Cyclone Plan**

In preparation for the Cyclone Season commencing on 1 November, the CoD Cyclone Response Plan v4.1 was reviewed and released on 9 September 2022. The associated Cyclone Response Sub-Plans were also reviewed in detail and updated in September 2022. These plans are all available on the CoD Intranet here: <https://intranet.darwin.nt.gov.au/services/cyclone-response-plan>. The diagram below details the CoD Cyclone Sub-Plans by Hub.





### **Cyclone Training 2022**

The CoD conducts an annual cyclone training week in October each year. This training includes: staff briefings on the CoD Cyclone Response Plan, Guardian IMS training, set-up and communications test of the Emergency Operations Centre (EOC), conduct of a Cyclone Response Exercise with all Emergency Operations Centre (EOC) staff, and conduct of a desktop exercise with the Crisis Response Team (CRT). A separate instruction is released to coordinate the Cyclone Training Week. The Cyclone training week for 2022 is being held in the week 17-21 October. The broad program for the training is:

- Day 1 – Briefs to all EOC staff and new CoD staff
- Day 2 – Guardian IMS refresher training to all EOC staff, and conduct of a desktop cyclone exercise for CRT members
- Day 2-3 – Guardian IMS refresher training to all EOC staff, and conduct of a DFRA workshop with Federal and NTG representatives.
- Day 4 – EOC Cyclone exercise (including field test of Survey Team)
- Day 5 – Debrief, and Guardian IMS preparations for first cyclone of the season.

### **New Manager Emergency Planning and Response**

The current Manager Emergency Planning and Response (Jim Ryan) will be (regretfully) departing CoD on 10 November to return to Defence. The new Manager Emergency Planning and Response is being recruited now, and will have a full handover with Jim (including being involved in the conduct of the Cyclone Training Week). The name of the new Manager Emergency Planning and Response will be confirmed once recruitment action has been finalised.

### **Conclusion**

Since June 2021 CoD has experienced multiple Lockdowns, Lockouts, Restrictions and three separate waves of COVID that have impacted staff and services. In all cases CoD has proven to be very agile and successful in responding to each of these challenges. Staff and management have worked hard to ensure that services were continued to be delivered throughout this period, and we also ensured the safety of our staff and the public. With the end of the COVID pandemic now in sight, City of Darwin should be justly proud of its efforts during the COVID pandemic.

Looking ahead to the 2022-23 Cyclone Season, all plans have been updated, and the Cyclone Training Week has been structured to ensure that CoD is well prepared to conduct Post Cyclone Recovery Operations if needed.	
<b>PREVIOUS COUNCIL RESOLUTION</b>	
Nil	
<b>STRATEGIC PLAN ALIGNMENT</b>	2 A Safe, Liveable and Healthy City 2.1 By 2030, Darwin will be a safer place to live and visit
<b>BUDGET / FINANCIAL / RESOURCE IMPLICATIONS</b>	N/A
<b>LEGISLATION / POLICY CONTROLS OR IMPACTS</b>	This report does not provide recommendations to RMAC or Council and as such does not have implications for existing endorsed policies at the time of writing the report.
<b>CONSULTATION, ENGAGEMENT &amp; COMMUNICATION</b>	N/A
<b>DECLARATION OF INTEREST</b>	<p>The report author does not have a conflict of interest in relation to this matter.</p> <p>The report authoriser does not have a conflict of interest in relation to this matter.</p> <p>If a conflict of interest exists, staff will not act in the matter, except as authorised by the CEO or Council (as the case requires).</p>

**6.2 RISK REVIEW AND ASSESSMENT - OCTOBER 2022**

**Author:** Senior Risk and Assurance Advisor  
Acting General Manager Corporate

**Authoriser:** Chief Executive Officer

**Attachments:** 1. Strategic Risk Register [↓](#)

**RECOMMENDATIONS**

1. THAT the report entitled Risk Review and Assessment October 2022 be received and noted.

**PURPOSE**

The purpose of this report is to provide an update to the Risk Management and Audit Committee (RMAC) on Council's Risk Management environment, including progress on the implementation of the CAMMS system.

**KEY ISSUES**

- The Strategic Risk Register has been reviewed and is provided for the Committee's review.
- The Strategic Risk Appetite has been developed based on the category allocations outlined in this report.
- Operational risk is currently being reviewed by relevant officers, and an updated register will be presented to the next meeting of the Committee.
- For CAMMS implementation, the focus over the coming period is on finalising accountability and reporting through workflows in the Risk, Audit and Compliance modules, as well as training and adoption of Incident as the reporting tool for internal and external stakeholders.

**DISCUSSION**

At the previous RMAC meeting held on 17 June 2022, the Committee was provided an update on the implementation of the CAMMS Enterprise Risk Management System, encompassing modules for the management of Council's risk register, audit programs, incidents, and compliance requirements.

City of Darwin Risk Registers**Strategic Risk**

Since the previous meeting, the Strategic Risk Register has been reviewed and the outcomes of that review are presented for the Committee's consideration and advice at **Attachment 1**. Due dates have been allocated to each of the risk actions, and the risk controls and actions have been reviewed and updated. Regular reviews will now occur, commencing from the end of the current quarter.

Officers have also developed a Strategic Risk Appetite based on allocating each of the Strategic Risks to a Risk Consequence (Impact) Category in the Risk Management Consequence Guidance. The Strategic Risk Appetite will then be set by the Acceptable Risk Appetite in the Risk Management Policy as below:

No	Risk Title	Category	Risk Appetite
1	Be financially sustainable into the long term	Financial	Medium
2	Develop & facilitate effective relationships & partnerships & manage key stakeholders & their expectations	Reputation and Brand	Low
3	Attract, retain and develop our people to our culture	Reputation and Brand	Low
4	Effectively design & implement fit for purpose contemporary governance practices	Legal and Compliance	Low
5	Prepare for, respond to, and recover from internal/external critical events	Operations/Service Delivery	Medium
6	Support the safety & wellbeing of staff and the community	Work Health and Safety	Low
7	Operate in compliance with regulatory environment	Legal and Compliance	Low
8	Be innovative with everything it does	Information Technology and Communications	Medium
9	Identify, deliver and maintain the right assets	Assets and Infrastructure	Medium
10	Maintain long term planning and thinking	Operations and Service Delivery	Medium
11	Design, implement & evolve the way that it delivers value to its internal & external	Reputation and Brand	Low

	customers		
12	Establish itself as a credible government for Darwin	Reputation and Brand	Low

This is reflected in the Strategic Risk Register at **Attachment 1**.

### Operational Risk

Operational Risk workshops for the Shoal Bay, Waste & Environment section, and the Operations area were held during the months of March and April 2022. From this, a risk register has been developed outlining the highest priority risks for each of the relevant sections.

The second phase of the risk review is currently underway. Meetings will continue to be held with key responsible officers encompassing a full review of items on the register as well as updates on the current risk actions, including commentary, percentage completion and due dates. It is anticipated that a full report will be presented at the next meeting of RMAC in February.

### Project Risk

City of Darwin's Project Risk Register will be an ongoing piece of work, with resources being directed toward developing the Strategic Risk and Operational Risk Registers as a primary concern.

### CAMMS Modules

As previously advised to the Committee, implementation of the Strategy, Risk, Audit, Incident and Compliance modules are now complete.

Focus over the coming period is on finalising accountability through workflows in the Risk, Audit and Compliance modules, as well as training and adoption of Incident as the reporting tool for internal and external stakeholders. It is anticipated that this will be concluded by the February meeting. A staged rollout of Incident Training will commence in November starting with Libraries, Customer Service and Human Resources. These teams were selected due to the historically larger amounts of incidents lodged and the ease of adaptation to computer based reporting systems.

No further updates are available for the Inspection and Induction modules since the previous meeting. The admin training and system configuration for Inspection was underway from the end of 2021, however has since been placed on hold. This project will recommence as there are additional resources available within the HR & Safety team to provide support for this body of work.

The Induction module has had preliminary scoping and is expected to be picked back up over the coming months.

### PREVIOUS COUNCIL RESOLUTION

N/A

<b>STRATEGIC PLAN ALIGNMENT</b>	6 Governance Framework 6.3 Decision Making and Management
<b>BUDGET / FINANCIAL / RESOURCE IMPLICATIONS</b>	N/A
<b>LEGISLATION / POLICY CONTROLS OR IMPACTS</b>	N/A

<b>CONSULTATION, ENGAGEMENT &amp; COMMUNICATION</b>	N/A
<b>DECLARATION OF INTEREST</b>	<p>The report author does not have a conflict of interest in relation to this matter.</p> <p>The report authoriser does not have a conflict of interest in relation to this matter.</p> <p>If a conflict of interest exists, staff will not act in the matter, except as authorised by the CEO or Council (as the case requires).</p>

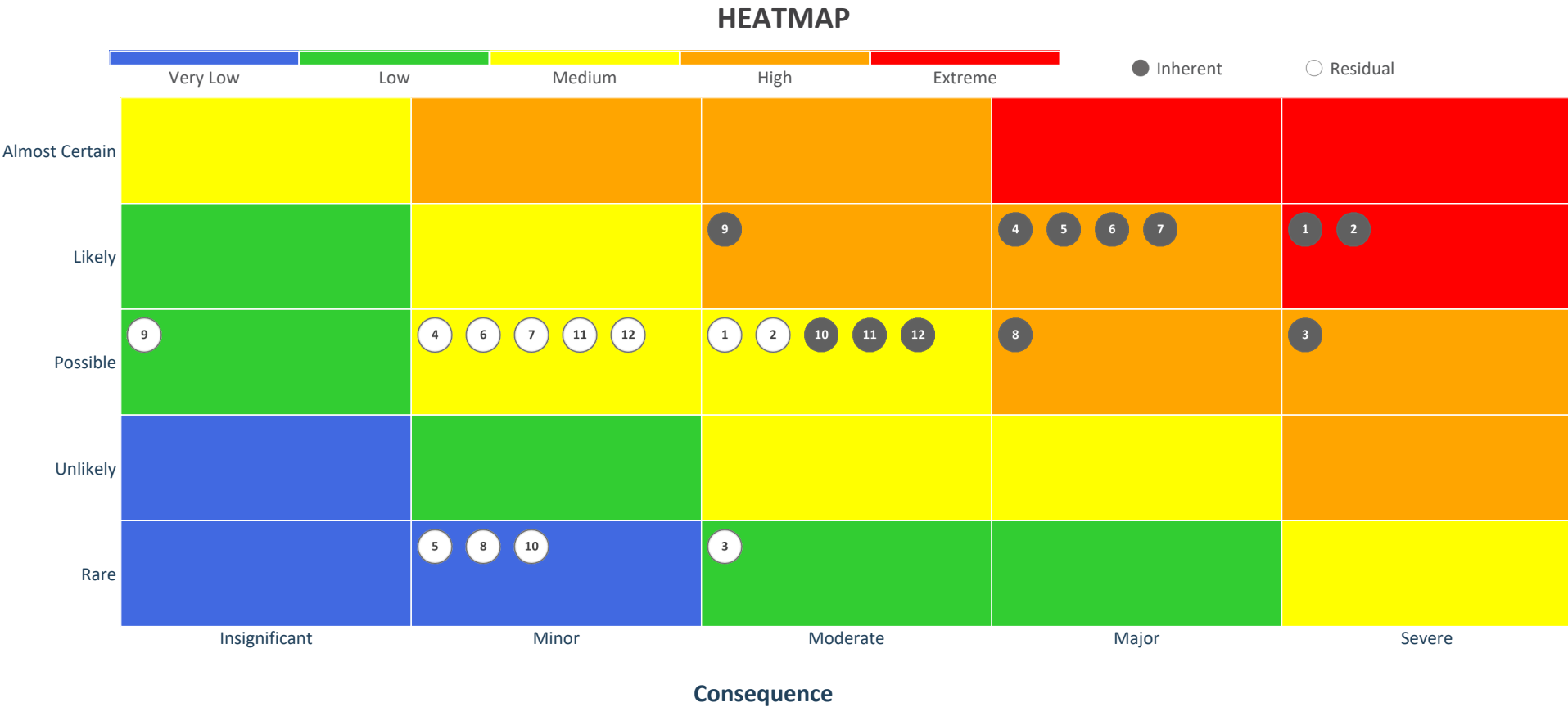


# Heatmap Report

City of Darwin

camms**risk**

Print Date: 10-Oct-2022





## RISK SUMMARY

### Strategic

No.	Risk Title	Inherent	Residual	Trend
1	SR - 1 - Be financially sustainable into the long term	High	Low	↔
	<b>Risk Comment:</b> -			
2	SR - 2 - Develop & facilitate effective relationships & partnerships & manage key stakeholders & their expectations	Medium	Medium	↔
	<b>Risk Comment:</b> -			
3	SR - 3 - Attract, retain and develop our people to our culture	High	Medium	↔
	<b>Risk Comment:</b> -			
4	SR - 4 - Effectively design & implement fit for purpose contemporary governance practices	Extreme	Medium	↔
	<b>Risk Comment:</b> -			
5	SR - 5 - Prepare for, respond to, and recover from internal/external critical events	High	Very Low	↔
	<b>Risk Comment:</b> -			
6	SR - 6 - Support the safety & wellbeing of staff and the community	High	Very Low	↔
	<b>Risk Comment:</b> -			
7	SR - 7 - Operate in compliance with regulatory environment	High	Medium	↔
	<b>Risk Comment:</b> -			
8	SR - 8 - Be innovative with everything it does	High	Low	↔
	<b>Risk Comment:</b> -			
9	SR - 9 - Identify, deliver and maintain the right infrastructure assets	Extreme	Medium	↔
	<b>Risk Comment:</b> -			
10	SR - 10 - Maintain long term planning and thinking	High	Medium	↔
	<b>Risk Comment:</b> -			

No.	Risk Title	Inherent	Residual	Trend
.0	SR - 11 - Design, implement & evolve the way that it delivers value to its internal & external customers	Medium	Very Low	↔
	Risk Comment: -			
.1	SR - 12 - Establish itself as a credible government for Darwin	Medium	Medium	↔
	Risk Comment: -			

## RISK OVERVIEW

### Strategic

SR - 1

Be financially sustainable into the long term

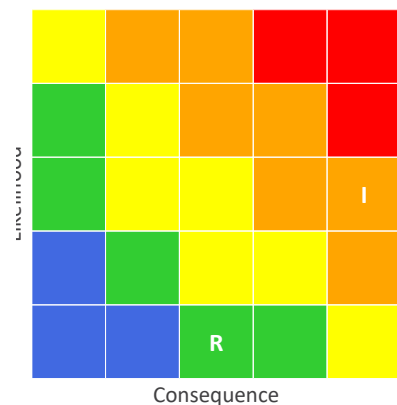
Risk Category: Financial

Responsible person: CHRISTOPHER KELLY

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

#### Individual Heatmap



I Inherent Risk Assessment

R Residual Risk Assessment

#### Effectiveness of control

I N/A

R Mostly Effective

#### Risk Appetite



WITHIN APPETITE

#### Causes

- Assets - Failure to develop, manage and maintain an effective asset management policy and inspection program
- Assets - Failure to undertake long term capital works planning
- Engagement - Failure to consult and actively engage with stakeholders
- Engagement - Failure to facilitate a productive relationship with other levels of government
- Strategic - Failure to develop and maintain Municipal and business plans which capture all key activities of Council
- Strategic - Failure to develop and monitor long term financial plans
- Strategic - Failure to develop and review a defined operating model
- Strategic - Failure to develop, manage and maintain organisational performance linked to KPIs

#### Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Managed Insurance Portfolio	CHRISTOPHER KELLY	Mostly Effective	29 Jun, 2023
Annual Internal Audit Plan	CHRISTOPHER KELLY	Mostly Effective	30 Jun, 2023
Financial knowledge & budget discipline	IRENE FRAZIS	Partially Effective	29 Jun, 2023
Darwin 2030 – City for People, City of Colour Strategic Plan	CHRISTOPHER KELLY	Partially Effective	30 Dec, 2022
Procurement Policy 0070.100.E.R	CHRISTOPHER KELLY	Partially Effective	15 Jun, 2023
Annual budgets and financial monitoring and reporting	IRENE FRAZIS	Mostly Effective	29 Jun, 2023
Financial Reserves Policy 0067.100.E.R	IRENE FRAZIS	Partially Effective	17 May, 2026
Investment Policy 0024.100.E.R	IRENE FRAZIS	Partially Effective	11 Apr, 2023
Audited Annual Financial Statements	IRENE FRAZIS	Mostly Effective	15 Nov, 2022
Asset Management Plans	NICHOLAS KLEINE	Partially Effective	30 Jun, 2023

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Long Term Financial Plan	IRENE FRAZIS	Mostly Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Connection of strategy, finance and assets to inform budgeting, works, and asset management including future planning and needs analysis	NICHOLAS KLEINE	In Progress	25	30 Jun, 2026
Financial knowledge & budget discipline	IRENE FRAZIS	Completed	100	30 Jun, 2022
Improved asset data and associated long term capital and operational expenditure	NICHOLAS KLEINE	In Progress	5	30 Sep, 2026
Integrated long term strategic planning framework (development and timely review including reporting framework)	CHRISTOPHER KELLY	In Progress	60	30 Jun, 2023
Redevelop the Long Term Financial Plan	CHRISTOPHER KELLY	Completed	100	30 Sep, 2021
Renewed revenue strategy to consider growth outside rates	CHRISTOPHER KELLY	In Progress	25	30 Jun, 2023

**SR - 2 Develop & facilitate effective relationships & partnerships & manage key stakeholders & their expectations**

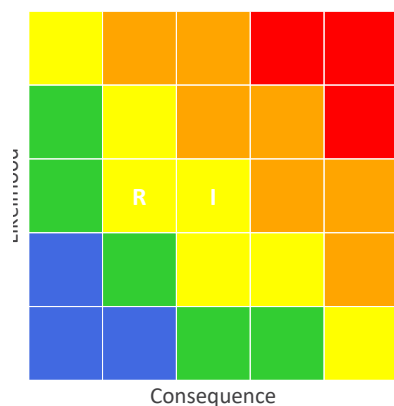
Risk Category: Reputation &amp; Brand

Responsible person: SIMONE SAUNDERS

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

## Individual Heatmap



I Inherent Risk Assessment  
R Residual Risk Assessment

## Effectiveness of control

I N/A  
R Partially Effective

## Risk Appetite



OUT OF APPETITE

## Causes

- Engagement - Failure to consult and actively engage with stakeholders
- Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
- Engagement - Failure to effectively communicate Council's role within the community
- Engagement - Failure to facilitate a productive relationship with other levels of government
- Engagement - Failure to maintain and manage effective external communications strategy
- Governance - Failure to develop, manage and maintain Elected Member training and awareness
- Governance - Failure to ensure organisational culture change and development programs are in place

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Darwin 2030 – City for People, City of Colour Strategic Plan	CHRISTOPHER KELLY	Partially Effective	30 Dec, 2022
Community Grants and Sponsorship Programs	ANGELA O'DONNELL	Partially Effective	30 Jun, 2023
Council Advisory Committees	GEMMA PERKINS	Partially Effective	30 Jun, 2023
Management Agreements	EMMA STRUYS	Partially Effective	30 Jun, 2023
Funding Agreements	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023
Proactive media strategy	LOUISE TAGELL	Partially Effective	30 Jun, 2023
Communication and Marketing Strategy including online communications	LOUISE TAGELL	Partially Effective	30 Jun, 2023
Representation on key external committees	GEMMA PERKINS	Partially Effective	29 Sep, 2025
Data & information to inform and lead discussions and decisions	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023
Customer Culture	ANTHONY JONES	Partially Effective	30 Jun, 2023
City Centre Master Plan	EMMA STRUYS	Partially Effective	30 Jun, 2023
Community Engagement Policy	LOUISE TAGELL	Partially Effective	14 Aug, 2022

## Existing Risk Controls

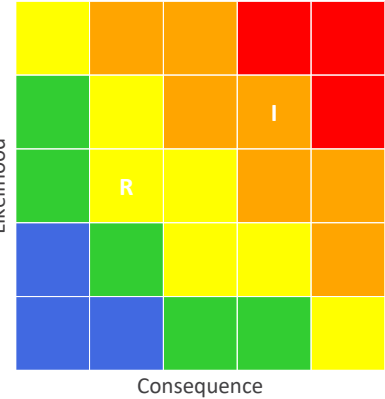
Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Strategic Communications & Engagement Plan	LOUISE TAGELL	Partially Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Access and Inclusion Plan	ANGELA O'DONNELL	In Progress	90	31 Dec, 2022
Customer Strategy	CHRISTOPHER KELLY	Completed	100	30 Jun, 2022
Ensure management and facility agreements are in place	EMMA STRUYS	In Progress	60	30 Jun, 2023
Government relations strategy including NTG	LOUISE TAGELL	Completed	100	30 Jun, 2022
Innovation program for staff	MICHAEL DE LUCA	Completed	100	30 Jun, 2022
Partnership Evaluation	LOUISE TAGELL	Completed	100	30 Jun, 2022
Reconciliation Action Plan	ANGELA O'DONNELL	In Progress	90	31 Dec, 2022

SR - 3 Attract, retain and develop our people to our culture			
Risk Category: Reputation & Brand		Responsible person: CHRISTOPHER KELLY	Next Review Date: 30 Jun, 2023
		Last Reviewed Date: 04 Oct, 2022	

Individual Heatmap



I	Inherent Risk Assessment
R	Residual Risk Assessment
Effectiveness of control	
I	N/A
R	Mostly Effective

Risk Appetite



- Causes**
- Compliance - Failure to comply with relevant legislation (including accounting standards)
  - Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
  - Governance - Failure to develop and maintain robust BCP planning processes
  - Governance - Failure to ensure organisational culture change and development programs are in place
  - HR - Failure to develop and maintain working relationships with staff and other representatives
  - HR - Failure to identify and plan to have the right people in the right jobs at the right time
  - Training - Failure to undertake appropriate staff training
  - WHS - Failure to develop, manage and maintain WHS awareness, culture, policy and procedures across the organisation

Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Define target culture and implement broader cultural improvement program	ALEXANDRA VEREKER	Mostly Effective	29 Jun, 2023
Learning & Development Framework	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
Reconciliation Action Plan	ANGELA O'DONNELL	Partially Effective	30 Dec, 2023
Performance Framework	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
Contractor Management	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
Staff Survey	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
Selection testing for key roles (psychometric, criminal etc.)	ALEXANDRA VEREKER	Mostly Effective	30 Jun, 2024
Induction program for all staff and contractors	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
On-boarding program for staff and contractors	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
Enterprise Agreements and Conditions of Employment	ALEXANDRA VEREKER	Mostly Effective	31 Jul, 2025
Staff Code of Conduct	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
HR Policy Framework	ALEXANDRA VEREKER	Mostly Effective	30 Jun, 2023
Elected Member Policy Framework	CHRISTOPHER KELLY	Partially Effective	22 Feb, 2023
Elected Member Induction Program	GEMMA PERKINS	Partially Effective	30 Jun, 2025
Election policy and procedures	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2025
Local Government Act and Associated Regulations	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Business case and ongoing review for outsourcing arrangements	CHRISTOPHER KELLY	Completed	100	30 Jun, 2022
Define target culture and implement broader cultural improvement program	ALEXANDRA VEREKER	Completed	100	30 Jun, 2022
Develop an attraction strategy and review selection process	ALEXANDRA VEREKER	In Progress	75	30 Jun, 2023
Employee performance monitoring and management	ALEXANDRA VEREKER	Completed	100	30 Dec, 2021
Modernise and streamline Enterprise Agreement	ALEXANDRA VEREKER	Completed	100	30 Aug, 2022
Reconciliation Action Plan	ANGELA O'DONNELL	Completed	100	30 Jun, 2022
Review L&D Framework for targeted learning and development programs	ALEXANDRA VEREKER	Completed	100	30 Jun, 2021
Update HR Policy Framework	ALEXANDRA VEREKER	In Progress	60	30 Jun, 2023
Workforce Planning and undertake a current and future needs analysis including succession planning	ALEXANDRA VEREKER	In Progress	50	30 Jun, 2023



**SR - 4 Effectively design & implement fit for purpose contemporary governance practices**

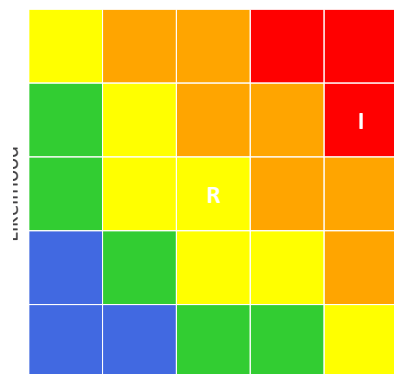
Risk Category: Legislative Compliance

Responsible person: CHRISTOPHER KELLY

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

## Individual Heatmap



Consequence

**I** Inherent Risk Assessment  
**R** Residual Risk Assessment

## Effectiveness of control

**I** N/A  
**R** Partially Effective

## Risk Appetite



OUT OF APPETITE

## Causes

- Compliance - Failure to comply with relevant legislation (including accounting standards)
- Compliance - Failure to develop, manage and maintain policy, procedure and document frameworks
- Compliance - Failure to identify deficiencies within current processes
- Governance - Failure to develop and maintain robust BCP planning processes
- Governance - Failure to develop, manage and maintain Elected Member training and awareness
- Governance - Failure to ensure organisational culture change and development programs are in place
- Governance - Failure to prepare and maintain emergency management plans
- Training - Failure to undertake appropriate staff training

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Local Government Act and Associated Regulations	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023
Enterprise Leadership Program	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
Corporate Performance Strategy	SAMANTHA RATLEY	Partially Effective	30 Jun, 2023
Darwin 2030 – City for People, City of Colour Strategic Plan	CHRISTOPHER KELLY	Partially Effective	30 Dec, 2022
Protocols for Elected Members interaction with staff	GEMMA PERKINS	Partially Effective	30 Jun, 2025
On-boarding program for Elected Members	GEMMA PERKINS	Partially Effective	30 Jun, 2025
Municipal and Business Planning	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023
Risk Management Framework	CHRISTOPHER KELLY	Partially Effective	13 Apr, 2023
Planning and Performance Management Framework	ALEXANDRA VEREKER	Partially Effective	31 Dec, 2022
Policy Management Framework	CHRISTOPHER KELLY	Partially Effective	22 Feb, 2023
Delegations Framework	CHRISTOPHER KELLY	Mostly Effective	31 Dec, 2022
Council Statutory Committee structures	GEMMA PERKINS	Partially Effective	30 Sep, 2025

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
City of Darwin Governance Framework	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Continue to develop Council's Corporate Performance Framework	CHRISTOPHER KELLY	Completed	100	25 Feb, 2022
Develop a culture of risk management and train staff	BROOKE PRINCE	In Progress	20	30 Jun, 2023
Develop the Strategic and Operational Risk Profiles in response to a new Strategic Plan	BROOKE PRINCE	In Progress	25	30 Jun, 2023
Embed the RACI decision making principles framework	CHRISTOPHER KELLY	Completed	100	24 Feb, 2022
Finalise a new Governance Framework and build organisational capability through education and awareness	CHRISTOPHER KELLY	In Progress	15	30 Jun, 2023
Finalise a renewed delegations framework	CHRISTOPHER KELLY	In Progress	75	31 Dec, 2022

**SR - 5 Prepare for, respond to, and recover from internal/external critical events**

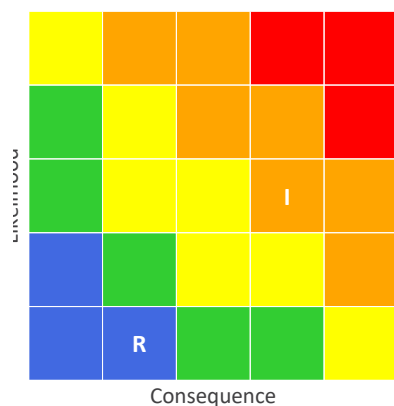
Risk Category: Operations/Service Delivery

Responsible person: CHRISTOPHER KELLY

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

## Individual Heatmap



**I** Inherent Risk Assessment  
**R** Residual Risk Assessment

## Effectiveness of control

**I** N/A  
**R** Mostly Effective

## Risk Appetite



## Causes

- Assets - Failure to develop, implement and maintain a corporate asset register
- Assets - Failure to develop, manage and maintain an effective asset management policy and inspection program
- Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
- Environment - Failure to consider effects of climate
- Governance - Failure to develop and maintain robust BCP planning processes
- Governance - Failure to prepare and maintain emergency management plans
- IT - Failure to develop, maintain and test data backup, comprehensive business and IT specific disaster recovery plans
- IT - Failure to keep up with digital innovation and ICT best practice

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Managed Insurance Portfolio	CHRISTOPHER KELLY	Mostly Effective	29 Jun, 2023
Crisis Management Communication Plan	LOUISE TAGELL	Partially Effective	30 Jun, 2023
After Action Reviews and Lessons Learned analysis	JAMES RYAN	Partially Effective	30 Jun, 2023
All Hazards Emergency Plan	JAMES RYAN	Mostly Effective	30 Jun, 2023
Communications and Media Policy 0031.100.E.R	LOUISE TAGELL	Partially Effective	30 Mar, 2025
Declaration of Climate Emergency and planning	NICHOLAS FEWSTER	Partially Effective	31 Dec, 2022
Knowledge of NTG Disaster Recovery and the role of City of Darwin	JAMES RYAN	Partially Effective	30 Jun, 2023
City of Darwin Cyclone Management Plan	JAMES RYAN	Mostly Effective	31 Oct, 2022
Guardian Software System for emergency management, communications and information	JAMES RYAN	Mostly Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Conduct a complete review of all existing emergency management and business continuity plans and update their dependent references	CHRISTOPHER KELLY	In Progress	80	30 Jun, 2023

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Conduct regular emergency management and business continuity scenario training and testing	CHRISTOPHER KELLY	Completed	100	30 Jun, 2022
Develop a framework to continuously improve Council's Emergency management Framework through lessons learned analysis	CHRISTOPHER KELLY	Completed	100	30 Dec, 2021
Develop improved Emergency management Frameworks covering identified events	CHRISTOPHER KELLY	Completed	100	30 Dec, 2021
Develop longer term Climate Emergency Response Strategy	NICHOLAS FEWSTER	Completed	100	30 Dec, 2021

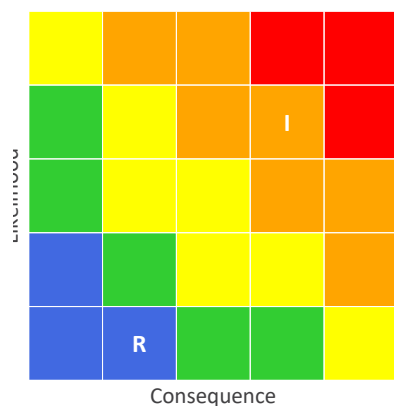
**SR - 6 Support the safety & wellbeing of staff and the community**

Risk Category: Work Health &amp; Safety

Responsible person: CHRISTOPHER KELLY

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

**Individual Heatmap****I** Inherent Risk Assessment**R** Residual Risk Assessment**Effectiveness of control****I** N/A**R** Mostly Effective**Risk Appetite****Causes**

- Assets - Failure to develop, manage and maintain an effective asset management policy and inspection program
- Compliance - Failure to comply with relevant legislation (including accounting standards)
- Compliance - Failure to develop, manage and maintain policy, procedure and document frameworks
- Compliance - Failure to identify deficiencies within current processes
- Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
- Environment - Failure to consider effects of climate
- Governance - Failure to ensure organisational culture change and development programs are in place
- Governance - Failure to prepare and maintain emergency management plans
- HR - Failure to identify and plan to have the right people in the right jobs at the right time
- IT - Failure to develop, maintain and test data backup, comprehensive business and IT specific disaster recovery plans
- Strategic - Failure to develop, manage and maintain organisational performance linked to KPIs
- Training - Failure to undertake appropriate staff training
- WHS - Failure to develop, manage and maintain WHS awareness, culture, policy and procedures across the organisation

**Existing Risk Controls**

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Managed Insurance Portfolio	CHRISTOPHER KELLY	Mostly Effective	29 Jun, 2023
Employee Assistance Program (EAP)	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2025
Access & Inclusion Plan	ANGELA O'DONNELL	Partially Effective	30 Dec, 2022
Youth Action Plan	ANGELA O'DONNELL	Partially Effective	30 Jun, 2023
Workplace Health and Safety Management Framework, Management System & Culture	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
WHS within the Terms of Reference for RMAC	ALEXANDRA VEREKER	Partially Effective	28 Sep, 2025
WHS training and development	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023

## Existing Risk Controls

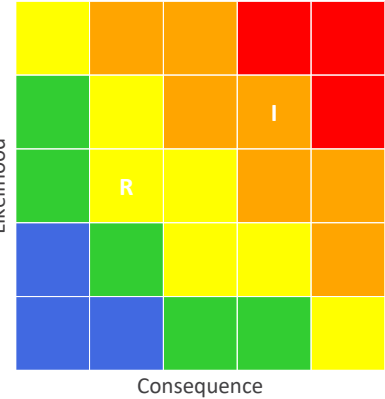
Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Public Places Rangers	MEGUERDITCH MIKAELIAN	Partially Effective	30 Jun, 2023
Incident reporting, WHS KPIs and Reporting	ALEXANDRA VEREKER	Partially Effective	30 Jun, 2023
Darwin Safer City Program and Safer Darwin Safer City Strategy	ANGELA O'DONNELL	Partially Effective	30 Jun, 2023
Darwin Click and Fix App	MICHAEL DE LUCA	Partially Effective	30 Jun, 2024
Crisis Management Communication Plan	LOUISE TAGELL	Partially Effective	30 Jun, 2023
Community Wellbeing Plan	ANGELA O'DONNELL	Partially Effective	30 Jun, 2023
Communication and marketing to the public on a number of key issues such as work program, major project locations	LOUISE TAGELL	Partially Effective	30 Jun, 2023
CCTV systems across the municipality	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Library Strategy	LYNETTE LOONE	Completed	100	30 Dec, 2021
Revise WHS policy and procedure documents	ALEXANDRA VEREKER	In Progress	75	30 Jun, 2023
Social Infrastructure Plan	ANGELA O'DONNELL	Deferred	10	30 Jun, 2023
WHS Contractor Management	ALEXANDRA VEREKER	In Progress	75	30 Jun, 2023
WHS Induction, site induction and site risk assessments	ALEXANDRA VEREKER	In Progress	75	30 Jun, 2023

SR - 7 Operate in compliance with regulatory environment			
Risk Category: Legislative Compliance		Responsible person: CHRISTOPHER KELLY	
Last Reviewed Date: 04 Oct, 2022			Next Review Date: 30 Jun, 2023

Individual Heatmap



I Inherent Risk Assessment  
R Residual Risk Assessment

Effectiveness of control	
I	N/A
R	Partially Effective

Risk Appetite



Causes

- Assets - Failure to develop, implement and maintain a corporate asset register
- Assets - Failure to develop, manage and maintain an effective asset management policy and inspection program
- Compliance - Failure to comply with relevant legislation (including accounting standards)
- Compliance - Failure to develop, manage and maintain policy, procedure and document frameworks
- Compliance - Failure to identify deficiencies within current processes
- Governance - Failure to develop, manage and maintain Elected Member training and awareness
- HR - Failure to identify and plan to have the right people in the right jobs at the right time
- IT - Failure to keep up with digital innovation and ICT best practice
- Strategic - Failure to develop, manage and maintain organisational performance linked to KPIs
- WHS - Failure to develop, manage and maintain WHS awareness, culture, policy and procedures across the organisation

Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Audited Annual Financial Statements	IRENE FRAZIS	Mostly Effective	15 Nov, 2022
Policy Management Framework	CHRISTOPHER KELLY	Partially Effective	22 Feb, 2023
Delegations Framework	CHRISTOPHER KELLY	Mostly Effective	31 Dec, 2022
City of Darwin Governance Framework	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023
Risk Management and Audit Committee	CHRISTOPHER KELLY	Partially Effective	28 Sep, 2025
Project Management	NICHOLAS KLEINE	Partially Effective	30 Jun, 2023
Legislative compliance checklist	CHRISTOPHER KELLY	Mostly Effective	30 Jun, 2023
Annual Internal Audit Plan	CHRISTOPHER KELLY	Mostly Effective	30 Jun, 2023
Fraud and Corruption Framework	CHRISTOPHER KELLY	Partially Effective	25 Aug, 2024
Inclusion and Access Advisory Committee for Disability Compliance	ANGELA O'DONNELL	Partially Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Data security protocols	MICHAEL DE LUCA	In Progress	50	30 Jun, 2023
DLG compliance audit recommendations and implementation, ICAC readiness	CHRISTOPHER KELLY	Completed	100	30 Jun, 2022
Identify and implement enhanced compliance at Shoal Bay Waste Management Facility	NICHOLAS FEWSTER	In Progress	20	30 Jun, 2023
IT Governance	CHRISTOPHER KELLY	Not Started	0	30 Jun, 2023
Review and finalise Fraud and Corruption Framework	CHRISTOPHER KELLY	Completed	100	25 Aug, 2022
Strategic Internal Audit Plan	CHRISTOPHER KELLY	Completed	100	30 Jun, 2023



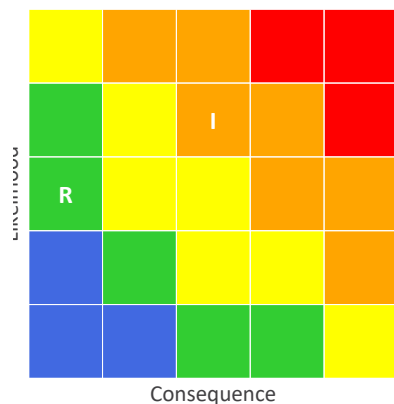
**SR - 8 Be innovative with everything it does**

**Risk Category:** Information Technology & Communications

**Responsible person:** ALICE PERCY

**Last Reviewed Date:** 04 Oct, 2022

**Next Review Date:** 30 Jun, 2023

**Individual Heatmap**

**I** Inherent Risk Assessment  
**R** Residual Risk Assessment

**Effectiveness of control**

<b>I</b>	N/A
<b>R</b>	Mostly Effective

**Risk Appetite****Causes**

- Assets - Failure to undertake long term capital works planning
- Compliance - Failure to develop, manage and maintain policy, procedure and document frameworks
- Compliance - Failure to identify deficiencies within current processes
- Engagement - Failure to consult and actively engage with stakeholders
- Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
- Environment - Failure to consider effects of climate
- Governance - Failure to ensure organisational culture change and development programs are in place
- HR - Failure to identify and plan to have the right people in the right jobs at the right time
- IT - Failure to keep up with digital innovation and ICT best practice
- Strategic - Failure to develop and maintain Municipal and business plans which capture all key activities of Council
- Strategic - Failure to develop, manage and maintain organisational performance linked to KPIs

**Existing Risk Controls**

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Municipal and Business Planning	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023
Greening Darwin Strategy	NICHOLAS FEWSTER	Partially Effective	31 Dec, 2022
Movement Strategy	EMMA STRUYS	Partially Effective	31 Dec, 2022
Darwin 2030 – City for People, City of Colour Strategic Plan	CHRISTOPHER KELLY	Partially Effective	30 Dec, 2022
Switching on Darwin Project implementation	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023
Smart Darwin Strategy	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023
Innovation portfolio in operating structure	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023
Innovation Learning and Development such as GovHack and internal programs	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023
Environmental policy and guidelines	NICHOLAS FEWSTER	Partially Effective	30 Jun, 2023
Climate Change Action Plan	NICHOLAS FEWSTER	Partially Effective	31 Dec, 2022

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
City of Darwin IT Roadmap	CHRISTOPHER KELLY	Partially Effective	31 Dec, 2022
City of Darwin Digital Strategy	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Business incubation	EMMA STRUYS	In Progress	10	30 Jun, 2030
Develop Climate Emergency Response Strategy	NICHOLAS FEWSTER	Completed	100	30 Dec, 2021
Develop Greening Darwin Strategy	NICHOLAS FEWSTER	Completed	100	30 Dec, 2021
Develop Mobility Strategy	EMMA STRUYS	Completed	100	30 Jun, 2022
Finalise and promulgate Innovation toolkits across Council	MICHAEL DE LUCA	In Progress	10	30 Jun, 2023
ICT Roadmap	CHRISTOPHER KELLY	In Progress	75	31 Dec, 2022
IT Business improvement processes (internal processes - automation)	MICHAEL DE LUCA	In Progress	25	30 Jun, 2024

**SR - 9 Identify, deliver and maintain the right infrastructure assets**

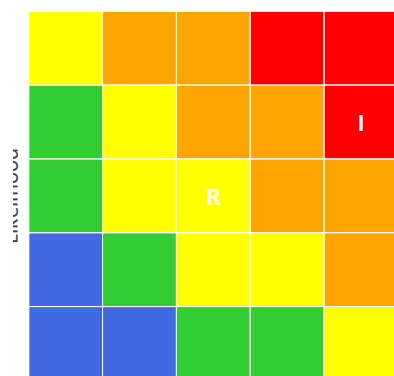
Risk Category: Assets &amp; Infrastructure

Responsible person: CHRISTOPHER KELLY

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

## Individual Heatmap



**I** Inherent Risk Assessment  
**R** Residual Risk Assessment

## Effectiveness of control

<b>I</b>	N/A
<b>R</b>	Partially Effective

## Risk Appetite



## Causes

- Assets - Failure to develop, implement and maintain a corporate asset register
- Assets - Failure to develop, manage and maintain an effective asset management policy and inspection program
- Assets - Failure to undertake long term capital works planning
- Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
- Environment - Failure to consider effects of climate
- IT - Failure to keep up with digital innovation and ICT best practice
- Strategic - Failure to develop and monitor long term financial plans
- Strategic - Failure to develop and review a defined operating model
- Strategic - Failure to develop, manage and maintain organisational performance linked to KPIs

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Asset Management Plans	NICHOLAS KLEINE	Partially Effective	30 Jun, 2023
Smart Darwin Strategy	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023
Long Term Financial Plan	IRENE FRAZIS	Mostly Effective	30 Jun, 2023
Customer Request	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023
Customer Service Strategy	CHRISTOPHER KELLY	Partially Effective	31 Dec, 2022
10 year Capital Works Plan	NICHOLAS KLEINE	Partially Effective	30 Jun, 2023
Collection and analysis of data (CCTV) to inform asset decisions	MICHAEL DE LUCA	Partially Effective	30 Jun, 2023
Asset data including condition assessment in Asset Management System	NICHOLAS KLEINE	Partially Effective	30 Jun, 2023

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Finalise condition assessment (above ground and underground)	NICHOLAS KLEINE	In Progress	10	30 Jun, 2026
Finalise long term infrastructure plan	NICHOLAS KLEINE	Completed	100	30 Dec, 2021
Implement Assetic System	NICHOLAS KLEINE	In Progress	50	30 Jun, 2026

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Priority Infrastructure Plan (within Strategic Plan)	NICHOLAS KLEINE	Not Started	0	30 Jun, 2026
Strategic Asset Management Plan	NICHOLAS KLEINE	Not Started	0	30 Jun, 2027

**SR - 10** Maintain long term planning and thinking

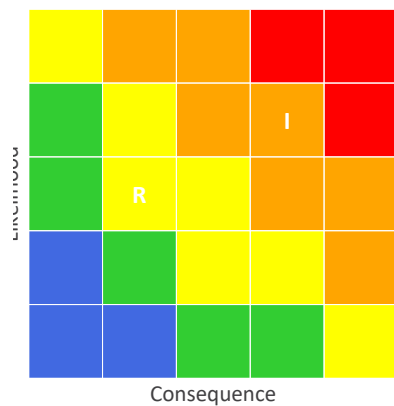
Risk Category: Operations/Service Delivery

Responsible person: SIMONE SAUNDERS

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

## Individual Heatmap



**I** Inherent Risk Assessment  
**R** Residual Risk Assessment

## Effectiveness of control

**I** N/A  
**R** Partially Effective

## Risk Appetite



WITHIN APPETITE

## Causes

- Assets - Failure to undertake long term capital works planning
- Governance - Failure to develop, manage and maintain Elected Member training and awareness
- IT - Failure to keep up with digital innovation and ICT best practice
- Strategic - Failure to develop and maintain Municipal and business plans which capture all key activities of Council
- Strategic - Failure to develop and monitor long term financial plans
- Strategic - Failure to develop and review a defined operating model
- Strategic - Failure to develop, manage and maintain organisational performance linked to KPIs

## Existing Risk Controls

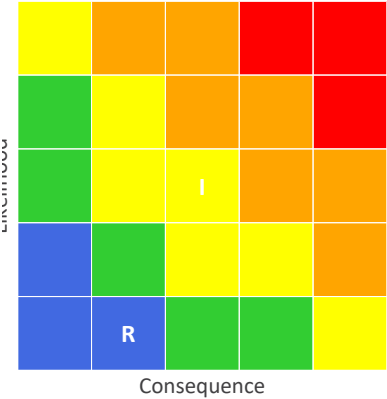
Control Title	Control Owner	Control Owner Rating	Control Next Review Date
On-boarding program for Elected Members	GEMMA PERKINS	Partially Effective	30 Jun, 2025
Ongoing L&D for elected members	GEMMA PERKINS	Partially Effective	30 Jun, 2023
Long term strategic plans (strategy, assets)	NICHOLAS KLEINE	Partially Effective	30 Jun, 2026

## Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Long Term Financial Plan - Refresh in Progress	IRENE FRAZIS	Completed	100	30 Dec, 2021

SR - 11 Design, implement & evolve the way that it delivers value to its internal & external customers			
Risk Category: Reputation & Brand		Responsible person: CHRISTOPHER KELLY	Next Review Date: 30 Jun, 2023
		Last Reviewed Date: 04 Oct, 2022	

Individual Heatmap



Effectiveness of control	
I	N/A
R	Mostly Effective

Risk Appetite



- Causes**
- Compliance - Failure to develop, manage and maintain policy, procedure and document frameworks
  - Compliance - Failure to identify deficiencies within current processes
  - Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
  - Engagement - Failure to maintain and manage effective external communications strategy
  - Governance - Failure to develop, manage and maintain Elected Member training and awareness
  - IT - Failure to keep up with digital innovation and ICT best practice
  - Strategic - Failure to develop and maintain Municipal and business plans which capture all key activities of Council
  - Strategic - Failure to develop and review a defined operating model
  - Strategic - Failure to develop, manage and maintain organisational performance linked to KPIs

Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Change management discipline	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023
Defined operating model - structure, governance, monitoring, reporting (and periodic review)	CHRISTOPHER KELLY	Partially Effective	30 Jun, 2023

Risk Actions

Risk Action Title	Responsible Officer	Action Status	% Completed	End Date
Document operating model to help visualise for stakeholders how value is delivered	CHRISTOPHER KELLY	In Progress	75	30 Jun, 2025

**SR - 12** Establish itself as a credible government for Darwin

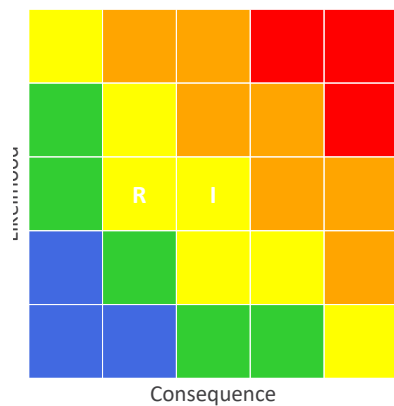
Risk Category: Reputation &amp; Brand

Responsible person: SIMONE SAUNDERS

Last Reviewed Date: 04 Oct, 2022

Next Review Date: 30 Jun, 2023

## Individual Heatmap



I Inherent Risk Assessment  
R Residual Risk Assessment

## Effectiveness of control

I N/A  
R Partially Effective

## Risk Appetite



OUT OF APPETITE

## Causes

- Assets - Failure to undertake long term capital works planning
- Compliance - Failure to comply with relevant legislation (including accounting standards)
- Engagement - Failure to consult and actively engage with stakeholders
- Engagement - Failure to develop, manage and maintain strategic processes without internal consultation and buy-in
- Engagement - Failure to effectively communicate Council's role within the community
- Engagement - Failure to maintain and manage effective external communications strategy
- Strategic - Failure to develop and maintain Municipal and business plans which capture all key activities of Council
- Strategic - Failure to develop and monitor long term financial plans

## Existing Risk Controls

Control Title	Control Owner	Control Owner Rating	Control Next Review Date
Darwin 2030 – City for People, City of Colour Strategic Plan	CHRISTOPHER KELLY	Partially Effective	30 Dec, 2022
Communication and Marketing Strategy including online communications	LOUISE TAGELL	Partially Effective	30 Jun, 2023
Stakeholder Management	LOUISE TAGELL	Partially Effective	30 Jun, 2023



| camms**risk**

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**6.3 MONTHLY FINANCIAL REPORTS - JULY/AUGUST 2022**

**Author:** Executive Manager Finance  
Senior Accountant

**Authoriser:** Acting General Manager Corporate

**Attachments:** 1. Provisional Monthly Financial Report - July 2022 [↓](#)  
2. Provisional Monthly Financial Report - August 2022 [↓](#)

**RECOMMENDATIONS**

Council Officers plan to recommend the following at a subsequent Council meeting:

1. THAT the report entitled Monthly Financial Reports – July/August 2022 be received and noted.

**PURPOSE**

The purpose of this report is to provide the Monthly Financial Reports to the Risk Management and Audit Committee as requested at the meeting held 17 June 2022.

**KEY ISSUES**

- At the Risk Management and Audit Committee meeting held 17 June 2022, Council Officers committed to provide to the RMAC Committee the Monthly Financial Reports, as tabled at Ordinary Council.
- Monthly Financial Reports for the months of July 2022 (Attachment 1) and August 2022 (Attachment 2) are provided.
- Monthly Financial Reports have now been included in the RMAC Report Schedule on an ongoing basis.

<b>DISCUSSION</b>	
The July 2022 and the August 2022 Monthly Financial Reports are provided in Attachments 1 and 2. The Monthly Financial Reports are presented to Council at the 2 <sup>nd</sup> Ordinary Council meeting following the period reports relate to and provide a summary and discussion of the financial position of Council for each period.	
<b>PREVIOUS COUNCIL RESOLUTION</b>	
N/A	
<b>STRATEGIC PLAN ALIGNMENT</b>	6 Governance Framework 6.4 Accountability
<b>BUDGET / FINANCIAL / RESOURCE IMPLICATIONS</b>	<b>Budget/Funding:</b> N/A
<b>LEGISLATION / POLICY CONTROLS OR IMPACTS</b>	<b>Legislation: N/</b> N/A <b>Policy:</b> N/A
<b>CONSULTATION, ENGAGEMENT &amp; COMMUNICATION</b>	<b>Engagement Level:</b> Inform <b>Tactics:</b> Monthly Financial Reports are provided to Council at the 2 <sup>nd</sup> Ordinary Council meeting for the proceeding period. Monthly Financial Reports are in the Open Agenda for public disclosure.
<b>DECLARATION OF INTEREST</b>	The report author does not have a conflict of interest in relation to this matter.  The report authoriser does not have a conflict of interest in relation to this matter.  If a conflict of interest exists, staff will not act in the matter, except as authorised by the CEO or Council (as the case requires).

**15.3 PROVISIONAL MONTHLY FINANCIAL REPORT - JULY 2022**

**Author:** Senior Accountant  
Executive Manager Finance

**Authoriser:** Chief Executive Officer

**Attachments:** 1. Provisional Monthly Financial Report - July 2022

**RECOMMENDATIONS**

THAT the report entitled Provisional Monthly Financial Report – July 2022 be received and noted.

**PURPOSE**

The purpose of this report is to provide a summary of the financial position of Council for the period ended 31 July 2022.

Further, this report and the contents are required to be presented to Council in compliance with the Local Government (General) Regulations 2021.

**KEY ISSUES**

The financial report is an abridged report, as the 2021/22 Annual Financial Statements are being prepared. Adjustments that impact the Balance Sheet and Reserves Statement are still being processed and subject to audit.

The Monthly Financial Report includes:

- Interim Income Statement, which compares actual income and expenditure against budget.
- Interim Fund Flow Statement, which outlines the effect on General Funds. It groups items into operating, investing and financing and has a very close relationship to cash flows and presented in the same format.
- Investments, which provides details of Treasury activities, Investments as at the 31st of July
- Rates and Receivables Report which provides a summary of outstanding Rates and Debtors.

**DISCUSSION****July 2022 – Year to Date Result**

The operating result for July 2022 is a **deficit of (\$0.001M). Budget (\$1.723M).**

After including capital income, the **Net Deficit is (\$0.049M)** against the budgeted **deficit of (\$1.723M)**. This has resulted in a favourable **\$1.77M** variance overall (as shown in the income statement).

	<b>Actual \$'000</b>	<b>Budget \$'000</b>	<b>Variance \$'000</b>
<b>Net Operating Surplus/ (Deficit)</b>	<b>(1)</b>	<b>(1,723)</b>	<b>1,722 Favourable</b>

**Commentary**

The 30 June 2022 draft Annual Financial Statements have been provided to our external auditors and are currently being audited and therefore are not considered final. Further audit adjustments will be considered and processed as required, consequently this report is being presented as an abridged monthly financial report.

The Net Operating Position has a favourable variance to the budget of \$1.72M. The variance results from lower than budgeted income and expense for the month of July.

Please find below additional commentary for the material variances:

**Income**

Total Operating Income is tracking below budget by \$452K

**Rates Revenue**

Rates income has an annual budget of \$80M. The 1<sup>st</sup> rates instalment is due on the 30 September.

**User Fees & Charges**

The unfavourable variance is \$491K. This is mainly due to Waste Fees & Charges being under budget and is offset by a decrease in expenditure

**Operating Grants and Subsidies**

Operating grants is below target mainly due to the timing of the Fun Bus grant.

**Other Income**

Includes lease income, reimbursements (e.g. insurance recovery, fuel tax credits), sale of small plant proceeds and other miscellaneous income. This category has a positive variance due to timing of lease income.

**Capital Grants & Contributions**

Capital grants are over YTD budget by \$50K with receipt of Tourism Top End Grant.

**Expenditure**

Total Expenses are below budget by \$2.17M, mainly due to Materials & Services \$2.22M being below budget.

**Employee Expenses**

Employee costs report a negative variance of \$71K.

**Materials, Contracts & Other Expenses**

Materials, Contracts and Other expenses has an amended annual budget of \$57.6M and this line incorporates various expenditure types. Combined, this budget line is under budget with a variance of \$2.22M. This is mainly a timing variance for the 1<sup>st</sup> month of the year.

**JUNE 2022 – Audited General Purpose Financial Statements**

The 30 June 2022 Financial Statements have been prepared and are being audited, any audit year-end adjustments are still being considered and processed as required.

**Treasury Comment**

The RBA met on the 2nd of August and increased the cash rate target by 50 basis points. Global inflation is high and there are ongoing uncertainties to supply chains. Inflation in Australia is the highest it has been since the early 1990s. The RBA stressed that there is a need to closely monitor both the national and global economic conditions and balance the evolving risks prior to determining any interest rate increases. Any increases by the RBA will increase City of Darwin's interest (borrowing) expenses and increase interest income.

City of Darwin has achieved 1.47% on weighted average interest rate on its July investment portfolio of \$100.35M. There have been no investment policy breaches in this month.

**Accounts Receivable (Debtors)**

This section considers the receipt timing of Rates collection and any general Debtors outstanding. The performance on Rates recovery is compared to the prior year. The report also includes information on, aged debtors including general debtors, infringements, and Rates arrears.

**Accounts Payable (Creditors)**

The Accounts Payable owing at the 31st July 2022 was \$3.5M. City of Darwin recognises the liability of invoices once approved. The Aged Trial Balance of Accounts Payable invoices was \$18K being over 90 days, \$5K being between 61 & 90 days, \$411K between 31 & 60 days, with all other trade payables being aged less than 30 days or approved after 31<sup>st</sup> of July.

	<i>Ageing 1-30 Days</i>	<i>Ageing 31–60 Days</i>	<i>Ageing 61-90 Days</i>	<i>Ageing 90+ Days</i>	Total
Accounts Payable	3,107,724	410,586	5,090	17,935	3,541,334

**Other notes to the financial reports**

The Council has met its payment and reporting obligations for GST, Fringe Benefits Tax, PAYG withholding tax, superannuation, and insurance for the month of July 2022.

Our internal accounting conventions for monthly reporting currently recognise the Council Rates that attributable to that month and for and then progressively throughout the year.

Please note that these reports are unaudited management financial reports. Information contained in the reports were current as at the date of the reports and may not reflect any event or circumstances which occurred after the date the reports were completed.

<p><b><u>Procurement Reporting</u></b></p> <p>Under the Local Government (General) Regulations, Council is required to disclose at the next Council meeting and on the City of Darwin website:</p> <ul style="list-style-type: none"> <li>contract variations: <ul style="list-style-type: none"> <li>where a tender was not required, however the total cost exceeds \$100,000, or</li> <li>where a contract requiring a tender is varied by 10%.</li> </ul> </li> <li>exempt procurement greater than \$100,000</li> </ul> <p><b>Contract Variations</b></p> <p>There were no reportable contract variations for July 2022.</p> <p><b>Exempt Procurement</b></p> <p>There was no reportable exempt procurement for July 2022.</p>	
<p><b>PREVIOUS COUNCIL RESOLUTION</b></p> <p>N/A</p>	
<b>STRATEGIC PLAN ALIGNMENT</b>	<p>6 Governance Framework</p> <p>6.3 Decision Making and Management</p>
<b>BUDGET / FINANCIAL / RESOURCE IMPLICATIONS</b>	N/A
<b>LEGISLATION / POLICY CONTROLS OR IMPACTS</b>	<p>Part 2 Division 7 the <i>Local Government (General) Regulations 2021</i> require that a monthly financial report is presented to Council each month setting out:</p> <p>(a) the actual income and expenditure of the council for the period from the commencement of the financial year up to the end of the previous month; and</p> <p>(b) the most recently adopted annual budget; and</p> <p>(c) details of any material variances between the most recent actual income and expenditure of the council and the most recently adopted annual budget.</p> <p>This report remains in compliance with the requirements of the <i>Local Government Act 2008 and Regulations</i> and is being transitioned to the new requirements of the <i>Local Government Act 2019</i>. The new required format is mandatory on and from the month following the first budget review in the 2022-23 year.</p>
<b>CONSULTATION, ENGAGEMENT &amp; COMMUNICATION</b>	N/A

<b>DECLARATION OF INTEREST</b>	<p>The report authors do not have a conflict of interest in relation to this matter.</p> <p>The report authoriser does not have a conflict of interest in relation to this matter.</p> <p>If a conflict of interest exists, staff will not act in the matter, except as authorised by the CEO or Council (as the case requires).</p>
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Income Statement For the Period Ended 31 July 2022	2022/23				
	2023 YTD Actual		2023 YTD Budget		FY Original Budget
	\$'000		\$'000		\$'000
<b>Operating Income</b>					
Rates	6,691	72%	6,685	69%	80,215
Charges	208	2%	198	2%	2,282
Fees and Charges	1,824	20%	2,315	24%	24,521
Operating Grants and Subsidies	125	1%	213	2%	5,760
Interest / Investment Income	143	2%	136	1%	1,633
Other Income	250	3%	147	2%	1,763
<b>Total Income</b>	<b>9,241</b>		<b>9,693</b>	<b>(452)</b>	<b>116,174</b>
<b>Operating Expenses</b>					
Employee Expenses	3,299	36%	3,228	28%	38,893
Materials and Contracts	3,055	33%	5,278	46%	57,603
Elected Member Allowances	50	1%	61	1%	733
Elected Member Expenses	0	0%	5	0%	64
Depreciation, Amortisation & Impairment	2,831	31%	2,831	25%	33,971
Interest Expenses	6	0%	13	0%	2,354
<b>Total Expenses</b>	<b>9,242</b>		<b>11,416</b>	<b>2,174</b>	<b>133,618</b>
<b>Budgeted Operating Surplus/ (Deficit)</b>	<b>(1)</b>		<b>(1,723)</b>	<b>1,722</b>	<b>(17,444)</b>
Capital Grants Income	50		0	50	9,360
<b>Net Surplus/(Deficit)</b>	<b>49</b>		<b>(1,723)</b>	<b>1,772</b>	<b>(8,084)</b>



Statement of Fund Flows For the Period Ended 31 July 2022	2022/23		
	July 2022 Actual \$'000	FY Revised Budget \$'000	FY Original Budget \$'000
<b><u>Funds From Operating Activities</u></b>			
Net Operating Result From Above	49	(8,084)	(8,084)
Add back depreciation (not cash)	2,831	33,971	33,971
Add back Other Non Cash Items	0	708	708
<b>Net Funds Provided (or used in) Operating Activities</b>	<b>2,880</b>	<b>26,595</b>	<b>26,595</b>
<b><u>Funds From Investing activities</u></b>			
Sale of Infrastructure, Property, Plant & Equipment	0	736	736
Purchase of Infrastructure, Property, Plant & Equipment	(421)	(60,499)	(60,499)
<b>Net Funds Provided (or used in) Investing Activities</b>	<b>(421)</b>	<b>(59,763)</b>	<b>(59,763)</b>
<b><u>Funds From Financing Activities</u></b>			
Proceeds from borrowings & advances	0	35,500	35,500
Repayment of borrowings & advances	(433)	(5,248)	(5,248)
<b>Net Funds Provided (or used in) Financing Activities</b>	<b>(433)</b>	<b>30,252</b>	<b>30,252</b>
<b>Net Increase (-Decrease) in Funds Before Transfers</b>	<b>2,026</b>	<b>(2,916)</b>	<b>(2,916)</b>
Transfers from (-to) Reserves	119	2,916	2,916
<b>Net Increase (-Decrease) in Funds After Transfers</b>	<b>2,144</b>	<b>0</b>	<b>0</b>

**INVESTMENTS REPORT TO COUNCIL**  
**AS AT**  
**31 July 2022**

**Investment Distribution by Term to Maturity**

**Term to Maturity Policy Limits**

There have been no breaches in Term to Maturity Policy limits for the month of July 2022

Term to Maturity Category	% of Total Portfolio	Term to Maturity (Policy Max.)	Term to Maturity (Policy Min.)
<b>Less than 1 Year</b>			
Term Deposits	82%		
Business Online Saver Accounts	4%		
Floating Rate Notes	0%		
Bonds	2%		
<b>Less than 1 Year Total</b>	<b>88%</b>	<b>100%</b>	<b>30%</b>
<b>Greater than 1 Year less than 3 Years</b>			
Term Deposits	7%		
Business Online Saver Accounts	0%		
Floating Rate Notes	3%		
Bonds	2%		
<b>Greater than 1 Year less than 3 Years Total</b>	<b>12%</b>	<b>70%</b>	<b>0%</b>
<b>Greater than 3 Years</b>			
Term Deposits	0%		
Business Online Saver Accounts	0%		
Floating Rate Notes	0%		
Bonds	0%		
<b>Greater than 3 Years Total</b>	<b>0%</b>	<b>30%</b>	<b>0%</b>
<b>Greater than 5 Years</b>			
Term Deposits	0%		
Business Online Saver Accounts	0%		
Floating Rate Notes	0%		
<b>Greater than 5 Years Total</b>	<b>0%</b>	<b>10%</b>	<b>0%</b>
<b>Total</b>	<b>100%</b>		

**Investment Distribution by Portfolio Credit Rating**

**Portfolio Distribution Credit Rating Limits**

There have been no breaches in Portfolio Credit Rating Limits for the month of July 2022

Credit Rating - Maximum Individual Limit		ADI	Counterparty	% of Total Portfolio	Individual Counterparty Limits of Total Investments
AA-		Commonwealth Bank of Australia Ltd	Commonwealth Bank of Australia Ltd	26%	50%
		National Australia Bank Ltd	National Australia Bank Ltd	25%	50%
		Westpac Banking Corporation Ltd	BankSA	5%	50%
		Westpac Banking Corporation Ltd	Westpac Banking Corporation Ltd	13%	50%
		Northern Territory Treasury Corporation	Northern Territory Treasury Corporation	4%	50%
A+		Macquarie Bank	Macquarie Bank	1%	30%
		Suncorp Metway Limited	Suncorp Bank	4%	30%
BBB+		Bank of Queensland Ltd	Bank of Queensland Ltd	9%	10%
		Bendigo & Adelaide Bank Ltd	Bendigo & Adelaide Bank Ltd	9%	10%
BBB		AMP Bank Ltd	AMP Bank Ltd	4%	10%
<b>Grand Total</b>				<b>100%</b>	

Credit Rating - Maximum Portfolio Limit		% of Total	Policy Limit
AAA to AA-		72%	100%
A+ to A-		5%	45%
BBB+ to BBB		23%	30%
BBB-		0%	0%
<b>Total</b>		<b>100%</b>	

**INVESTMENT REPORT TO COUNCIL  
AS AT  
31 July 2022**

Institution Category	Counterparty	Maturity Date	Interest Rate	Credit Rating (LT)	Credit Rating (ST)	Inv Type	FRN ONLY (Maturity Date -last pmt)	Principal \$	% Portfolio
IAJOR BANK	BankSA	23 August 2022	0.37%	AA-	A1+	TD		\$3,003,423	3.1
		30 August 2022	0.37%	AA-	A1+	TD		\$1,503,826	1.5
	<b>BankSA Total</b>							<b>\$4,507,249</b>	<b>4.7</b>
	Commonwealth Bank of Australia Ltd	23 August 2022	0.43%	AA-	A1+	TD		\$1,503,717	1.5
		25 October 2022	0.54%	AA-	A1+	TD		\$1,504,373	1.5
		9 August 2022	0.50%	AA-	A1+	TD		\$1,504,833	1.5
		14 February 2023	0.80%	AA-	A1+	TD		\$1,502,934	1.5
		14 February 2023	1.90%	AA-	A1+	TD		\$1,500,000	1.5
		21 March 2023	2.03%	AA-	A1+	TD		\$2,000,000	2.0
		2 May 2023	2.14%	AA-	A1+	TD		\$1,500,000	1.5
		2 May 2023	2.50%	AA-	A1+	TD		\$1,500,000	1.5
		28 March 2023	2.38%	AA-	A1+	TD		\$1,500,000	1.5
		8 November 2022	1.93%	AA-	A1+	TD		\$1,000,000	1.0
		13 December 2022	2.11%	AA-	A1+	TD		\$1,000,000	1.0
		23 May 2023	2.79%	AA-	A1+	TD		\$1,000,000	1.0
		13 June 2023	4.09%	AA-	A1+	TD		\$3,000,000	3.1
		8 August 2022	0.45%	AA-	A1+	BOS		\$3,981,205	4.1
		11 October 2022	3.11%	AA-	A1+	FRN	11 January 2024	\$1,000,000	1.0
	<b>Commonwealth Bank of Australia Ltd Total</b>							<b>\$24,997,062</b>	<b>26.0</b>
	National Australia Bank Ltd	30 August 2022	0.37%	AA-	A1+	TD		\$1,009,352	1.0
		30 August 2022	1.85%	AA-	A1+	TD		\$1,500,000	1.5
		4 October 2022	0.39%	AA-	A1+	TD		\$3,013,233	3.1
		4 October 2022	2.23%	AA-	A1+	TD		\$1,518,789	1.5
		25 October 2022	0.39%	AA-	A1+	TD		\$1,538,375	1.6
		13 September 2022	0.58%	AA-	A1+	TD		\$1,540,647	1.6
		9 August 2022	0.46%	AA-	A1+	TD		\$1,507,048	1.5
		9 August 2022	1.25%	AA-	A1+	TD		\$3,053,791	3.1
		29 November 2022	0.63%	AA-	A1+	TD		\$1,500,000	1.5
		29 November 2022	2.14%	AA-	A1+	TD		\$3,066,871	2.9
		24 January 2023	1.05%	AA-	A1+	TD		\$1,504,695	1.5
		2 May 2023	2.02%	AA-	A1+	TD		\$1,518,333	1.5
		28 March 2023	1.91%	AA-	A1+	TD		\$1,504,652	1.5
	<b>National Australia Bank Ltd Total</b>							<b>\$23,775,785</b>	<b>24.5</b>
	Westpac Banking Corporation Ltd	25 October 2022	3.35%	AA-	A1+	FRN	24 April 2024	\$1,000,000	1.0
		6 December 2022	0.57%	AA-	A1+	TD		\$2,000,000	2.0
		5 December 2023	1.22%	AA-	A1+	TD		\$2,000,000	2.0
		3 December 2024	1.62%	AA-	A1+	TD		\$2,000,000	2.0
		24 January 2023	0.78%	AA-	A1+	TD		\$1,500,000	1.5
		23 January 2024	1.40%	AA-	A1+	TD		\$1,500,000	1.5
		21 February 2023	0.98%	AA-	A1+	TD		\$2,000,000	2.0
	<b>Westpac Banking Corporation Ltd Total</b>							<b>\$12,000,000</b>	<b>12.5</b>
	Northern Territory Treasury Corporation (NTTC)	15 December 2022	0.50%	AA-	A1+	BOND		\$2,000,000	2.0
		15 December 2024	1.30%	AA-	A1+	BOND		\$2,000,000	2.0
	<b>Northern Territory Treasury Corporation (NTTC) Total</b>							<b>\$4,000,000</b>	<b>4.1</b>
<b>IAJOR BANK Total</b>								<b>\$69,280,096</b>	<b>72.0</b>
OTHER	AMP Bank Ltd	1 November 2022	1.00%	BBB	A2	TD		\$1,505,984	1.5
		3 October 2023	2.30%	BBB	A2	TD		\$1,000,000	1.0
		25 July 2023	4.45%	BBB	A2	TD		\$1,000,000	1.0
	<b>AMP Bank Ltd Total</b>							<b>\$3,505,984</b>	<b>3.6</b>
	Bank of Queensland Ltd	23 August 2022	0.39%	BBB+	A2	TD		\$1,506,133	1.5
		13 September 2022	0.54%	BBB+	A2	TD		\$1,528,383	1.5
		1 November 2022	0.57%	BBB+	A2	TD		\$1,533,695	1.6
		29 November 2022	0.62%	BBB+	A2	TD		\$1,506,393	1.5
		8 November 2022	2.67%	BBB+	A2	TD		\$3,000,000	3.1
	<b>Bank of Queensland Ltd Total</b>							<b>\$9,074,605</b>	<b>9.4</b>
	Bendigo & Adelaide Bank Ltd	14 February 2023	0.85%	BBB+	A2	TD		\$1,503,826	1.5
		21 February 2023	0.85%	BBB+	A2	TD		\$1,504,027	1.5
		21 February 2023	1.25%	BBB+	A2	TD		\$1,504,430	1.5
		21 March 2023	1.25%	BBB+	A2	TD		\$1,542,296	1.6
		8 November 2022	2.55%	BBB+	A2	TD		\$3,000,000	3.1
	<b>Bendigo &amp; Adelaide Bank Ltd Total</b>							<b>\$9,054,580</b>	<b>9.4</b>
	Macquarie Bank	12 August 2022	1.82%	A+	A1	FRN	12 February 2025	\$1,000,000	1.0
	<b>Macquarie Bank Total</b>							<b>\$1,000,000</b>	<b>1.0</b>
	Suncorp Bank	22 November 2022	1.02%	A+	A1	TD		\$1,000,000	1.0
		28 February 2023	2.80%	A+	A1	TD		\$1,503,406	1.5
		20 June 2023	4.20%	A+	A1	TD		\$1,500,000	1.5
	<b>Suncorp Bank Total</b>							<b>\$4,003,406</b>	<b>4.1</b>
<b>OTHER Total</b>								<b>\$26,638,574</b>	<b>27.7</b>
<b>Grand Total</b>								<b>\$95,918,670</b>	<b>100</b>

3.

IV TYPE - FRN = interest rate is the 'Coupon Margin' established on issue date, this plus 3M BBSW provides the yield for the current coupon period.  
Maturity Date - FRN = the interest coupon payment date not actual FRN maturity date (paid every 91 days).

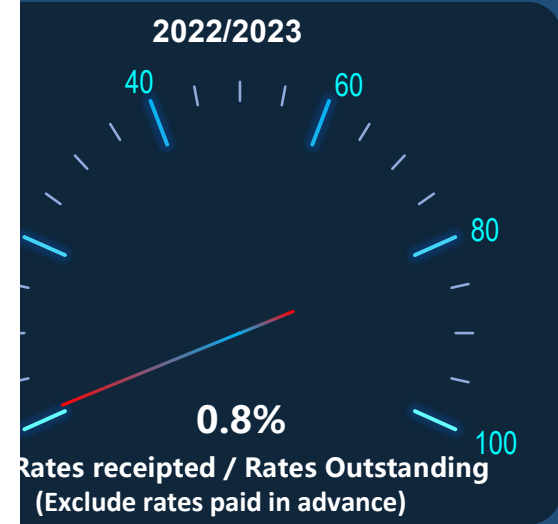
General Bank Funds	\$3,510,302
NAB Funds	\$920,979
<b>Total Funds</b>	<b>\$100,349,950</b>
 Total Budgeted Investment Earnings	 \$992,937
 Year to Date Investment Earnings	 \$129,704
 Weighted Ave Rate	 1.47%
BBSW 90 Day Rate	2.18%
Bloomberg AusBond (Bank E	0.61%

Council has an arrangement with its financial institution the Commonwealth Bank of Australia to offset Council's overdraft facility against pooled funds held in Council's Trust account and General Account

Trust Bank Account	\$456,989
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Monthly Rates & Receivable Statistic Dashboard

July 2022

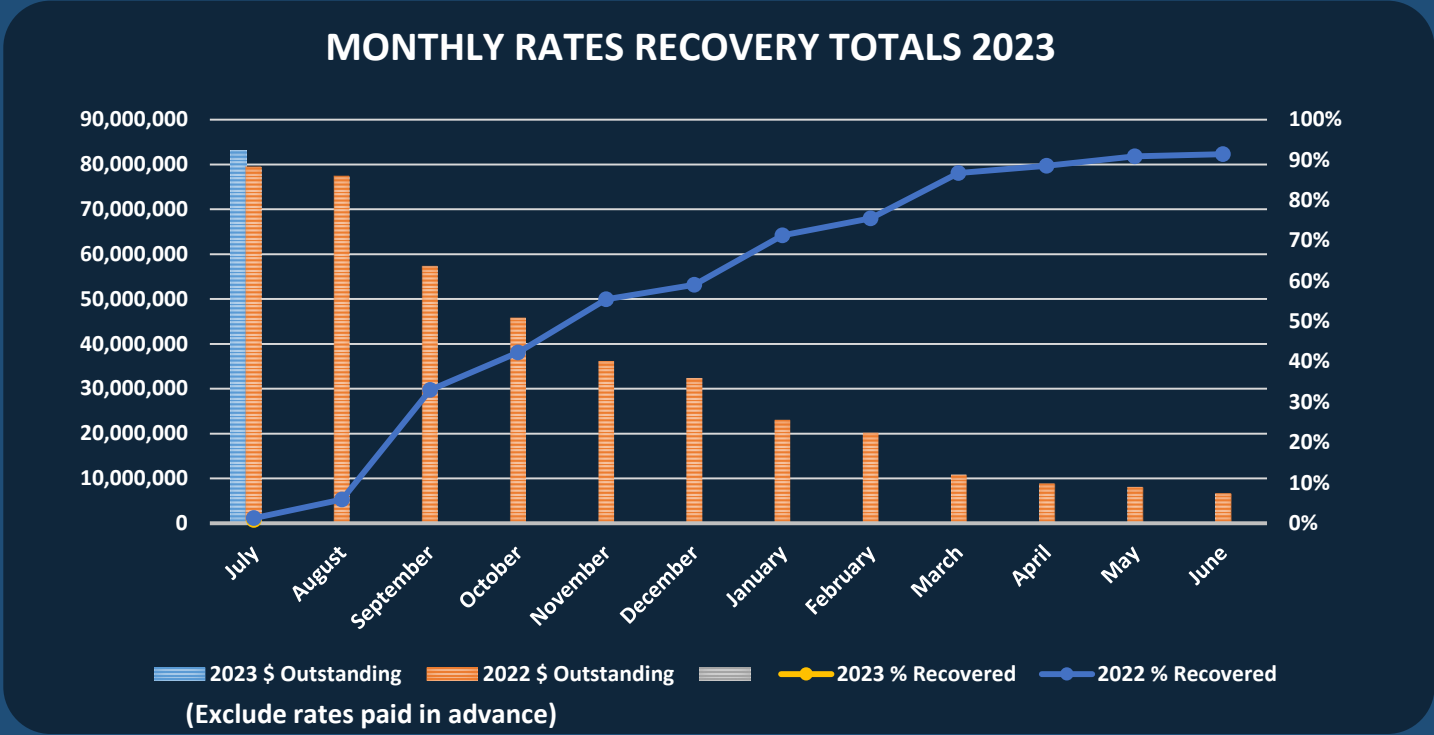


**Rates**

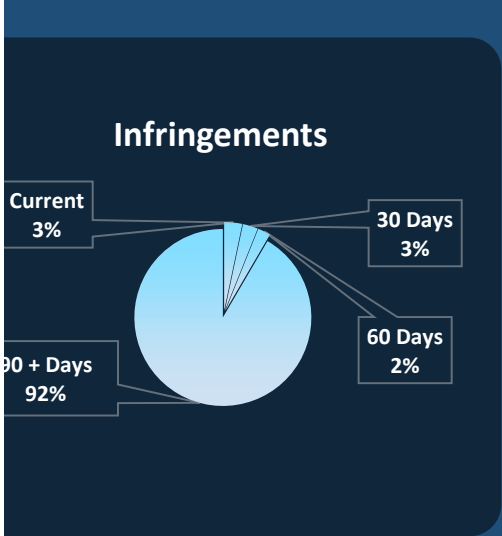
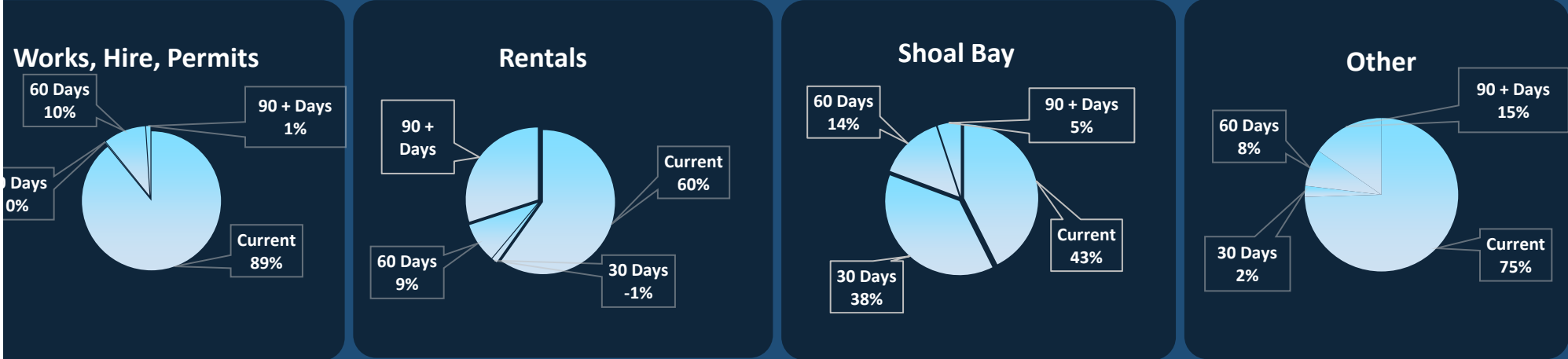
Receivable	\$83,185,244	Arrears:	\$5,173,206
Balance			

**Accounts Receivable**

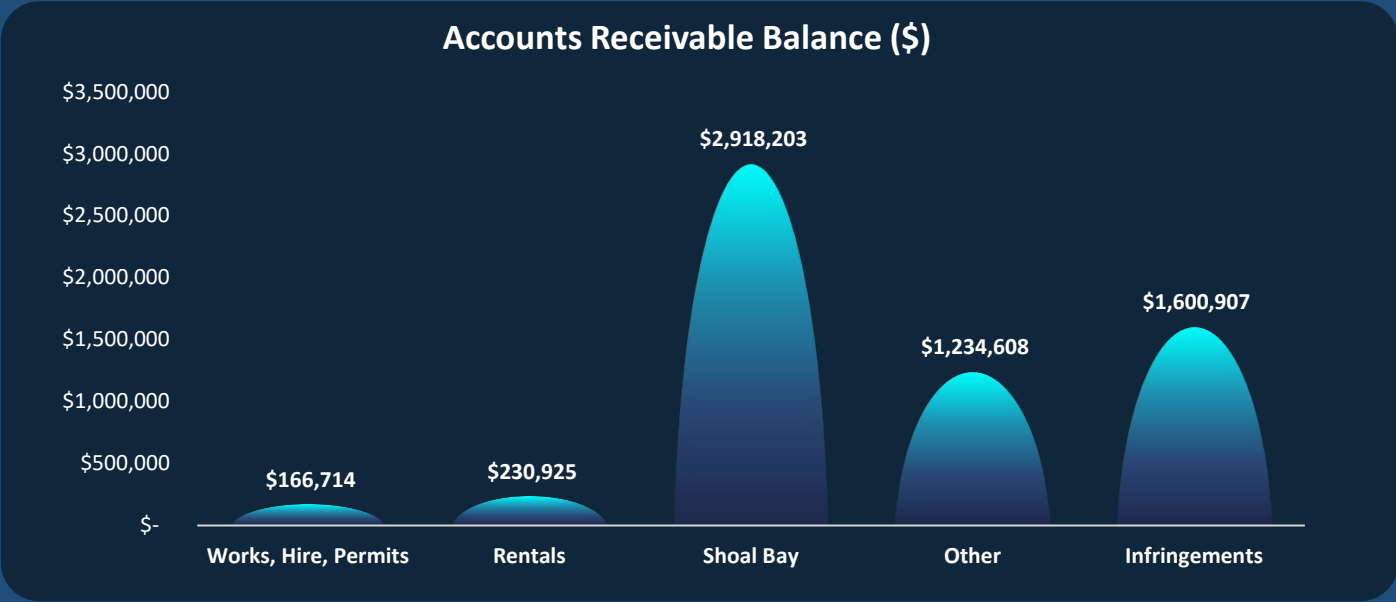
Balance	\$4,550,450
(Excl. Infringement)	



Accounts Receivable - Aging Analysis (Per category) (\$)



Accounts Receivable Balance (\$)



**15.2 PROVISIONAL MONTHLY FINANCIAL REPORT - AUGUST 2022**

**Author:** Senior Accountant  
Executive Manager Finance

**Authoriser:** Acting General Manager Corporate

**Attachments:** 1. Provisional Monthly Financial Report - August 2022

**RECOMMENDATIONS**

THAT the report entitled Provisional Monthly Financial Report – August 2022 be received and noted.

**PURPOSE**

The purpose of this report is to provide a summary of the financial position of Council for the period ended 31 August 2022.

Further, this report and the contents are required to be presented to Council in compliance with the Local Government (General) Regulations 2021.

**KEY ISSUES**

The financial report is an abridged report, as the 2021/2022 Annual Financial Statements are being prepared. Adjustments that impact the Balance Sheet and Reserves Statement are still being processed and subject to audit.

The Monthly Financial Report includes:

- Interim Income Statement, which compares actual income and expenditure against budget.
- Interim Fund Flow Statement, which outlines the effect on General Funds. It groups items into operating, investing and financing and has a very close relationship to cash flows and presented in the same format.
- Investments, which provides details of Treasury activities, Investments as at the 31st of August
- Rates and Receivables Report which provides a summary of outstanding Rates and Debtors.

**DISCUSSION****JUNE 2022 – Audited General Purpose Financial Statements**

The 30 June 2022 Financial Statements have been prepared and are being audited, any audit year-end adjustments are still being considered and processed as required.

**August 2022 – Year to Date Result**

The operating result for August 2022 is a **deficit of (\$4.765M). Budget (\$4.286M).**

After including capital income, the **Net Deficit is (\$4.715M)** against the budgeted **deficit of (\$4.286M)**. This has resulted in an unfavourable **\$0.428M** variance overall (as shown in the income statement).

	<b>Actual \$'000</b>	<b>Budget \$'000</b>	<b>Variance \$'000</b>
<b>Net Operating Surplus/ (Deficit)</b>	<b>(4,765)</b>	<b>(4,286)</b>	<b>(478) Unfavourable</b>

**Commentary**

The 30 June 2022 draft Annual Financial Statements have been provided to our external auditors and are currently being audited and therefore are not considered final. Further audit adjustments will be considered and processed as required, consequently this report is being presented as an abridged monthly financial report.

The Net Operating Position has an unfavourable variance to the budget of (\$0.478M). The variance results from lower than budgeted income and expense for the month of August.

Please find below additional commentary for the material variances:

**Income**

Total Operating Income is tracking below budget by \$1,322K

**Rates Revenue**

Rates income has an annual budget of \$80M. The 1<sup>st</sup> rates instalment is due on the 30 September.

**User Fees & Charges**

The unfavourable variance is \$624K. This is mainly due to Waste Fees & Charges being under budget and is offset by a decrease in expenditure.

**Operating Grants and Subsidies**

Operating grants are below target mainly due to the early receipt of 2022/23 FAA grant (received in 2021/22), this will be corrected on adoption of the carry forwards. In addition, there is a timing variance for the 2023 Library Grants.

**Other Income**

Includes lease income, reimbursements (e.g. insurance recovery, fuel tax credits), sale of small plant proceeds and other miscellaneous income. This category has a positive variance due to timing of lease income.

**Capital Grants & Contributions**

Capital grants are over YTD budget by \$50K with receipt of Tourism Top End Grant.

**Expenditure**

Total Expenses are below budget by \$0.844M, mainly due to Materials & Services \$1.10M being below budget.

**Employee Expenses**

Employee costs report a negative variance of \$202K.

**Materials, Contracts & Other Expenses**

Materials, Contracts and Other expenses has an annual budget of \$57.6M and this line incorporates various expenditure types. Combined, this budget line is under budget with a variance of \$1.10M. This is mainly a timing variance for the 2nd month of the year and it is forecast that materials and services expenses will increase throughout the year.

**Interest Expenses & Depreciation and Amortisation**

At this early point in the year there are no significant matters requiring comment and the variances relate to timing.

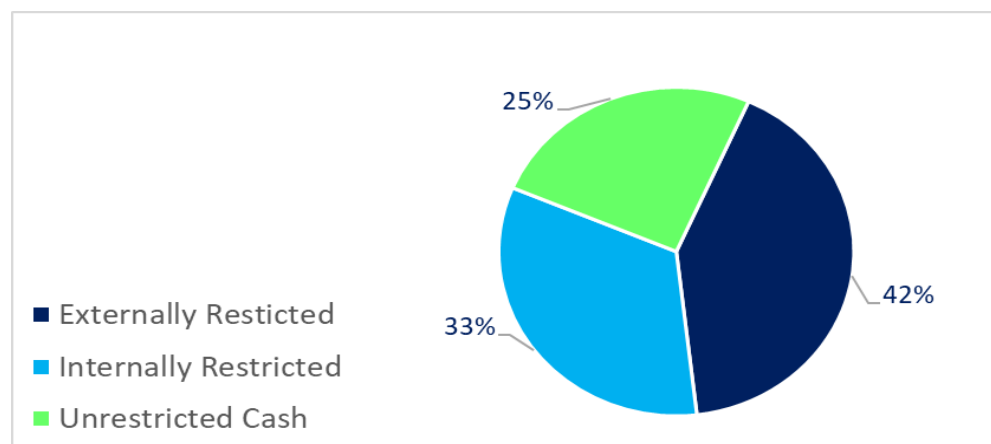
**Treasury Comment**

The RBA met on the 6th of September and increased the cash rate target by 50 basis points. Global inflation is high and there are ongoing uncertainties to supply chains. Inflation in Australia is the highest it has been since the early 1990s. The RBA stressed that there is a need to closely monitor both the national and global economic conditions and balance the evolving risks prior to determining any interest rate increases. Any increases by the RBA will increase City of Darwin's interest (borrowing) expenses and increase interest income.

City of Darwin has achieved 1.57% on weighted average interest rate on its August investment portfolio of \$96.66M. There have been no investment policy breaches in this month.

**Cash at Bank & Investments at 31 August 2022**

Cash at Bank & Investments	\$'000
Cash at Bank & Investments	24,476
Cash at Bank & Investments - externally restricted	40,099
Cash at Bank & Investments - internally restricted	32,082
<b>Total Cash at Bank &amp; Investments</b>	<b>96,657</b>



*Note: Reserve Balances Unaudited, pending adoption of 21/22 Financial Statements and subject to change.*



**Accounts Receivable (Trade Debtors)**

This section considers the receipt timing of Rates collection and any general Debtors outstanding. The performance on Rates recovery is compared to the prior year. The report also includes information on, aged debtors including general debtors, infringements, and Rates arrears.

**Accounts Payable (Trade Creditors)**

The Accounts Payable owing at the 31st August 2022 was \$5.72M at the time of reporting. City of Darwin recognises the liability of invoices once approved. The Aged Trial Balance of Accounts Payable invoices was \$22K being over 90 days, \$75K being between 61 & 90 days, \$136K between 31 & 60 days, with all other trade payables being aged less than 30 days or approved after 31<sup>st</sup> of August.

	<b>Ageing 1-30 Days</b>	<b>Ageing 31-60 Days</b>	<b>Ageing 61-90 Days</b>	<b>Ageing 90+ Days</b>	<b>Total</b>
Accounts Payable	5,485,124	136,462	75,325	21,573	5,718,484

**Other notes to the financial reports**

The Council has met its payment and reporting obligations for GST, Fringe Benefits Tax, PAYG withholding tax, superannuation, and insurance for the month of August 2022.

Our internal accounting conventions for monthly reporting currently recognise the Council Rates that are attributable to that month and then progressively throughout the year.

Please note that these reports are unaudited management financial reports. Information contained in the reports were current as at the date of the reports and may not reflect any event or circumstances which occurred after the date the reports were completed.

**Procurement Reporting**

Under the Local Government (General) Regulations, Council is required to disclose at the next Council meeting and on the City of Darwin website:


- contract variations:
  - where a tender was not required, however the total cost exceeds \$100,000, or
  - where a contract requiring a tender is varied by 10%.
- exempt procurement greater than \$100,000

**Contract Variations**

There were no reportable contract variations for August 2022.

**Exempt Procurement**

<b>Vendor</b>	<b>Supply</b>	<b>Cost</b>	<b>Applicable Exemption</b>
Civica	Licence, support and maintenance for 23 FY	\$131,105.53	Reg 38(1)(d) Renewal of existing licence

<b><u>Certification by the CEO to the Council</u></b> That, to the best of the CEO's knowledge, information and belief: (1) The internal controls implemented by the council are appropriate; and (2) The council's financial report best reflects the financial affairs of the council.    CEO Signed 21 September 2022	
<b>PREVIOUS COUNCIL RESOLUTION</b> N/A	
<b>STRATEGIC PLAN ALIGNMENT</b>	6 Governance Framework 6.3 Decision Making and Management
<b>BUDGET / FINANCIAL / RESOURCE IMPLICATIONS</b>	N/A
<b>LEGISLATION / POLICY CONTROLS OR IMPACTS</b>	<p>Part 2 Division 7 the <i>Local Government (General) Regulations 2021</i> require that a monthly financial report is presented to Council each month setting out:</p> <p>(a) the actual income and expenditure of the council for the period from the commencement of the financial year up to the end of the previous month; and</p> <p>(b) the most recently adopted annual budget; and</p> <p>(c) details of any material variances between the most recent actual income and expenditure of the council and the most recently adopted annual budget.</p> <p>Regulation 17(5) Part 2 Division 7 the <i>Local Government (General) Regulations 2021</i> require that the monthly report must be accompanied by:</p> <p>(a) a certification, in writing, by the CEO to the council that, to the best of the CEO's knowledge, information and belief:</p> <p>(i) the internal controls implemented by the council are appropriate; and</p> <p>(ii) the council's financial report best reflects the financial affairs of the council; or</p> <p>(b) if the CEO cannot provide the certification – written reasons for not providing the certification.</p>

## Ordinary Council Meeting Agenda

27 September 2022

	<p>This report remains in compliance with the requirements of the <i>Local Government Act 2008 and Regulations</i> and is being transitioned to the new requirements of the <i>Local Government Act 2019</i>. The new required format is mandatory on and from the month following the first budget review in the 2022-23 year.</p>
<b>CONSULTATION, ENGAGEMENT &amp; COMMUNICATION</b>	<p>N/A</p>
<b>DECLARATION OF INTEREST</b>	<p>The report authors do not have a conflict of interest in relation to this matter.</p> <p>The report authoriser does not have a conflict of interest in relation to this matter.</p> <p>If a conflict of interest exists, staff will not act in the matter, except as authorised by the CEO or Council (as the case requires).</p>

Income Statement For the Period Ended 31 August 2022	2022/23				
	2023 YTD Actual		2023 YTD Budget		FY Original Budget
	\$'000		\$'000		\$'000
<b><u>Operating Income</u></b>					
Rates	13,401	72%	13,369	67%	80,215
Charges	515	3%	384	2%	2,282
Fees and Charges	3,684	20%	4,309	22%	24,521
Operating Grants and Subsidies	129	1%	1,240	6%	5,760
Interest / Investment Income	357	2%	272	1%	1,633
Other Income	460	2%	294	1%	1,763
<b>Total Income</b>	<b>18,546</b>		<b>19,868</b>	<b>(1,322)</b>	<b>116,174</b>
<b><u>Operating Expenses</u></b>					
Employee Expenses	6,659	29%	6,457	27%	38,893
Materials and Contracts	10,788	46%	11,890	49%	57,603
Elected Member Allowances	100	0%	122	1%	733
Elected Member Expenses	0	0%	11	0%	64
Depreciation, Amortisation & Impairment	5,662	24%	5,662	23%	33,971
Interest Expenses	102	0%	13	0%	2,354
<b>Total Expenses</b>	<b>23,311</b>		<b>24,154</b>	<b>844</b>	<b>133,618</b>
<b>Budgeted Operating Surplus/ (Deficit)</b>	<b>(4,765)</b>		<b>(4,286)</b>	<b>(478)</b>	<b>(17,444)</b>
Capital Grants Income	50		0	50	9,360
<b>Net Surplus/(Deficit)</b>	<b>(4,715)</b>		<b>(4,286)</b>	<b>(428)</b>	<b>(8,084)</b>

Statement of Fund Flows For the Period Ended 31 August 2022	2022/23		
	Aug 2022 Actual \$'000	FY Revised Budget \$'000	FY Original Budget \$'000
<b><u>Funds From Operating Activities</u></b>			
Net Operating Result From Above	(4,715)	(8,084)	(8,084)
Add back depreciation (not cash)	5,662	33,971	33,971
Add back Other Non Cash Items	0	708	708
<b>Net Funds Provided (or used in) Operating Activities</b>	<b>947</b>	<b>26,595</b>	<b>26,595</b>
<b><u>Funds From Investing activities</u></b>			
Sale of Infrastructure, Property, Plant & Equipment	0	736	736
Purchase of Infrastructure, Property, Plant & Equipment	(4,556)	(60,499)	(60,499)
<b>Net Funds Provided (or used in) Investing Activities</b>	<b>(4,556)</b>	<b>(59,762)</b>	<b>(59,763)</b>
<b><u>Funds From Financing Activities</u></b>			
Proceeds from borrowings & advances	0	35,500	35,500
Repayment of borrowings & advances	(433)	(5,248)	(5,248)
<b>Net Funds Provided (or used in) Financing Activities</b>	<b>(433)</b>	<b>30,252</b>	<b>30,252</b>
<b>Net Increase (-Decrease) in Funds Before Transfers</b>	<b>(4,042)</b>	<b>(2,916)</b>	<b>(2,916)</b>
Transfers from (-to) Reserves	(877)	2,916	2,916
<b>Net Increase (-Decrease) in Funds After Transfers</b>	<b>(4,918)</b>	<b>0</b>	<b>0</b>

INVESTMENTS REPORT TO COUNCIL  
AS AT  
31 August 2022

Investment Distribution by Term to Maturity

Term to Maturity Policy Limits

There have been no breaches in Term to Maturity Policy limits for the month of August 2022

Term to Maturity Category	% of Total Portfolio	Term to Maturity (Policy Max.)	Term to Maturity (Policy Min.)
Less than 1 Year			
Term Deposits	69%		
Business Online Saver Accounts	14%		
Floating Rate Notes	0%		
Bonds	2%		
Less than 1 Year Total	85%	100%	30%
Greater than 1 Year less than 3 Years			
Term Deposits	7%		
Business Online Saver Accounts	0%		
Floating Rate Notes	4%		
Bonds	3%		
Greater than 1 Year less than 3 Years Total	15%	70%	0%
Greater than 3 Years			
Term Deposits	0%		
Business Online Saver Accounts	0%		
Floating Rate Notes	0%		
Bonds	0%		
Greater than 3 Years Total	0%	30%	0%
Greater than 5 Years			
Term Deposits	0%		
Business Online Saver Accounts	0%		
Floating Rate Notes	0%		
Greater than 5 Years Total	0%	10%	0%
Total	100%		

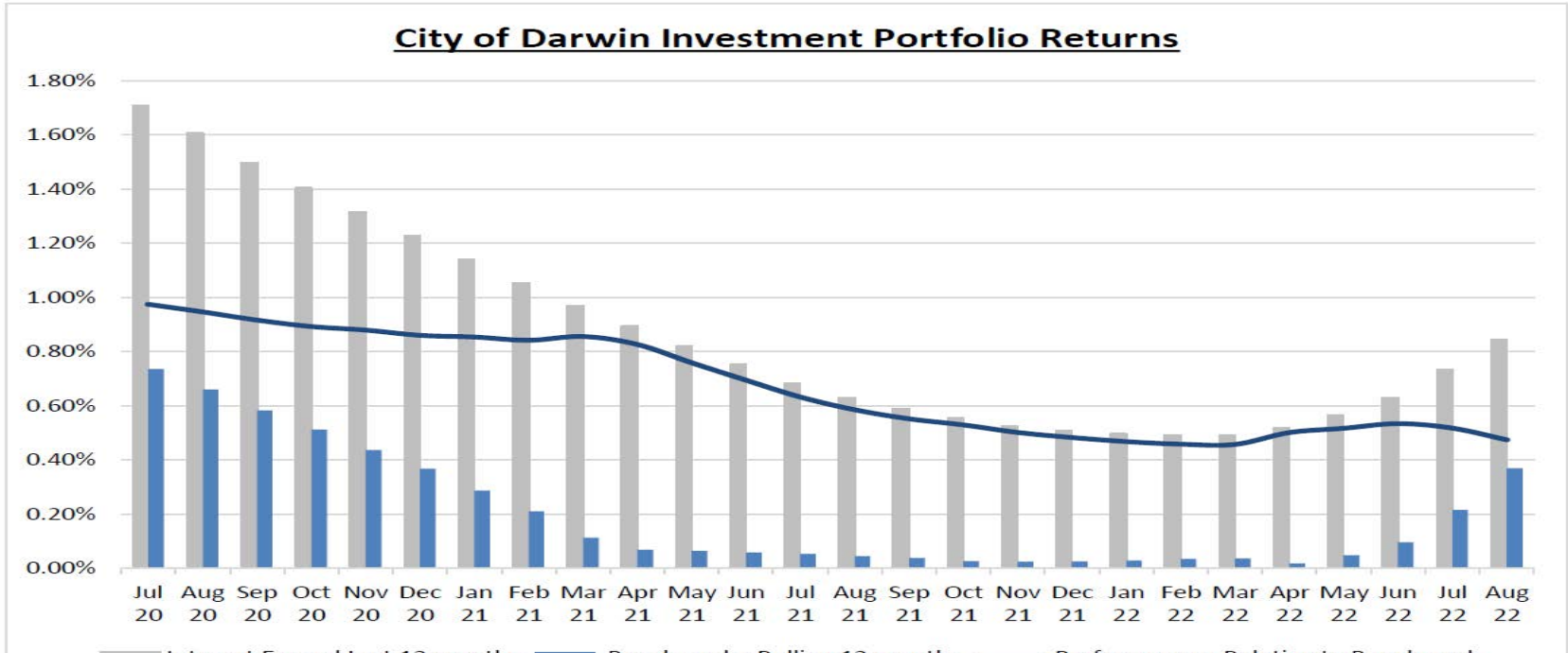
Investment Distribution by Portfolio Credit Rating

Portfolio Distribution Credit Rating Limits

There have been no breaches in Portfolio Credit Rating Limits for the month of August 2022

Credit Rating - Maximum Individual Limit	ADI	Counterparty	% of Total Portfolio	Individual Counterparty Limits of Total Investments
AA-	Commonwealth Bank of Australia Ltd	Commonwealth Bank of Australia Ltd	36%	50%
	National Australia Bank Ltd	National Australia Bank Ltd	18%	50%
	Westpac Banking Corporation Ltd	BankSA	0%	50%
	Westpac Banking Corporation Ltd	Westpac Banking Corporation Ltd	13%	50%
	Northern Territory Treasury Corporation	Northern Territory Treasury Corporation	4%	50%
A+	Macquarie Bank	Macquarie Bank	1%	30%
	Suncorp Metway Limited	Suncorp Bank	4%	30%
BBB+	Bank of Queensland Ltd	Bank of Queensland Ltd	8%	10%
	Bendigo & Adelaide Bank Ltd	Bendigo & Adelaide Bank Ltd	10%	10%
BBB	AMP Bank Ltd	AMP Bank Ltd	4%	10%
Grand Total			100%	

Credit Rating - Maximum Portfolio Limit	% of Total	Policy Limit
AAA to AA-	72%	100%
A+ to A-	6%	45%
BBB+ to BBB	22%	30%
BBB-	0%	0%
Total	100%	



INVESTMENT REPORT TO COUNCIL  
AS AT  
31 August 2022

Institution Category	Counterparty	Maturity Date	Interest Rate	Credit Rating (LT)	Credit Rating (ST)	Inv Type	FRN ONLY	Principal \$	% Portfolio	
							(Maturity Date -last pmt)			
MAJOR BANK	Commonwealth Bank of Australia Ltd	25 October 2022	0.54%	AA-	A1+	TD		\$1,504,373	1.66%	
		14 February 2023	0.80%	AA-	A1+	TD		\$1,502,934	1.65%	
		14 February 2023	1.90%	AA-	A1+	TD		\$1,500,000	1.65%	
		21 March 2023	2.03%	AA-	A1+	TD		\$2,000,000	2.20%	
		2 May 2023	2.14%	AA-	A1+	TD		\$1,500,000	1.65%	
		2 May 2023	2.50%	AA-	A1+	TD		\$1,500,000	1.65%	
		28 March 2023	2.38%	AA-	A1+	TD		\$1,500,000	1.65%	
		8 November 2022	1.93%	AA-	A1+	TD		\$1,000,000	1.10%	
		13 December 2022	2.11%	AA-	A1+	TD		\$1,000,000	1.10%	
		23 May 2023	2.79%	AA-	A1+	TD		\$1,000,000	1.10%	
		13 June 2023	4.09%	AA-	A1+	TD		\$3,000,000	3.30%	
		11 October 2022	3.11%	AA-	A1+	FRN	11 January 2024	\$1,000,000	1.10%	
		18 November 2022	3.12%	AA-	A1+	FRN	18 August 2025	\$1,000,000	1.10%	
		20 February 2023	4.24%	AA-	A1+	BOND	18 August 2025	\$1,000,000	1.10%	
		9 September 2022	0.45%	AA-	A1+	BOS		\$12,990,307	14.30%	
	Commonwealth Bank of Australia Ltd Total							\$32,997,614	36.33%	
	National Australia Bank Ltd	4 October 2022	0.39%	AA-	A1+	TD		\$3,013,233	3.32%	
		4 October 2022	2.23%	AA-	A1+	TD		\$1,518,789	1.67%	
		25 October 2022	0.39%	AA-	A1+	TD		\$1,538,375	1.69%	
		13 September 2022	0.58%	AA-	A1+	TD		\$1,540,647	1.70%	
		29 November 2022	0.63%	AA-	A1+	TD		\$1,500,000	1.65%	
		29 November 2022	2.14%	AA-	A1+	TD		\$3,066,871	2.99%	
		24 January 2023	1.05%	AA-	A1+	TD		\$1,504,695	1.66%	
		2 May 2023	2.02%	AA-	A1+	TD		\$1,518,333	1.67%	
		28 March 2023	1.91%	AA-	A1+	TD		\$1,504,652	1.66%	
		National Australia Bank Ltd Total							\$16,705,594	18.00%
	Westpac Banking Corporation Ltd	6 December 2022	0.57%	AA-	A1+	TD		\$2,000,000	2.20%	
		5 December 2023	1.22%	AA-	A1+	TD		\$2,000,000	2.20%	
		3 December 2024	1.62%	AA-	A1+	TD		\$2,000,000	2.20%	
		24 January 2023	0.78%	AA-	A1+	TD		\$1,500,000	1.65%	
		23 January 2024	1.40%	AA-	A1+	TD		\$1,500,000	1.65%	
		21 February 2023	0.98%	AA-	A1+	TD		\$2,000,000	2.20%	
		24 October 2022	3.35%	AA-	A1+	FRN	24 April 2024	\$1,000,000	1.10%	
	Westpac Banking Corporation Ltd Total							\$12,000,000	13.21%	
	Northern Territory Treasury Corporation (NTTC)	15 December 2022	0.50%	AA-	A1+	BOND		\$2,000,000	2.20%	
		15 December 2024	1.30%	AA-	A1+	BOND		\$2,000,000	2.20%	
	Northern Territory Treasury Corporation (NTTC) Total							\$4,000,000	4.40%	
	MAJOR BANK Total								\$65,703,208	72%
	OTHER	AMP Bank Ltd	1 November 2022	1.00%	BBB	A2	TD		\$1,505,984	1.66%
			3 October 2023	2.30%	BBB	A2	TD		\$1,000,000	1.10%
25 July 2023			4.45%	BBB	A2	TD		\$1,000,000	1.10%	
AMP Bank Ltd Total							\$3,505,984	3.86%		
Bank of Queensland Ltd		13 September 2022	0.54%	BBB+	A2	TD		\$1,528,383	1.68%	
		1 November 2022	0.57%	BBB+	A2	TD		\$1,533,695	1.69%	
		29 November 2022	0.62%	BBB+	A2	TD		\$1,506,393	1.66%	
		8 November 2022	2.67%	BBB+	A2	TD		\$3,000,000	3.30%	
Bank of Queensland Ltd Total							\$7,568,471	8.33%		
Bendigo & Adelaide Bank Ltd		14 February 2023	0.85%	BBB+	A2	TD		\$1,503,826	1.66%	
		21 February 2023	0.85%	BBB+	A2	TD		\$1,504,027	1.66%	
		21 February 2023	1.25%	BBB+	A2	TD		\$1,504,430	1.66%	
		21 March 2023	1.25%	BBB+	A2	TD		\$1,542,296	1.70%	
		8 November 2022	2.55%	BBB+	A2	TD		\$3,000,000	3.30%	
Bendigo & Adelaide Bank Ltd Total							\$9,054,580	9.97%		
Macquarie Bank		14 November 2022	3.14%	A+	A1	FRN	12 February 2025	\$1,000,000	0.96%	
Macquarie Bank Total							\$1,000,000	0.96%		
Suncorp Bank		22 November 2022	1.02%	A+	A1	TD		\$1,000,000	1.10%	
		28 February 2023	2.80%	A+	A1	TD		\$1,503,406	1.66%	
		20 June 2023	4.20%	A+	A1	TD		\$1,500,000	1.65%	
Suncorp Bank Total							\$4,003,406	4.41%		
OTHER Total								\$25,132,441	28%	
Grand Total								\$90,835,649	99%	

N.B.  
\*INV TYPE - FRN = interest rate is the 'Coupon Margin' established on issue date, this plus 3M BBSW provides the yield for the current coupon period.  
\*MATURITY DATE - FRN = the interest coupon payment date not actual FRN maturity date (paid every 91 days).

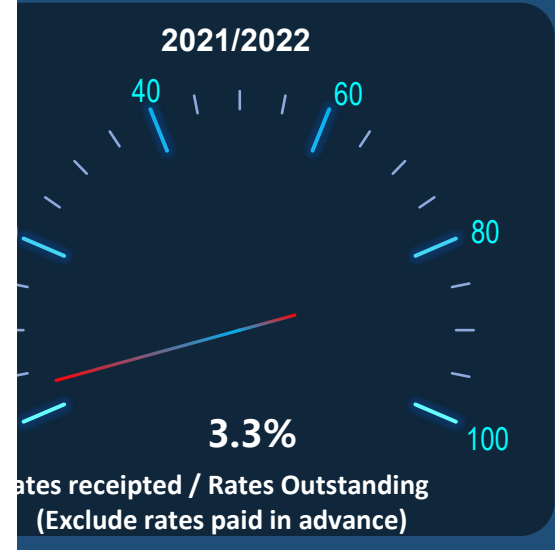
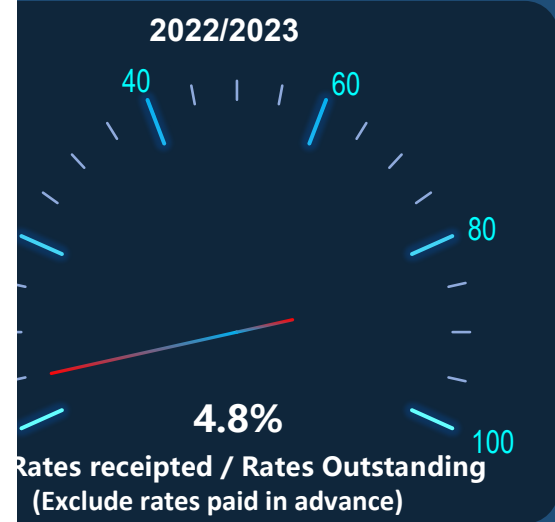
General Bank Funds	\$4,900,726
NAB Funds	\$920,909
Total Funds	\$96,657,284
Total Budgeted Investment Earnings	\$992,937
Year to Date Investment Earnings	\$265,554
Weighted Ave Rate	1.57%
BBSW 90 Day Rate	2.46%
Bloomberg AusBond (Bank B	1.71%

Council has an arrangement with its financial institution the Commonwealth Bank of Australia to offset Council's overdraft facility against pooled funds held in Council's Trust Account and General Account

Trust Bank Account	\$456,989
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# Monthly Rates & Receivable Statistic Dashboard

August 2022



**Rates**

Receivable **\$79,847,649**

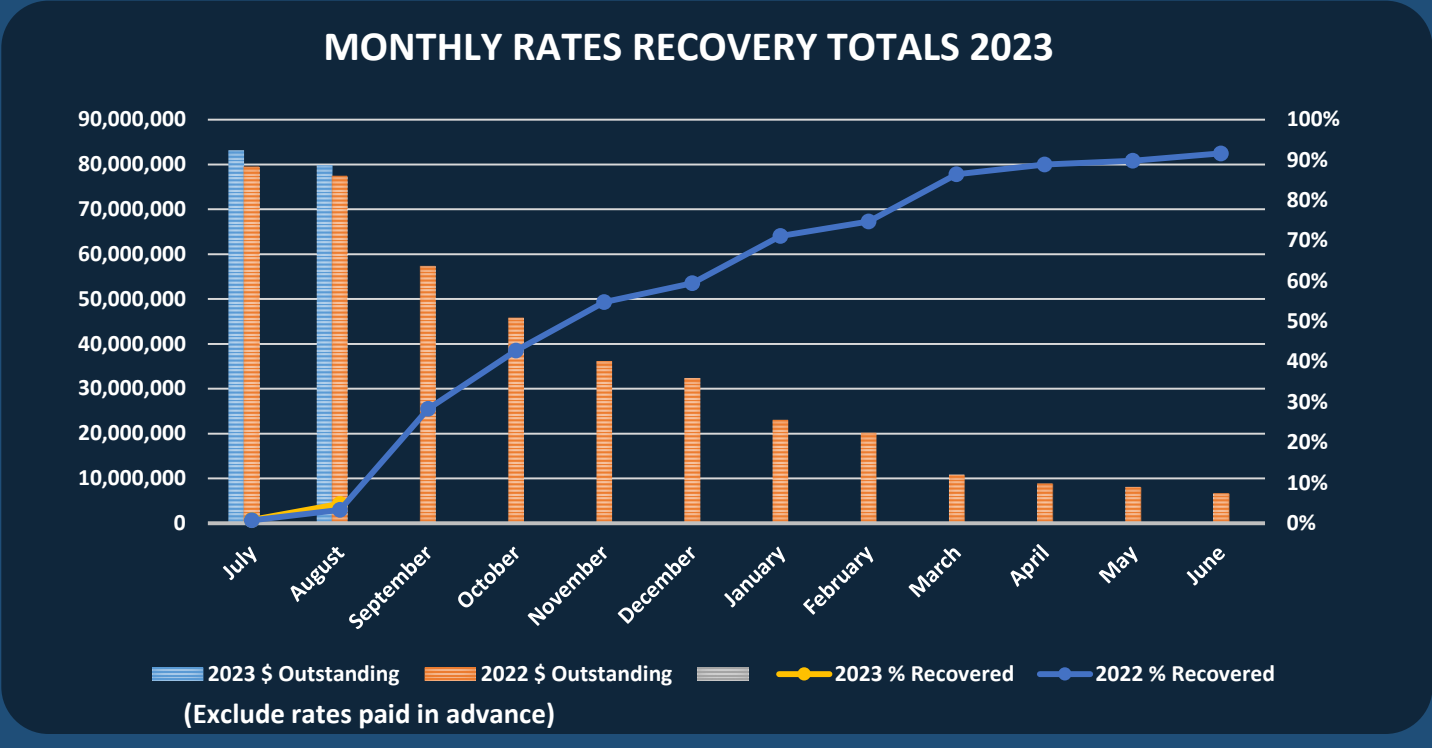
Balance

Arrears: \$4,558,057

**Accounts Receivable**

Balance **\$4,093,322**

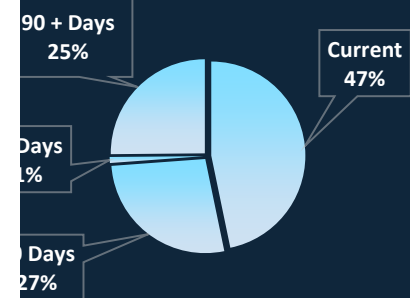
(Excl. Infringement)



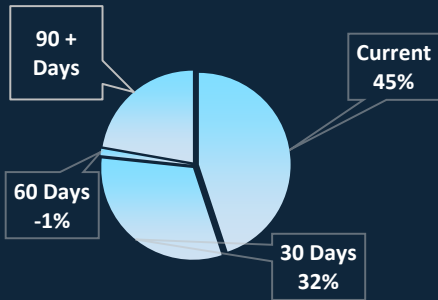


Accounts Receivable - Aging Analysis (Per category) (\$)

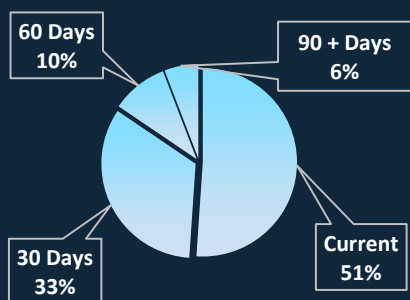
Works, Hire, Permits



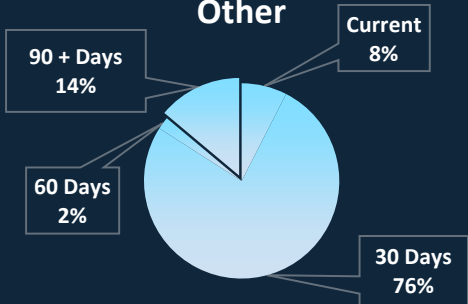
Rentals



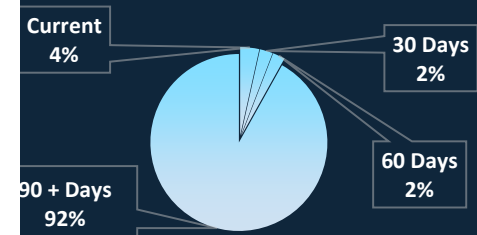
Shoal Bay



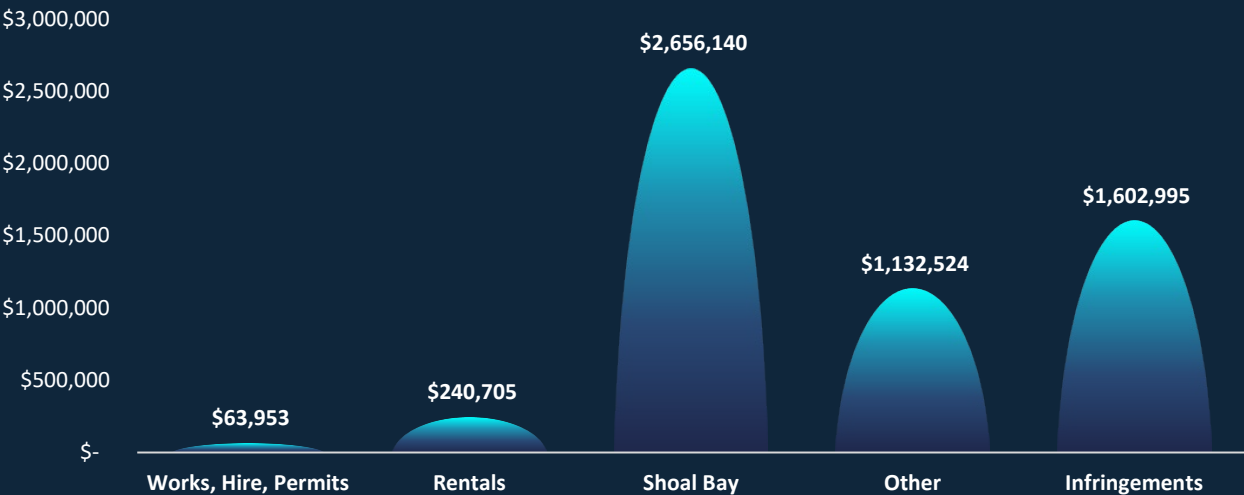
Other



Infringements



Accounts Receivable Balance (\$)



**6.4 RMAC 2022/23 PROPOSED MEETING DATES AND REPORT SCHEDULE**

**Author:** Executive Assistant

**Authoriser:** Acting General Manager Corporate

**Attachments:** 1. RMAC Proposed Meeting Dates and Report Schedule (Oct 2022-Oct 2023) [↓](#)

**RECOMMENDATIONS**

1. THAT the report entitled RMAC 2022/23 Proposed Meeting Dates and Report Schedule be received and noted.
2. THAT RMAC endorse the RMAC 2022/23 Proposed Meeting Date and Report Schedule

**PURPOSE**

The purpose of this report is to for the Risk Management & Audit Committee (RMAC) to consider the proposed 2023 meeting dates and report schedule

**KEY ISSUES**

- Proposed meeting dates for 2023 are February, April, June and October 2023

**DISCUSSION**

The RMAC Terms of Reference (TOR) were endorsed by Council 28 September 2021 [**Part Resolution No. ORD242/21**]

*“Subject to direction by Council, the Committee will set its meeting schedule for the calendar year at the last meeting of the year prior.*

*The Committee will meet a minimum of four (4) times per year at times and dates set by the committee”.*

Further to requirements in the RMAC Terms of Reference, a proposed 2023 meeting date calendar and prospective agenda items table is provided as **Attachment 1**. Proposed meeting dates for 2023 are in February, April, June and October.

**PREVIOUS COUNCIL RESOLUTION**

N/A

<b>STRATEGIC PLAN ALIGNMENT</b>	6 Governance Framework 6.4 Accountability
<b>BUDGET / FINANCIAL / RESOURCE IMPLICATIONS</b>	N/A
<b>LEGISLATION / POLICY CONTROLS OR IMPACTS</b>	N/A
<b>CONSULTATION, ENGAGEMENT &amp; COMMUNICATION</b>	N/A
<b>DECLARATION OF INTEREST</b>	<p>The report author does not have a conflict of interest in relation to this matter.</p> <p>The report authoriser does not have a conflict of interest in relation to this matter.</p> <p>If a conflict of interest exists, staff will not act in the matter, except as authorised by the CEO or Council (as the case requires).</p>

**RMAC Proposed Meeting Dates and Report Schedule (Oct 2022-Oct 2023)**

Item	October 2022	February 2023	April 2023	June 2023	October 2023
Proposed Meeting Dates and Report Schedule					
Appointment of RMAC Members					
Review of Draft Annual Financial Statements					
Review of Draft Annual Report					
Review of Audit Preparation					
Risk Review and Assessment					
Assessment of Committee Performance and Terms of Reference Review					
Update on Emergency Management					
Corporate Services Report					
Work Health & Safety Report					
Update on Internal Audit Plan					
Notification Register					
Shoal Bay Waste Management Facility Risk Update					
Monthly Financial Reports					
Asset Management – Predicted Asset Maintenance requirements (incl. status of service levels)					

**7 QUESTIONS BY MEMBERS**

**8 GENERAL BUSINESS**

**8.1**

Common No.

THAT

**9 CLOSURE OF MEETING TO THE PUBLIC**

THAT pursuant to Section 65 (2) of the Local Government Act and Regulation 8 of the Local Government (Administration) Regulations the meeting be closed to the public to consider the Confidential Items of the Agenda.

**RECOMMENDATIONS**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 99(2) of the Local Government Act:

**12.1 Audited Annual Financial Statements for Year Ended 30 June 2022**

This matter is considered to be confidential under Section 99(2) - 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of the council or some other person.

**12.2 City of Darwin Draft Annual Report 2021/22**

This matter is considered to be confidential under Section 99(2) - 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of the council or some other person.

**12.3 Asset Management Update**

This matter is considered to be confidential under Section 99(2) - 51(c)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.

**12.4 Shoal Bay Waste Management Facility - Update October 2022**

This matter is considered to be confidential under Section 99(2) - 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of the council or some other person.

**12.5 Update on Internal Audit Plan - October 2022**

This matter is considered to be confidential under Section 99(2) - 51(c)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.

**12.6 Corporate Services Report: October 2022**

This matter is considered to be confidential under Section 99(2) - 51(a) and 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual and information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of the council or some other person.

**12.7 Work Health & Safety Report - October 2022**

This matter is considered to be confidential under Section 99(2) - 51(a) and 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual and information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of

the council or some other person.

**12.8 Notification Register - October 2022**

This matter is considered to be confidential under Section 99(2) - 51(a) and 51(f) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual and subject to subregulation 51(2) – information in relation to a complaint of a contravention of the code of conduct.





# **MINUTES**

## **Risk Management & Audit Committee Meeting**

**Friday, 17 June 2022**

**MINUTES OF CITY OF DARWIN  
RISK MANAGEMENT & AUDIT COMMITTEE MEETING  
HELD AT THE COUNCIL CHAMBERS DARRANDIRRA, LEVEL 1, CIVIC CENTRE, HARRY  
CHAN AVENUE, DARWIN  
ON FRIDAY, 17 JUNE 2022 AT 9.00AM**

**PRESENT:** Chair Roland Chin, Councillor Jimmy Bouhoris, Councillor Brian O'Gallagher, Member Ninad Sinkar,

**OFFICERS:** Simone Saunders (Interim Chief Executive Officer); Chris Kelly (Acting General Manager Corporate); Irene Frazis (Acting Executive Manager Finance); Iain MacPherson (Senior Accountant); Nik Kleine (Executive Manager Infrastructure); James Ryan (Manager Emergency Planning and Response); Shane Coleman (Acting Executive Manager Environment, Climate & Waste Services); Brooke Prince (Senior Risk and Assurance Advisor).

**APOLOGY:** Member Shane Smith, Member Sanja Hill, Councillor Morgan Rickard

**GUESTS:**

### Order Of Business

<b>1</b>	<b>Meeting Declared Open .....</b>	<b>3</b>
<b>2</b>	<b>Apologies and Leave of Absence .....</b>	<b>3</b>
<b>3</b>	<b>Electronic Meeting Attendance.....</b>	<b>3</b>
<b>4</b>	<b>Declaration of Interest of Members and Staff .....</b>	<b>3</b>
<b>5</b>	<b>Confirmation of Previous Minutes .....</b>	<b>4</b>
<b>6</b>	<b>Action Reports .....</b>	<b>5</b>
6.1	Update on Emergency Management - June 2022 .....	5
6.2	2021/22 Annual Financial Statements - Audit Work Plan.....	5
6.3	Risk Review and Assessment - June 2022.....	5
6.4	Update on Internal Audit Plan - June 2022 .....	5
<b>7</b>	<b>Questions by Members .....</b>	<b>6</b>
<b>8</b>	<b>General Business.....</b>	<b>6</b>
8.1	Demonstration - YourDarwin	
<b>9</b>	<b>Closure of Meeting to the Public .....</b>	<b>6</b>

## 1 MEETING DECLARED OPEN

### RECOMMENDATIONS

The Chair declared the meeting open at 9.10 am.

## 2 APOLOGIES AND LEAVE OF ABSENCE

### COMMITTEE RESOLUTION RMAC024/22

Moved: Member Ninad Sinkar

Seconded: Councillor Brian O'Gallagher

THAT the apology from Member Shane Smith be received.

THAT the apology from Member Sanja Hill be received.

THAT the apology from Councillor Morgan Rickard be received.

**CARRIED 4/0**

## 3 ELECTRONIC MEETING ATTENDANCE

### 3.1 ELECTRONIC MEETING ATTENDANCE GRANTED

### COMMITTEE RESOLUTION RMAC025/22

Moved: Chair Roland Chin

Seconded: Councillor Brian O'Gallagher

THAT the Committee note that pursuant to Section 98 (3) of the Local Government Act, the following member(s) was granted permission for Electronic Meeting Attendance at this Risk Management and Audit Committee Meeting, 17 June 2022:

- Member Ninad Sinkar

**CARRIED 4/0**

### 3.2 ELECTRONIC MEETING ATTENDANCE REQUESTED

### RECOMMENDATIONS

Nil

## 4 DECLARATION OF INTEREST OF MEMBERS AND STAFF

### 4.1 DECLARATION OF INTEREST BY MEMBERS

**RECOMMENDATIONS**

- F. Mr Shane Smith – in his role as Commercial Manager of Gold Medal Services, a Director of Territory Tarmac Rally and an Executive Director of Assurance Advisory (23/10/20)
- G. Mr Shane Smith Director of Territory Tarmac Rally, an event which will require engagement and support from City of Darwin. (27/11/20)
- H. Mr Shane Smith advised that he is no longer an Executive Director of Assurance Advisory. (27/11/20).

Member Roland Chin made the following Declarations:

- A. Treasurer of St John Ambulance Australia(NT) Inc.; Trustee Director of St John Ambulance NT Endowment Trust; Director of St John Ambulance Australia NT Holdings Pty Ltd; St John Ambulance Australia Ltd – Finance, Audit & Risk subcommittee.
- B. President of Chung Wah Society Inc.
- C. Northern Territory General Practice Education Ltd – Finance and Audit Committee
- D. Chair of Audit and Risk Committee of Venture Housing Company Limited
- E. Chair of Audit, Finance & Risk Committee of Larrakia National Aboriginal Corporation.

Alderman Jimmy Bouhoris made the following Declarations (25/06/21):

- B. Any items relating to PowerWater.

Member Sanja Hill advised of the following representations (29/10/21):

- C. Currently providing advisory services to NTG and MACC.

**4.2 DECLARATION OF INTEREST BY STAFF****RECOMMENDATIONS**

Nil

**5 CONFIRMATION OF PREVIOUS MINUTES****COMMITTEE RESOLUTION RMAC026/22**

Moved: Councillor Brian O'Gallagher  
Seconded: Councillor Jimmy Bouhoris

That the minutes of the Risk Management & Audit Committee Meeting held on 29 April 2022 be confirmed.

**CARRIED 4/0**

## **6 ACTION REPORTS**

### **6.1 UPDATE ON EMERGENCY MANAGEMENT - JUNE 2022**

#### **COMMITTEE RESOLUTION RMAC027/22**

Moved: Councillor Jimmy Bouhoris  
Seconded: Councillor Brian O'Gallagher

1. THAT the report entitled Update on Emergency Management be received and noted.

**CARRIED 4/0**

### **6.2 2021/22 ANNUAL FINANCIAL STATEMENTS - AUDIT WORK PLAN**

#### **COMMITTEE RESOLUTION RMAC028/22**

Moved: Councillor Jimmy Bouhoris  
Seconded: Councillor Brian O'Gallagher

1. THAT the report entitled 2021/22 Financial Year Audit - Work Plan be received and noted.

**CARRIED 4/0**

### **6.3 RISK REVIEW AND ASSESSMENT - JUNE 2022**

#### **COMMITTEE RESOLUTION RMAC029/22**

Moved: Councillor Jimmy Bouhoris  
Seconded: Councillor Brian O'Gallagher

1. THAT the report entitled Risk Review and Assessment June 2022 be received and noted.

**CARRIED 4/0**

### **6.4 UPDATE ON INTERNAL AUDIT PLAN - JUNE 2022**

#### **COMMITTEE RESOLUTION RMAC030/22**

Moved: Councillor Jimmy Bouhoris  
Seconded: Councillor Brian O'Gallagher

1. THAT the report entitled Update on Internal Audit Plan – June 2022 be received and noted.

And further

2. THAT an update on the Internal Audit Schedule be provided at the October 2022 RMAC

meeting

**CARRIED 4/0**

## **7 QUESTIONS BY MEMBERS**

### **RECOMMENDATIONS**

THAT the following Questions by Members be received and noted.

Nil

## **8 GENERAL BUSINESS**

### **COMMITTEE RESOLUTION RMAC031/22**

Moved: Member Ninad Sinkar

Seconded: Councillor Brian O'Gallagher

#### **8.1 Demonstration - YourDarwin**

THAT the demonstration of YourDarwin be received & noted

#### **NOTE:**

Statistical data on usage of website be provided to RMAC members.

I/CEO advised that a report will be provided to RMAC upon completion of the IT Architectural Review (KPMG), which will incorporate recommendations. This will inform any decisions around the ongoing usage of the YourDarwin platform.

**CARRIED 4/0**

## **9 CLOSURE OF MEETING TO THE PUBLIC**

### **RECOMMENDATIONS**

THAT pursuant to Section 65 (2) of the Local Government Act and Regulation 8 of the Local Government (Administration) Regulations the meeting be closed to the public to consider the Confidential Items of the Agenda.

**RECOMMENDATIONS**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 99(2) of the Local Government Act:

**12.1 Current Asset Management Plan Suite**

This matter is considered to be confidential under Section 99(2) - 51(c)(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to cause commercial prejudice to, or confer an unfair commercial advantage on, any person.

**12.2 Shoal Bay Waste Management Facility - Update June 2022**

This matter is considered to be confidential under Section 99(2) - 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of the council or some other person.

**12.3 Corporate Services Report: April 2022**

This matter is considered to be confidential under Section 99(2) - 51(a) and 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual and information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of the council or some other person.

**12.4 Work Health & Safety Report - April 2022**

This matter is considered to be confidential under Section 99(2) - 51(a) and 51(c)(iv) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual and information that would, if publicly disclosed, be likely to subject to subregulation 51(3) – prejudice the interests of the council or some other person.

**12.5 Notification Register - June 2022**

This matter is considered to be confidential under Section 99(2) - 51(a) and 51(f) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with information about the employment of a particular individual as a member of the staff or possible member of the staff of the council that could, if publicly disclosed, cause prejudice to the individual and subject to subregulation 51(2) – information in relation to a complaint of a contravention of the code of conduct.

**The Meeting closed at 10.35am.**

**The minutes of this meeting were confirmed at the Risk Management & Audit Committee held on 21 October 2022.**

.....  
**CHAIR**

UNCONFIRMED