# OPEN SECTION



**CITY OF DARWIN**

**RISK MANAGEMENT & AUDIT COMMITTEE**

**FRIDAY, 28 AUGUST 2015**

MEMBERS: Mr Iain Summers (Chairman); Member G Haslett; Member S J Niblock; Mr Craig Spencer.

OFFICERS: Chief Executive Officer, Mr Brendan Dowd; General Manager Corporate Services, Dr Diana Leeder; Team Coordinator Risk Audit & Safety, Mr Tony Simons; Finance Manager, Mr Miles Craighead; Executive Assistant Corporate Services, Ms Misha Peck.

***Enquiries and/or Apologies*: Misha Peck**
***E-mail m.peck@darwin.nt.gov.au - PH: 89300 539***
***OR Phone Committee Room 1, for Late Apologies - PH: 89300 519***

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***Committee's Responsibilities***

*THAT, pursuant to Local Government Act Part 5.2, and Part 4, section 10(2) (b) of the Local Government (Accounting) Regulations, Council delegate to the Risk Management & Audit Committee the powers to make decisions relating to :*

- *the follow up of issues arising from internal and external audits;*
- *the management of outstanding and completed audit issues registers; and*
- *the receipt and acceptance of strategic and operational risk assessments.*

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# OPEN SECTION

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Risk Management & Audit Committee Meeting – FRIDAY, 28 AUGUST 2015

## 1. MEETING DECLARED OPEN

## 2. APOLOGIES AND LEAVE OF ABSENCE

Common No. 2695036

### 2.1 Apologies

### 2.2 Leave of Absence Granted

Nil

## 3. ELECTRONIC MEETING ATTENDANCE

Common No. 2221528

### 3.1 Electronic Meeting Attendance Granted

Nil

## 4. DECLARATION OF INTEREST OF MEMBERS AND STAFF

### 4.1 Declaration of Interest by Members

### 4.2 Declaration of Interest by Staff

## 5. CONFIDENTIAL ITEMS

Nil

## 6. WITHDRAWAL OF ITEMS FOR DISCUSSION

THAT the Committee resolve under delegated authority that all Information Items and Officers Reports to the Risk Management & Audit Committee Meeting held on Friday, 28 August 2015 be received and considered individually.

# OPEN SECTION



## 7. CONFIRMATION OF MINUTES PERTAINING TO THE PREVIOUS RISK MANAGEMENT & AUDIT COMMITTEE MEETING

THAT the Committee resolve that the minutes of the previous Risk Management & Audit Committee Meeting held on Friday, 27 March 2015, tabled by the Chairman, be received and confirmed as a true and correct record of the proceedings of that meeting.

## 8. BUSINESS ARISING FROM THE MINUTES PERTAINING TO THE PREVIOUS RISK MANAGEMENT & AUDIT COMMITTEE MEETING

### 8.1 Interim Audit and Audit Plan for Year Ended 30 June 2015 – Interim Audit Letter

Common No. 2527584

At the May 2015 Committee meeting, Chairman Iain Summers requested that the letter from Merit Partners regarding the Audit Plan for the year ended 30 June 2015, be tabled for the Committee to receive and note. The letter from Merit Partners is **Attachment A**.

**City of Darwin**

**Audit plan for the year ended**
**30 June 2015**
**Including findings from the Interim Audit**

merit
chartered accountants

merit
chartered accountants

**10 August 2015**

The Council/Risk Management and Audit Committee
City of Darwin
GPO Box 84
**DARWIN NT 0801**

***Private and confidential***

Dear Council/Committee Members,

We are pleased to present our Audit Plan ("Plan") including findings from the interim audit, for the year-end audit of City of Darwin and its controlled entity ("the Council") for the year ended 30 June 2015. This Plan outlines the scope of our services and presents our understanding of some key considerations that will affect the 2015 audit.

Our audit is designed to express an opinion on the 2015 full year financial statements. Our current year Plan has been prepared based on our understanding of the Council's business and the industry it operates in. We have considered and will continue to consider Council's current and emerging business risks, assessing those that could materially affect the financial statements and align our procedures accordingly. The Plan will be responsive to your needs and will maximise audit effectiveness so we can deliver the high quality audit you expect.

If you have any questions or comments, please contact Candice Thomson, Senior Manager or myself on 89 821 444.

Yours faithfully

MunLi Chee
Partner

# Contents

# 1. Audit plan highlights

| | |
|---|---|
| **Review of the prior year audit closing letter identified some audit and accounting matters** | The issues arising from the prior year audit included;<br>► Preparation of Monthly BAS<br>► Annual Leave Calculation |
| **We have worked closely with Council's management and will continue to work together on significant accounting matters** | The key areas of focus within our plan include:<br>► Accounting for Carbon Tax;<br>► Accounting for Revenue Received in Advance;<br>► Fixed Assets Valuation and Ownership;<br>► Street Lighting Fees, Maintenance and Ownership;<br>► Restrictions on Cash |
| **Other areas of audit focus** | ► Compliance with Legislation and Government Policies;<br>► Compliance with Australian Accounting Standards |

# 2. An effective audit approach

Our audit is primarily designed to enable us to express an opinion that the financial report presents fairly, in all material respects, the Council's financial position and financial performance in accordance with Australian Accounting Standards and the Local Government Act and Regulations.

We have recently conducted our interim audit on the Council for the year ended 30 June 2015. The interim audit covered a number of procedures such as the control testing over payroll, payments and the financial statement close processes; areas of audit focus, and risk assessment as to the material misstatements to the financial statements.

## 2.1 Inherent limitations and management's responsibility

It should be noted that the primary purpose of the interim audit procedures was to obtain sufficient and appropriate audit evidence to prepare for the requirement to form an opinion on the Council's financial statements. The audit was not, therefore, a comprehensive review of all systems and processes and was not designed to uncover all weaknesses, breaches and irregularities in those systems and processes. Inherent limitations in any management process and system of internal control may mean that errors or irregularities might occur and not be detected. The audit review did not constitute a complete examination of all relevant data and was not designed to uncover all processing errors and therefore may not have detected all breaches and irregularities that could have occurred.

The fact that the interim audit has not identified any significant matters does not mean that there are no other matters of which you should be aware of in meeting your responsibilities, nor does this report absolve you from taking appropriate action to meet your responsibilities.

## 2.2 Interim Findings

The accounting and control procedures examined during the interim audit were found to be generally satisfactory. Discussions with management and staff have provided an understanding of the key business processes and controls. Overall, it appears that the Council has a satisfactory control environment and controls that will be able to be relied upon in the audit of the Council for the year ended 30 June 2015.

## 2.3 Materiality

Materiality is used to determine the nature and extent of our audit procedures. It serves as a threshold for considering the individual and cumulative effect of potential adjustments and accounting issues.

Materiality levels are established by reference to income, as well as other quantitative and qualitative considerations. We consider 1% of income as an appropriate materiality level for the Council. We propose to establish planning materiality at $1.1 million based on Gross Revenue of $111 million for the period ended 31 May 2015.

We will regularly review the level of materiality throughout the engagement and where a change is necessary we will advise the Risk Management and Audit Committee (RMAC) accordingly.

We will report to you all audit differences greater than $55,500 to Council's result whether they are adjusted or unadjusted.

## 2.4 Opinions to be issued

Our audit will be conducted to provide reasonable assurance as to whether the financial report for the year ended 30 June 2015 is free from material misstatements. We will conduct our audit in accordance with Australian Auditing Standards.

## 2.5 The risk of fraud and error

The primary responsibility for the prevention and detection of fraud and error rests with those charged with the governance and management of the Council.

Our responsibility as the external auditor is to consider the risk of fraud and the factors that are associated with it so as to ensure that the financial statements are free from material misstatement resulting from fraud. However, it is important to note that while our external audit work is not primarily directed towards the detection of fraud or other irregularities, we will report any matters identified during the course of our work.

## 2.6 Year-end timing

An objective of the interim audit was to liaise with management to plan for the year-end audit. Part of this process involved analysing last year's financial statements and reviewing the timing, extent and nature of audit procedures required. The outcome of this process was that final audit fieldwork and procedures will commence on Monday 21 September 2015.

The following timetable has been agreed with City of Darwin management:

| Date | Action | Responsibility |
|---|---|---|
| 18/09/2015 | Draft financial statements completed | Manager Finance |
| 23/09/2015 | Internal review of financial statements completed | Manager Finance |
| 23/09/2015 | Subsidiary audited financial statements completed | DEC |
| 25/09/2015 | Draft consolidated financial statements completed | Manager Finance |
| 28/9/2015 | Provide draft consolidated Financial Statements to Audit | Manager Finance |
| 28/9/2015 | Audit team commences audit on site | Merit Partners |
| 23/10/2015 | Draft auditor reports, financial statements and closing letter provided to RMAC | Merit Partners |
| 30/10/2015 | RMAC meet to consider the auditor reports, financial statements and closing letter | RMAC |
| 30/10/2015 | CEO signs management representation letter | Chief Executive Officer |
| 30/10/2015 | CEO signs financial statements | Chief Executive Officer |
| 30/10/2015 | Auditor signs audit reports and closing letter | Merit Partners |
| 10/11/2015 | CEO lays Financial statements before Council at 1st ordinary meeting | Chief Executive Officer |
| 15/11/2015 | Lodge annual report including audited financial statements with DLG & NTGC | Manager Strategy & Outcomes |

# 3. Key areas of audit focus

## 3.1 Our risk assessment of financial statement accounts

Our approach is to identify the significant accounts at a consolidated level and the critical accounting processes that impact these accounts. This necessitates the determination of where material constituent components of the consolidated accounts and related processes are located throughout the group. Our audit then addresses these areas. Our audit is conducted as one team to guarantee a streamlined audit across all of your divisions.

| Financial Component | Risk of material error (low, moderate or high) | Analytical review | Planned control reliance | Substantive Testing Approach |
|---|---|---|---|---|
| Rates, Levies and Charges | Moderate | ✓ | ✓ | |
| Fees and Charges | Low | ✓ | ✓ | |
| Grant Funding | Low | ✓ | | ✓ |
| Employee Benefits | Moderate | ✓ | ✓ | |
| Expenses | Moderate | ✓ | ✓ | |
| Cash and cash equivalents | Low | ✓ | | ✓ |
| Investments | Low | ✓ | | ✓ |
| Receivables | Low | ✓ | | ✓ |
| Infrastructure, property, plant & equipment | Moderate/high | ✓ | | ✓ |
| Payables | Low | ✓ | | ✓ |
| Provisions | Medium | ✓ | | ✓ |
| Borrowings | Low | ✓ | | ✓ |
| Reserves | Low | ✓ | | ✓ |

Throughout the year we will meet regularly with process owners and key members of management and continue to challenge and modify our risk assessment.

## 3.2 A risk focused approach

Our audit considers a view of the risks faced by your business, which ultimately impact your financial reports. In order to identify the key business risks of the Council, we have considered:

- Council's strategies and objectives;
- Government policy and legislation; and
- The economic and market conditions in which Council's operates

This involved discussions with management, input from the RMAC, drawing on our past experience and knowledge, reference to external data sources, examining Council's current and proposed accounting and reporting practices and identifying key judgemental areas.

We have prepared a summary of those key risks below and our planned response in the tables that follow.

| Area of Emphasis | Work to be performed |
|---|---|
| **Follow up of prior year audit issues** | We will follow up with management on the current status of the following matters:<br>► Preparation of Monthly BAS<br>► Annual Leave Calculation |
| **Carbon Tax Treatment** | We will obtain the Council's proposed accounting policy, working papers and proposed disclosure within the financial statements for further audit review to determine their reasonableness. |
| **Revenue Received in Advance** | We will obtain and review the Council's position in relation to recognition of Revenue Received in Advance, in particular, Rates Revenue, to determine suitable application in line with the requirements of the Accounting Standards. |
| **Fixed Assets Valuation and Ownership** | We will obtain and review the Council's fixed assets register and agree the balances of the register to the general ledger.<br>A sample of additions and disposals will be checked against relevant support documents such as invoice, contracts and procurement guidelines and policies.<br>We will also review related repairs and maintenance accounts to ensure that relevant transactions of a capital nature have not been omitted from being capitalised.<br>Valuation reports, if any, will be reviewed to ensure assets are valued appropriately.<br>Fixed asset useful lives and depreciation rates, depreciation and amortisation accounts will be reviewed to ascertain their reasonableness.<br>We will also review management's assessment of impairment which includes review of minutes of the Council and RMAC for any reference to indicators of impairment and correspondence from the Chief Officer's Group. |
| **Street Lighting fees, maintenance and ownership** | We will continue to review Council's position in relation to street lighting issues and any impact on the Council's budget. |
| **Restrictions on Cash** | We will obtain and review the Council's support over restricted cash and reserve accounts. We will review and test the accuracy of the information within the accounts to relevant support. Additional review of budgets and funding agreements to ensure that balances are complete at reporting date. |
| **Compliance with legislation and government policies** | We will consider the requirements of applicable legislation and government policy by review of relevant Acts, Regulations and agreements. We will perform sufficient audit procedures over key financial requirements imposed on the Council. |
| **Compliance with Australian Accounting Standards** | Perform sufficient audit procedures over year end reconciliations and review of the financial statements in accordance with Australian Accounting Standards and Local Government Act and Regulations. |

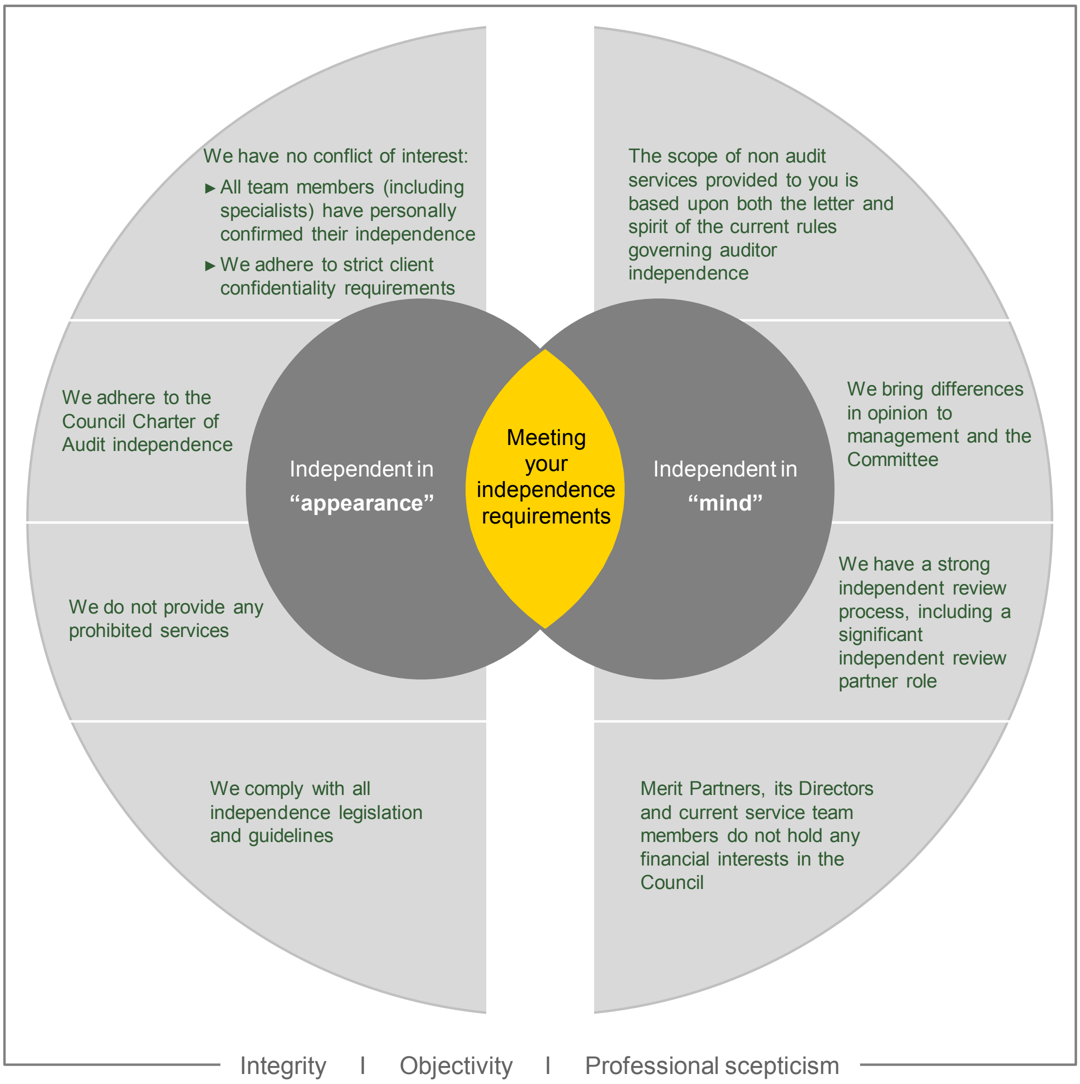
# 4. Independence

We understand the importance of independence to you. We have been rigorous in maintaining our independence and managing conflicts. We will remain independent, and be seen to be independent.

Independence is fundamental to Merit Partner as our ongoing reputation and success is connected to our ability to meet both Council and broader regulatory independence requirements.

We have consistently complied with all professional regulations relating to auditor independence including those outlined in:

- Section 307C of the Corporations Act 2001
- APES 110 code of Ethics for Professional Accountants



# Appendix A Audit Deliverables for FY 2015

- Provide an audit opinion of the general purpose and special purpose financial reports of the Council for the year ended 30 June 2015;
- Carry out such work as is necessary to form an opinion as to whether the accounts are properly kept; and the general purpose financial report is prepared in accordance with the financial records; and represents fairly the results of the operations of the Council for each financial year in accordance with the Australian Accounting Standards, the Act, Regulations and other mandatory professional reporting requirements.
- Provide a report to Council on:
  - The Statement of Financial Performance. A discussion on the operating result for the year including the effect of depreciation, the result for the year, level of grants and contributions and the level of rates increase for the year;
  - Financial Position. Comment on the performance ratios included in the notes to the financial statements, the effects of restrictions to cash and investmtents, the state of receivables, debt service and infrastructure assets;
  - Cash Flow Statement. Comment on the effect of material items such as borrowings, the effect of restrictions applied to cash and investments, the state of receivables, debt service, infrastructure assets and development contributions;
  - Areas for improvement, which is based solely on our evaluation on the internal financial controls of the Council; and
  - Other Matters. Such as changes to accounting standards and future developments.
- Complete the above reports on a timely basis; and
- Attendance at the RMAC and the full Council meetings to present the above reports, if required.

# Appendix B Communication with Those Charged with Governance

There are certain communications that we are required by Australian Auditing Standards to provide to those charged with governance. These are detailed below for the RMAC's reference:

| Required communication | Reference |
|---|---|
| **Terms of engagement**<br>► Confirmation by RMAC of acceptance of terms of engagement<br>► Merit Partner to provide a copy of the engagement letter | **Engagement letter** |
| **Planning and audit approach**<br>► Communication of the planned scope and timing of the audit including any limitations | **Audit Plan** |
| **Significant findings from the audit**<br>► Our view about the significant qualitative aspects of accounting practices including accounting policies, accounting estimates and financial statement disclosures<br>► Significant difficulties, if any, encountered during the audit<br>► Significant matters, if any, arising from the audit that were discussed with Management<br>► Written representations that we are seeking<br>► Expected modifications to the audit report<br>► Other matters if any, significant to the oversight of the financial reporting process | **Audit Letter to Those Charged with Governance** |
| **Misstatements**<br>► Uncorrected misstatements and their effect on our audit opinion<br>► The effect of uncorrected misstatements related to prior periods<br>► A request that any uncorrected misstatement be corrected<br>► In writing, corrected misstatements that are significant | **Audit Letter to Those Charged with Governance** |
| **Fraud**<br>► Enquiries of RMAC to determine whether they have knowledge of any actual, suspected or alleged fraud affecting the entity<br>► Any fraud that we have identified or information we have obtained that indicates that a fraud may exist<br>► A discussion of any other matters related to fraud | **To be discussed with the Committee** |
| **External confirmations**<br>► Management's refusal for us to request confirmations<br>► Inability to obtain relevant and reliable audit evidence from other procedures | **No matters noted** |
| **Consideration of laws and regulations**<br>► Audit findings regarding non-compliance where the non-compliance is material and believed to be intentional<br>► Enquiry of RMAC into possible instances of non-compliance with laws and regulations that may have a material effect on the financial statements that the Committee may be aware of. | **To be discussed with the Committee** |
| **Going concern**<br>Events or conditions identified that may cast significant doubt on the entity's ability to continue as a going concern, including:<br>► Whether the events or conditions constitute a material uncertainty<br>► Whether the use of the going concern assumption is appropriate in the preparation and presentation of the financial statements<br>► The adequacy of related disclosures in the financial statements | **Audit Letter to Those Charged with Governance** |
| **Significant deficiencies in internal controls identified during the audit** | **Management Letter** |

# OPEN SECTION



Risk Management & Audit Committee Meeting – FRIDAY, 28 AUGUST 2015

## 9. OFFICERS REPORTS

### 9.1 Risk Management Framework

Report No. 15A0103 TS:mp (28/08/15) Common No. 2363571

| ENCL: YES | RISK MANAGEMENT & AUDIT COMMITTEE/OPEN | AGENDA ITEM: 9.1 |
|---|---|---|
| | **RISK MANAGEMENT FRAMEWORK** | |
| **REPORT No.: 15A0103 TS:mp** | **COMMON No.: 2363571** | **DATE: 28/08/2015** |

**Presenter:** **Team Coordinator Risk, Audit & Safety, Tony Simons**

**Approved:** **General Manager Corporate Services, Diana Leeder**

## PURPOSE

The purpose of this report is to inform the Risk Management & Audit Committee (RMAC) on progress with the various elements of Council's risk management framework.

## LINK TO STRATEGIC PLAN

The issues addressed in this Report are in accordance with the following Goals/Strategies of the City of Darwin 2012 – 2016 as outlined in the 'Evolving Darwin Towards 2020 Strategic Plan':-

**Goal**
5 Effective and Responsible Governance
**Outcome**
5.3 Good governance
**Key Strategies**
5.3.3 Understand and manage Council's risk exposure

## KEY ISSUES

- Council's risk management framework incorporates a number of elements including: strategic and operational risk assessments, the internal audit and control self-assessment programs and business continuity planning
- Operational risk assessments have been revised in accordance with the annual program and were current as of March 2015; some additional changes have been made to ensure alignment with the Municipal Plan in regards to key business objectives
- Copies of the work in progress risk assessments are attached for the information of the Committee
- The control self-assessment program is in abeyance pending the installation of new software; the software vendor is attending this meeting for a presentation to the Committee
- The business continuity program is being reviewed following the implementation of new software

## RECOMMENDATIONS

THAT the Committee resolve under delegated authority:-

THAT Report Number 15A0103 TS:mp entitled Risk Management Framework, be received and noted.

## DISCUSSION

### Risk Assessments

The four departmental risk assessments are reviewed continually throughout the year to ensure outcomes from internal audits and control self-assessment reviews are incorporated into the assessments.

Assessments are also reviewed *in toto* annually and this was completed in March 2015. Additional work has now been done to ensure that the key business objectives outlined in Council's Municipal Plan are reflected in the operational risk assessments to ensure the documents are aligned and that links between operational risk and strategic objectives outlined in the Strategic Plan are identified.

Considerable work has been done to ensure that the Municipal Plan and the risk assessments are aligned and some further amendments have also been incorporated into the risk assessments to reflect recent changes in organisational structures.

All four departmental operational risk assessments are substantially complete, with the exception of a small number of business areas where more consultation with the business unit managers is required as a result of structural changes to the organisation chart.

Copies of the four assessments are attached herewith for the information of the Committee. The Committee should note that areas documented in red reflect changes made to the risk assessments since the 2014 versions were tabled at RMAC in March 2014. **Attachments A, B, C** & **D**

### Control Self-assessment Program

The control self-assessment program is being upgraded to incorporate a front end risk management component which will partially automate the linkage between risk and controls identified in the assessments and in the control self-assessment module.

The software vendor is in attendance at this meeting to demonstrate system capabilities to the Committee.

Business Continuity Planning

The business continuity plans for essential Council functions was first undertaken over the period December 2011 and January 2012.

The software vendor attended Council during the second week of July 2015 to install and configure the new version of the business continuity software which has resulted in improvements in both capability and functionality. City of Darwin is the first Australian client to upgrade to the new software.

The Team Coordinator Risk Audit and Safety is now working through the review and redevelopment of continuity plans and including new essential areas where necessary.

A project communication plan has been circulated to all internal stakeholders, including the Chief Officers Group. The project plan is appended to this report for the information of the Committee **Attachment E.**

## CONSULTATION PROCESS

This report was considered by the Chief Officer's Group on 17 August 2015 and is now referred to the Risk Management & Audit Committee for consideration.

## POLICY IMPLICATIONS

Nil

## BUDGET AND RESOURCE IMPLICATIONS

Nil – the upgrades to both the business continuity and control self-assessment software are included in current contractual arrangements with the software providers.

## RISK/LEGAL/LEGISLATIVE IMPLICATIONS

Understand and manage Council's risk exposure.

## ENVIRONMENTAL IMPLICATIONS

Nil

**COUNCIL OFFICER CONFLICT OF INTEREST DECLARATION**

We the Author and Approving Officers declare that we do not have a Conflict of Interest in relation to this matter.

**TONY SIMONS**
**TEAM COORDINATOR RISK, AUDIT & SAFETY**

**DIANA LEEDER**
**GENERAL MANAGER CORPORATE SERVICES**

For enquiries, please contact Tony Simons on 8930 0573 or email: t.simons@darwin.nt.gov.au.

**Attachments:**

**Attachment A:** Operational risk assessment Corporate Services
**Attachment B:** Operational risk assessment Infrastructure
**Attachment C:** Operational risk assessment Community & Cultural Services
**Attachment D:** Operational risk assessment Office of the Chief Executive
**Attachment E:** Business Continuity Program Communications Plan

# CORPORATE SERVICES DEPARTMENT

## OPERATIONAL RISK ASSESSMENT V4 OCTOBER 2014

# ATTACHMENT A



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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **RISK AUDIT & SAFETY – RISK MANAGEMENT FRAMEWORK** | | | | | | | | | | | |
| **DEVELOP, IMPLEMENT, & MAINTAIN A RISK MANAGEMENT FRAMEWORK AT STRATEGIC AND OPERATIONAL LEVELS**<br>- Risk management policy and standards developed and promoted<br>- Policy and standards reviewed and approved by COG<br>- Risk assessments undertaken annually at the strategic level<br>- operational risk and control assessments are embedded within business documentation<br>- risk management programs developed to target critical operations<br>- Procedures in place to address a review of operational risk on an ongoing basis<br>- Structured reporting and monitoring program developed | **1. Failure to embed a risk management culture within the organisation**<br>- Lack of understanding of risk management principles, particularly with regards to strategic, operational and project based risk assessments<br>- Failure to ensure risk is owned at all levels of the organisation<br>- Failure to ensure standardised risk management principles and practises are applied<br>- Inefficient, ineffective and inconsistent approach to risk management practises | 3 | 4 | E | - City of Darwin has a dedicated risk manager (TC Risk Audit & Safety) to promote risk management awareness<br>- RM 101 education program provided to all staff involved in ORA and SRA development<br>- RM Policy and Standards developed and are based on ISO31000 Standard and are approved by COG<br>- Strategic and operational risk assessments have been developed<br>- Dedicated web-site developed as a central point of information for staff on the risk management framework<br>- City of Darwin undertakes regular assessment of strategic and operational risks – reviewed October annually<br>- Programs in place to undertake risk assessments for all project based activity<br>- RM requirements embedded in procurement and project management standards<br>- Control self-assessment in place<br>- Business continuity plans developed Jan 2012<br>- Audit of framework undertaken by Deloitte in December 2012 – business managers noted ORA provides guidance and clarity and prompted managers to increasingly consider risk and controls in their environment | 2 | 3 | M | CSA | - *Risk assessments are reviewed annually and presented to RMAC for endorsement*<br>- *Development of the risk management framework was completed October 2010 and has subsequently been revised in October 2012 and 2013*<br>- *Review undertaken October 2014 aligns business process to programs and outputs as set out in the municipal plan*<br>- *Risk program management will be ongoing and will take into account changes to AR and RR arising from internal audits and CSA program.* | TEAM COORDINATOR RISK, AUDIT & SAFETY |
| | **2. Failure to develop, implement and manage policies and standards relating to risk management activity**<br>- Compliance with ISO 31000<br>- Inefficient, ineffective and inconsistent approach to risk management practises<br>- Failure to ensure risk is owned at all levels of the organisation<br>- Failure to implement risk management and reporting programs<br>- Inability to manage and implement recommendations for process and control improvement | 3 | 3 | H | - City of Darwin has developed RM Policy and Standards based on ISO31000 Standard<br>- Policy approved by Council and Standard approved by COG July 2013<br>- Risk management lexicon approved as part of RM Standard<br>- Policies and standards are promoted by COG and business managers<br>- Dedicated web-site has been developed as a central point of information for risk management<br>- Control self-assessment in place | 1 | 3 | L | CSA | - | |
| | **3. Failure to review operational risk assessments regularly**<br>- Failure to identify and address control gaps and improvements<br>- Failure to identify potential changes to internal audit and control self-assessment programs | 3 | 3 | H | - Operational risk assessment is linked to directly annual business planning and business objectives through the municipal plan<br>- ORAs updated annually and also following outcomes of internal audits and control self-assessments<br>- Reporting on strategic and operational risk is monitored by COG and Risk Management & Audit Committee<br>- Control self-assessment in place<br>- Audit of the risk management framework was undertaken in December 2012 – no major risk omissions noted | 1 | 3 | L | CSA | - *Ongoing reporting will be to the Audit Committee*<br>- *Operational risk assessments to be reviewed annually as part of business planning* | |


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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **RISK AUDIT & SAFETY – EMERGENCY MANAGEMENT & BUSINESS CONTINUITY** | | | | | | | | | | | |
| **DEVELOP & MAINTAIN EMERGENCY RESPONSE PLANS**<br>- Fire<br>- Bomb threat<br>- Aggressive intruder<br>- Emergency control group<br>- Emergency control organisation | **4. Failure to ensure compliance with Australian Standards for management of emergencies**<br>- Emergency control group not established<br>- ECG members not trained in key roles<br>- Emergency plans not developed and maintained | 2 | 5 | E | - Emergency management procedures approved for Civic Centre and Operations Centre in September and December 2011and reviewed 2013<br>- Emergency Control Organisations formed for both locations<br>- ECO members trained September 2011 and refresher 2013 & 2015<br>- Emergency evacuation plans prepared and displayed in multiple locations<br>- Emergency procedures located on City of Darwin Risk Management website<br>- Emergency procedures testing undertaken annually | 1 | 4 | M | CSA | - *testing of emergency plans undertaken at Operations Centre March 2013 and Civic Centre June 2013 and March 2014*<br>- *Emergency procedures for Operations Centre being revised January 2015 by WHS Officer*<br>- *evacuation testing undertaken annually - due June 2015* | TEAM COORDINATOR RISK, AUDIT & SAFETY |
| **DEVELOP & MAINTAIN BUSINESS CONTINUITY MANAGEMENT SYSTEMS and BC PLANS**<br>- Cyclone<br>- Earthquake<br>- Fire<br>- Pandemic<br>- Disruption to electricity<br>- Major IT interruption<br>- Critical worksite safety issue | **5. Failure to ensure robust BCP planning processes that involves all of Council and its affected stakeholders**<br>- BCP fails to address potential business interruption scenarios<br>- BCP fails to address stakeholder needs | 3 | 4 | E | - Development of BCP commenced September 2011 and round one completed March 2012<br>- New version of BCM operating system implemented October 2014<br>- BC plans developed in accordance Australian and International standards<br>- External consultant and software package engaged to develop BCPs<br>- Externally hosted website used for storage and maintenance of BCPs<br>- Control self-assessment in place | 1 | 4 | M | CSA | - *A new version of the BCM operating system was implemented October 2014*<br>- *New BC plans to be developed by 30 June 2015*<br>- *Plans to be tested against Cyclone plan Oct 2015* | TEAM COORDINATOR RISK, AUDIT & SAFETY |
| | **6. Failure to regularly test and revise BCPs**<br>- Complacency of staff relating to emergency situations<br>- Failure of key points of control in BCPs<br>- Potential for injuries and loss of life<br>- Unnecessary damage to infrastructure<br>- Reputation risk | 3 | 4 | E | - BCPs tested March 2012<br>- New version of BCM operating system implemented October 2014<br>- Control self-assessment in place | 1 | 4 | M | | | |
| **RISK AUDIT & SAFETY – PUBLIC LIABILITY CLAIMS** | | | | | | | | | | | |
| **MANAGE PUBLIC LIABILITY CLAIMS**<br>- Claim management<br>- Liaison with claimant<br>- Liaison with insurer and broker | **7. Failure to implement and manage a PL claims monitoring data base**<br>- Inability to monitor incidents and claims<br>- Inability to identify and take remedial action relating to identified "hot spots"<br>- Excessive insurance premiums<br>- Potential for refusal of future insurance over<br>- Reputation risk | 2 | 3 | M | - Incident data base has been developed and is managed by Team Coordinator Risk, Audit & Safety<br>- Incident and accident reporting forms have been developed and approved<br>- All new employees are formally instructed at induction course on their requirement to report all incidents, accidents and near-misses involving members of the public | 1 | 3 | L | CSA | - | Risk & Safety Officer |
| | **8. Failure to investigate and obtain substantiating evidence to support claims**<br>- Acceptance of fraudulent claim<br>- Excessive insurance premiums<br>- Potential for refusal of future insurance cover<br>- Rejection of valid claim<br>- Reputation risk | 2 | 3 | M | - Standard procedures for managing claims have been developed<br>- Customer Services have been provided with client information sheet to advise potential claimants as to the nature of information required to support any claim lodged<br>- Preliminary gathering of evidence is undertaken by WHS Officer<br>- Additional investigation and questioning undertaken by insurance broker and insurer<br>- Formal decision on whether claims will be accepted are undertaken by Council's public liability insurer<br>- Formal agreement in place with Insurance Broker to provide claims management services | 1 | 3 | L | | | |


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LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER

**RISK AUDIT & SAFETY – INTERNAL AUDIT & CONTROL SELF-ASSESSMENT**

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **ESTABLISH AND MAINTAIN AN EFFECTIVE INTERNAL AUDIT CAPACITY**<br>- Audit policy and standards<br>- Audit standards issued by Professional Body<br>- Formal audit program<br>- Regular and ongoing monitoring and reporting of risk and control<br>- Address ad-hoc issues at the request of the CEO, Audit Committee, or the COG | **9. Failure to maintain adequate internal audit capacity**<br>- City of Darwin does not currently maintain dedicated internal audit resources<br>- Insufficient funding for external contractor | 2 | 3 | M | - Comprehensive plans cover two forward years are developed and approved by the RMAC<br>- Audits managed through external consulting firms<br>- Audit plan and requisite capacity continually reviewed as part of operational risk assessment processes<br>- City of Darwin has fully independent Risk Management & Audit Management Committee who oversee audit and CSA programs<br>- RMAC manages Outstanding Audit Issues register to monitor progress of implementation of audit and CSA recommendations<br>- Control self-assessment in place | 1 | 2 | L | RMAC | | TEAM COORDINATOR RISK, AUDIT & SAFETY |
| | **10. Failure to effective plan internal audit activity**<br>- Audit planning is not linked to operational objectives and risk assessment<br>- gaps or deficiencies in the audit plan<br>- Failure to meet audit program objectives and timeframes<br>- Budget hours not allocated correctly<br>- Scope and cost creep not addressed<br>- failure to address operational risk assessment outcomes<br>- Excess cost incurred for external contractors | 2 | 3 | M | - Audit plan is directly linked to results of strategic and operational risk assessments<br>- Audit plan is prepared by Risk OHS Advisor<br>- Audit Plan is reviewed and approved by COG and Audit Committee<br>- Audit program is monitored by COG and Audit Committee with formal reporting arrangements<br>- Auditors are required to specifically address risks identified in City of Darwin operational and strategic risk assessments when undertaking audit assignments<br>- Internal audit programs and outcomes are reported in the Annual Report<br>- Control self-assessment in place | 1 | 2 | L | | | |
| | **11. Audit staff fail to adhere to professional standards**<br>- City of Darwin policy and standards<br>- IIAA / CPA / RMIA standards | 2 | 3 | M | - City of Darwin ensures the use of qualified consulting staff through the terms and conditions of its engagement agreement | 1 | 2 | L | | | |
| **DEVELOP, IMPLEMENT AND MANAGE CONTROL SELF ASSESSMENT PROGRAMS**<br>- CSA policy and standards<br>- CSA reporting processes<br>- Standards for working papers<br>- CSA training program<br>- Internal Audit assessment of CSA processes | **12. Failure to ensure CSA program and supporting software systems continue to meet demands of City of Darwin**<br>- Data base of risks and controls not maintained<br>- Assessors and reviewers data base not maintained<br>- Linkages between risk and control not correctly assigned | | | | - CSA data base is maintained by TC Risk Audit and Safety<br>- Technical advice available through system owner as part of the software license agreement<br>- Defect and issues management resolution timeframes in place<br>- Control self-assessment in place | | | | AUDIT 15/16 | - *New version of CSA software implemented being June 2015*<br>- *Risk management software component of CSA system to be implemented concurrently*<br>- *CSA program to be re-developed following loading of new risk and control data to the CSA system*<br>- *CSA program to recommence June 2015* | |
| | **13. Managers fail to embrace CSA as a legitimate risk management tool**<br>- CSA process not effectively implemented<br>- CSA non-compliance not addressed at an operational level<br>- Lack of, or deficiency in CSA reporting to Audit Committee to satisfy internal audit program requirements | 3 | 3 | H | - use of CSA is mandated by COG<br>- CSA has been in place for some time and is an accepted practise by existing managerial staff<br>- TC Risk Audit & Safety Advisor conducts detailed CSA training program<br>- COG and Audit Committee review outcomes from CSA<br>- Internal audit reviews quality of CSA program and outcomes and feedback used for continuous improvement<br>- Upgraded version of CSA program implemented October 2013with increased reporting capability and increased internal system management capability<br>- Control self-assessment in place | 1 | 2 | L | | | |
| | **14. Business unit managers fail to adhere to CSA policy and procedures**<br>- CSA undertaken sporadically rather than as an ongoing monitoring process<br>- CSA testing of sample data performed inadequately<br>- Inadequate working papers to support CSA outcomes | 3 | 3 | H | - CSA has been in place for some time and is an accepted practise by existing managerial staff<br>- Upgraded version of CSA program implemented October 2014 with increased reporting capability and increased internal system management capability<br>- Internal audit reviews quality of CSA program<br>- Control self-assessment in place | 1 | 2 | L | | | |


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LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **RISK AUDIT & SAFETY – OCCUPATIONAL HEALTH & SAFETY** | | | | | | | | | | | |
| **IMPLEMENT & MANAGE WORKPLACE HEALTH & SAFETY MANAGEMENT SYSTEMS**<br>- OHS culture<br>- OHS Management System<br>- OHS induction and training<br>- Audits and inspections program<br>- OHS Committee<br>- reporting framework<br>- Incident reporting forms<br>- Incident recording data base<br>- OHS Committee<br>- Third party liaison (contractors) | **15. Failure to embed a WHS awareness culture across the organisation**<br>- Staff not provided with OHS induction<br>- Failure to undertake regular audits and inspections and address known hot spots<br>- Failure to provide ongoing work specific OHS training<br>- Failure to capture quality OHS statistics and reporting processes<br>- Higher than warranted injury and accident rates<br>- Insurance premium increases<br>- Reputation risk | 3 | 5 | E | - City of Darwin employs dedicated WHS Management staff<br>- WHS Management system developed including policies, standards & safe operating procedures<br>- WHS risk assessment developed and reviewed annually<br>- WHS specific website established on the intranet with all OHSMS documentation, reports and WHS committee information<br>- WHS Duties and Obligations Standard in place for all employees<br>- WHS responsibilities included in position descriptions<br>- WHS training is part of employee induction<br>- Role specific training provided at the worksite<br>- JSEA undertaken at all worksites<br>- Certificates and licenses are required to perform designated works<br>- WHS audit and inspection program in place<br>- WHS incident data base developed and used for tracking problem areas<br>- COG and OHS Committee expectations of OHS audits and reporting<br>- WHS outcomes reported in the Annual Report<br>- Control self-assessment in place<br>- WHS Committee established and operates under COG approved terms of reference<br>- Review and audit of OHS MS undertaken by professional auditors in 2012 and no risk or legal omissions noted | 2 | 4 | H | CSA | - *Continue with development of the library of Safe Operating Procedures*<br>- *Continue with development of JSEAs*<br>- *Refresher training for HSRs required 2015*<br>- *Refresher training for Fire Wardens due 2015* | TEAM COORDINATOR RISK, AUDIT & SAFETY |
| | **16. Failure to ensure that contractors and third parties operating within Council environs are aware of and manage their WHS responsibilities**<br>- Failure to ensure contractor staff are provided with OHS induction<br>- Contractors fail to provide OHS management plans<br>- Higher than warranted injury and accident rates<br>- Insurance premium increases<br>- Reputation risk | 3 | 5 | E | - WHS Officer manages contractors<br>- External parties provided with OHS induction<br>- Major third party operators have discrete OHS policies and systems<br>- City of Darwin and major operators exchange OHS Policies<br>- Certificates are required to perform designated works<br>- Licenses required to operate designated plant and equipment | 2 | 5 | E | | - *contractor management standard being developed to manage contractors compliance with OHSMS requirements and to put in place contractor supervision, audit and induction processes* | |
| | **17. Failure to record and report OHS incidents and non-conformances**<br>- Failure to follow up on implementation of identified corrective measures<br>- Repeat occurrences of safety issues<br>- Unnecessary injuries and accidents<br>- Reputation risk | 2 | 4 | H | - City of Darwin has engaged dedicated WHS Manager<br>- WHS Management System developed<br>- WHS Committee convened – Terms of Reference being drafted<br>- WHS is a standing agenda item for COG<br>- Operational staff maintain good WHS culture<br>- incident tracking data base which is managed by Risk & OHS Advisor and reported to the OHS Committee and COG<br>- Control self-assessment in place | 1 | 4 | M | | | |
| **MANAGE WORKERS COMPENSATION CLAIMS**<br>- Claims management<br>- Return to work program<br>- Settlement processes | **18. Failure to undertake comprehensive liability investigation**<br>- Failure to obtain substantiating evidence<br>- Acceptance of fraudulent claim<br>- Excessive insurance premiums<br>- Rejection of valid claim<br>- Reputation risk | 2 | 4 | H | - Preliminary gathering of evidence is undertaken by WHS Officer<br>- Formal investigation and decision on whether claims will be accepted are undertaken by Council's workers compensation insurer<br>- Control self-assessment in place | 1 | 3 | L | | | |
| | **19. Failure to implement WHS incident tracking**<br>- Inability to monitor incidents and claims<br>- Inability to identify and take remedial action relating to identified "hot spots"<br>- Excessive insurance premiums<br>- Potential for refusal of future insurance over<br>- Reputation risk | 2 | 4 | H | - Incident data base has been developed and is managed by Coordinator Risk, Audit & Safety<br>- Incident and accident reporting processes is place<br>- Employees have been formally instructed as part of staff induction on their requirement to report all WHS related incidents, accidents and near-misses<br>- Remedial actions are noted on the reporting form and signed off by supervisors and managers<br>- WHS training based on the numbers and nature of incidents recorded on the data base<br>- WHS incident statistics are provided regularly to GMs and Team Leaders by Coordinator Risk, Audit & Safety<br>- WHS incident awareness presentations provided to Infrastructure Staff at regular Roadshows by Coordinator Risk, Audit & Safety<br>- Control self-assessment in place | 1 | 3 | L | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **PEOPLE, CULTURE & CAPABILITY** | | | | | | | | | | | |
| **DEVELOP & IMPLEMENT A WHOLE OF COUNCIL WORKFORCE PLANNING STRATEGY**<br>- Ensure we place the right people in the right jobs at the right time | **20. Failure to identify and plan to have the right people in the right jobs at the right time**<br>- failure to succession plan for key roles<br>- impacts on achievement of Council's objectives and strategies<br>- targeted training and development not managed<br>- high turnover/low retention of key employees | 2 | 4 | H | - Human Resources Strategic Plan developed for 2004 – 2008<br>- Interim plan was prepared for 2009<br>- Draft Workforce Plan has been prepared and will be presented to COG Jan 2015 | 2 | 4 | H | CSA | - *Draft Workforce Plan 2014 will be presented to COG March 2015* | |
| **MANAGE INDUSTRIAL RELATIONS MATTERS AND IMPLEMENT SOLUTIONS**<br>- Develop, negotiate and implement Council's Collective Agreement<br>- Manage disciplinary actions | **21. Failure to develop and maintain working relationships with staff and union officials**<br>- unsettled industrial environment/workplace<br>- issues with negotiation of collective agreements<br>- increased level of industrial disputes<br>- financial implications<br>- reputation risk | 2 | 3 | M | - EB negotiations are controlled by legislated framework<br>- Council has established and maintains good working relationship with union officials<br>- Council's EB negotiating committee is representative of the workforce profile<br>- EB consultation processes are comprehensive and inclusive | 1 | 3 | L | | - | |
| **DEVELOP AND IMPLEMENT COUNCIL WIDE EMPLOYEE TRAINING AND DEVELOPMENT OPPORTUNITIES**<br>- Mandatory induction for new employees<br>- Ongoing training and development<br>- Professional development<br>- Deliver Graduate and Traineeship opportunities | **22. Failure to develop and implement a comprehensive employee induction program**<br>- Employee unsure of job specific roles<br>- Employee unaware of Council policies relating to performance<br>- Employee unwittingly exposed to OHS risks<br>- Reputation risk | 2 | 3 | M | - Council employs a dedicated Capability & Development Coordinator to manage induction programs<br>- Formal induction program has been developed including overview of council, its role and presentations from the CEO and key business areas<br>- Team Leader and employee induction procedure is mandated and includes mandatory training requirements as well as identifying training and development opportunities<br>- Control self-assessment in place | 1 | 2 | L | CSA | | |
| | **23. Failure to develop and implement an approved training and development program**<br>- Development and training opportunities not identified during EDP processes<br>- Development and training opportunities identified during EDP are not actioned through to training programs<br>- Employees do not have access to job specific training<br>- Inability to develop employee capabilities and manage succession planning<br>- Employees access training programs not relevant to their employment | 2 | 3 | M | - Council employs a dedicated Capability & Development Coordinator to manage training and development programs<br>- Training plans are developed and reviewed annually<br>- Mandated training includes induction to Council and its role and functions, OHS, NTG Construction White Card, records management, purchasing<br>- Additional training programs are based on job requirements and career development<br>- Training and development and skills gap analysis is undertaken annually as part of Employee Development Plans<br>- Training program undertaken by employees are recorded in Authority Skills Register<br>- Control self-assessment in place | 1 | 2 | L | CSA | - *Identify a model to review and capture skills gaps to inform long term capability management* | |
| **DEVELOP AND IMPLEMENT A FRAMEWORK TO BUILD LEADERSHIP CAPACITY ACROSS COUNCIL** | **24. Failure to develop and implement initiatives to build a more constructive culture**<br>- Culture survey outcomes not addressed<br>- Inadequate culture planning<br>- Lack of leadership skills across the organisation<br>- Employees not engaged in culture building<br>- Organisational culture does not improve or declines<br>- CoD is not a preferred employer | 2 | 3 | M | - Recruitment of specialist officer September 2014 to manage leadership and culture initiatives<br>- Culture survey undertaken across all Council programs October 2014<br>- Culture Plans developed and implemented across the organisation, departments and teams<br>- Leadership Development Programs established<br>- Calendar of skills development and other culture initiatives being built | 2 | 3 | M | | - *Continue to develop and implement initiatives to address the outcomes of the culture survey in conjunction with COG and program managers* | |

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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **PEOPLE, CULTURE & CAPABILITY** | | | | | | | | | | | |
| **MANAGE EFFECTIVE EMPLOYMENT PROCESSES**<br>- Code of conduct<br>- PCC policies and procedures<br>- position descriptions approved and reviewed regularly<br>- remuneration levels assessed and determined internally using classification processes provided by independent consultants<br>- recruitment management<br>- Pre-employment checks (medical, psych and police)<br>- Trained recruitment panel members<br>- Develop and implement employee performance framework | **25. Cost of living is a barrier to recruitment**<br>- More attractive remuneration and working conditions offered by competitor employees<br>- Council cannot match salary packages offered by other employers<br>- Inability to recruit and retain key employees | 3 | 3 | H | - City of Darwin salaries benchmarked against similar local government bodies across Australia using templates developed by National remuneration advisory company<br>- Flexible and attractive conditions of employment – additional leave, district allowances, assistance with relocation costs<br>- Market allowance applied to salary package where warranted | 3 | 3 | H | | **THIS IS OUTSIDE OF THE DIRECT CONTROL OF COUNCIL**<br><br>**NO ADDITIONAL CONTROLS ARE FEASIBLE** | |
| | **26. Failure to develop and implement employment and employee management policies and procedures**<br>- Lack of clear direction for employees<br>- Difficulty in managing performance and disciplinary issues | 2 | 3 | M | - PCC has developed a comprehensive suite of policies and procedures<br>- Policies and procedures are reviewed regularly in compliance with Council's policy management processes | 1 | 2 | L | CSA | | |
| | **27. Failure to ensure job descriptions are reviewed to ensure duty statements accurately reflect the responsibilities of the position**<br>- Failure to attract suitable applicants<br>- Delays in recruitment | 2 | 3 | M | - Comprehensive review undertaken when positions become vacant<br>  - Is the position still necessary<br>  - Review of position description<br>- PD reviewed as part of annual Employee Development Plan<br>- Control self-assessment in place | 1 | 2 | L | CSA | | |
| | **28. Failure to undertake key employment checks (medical, psychometric testing, criminal history, working with children)**<br>- Inappropriate candidate appointed<br>- Inability to discharge requisite duties<br>- Potential reputation risk (criminal history, working with children)<br>- Breach of legislation | 2 | 4 | H | - Pre-employment Assessment Procedure developed and implemented<br>- Procedure is reviewed every four years under Council's policy & procedure review framework checks (medical, psychometric testing, criminal history, working with children)<br>- Position descriptions prepared for all positions and include requirements to undergo specific checks relative to the role of the position<br>- Control self-assessment in place | 1 | 3 | L | CSA | | |
| | **29. Deficiencies or perceived flaws in the recruitment process**<br>- Not having the right person doing the right job<br>- Impact on delivery of council programs<br>- Staff diversity levels not achieved (Strat Plan)<br>- Potential reputation risk | 2 | 3 | M | - Council has implemented a robust recruitment management system and procedures that address<br>  - selection panel composition<br>  - preferred recruitment timelines<br>  - merit principles<br>  - interview processes<br>  - recommendation to appoint<br>- Recruitment training is undertaken for staff on recruitment panels<br>- Candidates are required to address role specific selection criteria set out in the job description which are assessed by the selection panel<br>- Normal procedure is for CEO approval required to appoint in instances where panel members cannot reach consensus on the preferred candidate<br>- Control self-assessment in place | 1 | 3 | L | CSA | | |
| | **30. Failure to develop and implement an approved performance management system**<br>- Inability to constructively manage good performance<br>- Inability to manage underperformance or breaches of employee code of conduct<br>- Work force capability is diminished<br>- Morale implications for other employees<br>- Potential reputation risk | | | | - New employees undergo probationary period of employment and 3 - 6 monthly assessment and reporting<br>- Performance appraisals undertaken for managers (contract) and COG<br>- Annual Employee Development Plan undertaken for all other staff<br>- Performance appraisal processes are being reviewed with a completion date estimated 31 December 2012 – this includes the need for training of staff in appraisal processes<br>- Annual refresher training is provided through Training & Development<br>- Control self-assessment in place | | | | | - ***Investigate implementation of a revised performance review program*** | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
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| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **PEOPLE, CULTURE & CAPABILITY** | | | | | | | | | | | |
| **ISSUE SECURITY ACCESS CARDS AND BUILDING KEYS UNDER INSTRUCTION FROM AN EMPLOYEE'S MANAGER OR GENERAL MANAGER**<br>- Access hours<br>- Areas to access<br>- Restricted areas access | **31. Failure to ensure requisite documentation and approvals are sighted prior to issuing access cards and keys**<br>- Staff provided with access to incorrect areas<br>- Staff provided with access for inappropriate times | 3 | 4 | E | - City of Darwin employs dedicated officer to issue security cards<br>- Access requests for normal operating hours approved by employee manager<br>- Special access requirements to be approved by departmental GM<br>- Control self-assessment in place | 1 | 4 | M | CSA | | |
| | **32. Failure to delete access permission and retrieve cards and keys when employee ceases working for Council**<br>- Ongoing unauthorised access to council facilities | 2 | 4 | H | - ER checklist used when employee ceases employment – includes requirement to retrieve all council property in the employees possession<br>- outstanding pay and other entitlements are not posted to the former employee until all council property has been retrieved and ER checklist is returned and signed off by PCC staff<br>- Control self-assessment in place | 1 | 3 | L | CSA | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **INFORMATION TECHNOLOGY** | | | | | | | | | | | |
| **DEVELOP, MANAGE AND IMPLEMENT A DIGITAL STRATEGY FOR THE CITY OF DARWIN**<br>- IT policy and strategic plan<br>- oversee ICT change and risk management<br>- improvement of current IT systems, and assess future IT needs plan<br>- manage and finalise ICT projects<br>- manage resources of team members and third party contractors or consultants | **33. Failure to ensure ICT infrastructure is managed and controlled through a representative and responsible body**<br>- Failure to engage stakeholders across the organisation<br>- Deficiencies in long term ICT development plans<br>- Failure to adequately budget for ICT development<br>- inherent system redundancies<br>- fragmented approach to development and management of ICT systems<br>- potential for development of duplicated systems | 2 | 4 | H | - Council has developed and implemented an IT Digital Strategy<br>- City of Darwin has convened the IT Strategic Leadership Group with cross-departmental representation which has specified roles set out in its Terms of Reference<br>- Budget and development planning is managed by Manager Information Technology and GM Corp Services<br>- Control self-assessment in place | 1 | 2 | L | | - *Business continuity and IT DR plans being developed* | |
| | **34. Failure to ensure underlying system architecture supports the existing business needs and is flexible enough to meet changing organisational needs** | 2 | 4 | H | - Council has developed and implemented an IT Digital Strategy<br>- City of Darwin has convened the IT Strategic Leadership Group with cross-departmental representation which has specified roles set out in its Terms of Reference<br>- Adoption of best practise systems | 2 | 3 | M | | - | |
| **MANAGE AND PROVIDE COUNCIL'S GEOGRAPHICAL INFORMATION SYSTEMS (GIS) SERVICES**<br>- cadastral, topographic and other data sets<br>- links between GIS and other systems (rates, asset management, planning, building, customer request and records management)<br>- business process improvements<br>- end user access (internal and external clients)<br>- end user training | **35. Reliance on limited numbers of key personnel to manage the system**<br>- Data management agreements with other departments<br>- Training of users in other departments | 2 | 4 | H | - Training is being undertaken by other staff in system administration<br>- Standardised agreement with NTG for provision of cadastral information and aerial photography data<br>- ?public scrutiny of data quality | 2 | 3 | M | | | |
| | **36. Reliance on accuracy and quality of information provided by internal and external system users**<br>- failure to maintain data accuracy<br>- council asset identification<br>- assessment forms<br>- click 'n fix app | 2 | 4 | H | - data is verified by Civil Infrastructure and Technical Services staff prior to be entered<br>- Civil Infrastructure staff will identify incorrect data during routine works programs | 2 | 3 | M | | - *Quality assurance function around information supplied by third parties*<br>- *Need to ensure ownership issues are resolved and whether this information management role sits with Information Technology or Technical Services* | |



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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **INFORMATION TECHNOLOGY** | | | | | | | | | | | |
| **MANAGE AND IMPLEMENT COUNCIL'S ASSET MANAGEMENT STRATEGY FOR COMPUTER HARDWARE AND SOFTWARE ASSETS INCLUDING MANAGE COUNCIL'S DESKTOP AND COMMUNICATIONS INFRASTRUCTURE**<br>- planning, development, implementation and maintenance of the IT domain<br>- ensure the effective operation of Council's Local Area Network<br>- configuration and installation of servers<br>- documentation of system configuration<br>- security of Council's computer data<br>- assess hardware or software failures and activate necessary corrective action<br>- operational performance of the computer environment<br>- evaluate new hardware equipment and software systems<br>- maintain procedural manuals and end user guides<br>- user support for all Council supported applications<br>- training programs<br>- manage security of Council's computer based data including access levels<br>- manage data retention and backup/recovery procedures<br>- business continuity planning | **37. Failure to ensure ICT architecture documentation is both current and complete**<br>- Loss of corporate knowledge through reliance on limited numbers of key staff<br>- Increased troubleshooting resolution | 3 | 4 | E | - | 3 | 4 | E | CSA | - *Need to undertake a project to document ICT infrastructure as part of Business continuity/IT DR planning* | |
| | **38. Server room infrastructure compromised**<br>- Physical damage to server<br>- Air-conditioning failure<br>- Corruption or loss of data<br>- 1 hour window to maintain servers under load without aircon<br>- 2 hour minimum to manage orderly shutdown process<br>- Potential for 21 day outage if servers lost | 2 | 5 | E | - Off-site storage of back-up tapes implemented 11/2011<br>- IT specific back-up generator and UPS installed 2013 | 1 | 4 | M | | - *Business case being prepared for development of secondary server room*<br>- *Business continuity and IT DR plans being developed* | |
| | **39. Unplanned loss of power**<br>- air-conditioning failure<br>- Physical damage to server<br>- Corruption or loss of data<br>- 1 hour window to maintain servers under load without aircon<br>- 2 hour minimum to manage orderly shutdown process<br>- Potential for 21 day outage if servers lost | 3 | 5 | E | - Off-site storage of back-up tapes implemented 11/2011<br>- IT specific back-up generator and UPS installed 2013 | 1 | 4 | M | CSA | - *Business case being prepared for development of secondary server room*<br>- *Business continuity and IT DR plans being developed* | |
| | **40. Unauthorised access to ICT equipment & applications**<br>- Disgruntled employee causes malicious damage<br>- External virus threat<br>- Loss of server capability<br>- Deletion of applications or data bases<br>- Loss of or corruption of data<br>- Potential for 21 day outage if servers lost | 2 | 5 | E | - Physical access to key technology resources is restricted and secure<br>- Reporting is available for access attempts to secure area<br>- Cabinets housing server equipment are locked<br>- Off-site storage of back-up tapes implemented 11/2011<br>- IT specific back-up generator and UPS installed May 2013<br>- Control self-assessment in place | 1 | 4 | M | CSA | - *Business case being prepared for development of secondary server room*<br>- *Business continuity and IT DR plans being developed* | |
| | **41. Failure to develop, maintain and test data backup, comprehensive business and IT specific disaster recovery plans**<br>- Potential for 21 day outage if servers lost | 2 | 5 | E | - Offsite storage of back-up tapes implemented 11/2011<br>- IT specific back-up generator and UPS installed May 2013<br>- Control self-assessment in place | 1 | 4 | M | CSA | - *Business case being prepared for development of secondary server room*<br>- *Business continuity and IT DR plans being developed* | |
| | **42. Switchboard equipment/systems failure**<br>- Inability to conduct business<br>- Failure to meet customer service agreement levels<br>- Ratepayer and public dissatisfaction | 2 | 3 | M | - Redirect protocols in place to manage failures<br>- Answer point diversion to Operations Centre | 2 | 3 | M | | - | |
| | **43. Failure to develop and manage ICT policies and user guides**<br>- Inappropriate use of internet access<br>- Downloaded content is inappropriate<br>- Downloaded volume exceeds guidelines<br>- HR impact from time spent on internet<br>- Inappropriate use of City of Darwin e-mail<br>- Circulation of inappropriate emails<br>- Virus downloads | 3 | 3 | H | - City of Darwin ICT policies developed for use of ICT facilities, use of internet and email, downloading of software , disclosure of City of Darwin information and use of intellectual property<br>- Internet filter software in place to control access to inappropriate sites<br>- Internet usage monitored for volume of downloaded material and access time<br>- Email filtering system in place<br>- Control self-assessment in place | 1 | 3 | L | | | |
| | **44. Loading unauthorised or unlicensed software**<br>- Potential for virus infection<br>- Managing software copyright and infringement liabilities | 2 | 2 | M | - City of Darwin ICT policy prohibits the loading of unauthorised software to the system<br>- All staff are required to read and sign the ICT policy<br>- Random audits of PCs are undertaken by ICT Services<br>- Virus software installed and updated daily<br>- Control self-assessment in place | 1 | 2 | L | | | |


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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **INFORMATION TECHNOLOGY** | | | | | | | | | | | |
| **DELIVER, MAINTAIN AND SUPPORT SOFTWARE APPLICATIONS AND INFORMATION SYSTEMS**<br>- system administration and end-user support for Council's Business System applications (Authority, ECM, Interplan, BIS, Mandalay and other business applications)<br>- maintain procedure manuals, user guides and operational instruction for business applications<br>- end of day and backup processing<br>- Administration of staff user accounts<br>- IT Helpdesk system<br>- Telecommunication devices including mobile phones, main telephone system and internet data accounts<br>- set up and configuration of new devices<br>- user support for all Council supported applications<br>- Computer Assets database is maintained<br>- IT inductions | **45. Failure of key individual business systems / applications**<br>- Loss of data and information (localised to apps)<br>- Corruption of data within individual systems<br>- Synchronisation and linkage of data within multiple systems<br>- Download times for backing up systems – data transfer<br>- Variations in recovery times for individual applications<br>- Data is either maliciously or intentional removed | 2 | 4 | H | - Full weekly back-ups undertaken for all business drives<br>- Incremental daily data back-ups run for all business drives<br>- Full monthly back-up undertaken<br>- Daily back-ups held in off-site storage<br>- Separation of network servers – virtual access barriers in place<br>- Localised redundancy inbuilt – one server off line load is picked up by other servers<br>- Control self-assessment in place<br>- Business continuity/IT DR plan being developed 2012/13<br>- Firewall protection in place | 1 | 3 | M | | | |
| | **46. Failure to correctly manage user accounts**<br>- Inappropriate level of access to business drives and folders<br>- Access to restricted or sensitive information<br>- Disclosure of restricted or sensitive information<br>- Failure to terminate user accounts in a timely manner<br>- Access to and disclosure of restricted or sensitive information | 2 | 4 | H | - Access to business drives is determined by employee's manager based on job requirements<br>- Recommended access is verified by ICT Services to ensure access is not granted to sensitive information<br>- Separation of roles and duties in place – access is based on needs of roles being undertaken – variations require managerial approval and IT intervention<br>- Termination of user accounts is managed through formal separation process (checklist)<br>- Employee Relations advises ICT Services in relation to employees who retire or are discharged<br>- Systematic review and clearing of old users undertaken by ICT Services<br>- Control self-assessment in place | 1 | 4 | M | | - ***Implementation of standardised procedures to manage termination of user accoutns for permanent, temporary and contract based employees*** | |
| **MANAGE PRINTER and PHOTOCOPIER CONTRACTS**<br>- Contractor liaison<br>- Invoice management - splitting invoices across departments<br>- Troubleshooting and consumable replacements<br>- Consumable inventory management | **47. Failure to ensure that billing for services is accurately apportioned across user departments and sections**<br>- Under/overcharging of services<br>- Failure to cost recover | 2 | 2 | M | - Billing is reviewed and apportioned by IT staff | 1 | 1 | L | | | **Corporate Information Coordinator** |
| | **48. Failure to manage inventory and consumables**<br>- Downtime incurred through lack of spares/consumables<br>- Theft or misappropriation of consumables | 2 | 2 | M | - Inventory is managed by IT staff | 1 | 1 | L | | | |





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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **CORPORATE INFORMATION – RECORDS MANAGEMENT UNIT** | | | | | | | | | | | |
| **DEVELOP RECORDS MANAGEMENT SYSTEMS, POLICIES AND PROCESSES**<br>- Records management systems, policies and processes comply with requirements of the local government act, other applicable legislation and Australian standards.<br>- Records are captured, registered, archived and disposed of in accordance with approved rules and conventions and in an authorised manner.<br>- Records are accessible to staff across the organisation through utilising modern search functionality.<br>- Records are able to be retrieved efficiently for storage.<br>- Sensitive information is protected by applying security profiles that match business requirements.<br>- System issues are resolved in a timely manner and with minimal impact to core business processes.<br>- Information of significant organisational or historical value is identified, protected and preserved in a legally responsible manner.<br>- FOI requests are processed and addressed in compliance with the Freedom of Information Act 20xx. | **49. Failure to develop and embed a strong records management culture across the organisation**<br>- Failure to develop, implement and manage records management policies and standards<br>- Staff are not informed of legislated responsibilities<br>- Failure of staff to ensure records are captured<br>- Inconsistent and ineffective records management practices<br>- Inability to access and retrieve records as and when required<br>- Poor corporate memory and knowledge | 3 | 3 | H | - Records Management policy drafted – to be endorsed by COG<br>- Records management managed centrally by a dedicated business unit<br>- System administrator is responsible for ECM training as part of induction process for all new staff and further training is made available on request<br>- System Administrator is responsible for maintenance of ECM user information and security access<br>- business continuity plans being developed 12/2011<br>- control self-assessment in place | 3 | 3 | H | AUDIT 13/14 | **ORA identified that there were some ongoing issues with EDMS in its current form.**<br>**These issues included :-**<br>- **New version of ECM to be implemented 2015**<br>- **Inability to control the culture of staff, despite a robust training program, including mandatory introductory level training as part of the employee induction program**<br>- **Inconsistent approach to EMDS across the organisation**<br>- **Ease of retrieval of documents is impacted by the data file structure**<br>- **need to upgrade the system (currently being planned)**<br>- **The current subject based file structure is being replaced by a function based file structure that will ease the process file retrieval**<br><br>**ADDED TO AUDIT PROGRAM 2013/4** | Corporate Information Coordinator |
| | **50. Records management system does not meet requirements of legislation, standards and users**<br>- Inconsistent and ineffective records management practices<br>- Inability to access and retrieve records as and when required<br>- Inability to capture records created by new technologies<br>- Staff are disempowered to perform their R&IM duties<br>- Poor document version control and single source of truth<br>- Poor organisational confidence in EDRMS<br>- Poor information reporting and searching<br>- Poor information tasking and tracking | 3 | 4 | E | - The file structure is defined within ECM<br>- Corporate Information use NTG EDMS rules and naming conventions<br>- New version of ECM implemented 2012<br>- business continuity plans being developed 12/2011<br>- control self-assessment in place | 2 | 4 | H | | | |
| | **51. Inappropriate security levels applied for user access**<br>- Access to and disclosure of sensitive material<br>- Inability to access information in a timely manner<br>- Loss of corporate knowledge | 2 | 4 | H | - System Administrator is responsible for maintenance of ECM user information and security access<br>- Records management system incorporates automated security levels based on record types<br>- Users can request additional levels of security for sensitive material<br>- New version of ECM implemented 2012<br>- control self-assessment in place | 1 | 2 | L | | | |
| **RECORDS MANAGEMENT UNIT (RMU) STRUCTURE, RESOURCES AND SERVICES**<br>- Structured and resourced to meet the needs of the organisation and to ensure it is not working to a backlog.<br>- Frequent and compliant training is provided to staff in the use of all relevant Records Management tools and services.<br>- Administration and development of a compliant (EDRMS).<br>- Administration and development of an organisation wide Business Classification Schema (BCS).<br>- Administration of the organisations Retention and Disposal (R&D) function.<br>- Periodic information audits and appraisal projects of physical and electronic information silos.<br>- Data cleaning and migrated services to Business Units for electronic records.<br>- Initial point of quality control, single-source of truth and Life-cycle provision for incoming information to the organisation.<br>- Proactively develop policies and procedures to advocate Records Management principles and advance the organisations R&IM function.<br>- Foster an organisational culture of compliant and best-practice to empower staff to meet their record-keeping requirements confidently and comfortably.<br>- Provide Mail and Courier Services including the management of accounts with Australia Post and TOLL and the distribution of internal correspondence. | **52. Failure to ensure staff are trained in EDMS**<br>- Inconsistent data recording methodologies<br>- Inability to retrieve records<br>- Loss of corporate knowledge<br>- Duplication of existing files | | | | - System administrator is responsible for ECM training as part of induction process for all new staff and further training is made available on request<br>- Control self-assessment in place | | | | | | |
| | **53. Failure to follow file structure rules, thesaurus and naming conventions**<br>- missing records or incorrect disposal schedule<br>- Inability to access information in a timely manner<br>- Loss of corporate knowledge<br>- Duplication of existing files<br>- Poor classification and structuring of records | | | | - Records management file structure in place<br>- Sentencing & disposal schedule in place<br>- COD has dedicated thesaurus.<br>- Rules and naming conventions monitored by Corporate Information when new files created.<br>- Disposal of files is guided by disposal schedule<br>- control self-assessment in place | | | | | | |
| | **54. Inadvertent disposal of file prevents COD from providing evidence to justify actions, prove compliance with legislative requirements, satisfy audit requirements**<br>- Poor information discovery across inactive records<br>- Poor knowledge of value of inactive records | | | | - Disposal of Records is guided by disposal schedule<br>- COD Record owner to recommend disposal – Custodian (NTG Archives) required to approve | | | | | | |
| | **55. Disposal schedules are not updated to reflect legislative or other change which may impact on disposal date** | | | | - COD is adopting NTG records management processes, including use of disposal schedules | | | | | | |
| | **56. Appraisal process is inadequate resulting in records being destroyed in contravention of authorised retention and disposal schedule**<br>- Irresponsible and potentially illegal disposal of records | | | | - Custodian (NTG Archives) required to approved disposal | | | | | | |
| | **57. Failure to ensure services are delivered in accordance with contract and SLA's**<br>- Poor attention to detail when capturing records<br>- Poor document capturing into EDRMS | 2 | 2 | M | - Service delivery standards are set out clearly in contract and SLA<br>- Penalty provisions included in contract for failure to meet service standards | 1 | 2 | L | | | |



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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **CORPORATE INFORMATION – FREEDOM OF INFORMATION** | | | | | | | | | | | |
| **MANAGE COUNCIL'S REQUESTS AND COMPLIANCE RELATING TO FREEDOM OF INFORMATION (FOI)**<br>- Information Act<br>- Applications for access to council and personal information are processed within statutory timeframes<br>- Applications for access to information are processed with due consideration of third parties, exemptions and privacy principles contained within the legislation<br>- Privacy principles are adhered to in respect of Council records and information<br>- Training is provided to management and staff | **58. Failure to ensure all relevant staff are provided training in the processing of applications for information**<br>- Access to / disclosure of sensitive information<br>- Action taken in relation to this process may breach the NT Information Act | 2 | 3 | M | - Staff trained in FOI implications<br>- Applications managed through central point of control within Corporate Information<br>- Hierarchy of approvals in place to disclose requested information<br>- control self-assessment in place | 1 | 3 | L | CSA | | |
| **CORPORATE INFORMATION – SWITCHBOARD MANAGEMENT** | | | | | | | | | | | |
| **PROVISION OF SWITCHBOARD SERVICES DURING BUSINESS HOURS**<br>- Provision of switchboard staff<br>- Liaise with IT re troubleshooting | **59. Reliance on limited numbers of staff with key competencies**<br>- Difficulty in replacing operational staff<br>- Delays in processing incoming calls<br>- Failure to meet customer service agreement levels<br>- Ratepayer and public dissatisfaction | 2 | 3 | M | - additional staff trained in the use of switchboard equipment<br>- Management of switchboard is being addressed through BCM planning | 2 | 3 | M | | AWAIT OUTCOMES OF BCM PLANNING | Corporate Information Coordinator |
| **MAIL AND COURIER SERVICES**<br>- Aust Post Mail<br>- Courier services<br>- Manage incoming and outgoing mail deliveries<br>- Manage internal delivery of mail and correspondence | **60. Failure to ensure services are delivered in accordance with contract and SLA's** | 2 | 2 | M | - Service delivery standards are set out clearly in contract and SLA<br>- Penalty provisions included in contract for failure to meet service standards | 1 | 2 | L | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
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| **FINANCIAL SERVICES – FINANCIAL PLANNING & BUDGET** | | | | | | | | | | | |
| **DEVELOP AND IMPLEMENT A FINANCIALLY SUSTAINABLE LONG TERM FINANCIAL PLAN, ANNUAL BUDGET AND QUARTERLY BUDGET REVIEWS**<br>▪ Revenue and Expenditure Budget to facilitate the delivery of Corporate Objectives<br>▪ Capital budget to facilitate medium and long term investment strategy for infrastructure<br>▪ Cost Centre budget in consultation with COG, Department Managers and the CEO to ensure that the delivery of business unit objectives and strategies are fully costed and funded<br>▪ ensure compliance with applicable legislation and accounting standards and the Local Government Act | **61. Non-compliance with legislation and standards**<br>- Inability to prepare reports in accordance with legislation and standards<br>- Failure to meet legislative deadlines<br>- Audit qualification | 2 | 4 | H | - Employment of qualified staff with relevant experience in both Financial Services and Local Government operations<br>- Ongoing training and development programs<br>- Information bulletins from relevant professional bodies<br>- Financial Services has developed a scheduler to manage reporting obligations and timeframes<br>- Control Self-assessment reviews in place | 1 | 2 | L | CSA | | Manager Finance |
| | **62. Failure to maintain adequate accounting records**<br>- Inability to obtain information that is timely and accurate to use as a basis for decision-making<br>- Lack of audit trails<br>- Failure to maintain records in accordance with audit requirements | 2 | 4 | H | - Dedicated accounting software package in place<br>- Documented procedures in place detailing recording keeping requirements<br>- Employment of qualified staff with relevant experience in both financial services and Local Government operations<br>- Ongoing training and development programs<br>- Information bulletins from relevant professional bodies<br>- Control Self-assessment reviews in place | 1 | 1 | L | | | |
| | **63. Recruitment and retention of core staff**<br>- Inability to recruit suitably qualified personnel<br>- Loss of corporate knowledge<br>- Up-skilling and training impacts<br>- Competition from other employers, esp NTG offering higher salaries | 3 | 3 | H | - Job descriptions clearly detail roles and responsibilities relevant to the position<br>- Leave and other incentives built in to remuneration packages<br>- Culture and attractive conditions of employment | 2 | 2 | M | | | |
| | **64. Failure to address capital budget process from a whole of organisational perspective – long term infrastructure planning**<br>- Ad hoc budget development<br>- Unplanned expenditure impacts on other business groups | 2 | 4 | H | - Long term capital planning is a requirement of the Local Government Act<br>- City of Darwin 10 year capital works plan developed, reviewed and recommended by COG – approved by Council<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| | **65. Failure to ensure systems are in place to identify and report on material budget variations**<br>- Significant budget over spend or underspend not addressed in a timely manner<br>- Unplanned or uncontrolled expenditure | 2 | 3 | M | - Monthly operational variance reports are run highlighting 10% and $10k, or $100k variance<br>- Reports presented to GMs for comment and then to COG<br>- InterPlan financial reporting identifies variations<br>- Capital works expenditure reporting monthly to COG<br>- Quarterly budget review undertaken by Financial Services<br>- Chief Officers Group has mandated that all invoices must be supported by a purchasing order to track budgeted expenditure<br>- Control Self-assessment in place | 1 | 2 | L | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
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| **FINANCIAL SERVICES – LEGISLATION, POLICY & PROCEDURES** | | | | | | | | | | | |
| **DEVELOP, IMPLEMENT AND ENSURE COMPLIANCE WITH INTERNAL ACCOUNTING POLICIES AND STANDARDS**<br>▪ Investments Policy<br>▪ Asset Management Policies<br>▪ Purchasing Policies<br>▪ Fraud Policy<br>▪ Internal Control Procedures<br>▪ manage financial delegations<br>▪ general ledger structures reflect council's business operations and management structure | **66. Failure to identify the need for, and develop, Financial Services specific policies and standards**<br>- Work practices that are inconsistent, ineffective and inefficient<br>- Recording of transactions inappropriately | 2 | 3 | M | - Requirement for policy and procedures is determined initially by legislation and accounting standards<br>- Council engages legal advice in relation to contentious issues<br>- Internal procedures are developed using risk analysis and managed through Procedures Sub Committee<br>- Control Self-assessment reviews in place | 1 | 2 | L | | | |
| | **67. Failure to put in place processes to detect non-compliance with policies and standards**<br>- Inability to identify and correct non-compliance issues<br>- Fraud | 2 | 4 | H | - Internal processes include separation of duties and cross checking<br>- Control Self-assessment reviews in place<br>- Exception reporting in place<br>- End of month reconciliations and reports<br>- Daily bank reconciliations and cross checking<br>- Fraud management policy and procedure approved by COG March 2013<br>- Control self-assessment in place | 1 | 4 | M | | | |
| | **68. Failure to provide correct level of financial delegation to ensure officers are able to effectively carry out their duties**<br>- Delegations not reviewed regularly<br>- Officers retain incorrect delegations | 3 | 3 | H | - All staff are required to undergo purchasing training and once trained, flat delegation of $3k applies<br>- CEO has responsibility for assigning delegations – based on Manager recommendation and GM approval<br>- Delegations not currently assigned by role/function – constrained by IT system limitations – this will be addressed by end of year with the implementation of the Org Structure functionality and on-line requestioning functionality through Authority<br>- Financial Services regularly review levels of delegation to ensure appropriateness<br>- Financial Services review payments to ensure approval by officer with appropriate delegation<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| | **69. City of Darwin General Ledger structure not aligned with current organisational business activities**<br>- Reporting information is either incorrect or irrelevant<br>- Business development impacts<br>- Budget management and control | 2 | 3 | M | - Total Key is mapped to organisational chart<br>- Total Key structure is imported into BIS and InterPlan, and reviewed regularly by COG<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| **FINANCIAL SERVICES – INSURANCE** | | | | | | | | | | | |
| **MANAGE INSURANCES**<br>▪ Insurance classes<br>▪ Annual review of insurance levels<br>▪ Period review of insurable risks by insurer | **70. Failure to ensure Council has appropriate classes of insurance coverage**<br>- Refusal of insurance based on insurance history<br>- Financial risk<br>- Reputation risk | 2 | 5 | E | - Annual review of insurance undertaken by City of Darwin and insurance broker<br>- Insurance renewal timeline is driven by insurance broker<br>- City of Darwin's Broker recommends appropriate classes of insurance based on information supplied by City of Darwin regarding OHS and PL claims history, asset and building valuations, contents and plant registers<br>- City of Darwin exposure once insured is confined to the level of excess applicable to each policy<br>- Control Self-assessment in place | 1 | 3 | L | CSA | | Manager Finance |
| | **71. Failure to ensure adequate levels of insurance for each insurance class**<br>- Under insured – financial risk<br>- Reputation risk | 2 | 4 | H | - City of Darwin and City of Darwin insurance broker undertaken annual assessment of insurable risks and levels of cover<br>- City of Darwin exposure once insured is confined to the level of excess applicable to each policy<br>- Control Self-assessment in place | 1 | 3 | L | | | |

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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **FINANCIAL SERVICES – MANAGEMENT ACCOUNTING (Budget and Reporting)** | | | | | | | | | | | |
| **MANAGE AND DELIVER ON COUNCIL'S ANNUAL STATUTORY AND FINANCIAL REPORTING OBLIGATIONS**<br>**preparation of annual financial statements**<br>▪ Financial statements and notes<br>▪ Performance reports and statistics<br>▪ Reporting timelines<br>▪ Audit processes<br>**financial reporting**<br>▪ Quarterly variances against budget<br>▪ Monthly infrastructure spending<br>▪ Monthly R & M program reports<br>▪ Monthly management financial reports<br>▪ Monthly KPI reporting (internal and external)<br>**reconciliations and month end processes**<br>▪ Monthly reconciliation of GL and Balance Sheet accounts<br>▪ Close off ledger<br>▪ Take up debtors and creditors<br>▪ Reconcile cash<br>▪ Depreciation<br>▪ Payroll<br>▪ Interest and unearned revenue<br>▪ Clear suspense account | **72. Errors or omission in financial statements**<br>- Misstatement of assets and liabilities<br>- Misstatement of income and expenses<br>- Failure to comply with accounting standards<br>- Political and reputation risk | 2 | 4 | H | - Financial statements are prepared by suitably qualified and experienced staff<br>- Financial statements signed off by Audit Committee<br>- External audit conducted on financial statements<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| | **73. Reporting timelines not adhered to**<br>- Financials not ready for Auditors<br>- Failure to adhere to legislative deadlines | 2 | 3 | M | - Year-end timetable is drafted and implemented before 30/6<br>- Financial statements are prepared by suitably qualified and experienced staff<br>- Control Self-assessment reviews in place | 1 | 3 | L | | | |
| | **74. Inaccurate or untimely reporting**<br>- Impacts on COG decision making processes<br>- Impacts on allocation of scarce resources<br>- Lost time on reworking | 2 | 3 | M | - Actual performance reported against budget with explanations provided on overs or unders<br>- Managers required to explain individual overs or unders<br>- Investigation is currently underway to look at implementation of new budget modules and streamlining of processes<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| | **75. Reconciliations and month end processes not undertaken in a timely manner**<br>- Failure to identify and correct accounting errors<br>- Under or overstated current financial position<br>- Undetected fraudulent activity<br>- Incorrect reporting<br>- Potential for audit issues | 2 | 3 | M | - On a daily basis a bank reconciliation is performed that explains the movements on the bank accounts and includes payments of suppliers and payroll related payments<br>- The trust account is reconciled on a monthly basis and the reconciliation is approved by the Management Accountant<br>- Suspense accounts are reconciled on a monthly basis and the reconciliation is approved by the Management Accountant<br>- Interfunds are reconciled on a monthly basis the reconciliation is approved by the Management Accountant<br>- Accrual reports are prepared on a monthly basis and the report is approved by the Finance Manager<br>- Monthly reporting of financial result to COG and Council<br>- Sign off on a reconciliations performed monthly occurs by supervisors<br>- Control Self-assessment reviews in place | 1 | 2 | L | **CSA** | | **Management Accountant** |
| | **76. Suspense accounts are not cleared in a timely manner**<br>- Revenue or expenditure not assigned to correct business functions<br>- Unrecognised revenue or expenditure | 2 | 3 | M | - Reconciliations performed monthly and reviewed for outstanding balances<br>- Sign off on a reconciliations performed monthly occurs by supervisors<br>- Control Self-assessment reviews in place | 1 | 2 | L | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
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| **FINANCIAL SERVICES – MANAGEMENT ACCOUNTING (Investments)** | | | | | | | | | | | |
| **MANAGE COUNCIL'S INVESTMENTS AND PROVIDE ADVICE ON COUNCIL'S BORROWING IN ACCORDANCE WITH ADOPTED POLICY** | **77. Failure to develop and implement policy and procedures to manage investments prudently and secure maximised returns**<br>- Lack of separation of duties<br>- Investment in unsuitable investment classes<br>- Potential for large financial losses<br>- Media risk | 2 | 5 | E | - Council has an endorsed Investment Policy which sets out investment limits and thresholds<br>- Monthly investment report is provided to COG and Council to ensure that investment limits and thresholds are not exceeded<br>- Three interest rate quotes are obtained for the required term<br>- The Management Accountant or Financial Accountant signs the Statement of Investment of Surplus Funds to authorise acceptance of the quoted interest rate and term<br>- Ability to place or roll over an investment is restricted to authorised officers, placement of the investment is approved by the Finance Manager, the Management Accountant, or Financial Accountant Manager<br>- Redemption of investments must be approved by the Management Accountant, Financial Accountant or Finance Manager.<br>- After being redeemed the investment register is marked 'redeemed' and placed in a separate file.<br>- A check is performed that the investment is debited in the bank account<br>- The investment spreadsheet is reconciled to the General Ledger on a monthly basis.<br>- Both the investment principle and investment interest are reconciled and the reconciliations are approved by the Management Accountant<br>- Control self-assessment in place | 1 | 3 | L | **AUDIT 14/15** | | |

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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **FINANCIAL SERVICES – REVENUE** | | | | | | | | | | | |
| MANAGEMENT OF COUNCIL'S REVENUE FUNCTION INCLUDING GENERATION OF COUNCIL'S RATES<br>▪ Compliance with legislation<br>▪ Revenue policies and procedures<br>▪ Rates forecasting<br>▪ Rates and Debtors ledgers<br>▪ Revenue collection<br>▪ Fees and Charges registry<br>▪ revenue budgeting<br>▪ Fees and Charges<br>▪ Valuation roll reconciliation | **78. Inaccurate forecasting of rates**<br>- Incorrect rate income levied<br>- Revenue forecast inaccurate<br>- Budget deficit or surplus<br>- Deferral of major projects | 2 | 4 | H | - Initial forecasts are tested for "reasonableness". ie that a 5% increase in rate in the dollar returns approx 5% increase in rate yield<br>- For complex modelling such as revaluation of assessed values two different modelling software systems are used with results compared for similarity of results<br>- All modelling is performed by Revenue Team Leader, results are collated and then reviewed by Finance Manager<br>- Prior to finalisation of budget estimations the favoured rating scenario is run in the rating "test" system to ensure results are as predicted<br>- The rates module is approved by the Revenue Supervisor and is reconciled with the latest valuation roll including a check that the assessment has the correct Unimproved Capital Value (UCV)<br>- A check is performed to ensure the amounts of rates proposed are in line with the Rates Declaration and will produce the required level of revenue as per the Rates Declaration<br>- Control Self-assessment in place | 1 | 2 | L | CSA | | Revenue Team Leader |
| | **79. Failure to meet community and legal obligations** | 2 | 4 | H | - A rates policy is prepared.<br>- The rates declaration is approved by an registered lawyer.<br>- Rates are published in an appropriate community publication<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| | **80. failure to manage rate collections in a timely manner** | 2 | 4 | H | - Instalment reminder letters are sent to rate debtors with outstanding balances greater than $500 commencing after the first two instalments (overdue amount) unless they have already been referred to a Debt Collection Agency (DCA)<br>- Debts will be referred to a debt collection agency if no response is received to the instalment reminder letter. Rate debtors with outstanding balances greater than $500 commencing after the first three instalments (overdue amount) will be referred to a debt collection agency unless they enter into a satisfactory payment arrangement<br>- The Rates Trial Balance is reconciled to the General Ledger on a daily basis<br>- The rates adjustment suspense account is checked and cleared monthly<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| | **81. Failure to ensure currency of property values is maintained** | 2 | 4 | H | - Valuation roll changes are received monthly and updated in AUTHORITY<br>- Control Self-assessment in place | 1 | 2 | L | | | |

LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **FINANCIAL SERVICES – REVENUE** | | | | | | | | | | | |
| **MANAGE DEBTORS** | **82. Failure to verify bona fides of new debtors** | 2 | 2 | M | - New credit applications undergo a registration check (via ASIC).<br>- They are then approved by the Revenue Team Leader prior to application being forwarded to a Revenue Officer to set up the debtor account.<br>- This process is followed only for new sundry debtors pertaining to the Shoal Bay waste facility<br>- Control Self-assessment in place | 1 | 1 | L | CSA | | Revenue Team Leader |
| | **83. Failure to raise invoices for services provided**<br>- Revenue not received<br>- Fraudulent behaviour | 2 | 3 | M | - Experienced staff in Revenue Area<br>- Weighbridge produces a report which is reconciled against debtor invoices raised<br>- Checked by Revenue Team Leader<br>- Regular invoices such as rentals, permits etc are maintained on a diarised schedule<br>- Require written request from initiator to add/amend/delete, recorded on ECM system<br>- If an invoice was not raised, there would be no income line in initiators' budget, resulting in budget exception notation<br>- Control Self-assessment reviews in place | 1 | 2 | L | | | |
| | **84. Failure to manage debtors in a timely manner**<br>- Revenue collection is delayed<br>- Cash flow impacts<br>- Reputation impact – level of bad debtors at end of year<br>- Impact on Strategic Plan outstanding debtors target | 2 | 3 | M | - Report produced from Debtors system each month for COG listing all debtors over 90 days overdue and recovery action taken to date<br>- Chart produced for Council each month showing last 3 months comparison of debtor ageing.<br>- Debtors reconciled monthly by Revenue staff, checked by Revenue Team Leader<br>- Control Self-assessment reviews in place | 1 | 2 | L | | | |





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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **FINANCIAL SERVICES – PAYABLES ACCOUNTING (Accounts Payable)** | | | | | | | | | | | |
| **MANAGE AND MONITOR COUNCIL'S ACCOUNTS PAYABLE PROCESSES IN ACCORDANCE WITH COUNCIL'S PROCUREMENT FRAMEWORK**<br>▪ procurement of goods and services<br>▪ ensure invoices for payment are processed in accordance with policy<br>▪ verification of supplier invoices<br>▪ verification of authorisation for purchase<br>▪ FBT / BAS coding<br>▪ cost codes<br>▪ compliance with procurement guidelines<br>▪ processing for payment authorisation<br>▪ manage creditors | **85. Failure develop and adhere to approved procurement policy and processes**<br>- unauthorised purchases<br>- fraudulent transactions<br>- reputation risk | 3 | 3 | H | - Procurement policy and guidelines has been developed<br>- Financial and procurement delegations in place and reviewed annually<br>- Structured tender assessment processes in place including requirement for review and approval<br>- Purchases over $10,000 but not more than $100,000 require 3 written quotations that are recorded in AUTHORITY against the purchase order<br>- If 3 quotations cannot be obtained the reason why must be recorded in AUTHORITY against the purchase order<br>- Purchases over $100,000 are required to go to public tender<br>- A purchase order is required to be raised in advance of each purchase and approved by two officers<br>- The requisitioning officer signs the order to acknowledge the goods or services have been received<br>- The authorising officer signs the order to approve payment and the requisitioning officer and authorising officer should not be the same person<br>- The authorising officer must have the appropriate delegated authority to approve payment; different levels apply to contract and non-contract purchases<br>- Control Self-assessment in place | 2 | 3 | M | CSA | - *internal audit undertaken January 2013 identified control weaknesses – amended risk rankings applied – now revised back to medium following implementation of remedial actions per audit recommendations* | Payables Accountant |
| | **86. Failure to ensure separation of duties for accounts payable processes**<br>- Failure to verify invoices prior to payment<br>- Unauthorised purchase<br>- Fraudulent purchase<br>- Duplicated payments<br>- Expenditure outside of delegations<br>- Expenditure assigned to incorrect cost codes<br>- Reputation risk | 3 | 3 | H | - System access control in place within Authority to ensure separation of functions specific to each user ID<br>- A purchase order is required to be raised in advance of each purchase and approved by two officers<br>- Requisitioning officer signs the order to acknowledge the goods or services have been received<br>- Authorising officer signs the order to approve payment and the requisitioning officer and authorising officer should not be the same person<br>- Authorising officer must have the appropriate delegated authority to approve payment; different levels apply to contract and non-contract purchases<br>- AP match the approved purchase order to the invoice prior to payment<br>- Where a purchase order has not been raised the requisitioning and authorising officer must both sign the invoice or Payment Authorisation<br>- Where multiple invoices are received for the same creditor, it is sufficient that the payment reconciliation is signed by the requisitioning officer and authorising officer<br>- All purchases within Australia are required to be supported by a tax invoice<br>- Control Self-assessment in place | 2 | 3 | L | CSA | - *internal audit undertaken January 2013 identified control weaknesses – amended risk rankings applied – now revised back to medium following implementation of remedial actions per audit recommendations* | |
| | **87. Failure to undertake reconciliation of creditors** | 2 | 3 | M | - The Accounts Payable supervisor checks that the Creditors Trial Balance reconciles to the GL on a monthly basis and the Financial Accountant signs the reconciliation<br>- Control Self-assessment in place | 1 | 2 | L | CSA | | |
| | **88. Failure to manage access to creditors master file** | 2 | 3 | M | - Changes to the creditors master file are made either from a new creditor form or directly from creditor documentation<br>- Documentation pertaining to creditor master file changes are filed in the creditor payment history file<br>- Control Self-assessment in place | 1 | 2 | L | | | |

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**FINANCIAL SERVICES – PAYABLES ACCOUNTING (Accounts Payable & Stores)**

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **MANAGE AND MONITOR COUNCIL'S ACCOUNTS PAYABLE PROCESSES IN ACCORDANCE WITH COUNCIL'S PROCUREMENT FRAMEWORK**<br>▪ manage EFT payments<br>▪ management of corporate credit cards<br>▪ application and approval processes<br>▪ register of cards on issue<br>▪ purchase limits<br>▪ card limits | **89. Failure to manage and control EFT payments and reconcile to accounting systems** | 2 | 3 | M | - Management Accountant, Financial Accountant or Finance Manager checks the creditor invoices to be paid against the EFT Payment Preview report generated from AUTHORITY and signs the report.<br>- The payment file is uploaded into Commbiz and a report is generated showing the total of the payments to be made.<br>- The Commbiz payments are required to be electronically authorised by two officers who check the Commbiz report against the Payment Preview report and sign both reports<br>- Payments authorised on Commbiz are confirmed as 'authorised' by the Finance Officer and checked against the bank statement the next day<br>- The Management Accountant, Financial Accountant or Finance Manager checks that the supporting documentation matches the cheque remittance advice then signs the cheque.<br>- The Management Accountant, Financial Accountant or Finance Manager checks the creditor cheques to be drawn against the Cheque Payment Preview report generated from AUTHORITY and signs the report<br>- Copies of cheques with the CEO's signature only are retained<br>- Control Self-assessment in place | 1 | 2 | L | CSA | | Payables Accountant |
| | **90. Deficiencies in systems to manage credit card purchases**<br>- Failure to maintain credit card register<br>- Credit card limits not aligned to operational needs<br>- Invoices not reconciled to statements<br>- Understatement of expenses<br>- Non-compliance with Credit Card policy | 2 | 3 | M | - Credit card policy and procedures developed and approved by COG<br>- Credit card register implemented and managed by Financial Services<br>- Credit card limits are recommended by Managers/Team Leaders and approved by GMs<br>- Credit cards set with limits on transaction amounts and total monthly expenditure<br>- Expenditure against card limits monitored regularly by Financial Services<br>- If a tax invoice or receipt has not been obtained, a statutory declaration must be completed in lieu<br>- The cardholder is required to match the invoices or receipts with the credit card statement on a monthly basis<br>- The CEO's credit card statement is signed by a General Manager<br>- Monthly card statements are signed by the employee and their supervisor before being submitted to Finance for processing<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| **MANAGE COUNCIL STORES**<br>▪ Administer supply agreements, acquisition of stores, negotiating price variations and specification changes<br>▪ Supply of materials and equipment<br>▪ warehouse stock inventory<br>▪ monitor and review usage of stock holdings<br>▪ annual stock take<br>▪ Manage fuel supplies | **91. Failure of inventory control and stores issuing systems**<br>- Inability to correctly account for stores movements and inventory<br>- Inventory levels for essential items are depleted<br>- theft or misappropriation of materials | 2 | 3 | M | - Authority inventory module implemented<br>- Annual stock take undertaken<br>- Annual write off process undertaken and must be authorised by the GM Corporate Services | 1 | 3 | L | CSA | | Manager Finance |
| | **92. Contamination of fuel supplies**<br>- Inability to access fuel supplies<br>- Additional expenses incurred from accessing commercial supplies | 2 | 3 | M | - fuel cards issued to all Civic Centre indoor staff with Council vehicles<br>- fuel obtainable from commercial petrol stations<br>- fuel cards held by Stores and can be issued in emergency situations<br>- business continuity plans in place | 2 | 1 | L | | | |
| | **93. Breakdown of fuel extraction systems**<br>- Inability to access fuel supplies<br>- Additional expenses incurred from accessing commercial supplies | 2 | 3 | M | - fuel cards issued to all Civic Centre indoor staff with Council vehicles<br>- fuel obtainable from commercial petrol stations<br>- fuel cards held by Stores and can be issued in emergency situations<br>- business continuity plans in place | 2 | 1 | L | | | |

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**FINANCIAL SERVICES – PAYABLES ACCOUNTING (Taxation)**

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **ENSURE THAT ALL TAXATION OBLIGATIONS ARE MET**<br>▪ Fringe Benefits Tax Return preparation and lodgement<br>▪ Vehicle use<br>▪ Entertainment expenses<br>▪ Business Activity Statement preparation (GST)<br>▪ Payroll tax return preparation<br>▪ Income Tax return preparation and lodgement | **94. Incorrect treatment of transactions with FBT and GST implications**<br>- Erroneous claims and payments in FBT returns or BAS<br>- Attraction of penalties from ATO<br>- ATO audit alert risk | 2 | 3 | M | - Staff are given appropriate GST training<br>- Staff preparing FBT returns are sent to annual FBT training<br>- Forms relating to entertainment and motor vehicles are completed to ensure that only legitimate benefits are reported and subsequently used as a basis on which to calculate FBT<br>- Source documents are agreed to FBT calculations<br>- Financial Accountant reviews the FBT calculations as documented in the spreadsheet reconciliations and agrees these calculations to the 'FBT return' contained in the spreadsheet<br>- Financial Accountant completes, authorises and submits the FBT return to the ATO<br>- Source documents are agreed to GST calculations for GST claimed i.e. payments made by City of Darwin to suppliers<br>- Tax invoice should at least include: the words 'tax invoice', name of supplier, ABN of supplier, show the amount of GST to be paid or contain a statement 'total includes GST' or similar<br>- Source documents are agreed to GST calculations for GST paid i.e. payments received from customers<br>- Source documents are agreed to payments made to suppliers where no GST has been calculated i.e. 'GST free purchases'.<br>- If a supplier issues a tax invoice without GST the supply must be GST free.<br>- If the supplier does not issue a tax invoice and they have an ABN the supply does not attract GST<br>- If the supplier does not have an ABN they must complete a 'Statement by a Supplier' declaration before they can be paid; these can be kept on file for up to five years. Refer to GST legislation for further guidance<br>- BAS is prepared from a spreadsheet called 'BAS Authority v6 (universal).xls'.<br>- An exception report for different GST codes is run and reviewed in the spreadsheet.<br>- Anomalies are checked when GST on purchases does not equal 10%<br>- A reconciliation is performed between the BAS figures submitted via the ATO'S ECI program and the spreadsheet<br>- reconciliation is recorded on the Goods and Services Calculation Sheet<br>- After the BAS has been lodged a check is performed to ensure payment has been received. A copy of the bank statement showing the deposit received is filed with the BAS<br>- An officer with the appropriate delegations approves the BAS<br>- Control Self-assessment in place | 1 | 2 | L | CSA | - *Internal audit undertaken 2013/14* | **Payables Accountant** |
| | **95. Failure to meet lodgement and reporting deadlines**<br>- ATO charges penalty | 1 | 3 | L | - Staff preparing Business Activity Statements are given appropriate training<br>- Financial Accountant signs off on BAS before submission<br>- Control Self-assessment in place | 1 | 2 | L | | | |
| | **96. Vehicle log books not maintained for home garaging**<br>- FBT implications for employees not identified and communicated<br>- Erroneous claims and payments in FBT returns or BAS<br>- Attraction of penalties from ATO<br>- Financial implications from lack of record keeping | 3 | 3 | H | - Motor vehicle policy requires log books to be kept<br>- Log books are used to update the plant system and are followed up monthly<br>- Log book entries are reviewed for accuracy<br>- Yearly declarations are completed by staff who obtained a motor vehicle benefit during the FBT year confirming the benefit was received<br>- Control Self-assessment in place | 2 | 3 | M | | | |





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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **FINANCIAL SERVICES – PAYABLES ACCOUNTING (Payroll)** | | | | | | | | | | | |
| **MANAGE PAYROLL SERVICES**<br>- Payroll procedure manuals<br>- Pay entitlements under Awards and Certified Agreement<br>- Month end procedures<br>- Reconciliations to General Ledger<br>- Reconcile leave balances<br>- weekly payroll for Council<br>- accuracy of Master File details<br>- superannuation payments and entitlements, including salary sacrificing<br>- statistical and other management reports | **97. Failure to maintain an accurate data base of employees** | 3 | 3 | H | - Approved documentation supporting the employee's appointment is received from HR prior to adding the employee to the Payroll Master File.<br>- A system-generated report called the 'Payroll Maintenance Changes Report' detailing all changes made to the Master File that day is provided to management by IT, daily<br>- Letter of resignation and approved checklist (for all City of Darwin property returned) is emailed from HR to Payroll prior to terminations being input into AUTHORITY which occurs on a monthly basis<br>- A 'Movement Report' showing staff who have commenced, changed and been terminated is generated monthly from AUTHORITY and agreed against supporting paperwork received from HR<br>- Control Self-assessment in place | 2 | 2 | M | CSA | | **Payroll Team Leader** |
| | **98. Failure to manage payroll, allowances and superannuation entitlements**<br>- Under/overpaid salary and allowances<br>- Salaries not paid in accordance with industrial awards | 2 | 3 | M | - Approved documentation supporting the employee deductions, allowances, changes to personal details (district allowance, social club) is received from HR prior to changes being made to Payroll Master File.<br>- Management approves the daily system generated 'Payroll Maintenance Changes Report' provided by IT.<br>- A system-generated report highlights persons due for salary increment through an EBA increment (Sep annually only) or natural salary increment or EBA/Mercer report for contractors.<br>- Financial Accountant checks the 'Payroll Maintenance Changes Report' is in line with the 'pay scales report' prior to forwarding to HR.<br>- Calculation of salaries is approved by Management.<br>- Higher Duties' forms are approved by an officer with delegated authority.<br>- Employee's supervisor checks timesheets against the 'Payroll Edit Listing' and approves the listing.<br>- Leave forms are approved by an officer with delegated authority<br>- previous month's contributions are matched to the GL History in AUTHORITY prior to the cheque requisition being issued<br>- The Financial Accountant checks that the cheque requisition and the super requisition match and are both correct<br>- Control Self-assessment in place | 1 | 1 | L | CSA | | |
| | **99. Failure to obtain payroll authorisation paperwork**<br>- Adjustments to employee pay levels made without proper authorisation<br>- Potential for audit non-compliance | 1 | 3 | L | - Documented policy and procedures in place to manage changes to payroll system<br>- Policy and procedures, including authorisation requirements, in place for payroll adjustments<br>- Payroll adjustments verified against awards<br>- Control Self-assessment review in place | 1 | 2 | L | CSA | | |



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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **FINANCIAL SERVICES – ASSET ACCOUNTING** | | | | | | | | | | | |
| **DEVELOP AND IMPLEMENT ASSET MANAGEMENT PROCESSES AS THEY RELATE TO COUNCIL'S FIXED ASSET REGISTER AND ASSETS MANAGEMENT DATABASE**<br>- Development of policies and procedures for asset management<br>- Long term capital works planning<br>- Annual capital budget planning<br>- Management of assets data base<br>- asset records through the Authority Assets module and AIM Asset database<br>- Assets reporting procedures<br>- Acquisitions and disposals of assets<br>- Revaluation and depreciation<br>- Reconciliation to general ledger<br>- Portable & attractive items register<br>- Accounting and reporting for fleet | **100. Council does not have appropriate policies and procedures for asset management**<br>- Capitalisation of non-capital assets<br>- Capitalisation of assets that do not fall under the accounting framework's '*definition of an asset*' if :<br>i) They are less than the $5,000 threshold<br>ii) No future economic benefits flow to Council<br>iii) They are not controlled by Council<br>- Work in progress and carry forwards cannot be ascertained<br>- Operating and capital expenditure cannot be separated<br>- Asset revaluations will not occur in a timely manner | 2 | 4 | H | - Approved documentation available outlining Council's policies and procedures for capitalisation<br>- Definitions of an asset and capital expenditure are outlined in the Corporate Asset Management Plan<br>- Work in progress spreadsheet is updated and maintained by the Asset Accountant to ascertain what projects need to be carried into the next financial year<br>- Carry Forwards are recognised in the Capital Works spreadsheet<br>- Operating and Capital expenditures can be separated based on the definition of an asset.<br>- Policies and procedures in place to identify the time frames in which revaluations need to occur | 1 | 4 | M | CSA | | Asset Accountant |
| | **101. Council does not have an approved policy to manage asset acquisitions and disposals**<br>- Assets are acquired and disposed of without approval<br>- Asset register will not reflect what Council owns<br>- Non accountability of lost, stolen or misplaced assets<br>- Misrepresentation of non-current assets in the balance sheet<br>- Misrepresentation of depreciated values | 2 | 4 | H | - Approved asset registration (asset packs) and disposal forms require sign off from Departmental managers as well as the General manager<br>- Assets are registered in Authority based upon registration forms received<br>- Assets are disposed of in Authority based upon disposal forms received<br>- Work Orders can only be closed after an asset pack is received<br>- Lost, stolen and misplaced assets are written off immediately<br>- Asset forms contain information which the asset accountant can use to calculate accurate depreciation schedules | 1 | 4 | M | CSA | | |
| | **102. Failure to undertake long term capital works planning**<br>- | 2 | 4 | H | - | | | | | | |
| | **103. Failure to ensure correct rates of depreciation are applied to correct asset classes as per taxation guidelines**<br>- Incorrect estimate of the useful life of an asset<br>- A residual value has not been estimated<br>- Profit or loss on sale of an asset will be calculated incorrectly<br>- Income statement will be affected. | 2 | 4 | H | - Asset forms contain information through which the asset accountant can calculate accurate depreciation schedules, residual values and estimate a profit or loss on the sale of an asset.<br>- Depreciation schedules are reviewed by Manager Finance | 1 | 4 | M | CSA | | |
| | **104. Council does not develop and maintain a register of portable & attractive items**<br>- Theft or misappropriation of council property<br>- Acquisition of assets that are not considered portable or attractive<br>- Unauthorised acquisitions and disposals<br>- Misrepresentation of current assets in the balance sheet<br>- Traceability issue. | 3 | 1 | L | - Portable & attractive items registered developed and maintained by Finance Officer<br>- Registration and disposal forms are reviewed by asset accountant and recorded by Finance Officer as and when assets are acquired or disposed<br>- Asset labels are assigned to each portable asset thereby establishing a trace<br>- Policies and procedures in place to recognise portable assets | 2 | 1 | L | CSA | | |



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## FLEET MANAGEMENT - FLEET

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **MANAGE AND IMPLEMENT COUNCIL'S ASSET MANAGEMENT STRATEGY FOR HEAVY AND LIGHT FLEET**<br>- development of policies and procedures<br>- forward programs for replacement of plant and equipment<br>- technical specifications for new plant and assess tenders<br>- Plant and Fleet Management System<br>- operators are appropriately licensed and trained | **105. Failure to ensure budget processes are adequate to support purchase and upgrade of the vehicle fleet**<br>- Inability to acquire requisite vehicles and plant<br>- Inefficiency in operations<br>- Staff disgruntlement<br>- Reputation risk | 2 | 3 | M | - Structured budgetary process is in place to identify replacement requirements – this commences November each year<br>- Reports generated from Authority identify plant requiring replacement (in date order)<br>- Separate spreadsheet maintained for all items of plant showing replacement date based on recommended replacement cycles per type of plant (life span or kilometres travelled)<br>- Multiple quotations obtained for replacement cost of plant<br>- Trade in and market values obtained for plant being replaced<br>- Control Self-assessment reviews in place | 1 | 2 | L | CSA | | Manager Fleet |
| **PURCHASE AND DISPOSE OF VEHICLES AND PLANT RESOURCES**<br>- Identification the requirement for plant and vehicle in conjunction with end users<br>- Tenders and procurement processes<br>- Trade-in quotes obtained<br>- Auction sales returns monitored and compared | **106. Failure to develop and implement robust procurement practices**<br>- Reputation risk arising from perceived flaws in procurement or favoured tenderers | 2 | 3 | M | - City of Darwin has issued procurement policy and guidelines<br>- Financial and procurement delegations in place and reviewed annually by Financial Services<br>- Robust tender assessment processes in place and documented<br>- Fleet uses procurement checklist to monitor processes<br>- Copies of procurement records retained by Fleet Manager, Finance and Data Works<br>- Control Self-assessment reviews in place | 1 | 2 | L | CSA | | Manager Fleet |
| | **107. Failure to ensure that fleet meets the operational requirements of Council**<br>- Inefficiency in operations<br>- Staff disgruntlement<br>- Replacement costs<br>- Reputation risk | 2 | 3 | M | - Fleet Manager engages regularly with users to ensure that plant is suitable<br>- Users able to initiate request for new or alternative plant<br>- Three quote system in place for plant <$100,000<br>- assessment of quotes undertaken but not formalised as per tenders<br>- purchase justification remarks are included on purchasing memo on the purchase order | 1 | 2 | L | | | |
| | **108. Failure to ensure that disposal processes are conducted under approved policy and procedures**<br>- Failure to achieve best possible value from sale or trade<br>- Reputation risk arising from disposal of vehicles at below valuation | 2 | 3 | M | - Disposal processes are documented and approved<br>- Fleet Manager investigates the most appropriate method of disposal to ensure best return (Red Book value, trade-in values, auction house sales records)<br>- Control Self-assessment reviews in place | 1 | 2 | L | CSA | | |
| **PROVIDE PREVENTATIVE MAINTENANCE, REPAIR AND MODIFICATIONS TO COUNCIL'S FLEET, ENSURING COMPLIANCE WITH SAFETY REGULATIONS**<br>- Programmed maintenance<br>- Ad hoc R & M<br>- maintain log books and time sheets | **109. Failure to ensure robust fleet maintenance processes are developed, implemented and managed effectively**<br>- Maintenance procedures and parts used do not adhere to manufacturer's recommended minimum standards<br>- Unreliability and unserviceability | 2 | 3 | M | - Maintenance schedule developed and documented<br>- Run on the 15th of each month for the following month's services – provides sufficient time to identify and order parts required<br>- Shows due dates for servicing intervals and what servicing is required<br>- Based on manufacturer's recommended specifications<br>- Inventory of key stores maintained by Fleet<br>- Servicing outsourced when required to ensure timing of servicing is met<br>- Overdue servicing report able to be generated<br>- Services and repairs undertaken are recorded on Authority memo<br>- Control Self-assessment reviews in place | 1 | 2 | L | | | Manager Fleet |
| | **110. Users fail to complete log books or supply insufficient details**<br>- Inability to maintain computer servicing records<br>- Vehicles not serviced in accordance with manufacturer's instructions or warranty requirements<br>- Additional down time through lack of programmed servicing and maintenance<br>- OHS issues arising from using equipment that has not been maintained correctly<br>- Budget income not achieved, restricting plant replacement | 3 | 3 | H | - Reminder notice for lodgement of log sheets issued monthly by Finance<br>- Log sheets for Operations Centre plant and vehicles lodged with Fleet<br>- Log sheets for Civic Centre vehicles lodged with Finance<br>- Sheets containing errors or with omissions are returned to the applicable team leader for amendment<br>- overdue log sheets report can be generated from Authority | 2 | 2 | M | CSA | | |
| | **111. Failure to monitor registration**<br>- Equipment registration expires<br>- Third Party insurance expires with registration<br>- Fines for unregistered vehicles<br>- Reputation risk<br>- Risk of litigation against council in the event of serious injury arising from accidents<br>- Additional down time when equipment registration expires | 2 | 4 | H | - Report available detailing all registrations due (drawn from Authority)<br>- Registration renewal notices sent to Fleet Manager<br>- Road worthies can be done in house<br>- Also undertaken at MVR and also through licensed service providers (independent inspection) | 1 | 2 | L | | | |



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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|

LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER





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LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **MONITOR FLEET CONDITION AND LEVEL OF USAGE**<br>- Return on investment is used to fund replacement plant and vehicles | **112. Failure to ensure that the correct hire rate is applied to recover cost of vehicles and plant**<br>- Return on investment not achieved<br>- Inability to fund replacement vehicles and plant as needed or required<br>- Additional maintenance and repair costs associated with outdated equipment<br>- Potential for OHS issues arising from use of older equipment<br>- Productivity loss arising from additional down time | 2 | 3 | M | - Documented process in place to determine applicable hire rates<br>- Hire rate formulae developed in conjunction with Fleet and Finance<br>- Hire rates reviewed annually<br>- Control Self-assessment reviews in place | 1 | 2 | L | CSA | | Manager Fleet |
| | **113. Users fail to complete Operational Log Books or supply insufficient details**<br>- Inability to accurately charge hire rates to end user business branches<br>- Failure to achieve predicted financial return on investment | 3 | 3 | H | - Reminder notice for lodgement of log sheets issued monthly by Finance<br>- Log sheets for Operations Centre plant and vehicles lodged with Fleet<br>- Log sheets for Civic Centre vehicles lodged with Finance<br>- Sheets containing errors or with omissions are returned to the applicable team leader for amendment<br>- overdue log sheets report can be generated from Authority<br>- Control Self-Assessment reviews in place | 2 | 2 | M | | | |
| **FLEET MANAGEMENT – WORKSHOP** | | | | | | | | | | | |
| **PROVIDE PREVENTATIVE MAINTENANCE, REPAIR AND MODIFICATIONS TO COUNCIL'S SMALL PLANT AND EQUIPMENT**<br>- Programmed maintenance<br>- Ad hoc R & M | **114. Failure to ensure that a comprehensive plant and asset maintenance program is developed, implemented and managed effectively**<br>- Vehicles not serviced in accordance with manufacturer's instructions or warranty requirements<br>- Technical inspection of equipment is not carried out on time<br>- Additional down time through lack of programmed servicing and maintenance<br>- OHS issues arising from using equipment that has not been maintained correctly | 2 | 3 | M | - Maintenance schedule developed and documented<br>- Run on the 15th of each month for the following month's services – provides sufficient time to identify and order parts required<br>- Shows due dates for servicing intervals and what servicing is required<br>- Based on manufacturer's recommended specifications<br>- Servicing outsourced when required to ensure timing of servicing is met<br>- Overdue servicing report able to be generated<br>- Services and repairs undertaken are recorded on Authority memo<br>- Control Self-assessment reviews in place | 1 | 2 | L | CSA | | Manager Fleet |
| | **115. Failure to effectively manage overflow repairs and maintenance through outsourcing**<br>- excessive backlog<br>- requirement for overtime<br>- excessive down time<br>- end users unable to achieve objectives | 2 | 3 | M | - Service scheduler provides information on servicing and maintenance coming due<br>- Excessive work is outsourced to ensure effective delivery of services within required timeframes | 1 | 2 | L | | | |
| | **116. Failure to ensure procedures have been developed and documented to monitor and control the use of Work Orders**<br>- Work not booked to the correct Budgets<br>- Work being forgotten, repairs not completed leading to equipment failure<br>- Work booked to incorrect cost codes<br>- misleading data for analysis<br>- repairs booked as services could incorrectly lead to the conclusion that it is cheaper to outsource all servicing instead of being conducted in-house, the cost damage going undetected, whole of life cost incorrect, trend analysis reports incorrect | 3 | 3 | H | - separation of duties built into the process – raised by shop floor staff and checked by Team Leader<br>- Fleet Manager is able to monitor outstanding work orders | 2 | 3 | M | CSA | - ***Need to look at redesigning the work order system to improve scheduling of work, using extracts to manage sub-work items, parts and labour invoices, KPIs, comparison and benchmarking capability for internal and external work, and control over records and documentation*** | Manager Fleet |
| | **117. Failure to ensure staff raise Purchase Orders against correct Plant**<br>- Incorrect operational costing of plant<br>- Incorrect plant costing to determine hire rates | 3 | 2 | M | - separation of duties – raised by Team Leader and verified by Fleet Manager or delegate | 2 | 2 | M | CSA | - ***job cards in use in the workshop – may need to look at amending process to ensure purchase orders are automatically recorded on job cards – should not be able to close of job card if purchase order is still open*** | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **BUSINESS SERVICES – CONTRACT ADMINISTRATION** | | | | | | | | | | | |
| **AWARD CONTRACTS THROUGH A TRANSPARENT PROCESS OF ADVERTISEMENT AND ASSESSMENT**<br>- Australian Standards, Local Govt policy and Commonwealth and NT Government guidelines<br>- Procurement of goods and services in accordance with Council Contract Management System CM01<br>- Training of staff in Council's Contract Management System<br>- mange electronic tender processes<br>- Preparation of tenders<br>- Tender assessment processes<br>- Electronic tender system<br>- debriefing unsuccessful tenders | **118. Failure to ensure tendering is managed under an approved policy and in accordance with the Local Government Act**<br>- Inconsistency in tender & contract practises<br>- Breech of LGA<br>- Failure to provide value for money<br>- Failure to address local content policy requirements<br>- Potential for allegations of favouritism<br>- Reputation risk<br>- Negative media reporting | 2 | 4 | H | - Council has a dedicated Contracts Administration Section and staff are trained and experienced in relation to the procurement processes required under the Local Government Act<br>- Councils Contracts policies and procedures provide the assessment process provides the best value for money for Council<br>- Local Government Accounting Regulations prescribes purchasing and tendering processes<br>- Council has implemented Local content policy<br>- Council has implemented Best Value for Money Policy<br>- Procedures in place whereby awarding of all contracts are reviewed by senior management and the Chief Executive Officer<br>- Contract Administrator checks that the Contract is in line with AS Standards (including AS4000);<br>- The value and length of contracts determines whether legal expertise and opinion is required<br>- Documentation is retained for each contract which includes records pertaining to contractor details, performance, variations, disputes and any other relevant information<br>- Local Government Act Code of Conduct in place for Elected Members<br>- Council code of conduct in place for all staff<br>- Self-assessment probity procedures in place<br>- Control self-assessment in place | 1 | 3 | L | CSA | | **Contracts Officer** |
| **ADMINISTER AND MONITOR CONTRACTS TO MINIMISE COUNCIL'S RISK EXPOSURE** | **119. Failure to ensure conditions of contracts are adhered to**<br>- Inadequate insurance provisions met<br>- Failure to meet and adhere to WHS requirements<br>- Failure to identify and report non-conformance issues | 3 | 3 | H | - Contract superintendents and superintendent representatives are assigned against contract works<br>- Contract Officer manages mandatory conditions via inspections and reporting | 2 | 3 | M | | | |
| **PROVIDE ADVICE & GUIDANCE TO OTHER BUSINESS UNITS ON ADMINISTRATION OF CONTRACTS**<br>- reviewing and resolving contract disputes<br>- contractor payment requests<br>- Review payments in accordance with the schedule of rates<br>- Monitor and manage insurance conditions | **120. Failure to ensure all staff are trained and supported in a manner that promotes consistency of procurement practices and adherence to procurement policy**<br>- Inconsistency in procurement practises<br>- Failure to follow policies and procedures<br>- Failure to monitor and review working files<br>- Manipulation of tender thresholds<br>- Reputation risk | 2 | 3 | M | - Council has a dedicated Contracts Administration Section who are adequately trained and experienced in the requirements of the LGA<br>- Contracts Section conducts periodic training of staff<br>- All variations to the contract are approved by an officer with delegated authority as per specified by the Superintendent of the contract, prior to signed agreement with the contractor<br>- All invoices from the contractor are approved by an officer with delegated Superintendent of authority as specified by the contract, prior to payment<br>- Control self-assessment in place | 1 | 3 | L | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **BUSINESS SERVICES – PROPERTY MANAGEMENT** | | | | | | | | | | | |
| **NEGOTIATE AND ADMINISTER LEASES AND AGREEMENTS FOR COUNCIL'S PROPERTIES**<br>- Comply with Council's policies and procedures "Long Term Lease Policy"<br>- Negotiate best value for money outcomes for Council<br>- Annual rent reviews<br>- Independent rent review to market value<br>- Manage public liability insurance register<br>- Manage and maintain relationships with tenants<br>- Mitigate risks to Council<br>- Property inspections / condition assessments<br>- Property procedure manual and files | 121. **Failure to ensure compliance with City of Darwin Long Term Lease policy**<br>- Failure to ensure that properties are covered by formal lease agreements<br>- Failure to specify terms and conditions of use<br>- Failure to ensure commercial return on investment<br>- Adequacy of Insurance and indemnity provided by lessees<br>- Management and maintenance obligations not clearly defined<br>- Health and safety responsibilities not clearly defined | 2 | 3 | M | - All leases are the subject of a detailed report to Council outlining material non-compliance issues<br>- All leases are prepared by Council's legal advisor who provides the terms and conditions of the lease<br>- All leased properties are the subject of an independent valuation<br>- The lessee is required to provide details of insurance to Council annually<br>- Annual rent reviews are undertaken by Business Services<br>- Annual verification of adequacy of PL insurance undertaken by Business Services<br>- Annual building/property inspection undertaken in conjunction with Building Maintenance Section<br>- Capital works forecasting undertaken annually by BSM<br>- Control self-assessment in place | 1 | 2 | L | CSA | | Property Officer |
| **ISSUE LICENCES/PERMITS FOR ACTIVITIES UNDERTAKEN ON COUNCIL LAND / PROPERTY AND LIAISE WITH COMMUNITY MARKET ORGANISERS**<br>- development and/or renewal of licence arrangements with markets operators<br>- adherence by market operators with agreement schedules<br>- relationships with community markets<br>- maintenance issues (Building Maintenance)<br>- resource meetings with operators | 122. **Failure to ensure that provision of council land and infrastructure is managed under a formal License to Use**<br>- Failure to specify terms and conditions of use<br>- Adequacy of Insurance and indemnity provided by lessees<br>- Management and maintenance obligations not clearly defined<br>- Health and safety responsibilities not clearly defined | 2 | 4 | H | - A licence agreement is entered into detailing terms and conditions of use<br>- Annual provision of insurance policy is required<br>- Management requirements of the site is contained within the licence agreement<br>- Health and safety responsibilities contained within the licence agreement<br>- Control self-assessment in place | 1 | 3 | L | | | |
| **MANAGE SECURITY SERVICES TO PROTECT COUNCIL OWNED PROPERTY**<br>- Initiate and assess tender documentation<br>- Update procedures<br>- Ensure the contractor performs in accordance with the contract documentation<br>- identify non-compliant contract issues<br>- recording details of incidents and issues<br>- rectification action<br>- monthly incident reporting | 123. **Contractors fail to meet obligations under contractual conditions**<br>- Incidents not reported to Council<br>- Incidents not addressed in a timely manner<br>- Public infrastructure compromised<br>- Potential safety issues for the public<br>- Public dissatisfaction and complaints<br>- Reputation risk<br>- Public amenity compromised | 2 | 4 | H | - Requirements to report issues promptly are included in the contract (reportable incidents- next working day)<br>- Regular dialogue undertaken between contractor and Council<br>- Vandalism reporting processes in place from contractor<br>- Notice of rectification action communicated to Infrastructure Maintenance immediately<br>- Timeliness of corrective action is prioritised by IM based on associated risk | 2 | 2 | M | | - ***Failure of contractor performance is not under our control – members of public will report issues – unlocked laneways*** | |
| **BUSINESS SERVICES – LAND BANK MANAGEMENT** | | | | | | | | | | | |
| **NEGOTIATE THE STRATEGIC PURCHASE AND DISPOSAL OF LAND AND PROPERTY FOR COUNCIL**<br>- Strategic purchases maximising Council investment<br>- Effective due diligence mitigating any risk to Council<br>- Supported third party Independent valuations<br>- Comply with Council's policies and procedures Land Disposal Policy<br>- Ensure open and transparent process<br>- Achieve best value for money outcomes for Council | 124. **Failure to ensure that acquisitions are undertaken with due diligence**<br>- Failure to obtain independent valuations<br>- Failure to maximise investment<br>- Reputation risk | 2 | 4 | H | - Council has a dedicated land acquisition and disposal policy<br>- Standard practice is to obtain an independent valuation of all land acquisitions<br>- All land acquisitions form the basis of a comprehensive report to Council detailing a due diligence process<br>- Control self-assessment in place | 1 | 2 | L | CSA | | Manager Business Services |
| | 125. **Failure to ensure disposals are undertaken in accordance with council policy**<br>- Failure to ensure transparency of process<br>- Failure to ensure best value for money returns<br>- Reputation risk | 2 | 4 | H | - Council has a dedicated land acquisition and disposal policy<br>- Standard practice is to obtain an independent valuation of all land disposals<br>- All land disposals form the basis of a comprehensive report to Council detailing a due diligence process<br>- Control self-assessment in place | 1 | 2 | L | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **BUSINESS SERVICES – ON AND OFF-STREET CAR PARKING MANAGEMENT** | | | | | | | | | | | |
| **MANAGE THE PLANNING FOR AND OPERATION OF CITY OF DARWIN ON AND OFF-STREET CAR PARKING**<br>- car park facilities management<br>- Community service obligations in relation to the provision of public car parking<br>- Management and maintain on and off street car parking<br>- car parking machines are reliable and operational<br>- Manage and maintain effected relationships with the car parking contractor<br>- Effective internal controls in relation to cash collection<br>- Effective internal controls in relation to issue and control of permits | **126. Failure to develop and monitor appropriate controls and procedures for staff and contractors**<br>- Failure to ensure segregation of duties<br>- Failure to ensure staff and contractors are trained<br>- Inability to monitor and control permits<br>- Poor management of car parks<br>- Potential fraud, loss of revenue<br>- Reputation Risk | 2 | 3 | M | - Cash collection contract and internal procedures provide for segregation of duties<br>- Cash collection contracts provide for the requirement of trained staff<br>- Internal procedures have been prepared for the control of permits which is linked to *Authority*<br>- Monthly car parking reports are prepared for Council<br>- A new Car Parking Advisory Committee has been established<br>- Internal controls and procedures to be reviewed annually<br>- Control self-assessment in place | 1 | 2 | L | CSA | | Manager Business Services |
| | **127. Failure to maintain parking mechanical systems**<br>- Ticketing systems offline<br>- Loss of revenue<br>- User dissatisfaction<br>- Reputation risk | 1 | 3 | L | - Regular maintenance undertaken under third party contract<br>- Parking systems implemented have history of reliability | 1 | 2 | L | | | |
| | **128. Failure to manage & monitor security systems**<br>- Security systems failures<br>- Decreased security<br>- Inability to provide evidence in criminal matters<br>- Decreased confidence of tenants<br>- Reputation risk | 2 | 2 | M | - Monitored daily by Council staff | 1 | 2 | L | | | |
| | **129. Failure to develop and monitor appropriate cash handling controls and procedures for staff and contractors**<br>- Failure to ensure segregation of duties<br>- Failure to ensure staff and contractors are trained | 2 | 3 | M | - Policies and procedures in place and reviewed annually<br>- Training required as part of the cash collection contract<br>- Control self-assessment in place | 1 | 1 | L | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **REGULATORY SERVICES – COMMUNITY EDUCATION** | | | | | | | | | | | |
| **CONDUCT COMMUNITY EDUCATION IN RELATION TO BY-LAWS AND ENFORCEMENT ACTIVITIES** | **130. Ratepayers and the public do not understand Council's role in the development and enforcement of rules and by-laws**<br>- Failure to ensure appropriate and accurate information is available to ratepayers and public<br>- Appropriate regulatory and prohibition signage on display<br>- Potential for physical or verbal abuse of staff<br>- Negative public reaction<br>- Negative media coverage | 3 | 3 | H | - Web site is used for promotion of Council and rangers' roles and responsibilities<br>- Council has developed and publicly promotes its long term parking strategy<br>- Proposed changes to parking regulations and temporary restrictions are advertised in the public notices section of the paper<br>- Feedback from ratepayer satisfaction survey used to identify areas for service improvement<br>- Media releases are issued to advise the public that officers will concentrating on particular areas for infringements of bylaws | 2 | 3 | M | | | |
| **REGULATORY SERVICES – GENERAL BY-LAW COMPLIANCE** | | | | | | | | | | | |
| **MANAGE COMPLIANCE WITH CITY OF DARWIN GENERAL BY-LAWS**<br>- on and off-street parking regulations<br>- Illegal camping<br>- Consumption of alcohol<br>- Use of public facilities and public places | **131. Lack of suitably qualified staff available to provide services**<br>- Inability to provide services within nominated response timeframes<br>- Public dissatisfaction<br>- Escalation of complaint<br>- Negative media comment | 3 | 3 | H | - Council Rangers are rostered on via a call out phone system to attend dog attack incidents and roaming animals outside normal operating hours<br>- Call out system selects one available ranger – if not contactable system moves to next person on the list<br>- Business continuity plans developed 12/2011 | 1 | 3 | L | | | |
| | **132. Lack of or insufficient training in conflict resolution**<br>- Potential for physical or verbal abuse of staff | 3 | 3 | H | - All staff are provided with Conflict Resolution training from an accredited training institution<br>- Program of verbal conflict resolution is being developed in conjunction with NT Police – to be implemented 2015/16 FY<br>- Cultural awareness training is undertaken through and accredited external provider<br>- Psychometric testing undertaken for all new regulatory services staff | 2 | 3 | M | | | |
| | **133. Lack of or insufficient training in cultural awareness**<br>- Potential for physical or verbal abuse of staff | 3 | 3 | H | - All staff are provided with Conflict Resolution training from an accredited training institution<br>- Program of verbal conflict resolution is being developed in conjunction with NT Police – to be implemented 2015/16 FY<br>- Cultural awareness training is undertaken through and accredited external provider<br>- Psychometric testing undertaken for all new regulatory services staff | 2 | 3 | M | | | |
| | **134. Failure to ensure comprehensive and accurate investigation notes are taken and filed correctly**<br>- Inability to retrieve records<br>- Investigations and prosecutions compromised | 2 | 3 | M | - External training in investigatory processes undertaken through ICETS (Investigation Compliance and Enforcement Training Systems)<br>- Internal procedures and KPIs documented<br>- Officers notes reviewed by supervisors before enforcement procedures commence<br>- Procedures for enforcement are documented in accordance with legislation and by-laws<br>- Control self-assessment in place | 1 | 2 | L | | | |





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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **REGULATORY SERVICES – MANAGE ABANDONED VEHICLES** | | | | | | | | | | | |
| **MANAGE ABANDONED VEHICLES**<br>- Abandoned vehicles on Council controlled roads<br>- Notice issued<br>- Vehicle towed to City of Darwin compound<br>- Vehicle disposed of at Auction | **135. Ratepayers and the public do not understand Council's role in the development & implementation of rules and by-laws**<br>- Failure to remove abandoned vehicles within timeframes<br>- Vehicles disposed of inappropriately<br>- Negative public reaction<br>- Negative media coverage | 2 | 2 | M | - Documented procedures have been developed in accordance with Australian Road Rules<br>- Council only deals with abandoned vehicles on Council property<br>- Stolen vehicles are the responsibility of NT Police<br>- Vehicle kept in compound for 1 month before disposal<br>- Registered owners identified through MVR and Public Notice is published in NT News advising of forthcoming disposal of vehicles<br>- Contractual agreement is in place with external party to undertake REVs checks and process disposals through auction house | 1 | 2 | L | | | Manager Regulatory Services |
| | **136. Failure to protect third party property while impounded**<br>- Vehicles vandalised and damaged<br>- Property stolen<br>- Owner disgruntlement<br>- Insurance costs<br>- Negative media reporting | 3 | 3 | H | - Vehicles are secured in the Operations Centre compound which is locked out of hours<br>- Compound is monitored by Operations Centre staff during working hours<br>- Security lighting is installed at impoundment area<br>- CCTV cameras intalled<br>- Insurance claims management processes in place | 2 | 3 | M | | | |
| **REGULATORY SERVICES – ANIMAL POUND MANAGEMENT** | | | | | | | | | | | |
| **MANAGE COUNCIL'S ANIMAL POUND**<br>- Maintain the pound facilities<br>- Return of Dogs or Cats to owners<br>- Re-Home animals thru PAWS program<br>- Euthanize unwanted or dangerous animals | **137. Failure to ensure facilities are maintained to standards and capacity is available to meet demand**<br>- Failure to meet public expectations<br>- Neglect or mistreatment of animals in care<br>- Negative public reaction<br>- Negative media coverage | 3 | 3 | H | - Documented procedures have been developed for management of the animal pound<br>- conditions for management of the animal pound are set out in Council By-laws<br>- Robust communication channels in place to ensure animal owners are aware of Council's roles and owners responsibilities in relation to animal management<br>- Information relating to Council's and the public's role in animal ownership and management is posted on the Council website<br>- Information relating to the operations of the Animal Pound is posted on the Council website<br>- owners are provided with fact sheets regarding responsibilities when they register animals<br>- roles and responsibilities – especially with regards to infrastructure management and safety issues – have been documented<br>- internal procedures developed for management of animals on transition in and out of the pound<br>- Pound operations promoted through COD website<br>- Business continuity plans being developed Dec 2013 | 2 | 3 | M | | | Manager Regulatory Services |
| | **138. Failure to manage employee and public safety issues**<br>- Negative public reaction<br>- Negative media coverage | 2 | 4 | H | - OHS inspection undertaken Sept 2013 – improvement issues implemented by Regulatory Services<br>- OHS policies, standards and procedures applicable to the pound operations prepared and provided to staff Sept 2013<br>- OHS induction for pound staff conducted Oct 2013<br>- OHS signage installed Oct 2013<br>- internal procedures developed for management of animals on transition in and out of the pound<br>- Business continuity plans being developed Dec 2013 | 2 | 3 | M | | | |
| | **139. Lack of training in animal behaviour and animal management**<br>- Inappropriate handling methods used<br>- Serious injury to worker | 2 | 4 | H | - Advanced 5 day training techniques and animal behaviour training provided for all new staff and is undertaken by accredited external consultants<br>- Annual refresher training undertaken<br>- OHS communication strategies in place to inform employees of their responsibilities for their own personal safety | 1 | 4 | M | | | |





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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **REGULATORY SERVICES – ANIMAL MANAGEMENT** | | | | | | | | | | | |
| **BY-LAW COMPLIANCE**<br>- Compliance with Animal Management By-Laws<br>- Council Rangers investigate all complaints relating to Animal Management By-Laws.<br>- Dog attack Person or Animal<br>- Dog at large and dog cause nuisance<br>- nuisance Barking Complaints<br>- Dog and cat register<br>- Annual renewals<br>- New animal registrations<br>- Multiple dog ownership issues | **140. Failure to ensure complaints are addressed within timeframes**<br>- Public dissatisfaction<br>- Escalation of complaint<br>- Negative media comment | 3 | 3 | H | - Ratepayer feedback survey used to monitor quality of performance against published KPIs<br>- Complaint management processes are and contained in the COD Animal Management Plan and published on the COD website<br>- City of Darwin has robust procedures in place for complaint management which are available for public viewing and include response times and KPIs<br>- Information relating to Council's complaint management procedures is posted on the Council website | 2 | 3 | M | | | **Manager Regulatory Services** |
| | **141. Failure to manage animal registration processes**<br>- Unregistered animals<br>- Revenue impacts | 2 | 2 | M | - Registrations processed on common date<br>- Registration information provided via internet and in pamphlets | 1 | 2 | L | | | |
| **COMMUNITY EDUCATION**<br>- Responsible ownership<br>- By-laws and responsibilities | **142. Ratepayers and the public do not understand Council's role in the development and enforcement of rules and by-laws** | 3 | 3 | H | - Animal Education Officer appointed to assist with education programs and animal training initiatives<br>- Animal ownership and awareness information available from the Council website and through information pamphlets | 2 | 3 | M | | | |
| **AFTER HOURS EMERGENCY CALL-OUT** | **143. Lack of training in animal behaviour and animal management**<br>- Inappropriate handling methods used<br>- Serious injury to worker | 2 | 4 | H | - Advanced 5 day training techniques and animal behaviour training provided for all new staff and is undertaken by accredited external consultants<br>- Annual refresher training undertaken<br>- OHS communication strategies in place to inform employees of their responsibilities for their own personal safety | 1 | 4 | M | | | |



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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL | L | C | RR | AUDIT OR CSA | TREATMENT PLANS (and control improvements) | RISK OWNER |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | | |
| **REGULATORY SERVICES – ADMINISTRATION PROCEDURES** | | | | | | | | | | | |
| **DATA MANAGEMENT**<br>- Infringements on Authority system – daily processing, update and maintenance<br>- Animal module on Authority system – daily processing, update and maintenance of cats and dogs<br>- Entry and maintenance of Loading Zone Permits on access database<br>- Entry and maintenance of Disabled Persons Parking Permits on access database<br>- Entry and maintenance of lost dogs and cats on access database system.<br>- Daily processing of Australia Post receipting | **144. Failure to ensure timely and accurate entry of data into the Authority system**<br>- Potential for loss of data<br>- Inability to retrieve data | 2 | 3 | M | - Internal procedures drafted which include timeframes for processing of data collected during investigations<br>- ECM file structure designed to ensure ease of retrieval of information<br>- Separate hard copies kept of investigatory records<br>- Control self-assessment in place<br>- Business continuity plans developed 12/2011 | 1 | 2 | L | CSA | | Manager Regulatory Services |
| **RECORDS MANAGEMENT**<br>- Process outgoing correspondence in relation to Infringements, General By-Law offences, Cats and Dogs, Litter and NT Traffic Regulations in Council's ECM system.<br>- Process other outgoing correspondence of a Regulatory nature in Council's ECM system.<br>- Create Customer Action Requests for complaints received in relation to Parking Offences, General By-Law Offences and Animals in Council's ECM System. | **145. Failure to ensure all records are captured in ECM**<br>- Inability to retrieve records<br>- Investigations and prosecutions compromised | 2 | 3 | M | - Internal procedures drafted which include timeframes for processing of data collected during investigations<br>- ECM file structure designed to ensure ease of retrieval of information<br>- Separate hard copies kept of investigatory records<br>- Control self-assessment in place<br>- Business continuity plans developed 12/2011 | 1 | 2 | L | CSA | | Manager Regulatory Services |
| **PROCESSING INFRINGEMENT NOTICES**<br>- Daily processing of infringements<br>- Download and check infringements from handheld devices<br>- Process incoming and outgoing correspondence in relation to all infringements<br>- Process Courtesy Letters<br>- Process download of infringements to Fines Recovery Unit<br>- Maintenance of infringements eg change of offender, cancellation of fault infringements<br>- Processing of payments from Fines Recovery Unit<br>- Processing of infringements to and from Motor Vehicle Registry<br>- Attend to incoming telephone calls from the public regarding the issue/dispute of infringements | **146. Lack of documented processes for assessment of disputed infringements**<br>- Infringements waived without due cause<br>- Potential for fraud<br>- Potential for physical or verbal abuse of staff<br>- Negative public reaction<br>- Negative media coverage | 2 | 3 | M | - Internal procedures drafted which include timeframes for processing of data collected during investigations<br>- ECM file structure designed to ensure ease of retrieval of information<br>- Separate hard copies kept of investigatory records<br>- Disputed infringements managed separately from complaints handling<br>- Control self-assessment in place<br>- Business continuity plans developed 12/2011 | 1 | 2 | L | CSA | | Manager Regulatory Services |
| **PROVIDE A COMMUNICATIONS AND INFORMATION SERVICE FOR CUSTOMER ENQUIRIES AND COMPLAINT HANDLING**<br>- enquiries from internal and external customers<br>- Create CARRS and monitor the timely response to CARRS<br>- Process street permit applications<br>- Maintain Council's communication equipment and cameras | **147. 2-way communications system failure**<br>- Inability to communicate with and coordinate workforce and service delivery<br>- Mismanagement of resources | 2 | 3 | M | - Dedicated communications officer employed<br>- Back-up staff available as several Regulatory Services staff are familiar with use of communications equipment<br>- Alternate communication methods available through mobile telephones<br>- Back up communication may be available through Operations Centre communications system | 1 | 2 | L | | | Manager Regulatory Services |





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# INFRASTRUCTURE DEPARTMENT - OPERATIONAL RISK ASSESSMENT V4 JUNE 2015







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LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (*and potential control improvements*) | L | C | RR | TREATMENT PLAN | RO |
|---|---|---|---|---|---|---|---|---|---|---|
| **INFRASTRUCTURE MAINTENANCE – OPERATIONS GENERAL** | | | | | | | | | | |
| **MANAGE OPERATING AND CAPITAL BUDGETS FOR INFRASTRUCTURE MAINTENANCE**<br>- Operational planning and works programming<br>- Resource management<br>- Budget management<br>- Preparation of timesheets<br>- Reporting<br>- Service delivery standards | **1. Insufficient skilled resources available to meet program requirements**<br>- Delays in delivery of services<br>- Additional cost incurred through hiring contract labour<br>- Negative public and media reaction | 3 | 3 | H | - On the job training programs implemented<br>- Succession planning in place<br>- Yardstick benchmarking undertaken annually<br>- City of Darwin service delivery program reviewed June 2012 | 2 | 3 | M | **ORA FOUND GOOD CONTROLS IN PLACE, HOWEVER THE POTENTIAL FOR AN ASSESSMENT OF LEVELS AND STANDARDS OF SERVICE DELIVERY SHOULD BE EXPLORED** | **Manager Infrastructure Maintenance** |
| | **2. Deficiencies in operational budgetary processes**<br>- Delays in delivery of services<br>- Reduction or cancellation of programs or services<br>- Potential for unspent budget and carry forwards<br>- Elected Members dissatisfaction<br>- Negative public and media reaction | 3 | 3 | H | - 10 year capital works program developed<br>- Currently progressing to a 3 year works plan<br>- Rigorous annual budget development and review processes in place<br>- Infrastructure Maintenance staff actively involved in budget development<br>- Work order system implemented for Parks Sections to ensure budget management is intrinsically linked to the asset management system so that we are able to collect more accurate data on all works expenditure and develop a better profile of cyclical and preventative maintenance | 2 | 3 | M | **ORA FOUND CONTROLS IN PLACE HOWEVER REPEATED CONCERNS WERE RAISED OVER THE INEXTRICABLE LINK BETWEEN PROGRAM MANAGEMENT, BUDGETARY PROCESSES AND THE DEVELOPMENT OF A COUNCIL WIDE CORPORATE ASSET MANAGEMENT SYSTEM** | **Manager Infrastructure Maintenance** |
| **MANAGE AND PROVIDE ADMINISTRATION FOR THE CITY OF DARWIN OPERATIONS CENTRE**<br>- Records management<br>- Compliance with legislation and standards<br>- Employee timesheets<br>- Document management<br>- Communications Management | **3. Failure to ensure timesheets for staff are verified for accuracy**<br>- Inaccuracies in timesheets<br>- Overpaid/underpaid salaries and allowances | 2 | 3 | M | - Staff members required to sign timesheets attesting to accuracy<br>- City Works Team Leaders review and sign off on their timesheets<br>- IM Admin Officer checks timesheets for Parks Teams<br>- Information is entered into payroll system and independently checked by a staff member in Finance<br>- Timesheet reports are run and anomalies are verified by Financial Accountant<br>- Control self-assessment in place | 1 | 2 | L | | |
| | **4. Failure to ensure documents are registered in ECM**<br>- Failure to meet records management obligations<br>- Inability to recover records<br>- Inability to defend against claims<br>- Reputation and litigation risk | 3 | 3 | H | - All new staff undergo mandated training in ECM procedures<br>- Use of ECM for records management is mandated by City of Darwin<br>- ECM reports are available to verify the numbers of records entered by individual employees which allows checks to be undertaken on the level of use of ECM | 2 | 3 | M | **AUDIT OF ECM AND REVIEW OF DOCUMENT MANAGEMENT PROCEDURES SCHEDULED FOR 2014** | |
| | **5. 2-way communications system failure**<br>- Inability to communicate with and coordinate workforce and service delivery<br>- Mismanagement of resources | 2 | 3 | M | - Dedicated communications officer employed<br>- Back-up staff available as several IM staff are familiar with use of communications equipment<br>- Alternate communication methods available through mobile telephones<br>- Back up communication may be available through Regulatory Services communications system | 1 | 2 | L | | |
| **COORDINATE COUNCIL'S EMERGENCY RESPONSE PLAN INCLUDING THE CYCLONE PLAN** | **6. Emergency/Cyclone plan does not adequately address ………..**<br>- | 2 | 4 | H | - | | | | | |
| **MAINTAIN BUSINESS CONTINUITY PLANS TO ENSURE COUNCIL'S RESILIENCE TO BUSINESS INTERRUPTION AND DISASTER EVENTS** | **7. Failure to identify and agree what are the essential business functions of the organisation**<br>- Failure to prepare continuity plans for essential functions<br>- Lack of engagement and ownership by managers of essential functions<br>- Failure to regularly revise and test BC Plans | 3 | 4 | E | - Business continuity plans developed for key Infrastructure Maintenance operations in conjunction with TC Risk Audit & Safety<br>- New version of BC software installed October 2014 | 2 | 3 | M | - ***BC plans to be revised in 2015 and tested during annual cyclone preparedness exercises*** | |

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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (*and potential control improvements*) | L | C | RR | TREATMENT PLAN | RO |
|---|---|---|---|---|---|---|---|---|---|---|
| **INFRASTRUCTURE MAINTENANCE – MANAGE EXTERNAL CONTRACTORS** | | | | | | | | | | |
| **CONTRACT AND CONTRACTOR MANAGEMENT**<br>- Litter bin clearing<br>- Cycle way sweeping<br>- Mowing Parks and Reserves<br>- Road reseal programme<br>- Building Maintenance and building management systems<br>- CBD sweeping<br>- Procurement processes<br>- Conditions of contract | **8. Failure to manage contractors effectively**<br>- Inability to sufficiently resource works<br>- Failure to achieve VFM outcomes<br>- Reputation risk<br>- Using only one contractor for majority (or all) of work<br>- Contractor fails to meet performance standards<br>- Negative public comment<br>- Negative media reporting | 3 | 4 | E | - Dedicated officer assigned to Parks Teams to manage the mowing contract and contractor supervision<br>- Other contracts managed within individual teams<br>- Contract Section (Corporate) has key personnel trained in contract management<br>- Contractor performance reviews undertaken<br>- Contractor management standard being developed to comply with WHS requirements and obligations<br>- Site visits undertaken by contract superintendent or super's rep<br>- All contracts required to include SLAs<br>- Contract conditions (particularly scope and service levels) are reviewed and strengthened each time contracts are renewed<br>- City of Darwin has the ability to vary contracts during their lifetime | 2 | 3 | M | - *finalise development and implementation of contractor management standard in compliance with WHS legislation* | Team Coordinator Risk Audit & Safety |
| **INFRASTRUCTURE MAINTENANCE – WORK ZONE TRAFFIC MANAGEMENT** | | | | | | | | | | |
| **DEVELOP TRAFFIC MANAGEMENT PLANS (AND REVIEW THIRD PARTY PLANS)**<br>- Generic and specific management plan<br>- Manage resources<br>- Compliance with legislation and standards<br>- Health and safety management<br>- Reliance on limited numbers if qualified staff | **9. Failure to ensure works undertaken in and around Council's road network are managed appropriately**<br>- Permit system not complied with<br>- Failing to provide safe road/cycle/pedestrian networks<br>- Reliance on one key staff member to develop traffic management plans<br>- Media and reputation risk<br>- Litigation risk | 2 | 5 | E | - Infrastructure Maintenance Section employs a trained officer who is responsible for traffic management planning<br>- Permits Officer reviews plans lodged by external contractors<br>- Strong safety culture exists within the organisation and IM staff are aware of their safety responsibilities for traffic management<br>- The majority of Infrastructure Maintenance staff have been provided with training and hold traffic management qualifications<br>- On-site inspections undertaken regularly<br>- Business continuity plans developed 12/2011 and reviewed 11/2014 | 1 | 4 | M | | Workzone Traffic Officer |
| **INFRASTRUCTURE MAINTENANCE – CHEMICAL USE** | | | | | | | | | | |
| **CHEMICAL USE AND STORAGE**<br>- Purchasing<br>- Storage<br>- MSDS<br>- Safe usage procedures<br>- Accident, spills and clean-up management<br>- Assessment of chemical type and suitability<br>- Staff chemical certification | **10. Failure to develop and implement a chemical use policy and standards**<br>- Incorrect usage by workers<br>- Health & safety implications<br>- Public safety implications | 2 | 4 | H | - Chemical Use Standard and Chems SOP developed by Technical Officer in conjunction with employees and approved and implemented<br>- Standard and SOP reviewed annually as part of OHSMS review<br>- Control self-assessment in place | 1 | 3 | L | | Parks Operations Tech Officer |
| | **11. Failure to develop and maintain chemical storage register**<br>- Failure to ensure chemicals stored in accordance with legislation<br>- Failure to ensure MSDS register is maintained<br>- Failure to ensure appropriate hazard signage is in place<br>- Failure to meet legislative requirements<br>- penalties applicable | 2 | 4 | H | - Chemical use Standard approved and implemented and revised annually<br>- Dedicated chemical storage facility in use<br>- Facility is bunded and secured and inspected regularly<br>- Hazchem signage installed and reviewed regularly through OHS inspections<br>- Spill management kits supplied<br>- Decontamination showers installed<br>- MSDS library maintained and reviewed regularly through ChemWatch<br>- Control self-assessment in place | 1 | 3 | L | | |
| | **12. Failure to ensure staff are certified for use of chemicals**<br>- Not trained in safe usage procedures<br>- deficiencies in spill management processes<br>- deficiencies in management of contamination incidents | 2 | 4 | H | - Chemical Use Standard and SOP approved and implemented – sets out training requirements and PPE for staff using chemicals<br>- Chemical use training is provided to all staff using scheduled chemicals<br>- Chem use refresher training provided<br>- Chemical Use Register in place<br>- MSDSs provided for all chemicals and maintained through ChemWatch<br>- Chemicals are reviewed and tested by Parks Technical Officer before being approved for use<br>- Spill management kits supplied<br>- Decontamination showers installed at storage facilities | 1 | 3 | L | | |

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| **INFRASTRUCTURE MAINTENANCE – PARKS & RESERVES** | | | | | | | | | | |
| **MAINTAIN COUNCIL'S PARKS, RESERVES AND SPORTING FIELDS IN ACCORDANCE WITH ASSET MANAGEMENT PLANS AND SERVICE STANDARDS**<br>- Urban forest management<br>- Regular health inspections for trees<br>- Tree maintenance program<br>- Management of "risky" trees<br>- Management of heritage trees and trees of significance<br>- Provision of technical advice | **13. Failure to develop, implement and manage an ongoing comprehensive tree inspection and management plan**<br>- risky trees not identified and monitored<br>- heritage trees and trees of significance not identified<br>- failure to undertake rectification works in a timely manner<br>- reputation risk – perception and expectations of ratepayers and the public regarding tree management programs<br>- potential for injury to the public | 2 | 4 | H | - robust inspection and reporting processes in place<br>- processes managed by a discrete trained and qualified UFM Team<br>- tree inspection program reviewed 2013 to strengthen the process and include visual inspections and electronic recording and reporting<br>- parks safety checklists completed every two months<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014<br>- Control self-assessment in place | 1 | 4 | M | | **UFM Team Leader** |
| - Manage parks precincts<br>- maintenance and development of parks<br>- horticultural maintenance<br>- landscaping<br>- fencing<br>- Playground infrastructure<br>- Quarterly safety inspections<br>- Amenities and aesthetics<br>- Heritage trees | **14. Failure to develop, implement and manage a parks management program, including provision of infrastructure and service delivery standards**<br>- failure to meet agreed infrastructure and maintenance standards<br>- reputation risk – conflict between City of Darwin parks standards and public perception of required levels of maintenance and infrastructure<br>- Increased injury rate for sports players<br>- Low community spirit<br>- Reduced participation of community in sports | 2 | 4 | H | - robust inspection and reporting processes in place<br>- processes managed by a discrete trained and qualified Parks Precinct Team and Turf Management Team<br>- tree inspection program reviewed 2013 to strengthen the process and include visual inspections and electronic recording and reporting<br>- parks safety checklists completed every two months<br>- playground safety checklist completed every two months<br>- mower operators inspect and report issues requiring attention<br>- Recreation Officer in Regulatory Services monitors customer feedback<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014<br>- Control self-assessment in place | 1 | 4 | M | | **Parks Precincts Team Leaders** |
| - Manage natural areas<br>- East Point<br>- Walking tracks<br>- Mangrove boardwalk<br>- Management of natural vegetation<br>- Protection of flora and fauna<br>- Heritage trees<br>- Manage litter, aesthetics and fire control<br>- Carbon sequestration scheme | **15. Failure to develop, implement and manage a natural areas management program, including provision of infrastructure and service delivery standards**<br>- failure to meet agreed infrastructure and maintenance standards<br>- reputation risk – conflict between City of Darwin natural areas management standards and public perception of required levels of maintenance and infrastructure<br>- Reduction of bio diversity<br>- Reduction of amenity<br>- Reduction of passive recreation<br>- Poor image/reputation | 2 | 4 | H | - robust inspection and reporting processes in place<br>- tree inspection program reviewed 2013 to strengthen the process and include visual inspections and electronic recording and reporting<br>- processes managed by a discrete team trained and qualified in conservation and land management<br>- liaison undertaken with advocacy groups (Greening Australia, Larrakia Rangers and conservation volunteers)<br>- management plans are being developed specifically for individual natural areas<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014<br>- Control self-assessment in place | 1 | 4 | M | | **Parks Central Team Leader** |
| **MAINTAIN IRRIGATION SYSTEMS AND DELIVER SUSTAINABLE IRRIGATION PRACTICES FOR COUNCIL'S OPEN SPACES**<br>- Irrigation asset management<br>- Median strip maintenance<br>- Sporting grounds and associated infrastructure<br>- Sport specific turf management | **16. Failure to develop, implement and manage a turf and irrigation management program, including provision of infrastructure and service delivery standards**<br>- failure to meet agreed infrastructure and maintenance standards<br>- failure to meet water conservation targets<br>- Reduction of amenity<br>- Reduction of passive recreation participation<br>- Poor image/reputation risk | 2 | 3 | M | - robust inspection and reporting processes in place<br>- processes managed by a discrete trained and qualified Team<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014<br>- Control self-assessment in place | 1 | 3 | L | | **Irrigation & Turf Team Leader** |
| **MAINTAIN FORESHORES UNDER COUNCIL'S CONTROL**<br>- | **17. Failure to develop, implement and manage an ongoing comprehensive foreshore management plan**<br>- Erosion issues not addressed<br>- Safety and amenity issues not managed<br>- Community dissatisfaction<br>- Negative media reporting | 3 | 4 | H | - Foreshore management plans being developed for the Nightcliff and East Point precincts<br>- Budget allocations made for erosion management | 2 | 4 | H | | |
| **MANAGEMENT OF CEMETERIES**<br>- Heritage site management and protection | **18. Failure to maintain cemetery grounds and interment records**<br>- Loss of essential connection with community<br>- Reputation & litigation risk | 2 | 3 | M | - Infrastructure Maintenance Section employs a specific officer to manage cemeteries and records<br>- Standard record management controls in place through ECM<br>- Business continuity plans developed<br>- Control self-assessment in place | 1 | 3 | L | | |

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|---|---|---|---|---|---|---|---|---|---|---|
| **INFRASTRUCTURE MAINTENANCE – CIVIL INFRASTRUCTURE (ROADWAYS and PATHWAYS)** | | | | | | | | | | |
| **MANAGE THE CONSTRUCTION AND MAINTENANCE OF ROADS, PATHWAYS, DRIVEWAYS AND KERBING ASSETS ACROSS THE MUNICIPALITY**<br>- **Maintain roads in accordance with Asset Management Plans**<br>- Undertaken routine and preventative maintenance<br>- Manage and maintain line marking and signage to all roads in accordance with recognised asset management practices<br>- Monitor the condition of footpaths, driveways, shared paths and walkways throughout the Municipality<br>- Maintain line marking<br>- Install and maintain road signage | **19. Failure to plan, budget and implement a sound asset management program**<br>- Poor financial management<br>- Condition of assets deteriorates<br>- Increased maintenance / replacement costs | 2 | 4 | H | - 10 year capital works program developed including scheduled maintenance programs<br>- Currently progressing to a 3 year works plan<br>- Rigorous annual budget development and review processes in place<br>- Infrastructure Maintenance staff actively involved in budget development | 2 | 3 | M | - ***need to ensure budget management is intrinsically linked to the asset management system so that we are able to collect more accurate data on all works expenditure and develop a better profile of cyclical and preventative maintenance***<br>- ***implementation of asset sustainability review recommendations will ensure policies, standards and procedures are developed and monitored*** | **Team Leader Roads and TL Concrete** |
| | **20. Works not conducted to approved standards**<br>- Substandard works<br>- Safety and reliability issues<br>- Potential on-going hazard impacting on the public<br>- Unnecessary public liability claims<br>- Financial impact<br>- Sustained negative media reporting | 2 | 4 | H | - works plans reference Australian and other applicable standards<br>- hierarchy of approval for works plans is in place<br>- City Works Team Coordinator required to hold engineering and civil construction qualifications<br>- Works undertaken by contractors under the Minor Civil Works contract are subject to compliance inspections and sign-off processes<br>- Major civil works contracts include default and rectification periods | 1 | 3 | L | - | **Team Leader Roads and TL Concrete** |
| | **21. Failure to ensure that rectification works are carried out in a timely manner**<br>- Council relies heavily on problems being reported by third parties in a timely manner<br>- Safety and reliability issues<br>- Potential on-going hazard impacting on the public<br>- Unnecessary public liability claims<br>- Sustained negative media reporting | 3 | 4 | E | - Council implemented mobile phone application "See-Click-Fix" in 2014 to enable the public to report issues promptly<br>- Formal inspection processes for assets are undertaken over 4 year period<br>- Officers undertake visual inspections whilst on duty and report any potential developing issues<br>- Identified issues are logged as CARRs and actioned with priority<br>- Strong OHS culture exists – requirement to report issues promptly is generally acknowledged | 2 | 3 | M | - | **Team Leader Roads and TL Concrete** |
| | **22. Failure to ensure that Council asset information is maintained on applicable data bases (AssetFinda, MapInfo, EDMS)**<br>- Inability to access current asset information<br>- Loss of corporate knowledge<br>- Compromised works programs | 3 | 4 | E | - New asset management system implemented 2015<br>- I-pad qaccess to ensure ease of loading and timeliness of processing GIS information<br>- Dedicated GIS Officer within IT Services to assist Tech Services Staff | 2 | 3 | M | - ***New asset management system (Asset Finder) being implemented early in 2015*** | **Team Leader Roads and TL Concrete** |
| **INFRASTRUCTURE MAINTENANCE – CIVIL INFRASTRUCTURE (STORMWATER DRAINAGE MAINTENANCE)** | | | | | | | | | | |
| **MANAGE AND MAINTAIN COUNCIL'S STORMWATER DRAINAGE INFRASTRUCTURE IN ACCORDANCE WITH ASSET MANAGEMENT PLANS**<br>- New stormwater infrastructure<br>- Manage existing assets<br>- Acceptance of new assets from subdivision development | **23. Failure to plan, budget and implement drainage management program**<br>- | 2 | 4 | H | - Stormwater upgrade plans in place<br>- Stormwater inspection program in place<br>- Budget allocation for stormwater asset management<br>- Sign off processes in place for acceptance of new infrastructure from developers | 2 | 3 | M | | |
| **UNDERTAKE MOSQUITO CONTROL SPRAYING IN STORMWATER DRAINAGE INFRASTRUCTURE IN THE MUNICIPALITY AS REQUIRED** | **24. Failure to carry out maintenance in accordance with approved plans**<br>- Uncontrolled breeding of biting insects<br>- Potential public health impact<br>- Negative public and media reaction<br>- Chemical spillage/drift<br>- Potential environmental impact<br>- Potential public health impact<br>- Negative public and media reaction | 2 | 3 | M | - NTG Entomology prepares mosquito control plans and conduct post spray inspections<br>- Chemicals used in mosquito control are non-toxic | 1 | 3 | L | | **Team Leader Roads and TL Concrete** |
| **INSTALLATION AND MANAGEMENT OF GROSS POLLUTANT TRAPS**<br>- Survey potential locations<br>- Design and installation<br>- Clearing and maintenance undertaken by Infrastructure Maintenance | **25. Deficiencies in pollution management planning**<br>- Failure to meet City of Darwin Environmental Management outcomes as set out in strategic plans and environmental management plans<br>- Inability to manage and service 'inherited' infrastructure (Muirhead)<br>- Poor perception by the Community | 3 | 3 | H | - Current budget item in capital works program for installation of new GPTs<br>- Annual program undertaken by Capital Works<br>- Need to ensure City of Darwin has developed a comprehensive program for assessment of potential GPT locations (currently have a draft GPT plan developed by Environment Section circa 2008)<br>- GPT Maintenance Plan is delivered by Infrastructure Maintenance section | 2 | 2 | M | ORA found good controls in place, however discussion needs to be held with Manager Environment to confirm GPT planning procedures and environmental targets<br><br>**ADDRESS THROUGH REVIEW OF AND IMPLEMENTATION OF REVISED GPT MANAGEMENT PLAN** | **Capital Works Team Leader** |

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| **INFRASTRUCTURE MAINTENANCE – CIVIL INFRASTRUCTURE (CLEANING SERVICES)** | | | | | | | | | | |
| **CONDUCT PATH AND STREET SWEEPING, AMENITIES SERVICING, LITTER COLLECTION AND REMOVAL**<br>- Street sweeping<br>- Maintenance of toilets and bbq facilities<br>- Rubbish and recycling bins<br>- Shopping centre external sweeping and cleaning | **26. Failure to develop and implement a litter management program**<br>- failure to meet agreed service delivery standards<br>- reputation risk – conflict between public perception of required levels of service versus City of Darwin documented standards<br>- Increased pollution<br>- Increased vermin<br>- Negative feedback from ratepayers and the public<br>- Sustained negative media reporting | 2 | 3 | M | - City of Darwin undertakes litter management surveys<br>- Customer feedback results considered in development of service standards<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014<br>- Control self-assessment in place | 1 | 3 | L | | **Team Leader Cleaning Services** |
| | **27. Failure to develop and implement a cleaning management program**<br>- failure to meet agreed service delivery standards<br>- reputation risk – conflict between public perception of required facilities and levels of service versus City of Darwin documented standards<br>- Increased pollution<br>- Increased vermin<br>- Negative feedback from ratepayers and the public<br>- Sustained negative media reporting | 2 | 3 | M | - Comprehensive cleaning program in place, including service delivery standards<br>- Customer feedback results considered in development of service standards<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014 | 1 | 3 | L | | **Team Leader Cleaning Services** |

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|---|---|---|---|---|---|---|---|---|---|---|
| **INFRASTRUCTURE MAINTENANCE – BUILDING SERVICES** | | | | | | | | | | |
| **DELIVER BUILDING MAINTENANCE SERVICES FOR COUNCIL BUILDINGS IN ACCORDANCE WITH ASSET MANAGEMENT PLANS AND SERVICE STANDARDS**<br>- Conduct Council's building inspection program<br>- Maintain compliance with all Building<br>- Regulations for Council owned buildings<br>- Undertake scheduled preventative maintenance programs to Council buildings and assets in accordance with Australian Standards<br>- Undertake refurbishment and capital works programs to Council owned buildings<br>- Undertake urgent minor repairs and maintenance on all Council owned buildings and facilities | **28. Failure to plan, budget and implement a robust maintenance program**<br>- Reliance on redundant asset management system<br>- Poor financial management<br>- Condition of assets deteriorates<br>- Increased maintenance / replacement costs | 2 | 3 | M | - Preventative maintenance program in place and reviewed annually | 2 | 3 | M | - *ongoing development of the asset management system including budget allocation process*<br>- *review or expand upon the existing work order system to more accurately capture data on works program expenditure and allow better budgetary processes*<br>- *implementation of asset sustainability review recommendations will ensure policies, standards and procedures are developed and monitored* | |
| | **29. Failure to undertake maintenance in accordance with the approved program and to Australian Standards**<br>- degradation of facilities<br>- health risk from air-conditioning cooling tower sanitation<br>- safety risk from malfunctioning fire panels<br>- safety risk from poorly maintained electrical systems<br>- safety risk from failure of CCTV | 2 | 4 | H | - All maintenance undertaken in accordance with applicable standards | 1 | 3 | L | | |
| | **30. Need for urgent repairs is not communicated to Council staff in a timely manner**<br>- Repairs not able to be carried out promptly<br>- Potential for injury to staff and the public<br>- Public liability and WC claims<br>- Additional insurance premiums | 2 | 4 | H | - Regular inspection program in place for public facilities<br>- Issues identified on inspection reports are rectified according to the identified levels of safety and urgency<br>- Other matters are dependent upon notification by members of the public<br>- Tracking the responsiveness of Council to reported issues is managed through Customer Action Requests<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014 | 1 | 4 | M | *Risk is outside of Council control to a certain extent – some matters rely on reporting by members of the public* | |
| **PROCURE AND MANAGE COUNCIL'S CONTRACTORS FOR BUILDING MAINTENANCE** | **31. Contractors do not meet current WHS legislated requirements** | | | | - | | | | | |
| **PROVIDE GRAFFITI REMOVAL SERVICES**<br>- Council owned buildings<br>- Graffiti services to NTG under SLA | **32.** | | | | - | | | | | |
| | **33.** | | | | - | | | | | |
| **MAINTAIN COUNCIL'S SWIMMING POOLS** | **34. Pools do not meet required operational standards**<br>- Safety issues not managed<br>- User dissatisfaction<br>- | | | | - Management of swimming pools is undertaken by third party contractor on a commercial basis<br>- Operators are required to meet all operational and safety standards<br>- Inspections undertaken annually by authorised persons | | | | | |
| **UNDERTAKE ASBESTOS INSPECTIONS AND MAINTAIN THE ASBESTOS REGISTER**<br>- Annually for Council buildings<br>- As required for public areas under council control | **35. Failure to maintain Asbestos registers**<br>- Dangerous Buildings<br>- Increased risk to public/staff<br>- Litigation<br>- Failure to proactively manage the risk from hazardous material | 2 | 4 | H | - Asbestos register is maintained for known and reported sites<br>- Register reviewed and updated regularly<br>- Ongoing inspection programs in place<br>- Control self-assessment in place | 1 | 4 | M | | **Team Coordinator Building Services** |
| **MANAGE CLEANING SERVICES FOR THE CIVIC CENTRE**<br>- Civic Centre and City Library | **36. Failure to meet approved cleaning standards**<br>- health & morale impacts on staff<br>- reputation risk - poor image portrayed to the public | 2 | 2 | M | - internal staff used for cleaning at Civic Centre<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014<br>- Control self-assessment in place | 1 | 2 | L | | **Team Coordinator Building Services** |

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| **INFRASTRUCTURE – DESIGN, PLANNING & PROJECTS (WORKS PROGRAMMING & BUDGET DEVELOPMENT)** | | | | | | | | | | |
| **MANAGE THE DELIVERY OF COUNCIL'S ANNUAL CAPITAL WORKS PROGRAM**<br>- Develop and monitor a set program of capital works projects that have been identified in Council's budget<br>- planning and delivery of capital works program on time and within budget<br>- Financial management and reporting against programs and budgets | **37. Failure to develop a robust capital works program**<br>- failure to align to the available budget<br>- failure to submit funding bids on time<br>- failure to identify and secure external funding grants<br>- important projects may not be included in capital works program<br>- insufficient funds are provided to deliver capital works program | 2 | 4 | H | - 10 year capital works program developed<br>- project prioritisation methods are used to manage works programs for the immediate future (3 years) and takes into account social factors, funding, community needs, risk assessment<br>- business cases developed for all works programs<br>- dedicated resource employed by City of Darwin to seek external funding through Federal and NTG grants (R2R, Blackspot funding) | 1 | 4 | M | | Manager Design, Planning & Projects |
| **MANAGE THE CONSTRUCTION OF NEW ROADS AND TRAFFIC MANAGEMENT STRUCTURES THROUGHOUT THE CITY OF DARWIN**<br>- Provide designs for roads and traffic management Structures<br>- Provide documentation for the technical aspects of construction<br>- Consult the community about the needs for new roads and traffic management structures, and at relevant stages of design | **38.** | | | | - | | | | | Manager Design, Planning & Projects |
| **MANAGE FLOODING IN THE CITY OF DARWIN THROUGH DESIGN IMPROVEMENTS TO THE STORMWATER DRAINAGE NETWORK**<br>- Provide designs for upgrading stormwater drainage systems<br>- Develop forward plans for stormwater drainage<br>- Provide documentation for the technical aspects of construction<br>- Consult the community about the need for the upgrades, and at relevant stages of design | **39.** | | | | - | | | | | Manager Design, Planning & Projects |
| **UPGRADE THE EXTERNAL AREAS OF SUBURBAN SHOPPING CENTRES**<br>- Provide designs for upgrading the external areas of suburban shopping centres in accordance with Australian standards<br>- Provide documentation for the technical aspects of construction<br>- Consult the community about the need for the upgrades, and at relevant stages of design | **40.** | | | | - | | | | | Manager Design, Planning & Projects |

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|---|---|---|---|---|---|---|---|---|---|---|
| **INFRASTRUCTURE – DESIGN, PLANNING & PROJECTS (DESIGN)** | | | | | | | | | | |
| **UNDERTAKE DESIGN FOR COUNCIL'S ANNUAL CAPITAL WORKS PROGRAM INCLUDING ROADS, PAVEMENTS AND STORMWATER DESIGN**<br><br>**DELIVER PROJECTS IN ACCORDANCE WITH THE ROADS TO RECOVERY FEDERAL FUNDING PROGRAM**<br><br>**MANAGE AND IMPLEMENT COUNCIL'S ANNUAL BLACK SPOT PROGRAM AND LOCAL AREA TRAFFIC MANAGEMENT FUNDING PROGRAM**<br><br>**CONDUCT URBAN TRAFFIC ANALYSIS AND DESIGN OF TRAFFIC CALMING SCHEMES**<br><br>**UNDERTAKE TRAFFIC MANAGEMENT INVESTIGATIONS AND FORMULATE RESPONSES**<br><br>- provide professional engineering advice to ensure survey, design, construction, graphics, drafting, information meets the needs of Council's operational departments and Government agencies<br>- maintain policy relating to the design office and construction areas<br>- budget control for capital works projects<br>- manage professional consultants<br>- construction supervision of capital works and miscellaneous programmes<br>- survey projects and preliminary investigations<br>- road and pavement design<br>- urban traffic analysis and design of traffic calming schemes<br>- Stormwater design and modelling<br>- Annual Black spot and LATM funding program | **41. Failure to complete design on time**<br>- Annual program not delivered on time<br>- Negative stakeholder and general public reaction to failure to deliver<br>- Future funding opportunities may be jeopardised. | 2 | 3 | M | - Dedicated qualified design team<br>- Able to access the services of external design consultants<br>- Capital works management spreadsheet to control milestones<br>- Regular design team and team leader meetings held to review delivery of services<br>- Control self-assessment in place | 1 | 3 | L | | Design Team Leader |
| | **42. Failure to consult with stakeholders during design process**<br>- Incorrect design outcomes<br>- Negative stakeholder and general public reaction to design outcomes | 2 | 3 | M | - Robust systems in place to ensure consultation is undertaken with stakeholders<br>- Project management plans include need to stakeholder identification and communication planning<br>- Control self-assessment in place | 1 | 2 | L | | |
| | **43. Failure to meet appropriate design standards**<br>- may compromise function and effectiveness of asset<br>- may contribute to injury or unnecessary inconvenience to users<br>- may result in legal action | 1 | 4 | M | - City of Darwin has corporate membership to SAI Global<br>- data base is maintained of relevant Australian and International Standards<br>- standards available on-line for design team<br>- standards are referenced in design plans<br>- multiple review process in place<br>- Control self-assessment in place | 1 | 3 | M | | |
| | **44. Failure to process annual submission for LATM and Black Spot funding**<br>- Funding not secured for critical projects<br>- Essential improvements to infrastructure not able to be undertaken in a timely manner<br>- may lead to poor outcomes and hence result in a negative perception of Council by the general public | 2 | 5 | E | - dedicated officer responsible for applications for funding<br>- annual funding timetable developed<br>- notification of funding availability from Federal Government<br>- control self-assessment in place | 1 | 5 | H | ORA found good controls in place<br><br>**THIS IS MANAGED THROUGH OFFICE OF CHIEF EXECUTIVE** | |
| | **45. Failure to undertake adequate traffic management investigations**<br>- Inadequate solutions to problems that may result in recurrence and drain on resources;<br>- may lead to poor outcomes and hence result in a negative perception of Council by the general public<br>- Failure to respond in a timely manner to letters and other correspondence identifying perceived traffic management problems<br>- may lead to poor perception of Council staff's work ethic and ability to respond to complaints in a timely manner. | 3 | 3 | H | - documented processes in place for traffic management investigations including proforma checklist<br>- regular traffic counts are undertaken<br>- spreadsheet maintained to summarise all investigations<br>- specialist traffic engineers engaged as required<br>- Control self-assessment in place<br>- correspondence tracker and internal ECM tasks lists used to manage and monitor correspondence<br>- tasks assigned to specific officers<br>- Control self-assessment in place | 2 | 2 | M | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL<br>*(and potential control improvements)* | L | C | RR | TREATMENT PLAN | RO |
|---|---|---|---|---|---|---|---|---|---|---|
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| **INFRASTRUCTURE – DESIGN, PLANNING & PROJECTS (PLANNING)** | | | | | | | | | | |
| **WORK WITH STAKEHOLDERS TO IMPLEMENT STRATEGIC PLANNING INITIATIVES**<br>- Develop and maintain Land use plans & policies<br>- Strategic planning initiative<br>- Planning Legislative Compliance<br>- Local Government Act<br>- Planning Act<br>- Land Title Act<br>- Place Names Act | **46. Failure to maintain policies and plans**<br>- | | | | - | | | | | Strategic Town Planner |
| | **47. Failure to meet obligations under legislation**<br>- Unauthorised development<br>- Reputation risk | | | | - | | | | | |
| **UNDERTAKE LAND USE PLANNING TO DEVELOP STRATEGIC PLANS AND POLICY TO INFLUENCE THE NORTHERN TERRITORY GOVERNMENTS STRATEGIC LAND USE PLANS**<br>- Manage development initiatives in Council strategic plans and NTG Greater Darwin Plan<br>- Land use planning<br>- Policy development<br>- Re-zoning<br>- Planning scheme amendments<br>- Urban design initiatives<br>- Liaison with NTG<br>- Liaison with developers/stakeholders<br>- Community advocacy | **48. failure to ensure a coordinated approach to development processes and long term planning**<br>- NTG can make long term decisions re development planning without consultation<br>- Projects imposed or inherited without being able to address budget implications<br>- Additional costs incurred by City of Darwin<br>- City of Darwin unable to effectively plan for long term infrastructure development<br>- DCA has overall approval powers for development – Council has advisory role only | 2 | 4 | H | - City of Darwin has a dedicated resource through it Strategic Town Planner<br>- City of Darwin is represented on COAG and supports planning initiatives through that forum<br>- City of Darwin has embraced NTG Territory 2030 initiatives in its strategic plans | 2 | 4 | H | This is somewhat beyond City of Darwin control as DCA has overall approval powers for development – Council has advisory role only<br><br>NTG can make long term decisions re development planning without consultation | |
| **REVIEW AND COMMENT ON ALL NORTHERN TERRITORY DEVELOPMENT CONSENT AUTHORITY MATTERS, IN KEEPING WITH STATUTORY REQUIREMENTS AND COMMUNITY NEEDS**<br>- Development applications<br>- Place names<br>- Liquor licence applications<br>- Advertising sign applications<br>- Footpath dining | **49. Failure to undertake adequate development assessment**<br>- may lead to Council inheriting problems such as traffic management problems, stormwater drainage problems, inadequate access/egress, inadequate car parking on-site, signage, al fresco dining and inadequate garbage collection<br>- may lead to a loss of credibility of Council in the eyes of the Development Consent Authority and the general public<br>- negative media reporting | 2 | 4 | H | - Internal and external stakeholder consultation is undertaken<br>- City of Darwin employs qualified planning staff<br>- policies and codes exist for garbage, signage and al fresco dining<br>- Australian Standards exist for stormwater drainage, access and egress, traffic management<br>- Applications for development need to meet all assessment guidelines<br>- Control self-assessment in place | 1 | 3 | L | | Strategic Town Planner |
| **DEVELOP AND MANAGE DEVELOPER CONTRIBUTION PLANS TO ENSURE FUTURE PROVISION OF SERVICES AND INFRASTRUCTURE UPGRADING WORKS AS A RESULT OF DEVELOPMENT**<br>- Development contribution plans for the future provision of services<br>- Administration of contribution plans<br>- Planning Act requirements | **50. Failure to produce contributions plans in a timely manner to deal with issues such as inadequate parking, stormwater and road works upgrading works required to facilitate new development**<br>- Plans should be applied as a matter of priority and before any subdivisions take place<br>- Inadequate funding contribution by private developers to undertake ultimate upgrading works required<br>- greater financial impost on the general public to undertake these works<br>- higher future rate rises than would otherwise be required<br>- negative media reporting | 3 | 4 | E | - development assessment procedures are in place to identify infrastructure upgrade requirements associated with development applications<br>- applications are treated on an individual case by case basis<br>- formal agreement entered into with developers to address infrastructure upgrading requirements and cost sharing arrangements<br>- various contributions plans are in place for stormwater, road works upgrades and parking provisions<br>- development of additional contribution plans is currently being considered (Stuart Park and Parap stormwater drainage, with others to follow)<br>- Control self-assessment in place | 2 | 3 | M | | Strategic Town Planner |
| | **51. Failure to effectively administer contribution plans**<br>- Inadequate funding contribution by private developers to undertake ultimate upgrading works required<br>- greater financial impost on the general public to undertake these works<br>- higher future rate rises than would otherwise be required<br>- negative media reporting | 3 | 4 | E | - currently undertaking a process to capture all development applications that have not been subject to CBD stormwater contribution plans<br>- Control self-assessment in place | 2 | 4 | H | | |



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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (*and potential control improvements*) | L | C | RR | TREATMENT PLAN | RO |
|---|---|---|---|---|---|---|---|---|---|---|
| **INFRASTRUCTURE – DESIGN, PLANNING & PROJECTS (CAPITAL WORKS PROJECTS)** | | | | | | | | | | |
| **PROVIDE PROJECT MANAGEMENT SERVICES AND ADVICE ACROSS COUNCIL FOR ALL CAPITAL WORKS PROJECTS**<br>- Capital works program and budget<br>- Delivery of capital works program<br>- Project management services for capital works projects<br>- tender specifications and assessments<br>- Disability access<br>- Legislative compliance<br>- Undertake procurement of materials<br>- Engage contractors<br>- Supervise works programs<br>- Coordinate project handover to maintenance sections | **52. Errors or omission in tender specifications and scope of works**<br>- Addenda to tender required<br>- Budgetary and timeline pressures on the project<br>- Failure to attract relevant responses to tenders<br>- Unsuitable contractors<br>- Success of projects is compromised<br>- Negative public and media responses | 2 | 4 | H | - Hierarchy of documentation is in place<br>- Officers trained in tender development and assessment<br>- Reviews undertaken with external consultants where necessary | 1 | 4 | M | | Capital Works Team Leader |
| | **53. Failure to ensure robust project management processes are in place**<br>- Failure to ensure project management procedures are documented<br>- staff not trained in project management<br>- Failure to undertake thorough project risk assessment<br>- Failure to identify stakeholders and prepare communications plan<br>- Failure to identify the need for probity audits<br>- Failure to identify the need for, and seek, legal advice to address special conditions of contract and the implications of tenders submitting own terms and conditions<br>- Failure to follow correct procurement procedures<br>- may lead to breaches of the Local Government Act<br>- may lead to legal action against Council | 2 | 4 | H | - staff trained in project management practises<br>- financial delegations included in Authority<br>- multiple levels of review and approval are applied<br>- InterPlan project management software implemented January 2012 to manage projects, key milestones and progress reporting<br>- Project risk assessment included in Risk Management Standard approved by COG July 2013<br>- Control self-assessment in place | 1 | 3 | L | | |
| | **54. Failure to appropriately manage contractors**<br>- Actions or inactions of contractors result in damage to environment property or persons<br>- Council is joined in legal action to recover damages<br>- Negative media reporting | 3 | 4 | E | - staff trained in project management practises<br>- Contractor performance reviews undertaken<br>- Contractor management standard being developed to comply with WHS requirements and obligations<br>- Daily site visits undertaken by site supervisor (officer who engaged contractor) – includes OHS audit and performance work audit | 2 | 3 | M | | |
| | **55. City of Darwin fails to proactively engage with mobility impaired advocacy groups in regards to provision of infrastructure and access/egress requirements**<br>- failure to fully understand the needs of patrons<br>- failure to provide adequate access points<br>- breach of DDA Act and Building Code<br>- negative stakeholder and public reaction<br>- negative media reporting | 2 | 3 | M | - All infrastructure amendments and developments are designed in accordance with existing Australian Standards<br>- assessment and inclusion of mobility impaired access and egress requirements are a mandated stage in the development of any building or structure<br>- City of Darwin has representation of the Disability Advisory Committee | 1 | 3 | L | | |
| **SIGNALS AND LIGHTING MAINTENANCE**<br>- Street lighting and traffic signals<br>- NTG and PowerWater liaison and coordination<br>- Identification of issues and responsibilities<br>- Implement corrective action | **56. Failure to coordinate effective management of street lighting with Power Water Corp and management of traffic signal maintenance with NTG Dept of Construction & Infrastructure**<br>- Cumulative degradation of infrastructure<br>- Increased number of safety related incidents<br>- Congested traffic flow | 3 | 4 | E | - Signals on City of Darwin roads are managed by NTG Dept Construction & Infrastructure<br>- Signals are recorded on SCATS monitoring program<br>- Formal agreement in place for traffic signals<br>- Street lighting is maintained by Power Water Corp<br>- Need to confirm whether a formal agreement is in place with NTG for street lighting – matter is currently under review with Power and Water Corp | 3 | 3 | H | - *engage with NTG agency and Power Water Corp to ensure current formal agreement in place with performance standards* | Capital Works Team Leader |

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| **INFRASTRUCTURE – TECHNICAL SERVICES (ASSETS)** | | | | | | | | | | |
| **DEVELOP AND IMPLEMENT A CORPORATE ASSET MANAGEMENT STRATEGY AND MANAGEMENT PLANS FOR DEFINED ASSET CLASSES (ROADS, PATHWAYS, STORMWATER, PARKS AND BUILDINGS)**<br>- asset management strategy<br>- corporate asset management plan<br>- Capital Works program and Long Term Financial Plans<br>- cyclic asset revaluations<br>- cyclic asset condition surveys<br>- cyclic inspection programs<br>- development and management of the Asset Management Systems (AMS) and the Geospatial Information System (GIS)<br>- align financial and asset management practises | **57. Failure to develop and promote asset management policies, standards and procedures**<br>- Failure to ensure a consistent approach to asset management is applied across Council<br>- Loss of corporate asset knowledge<br>- Failure to ensure asset management is undertaken in accordance with Australian and International Standards | 4 | 4 | E | - Asset Management Steering Group in place and continues to meet quarterly<br>- Development of procedures undertaken for data collection and asset management<br>- Cyclic reviews undertaken of policies, standards and procedures<br>- Asset management roles and responsibilities allocated to specific individuals across the organisation<br>- Implementation of asset sustainability review recommendations will ensure policies, standards and procedures are developed and monitored | 2 | 4 | H | - ***internal audit undertaken august 2014 to address and consolidate outstanding issues from previous reviews in 2009 and 2012.***<br>- ***new asset management systems being implemented during early 2015 to address current deficiencies in asset management and asset accounting systems*** | **Manager Technical Services** |
| | **58. Failure to develop and implement a robust infrastructure asset condition inspection program**<br>- Failure to identify the need for maintenance and upgrade work<br>- Asset deterioration<br>- Public safety risk<br>- Reputation risk | 2 | 5 | E | - Assets surveyed on a cyclical program, depending on class of asset<br>- Corporate asset management plan sets out the survey classes and cycles<br>- Asset data stored on Map Info and Corporate Asset Register | 1 | 4 | M | | |
| | **59. Failure to ensure all assets are subject to three yearly revaluation**<br>- Incorrect asset valuation recorded in financials<br>- Potential for misstatement of financial position | 2 | 3 | M | - Dedicated Officers utilise the Australian Infrastructure Financial Management Guidelines as a reference to ensure asset revaluations are consistent and meet legislative requirement for local governments | 1 | 3 | L | | |
| **DEVELOP, IMPLEMENT AND MAINTAIN A CORPORATE ASSET REGISTER**<br>- Central repository of corporate asset data<br>- Hold information for use by all staff and particularly data for use by the mapping, financial and works management systems.<br>- Better management and storage of Corporate data<br>- Improved asset management | **60. Failure to develop, implement and maintain a corporate asset register**<br>- Inconsistent and fragmented approach to the collection and storage of asset information<br>- Lack of data available to monitor the condition of assets<br>- Inability to plan long and short term asset management programs<br>- Inability to adequately budget for asset management<br>- Inability to monitor and assess ratepayer and public demands for levels of service<br>- Inability to monitor and assess actual levels of service delivery | 3 | 4 | E | - Asset Management Steering Group in place and continues to meet quarterly<br>- Implementation of the corporate asset register is underway and will provide a central location for data storage | 2 | 4 | H | - ***internal audit undertaken august 2014 to address and consolidate outstanding issues from previous reviews in 2009 and 2012.***<br>- ***new asset management systems being implemented during early 2015 to address current deficiencies in asset management and asset accounting systems*** | |
| | **61. Developers fail to provide contributed asset information, or do not provide information in the form required by Council**<br>- Failure to obtain and record contributed asset information from developers<br>- Lack of accurate information available to ensure budgeting for and scheduling of ongoing maintenance / renewal of contributed assets<br>- Asset deteriorates | 3 | 4 | E | - Asset handover procedures in place to ensure that Developers provide contributed asset information in the form required by Council as defined to the Subdivision Guidelines.<br>- Additional procedures to be developed to strengthen handover procedures across all departments<br>- *Subdivision guideline management procedures to be updated* | 1 | 4 | M | | |
| | **62. Reliance on limited number of qualified staff to maintain asset management systems**<br>- Difficulty accessing asset information<br>- Delays or gaps in asset management programs | 4 | 3 | E | - Assets section employs three full time staff<br>- IT section provides support through dedicated GIS Officer<br>- All staff have access to the corporate asset register<br>- Ongoing training in use of software as implementation progresses | 2 | 3 | M | | |
| | **63. Asset register software failure**<br>- Difficulty accessing asset information<br>- Delays or gaps in asset management programs | 2 | 3 | M | - IT section provides support through dedicated GIS Officer<br>- All registers are kept within alternate data bases to reduce impacts as a result of software failure | 2 | 2 | M | | |
| **UNDERTAKE CYCLIC CONDITION ASSESSMENTS, COLLECTION AND MAINTENANCE OF ASSET INFORMATION, PREDICTIVE MODELLING AND FORWARD WORKS PLANNING FOR CITY OF DARWIN ASSETS**<br>- assets are fit for purpose and are maintained at an agreed level of service | **64. Failure to develop and implement corporate and individual infrastructure asset management plans**<br>- Failure to undertake cyclical condition inspections<br>- failure to manage assets<br>- assets deteriorate<br>- additional rectification costs<br>- safety and reputation risk | 2 | 4 | H | - participation in the IPWEA NAMS program to assist in the development of asset class Asset Management plans<br>- corporate asset management plan reviewed annually<br>- Implementation of asset sustainability review recommendations will ensure policies, standards and procedures are developed and monitored | 2 | 4 | H | | |
| **DEVELOP AND MANAGE THE IMPLEMENTATION OF RENEWAL AND REPLACEMENT PROGRAM**<br>- assets are fit for purpose and are maintained at an agreed level of service | **65. Failure to ensure renewal and replacement programs are adequately captured through capital works plans and condition/maintenance assessments** | 2 | 4 | H | - Works are undertaken by Infrastructure Maintenance and Capital Works Teams | | | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (and potential control improvements) | L | C | RR | TREATMENT PLAN | RO |
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| **INFRASTRUCTURE – TECHNICAL SERVICES (DEVELOPMENT & PERMITS)** | | | | | | | | | | |
| **DEVELOP AND MAINTAIN DEVELOPER CONTRIBUTION PLANS IN ACCORDANCE WITH THE PLANNING ACT**<br>- | **66.** | | | | - | | | | - | |
| **DEVELOP AND MAINTAIN COUNCIL'S DEVELOPMENT POLICIES, STANDARDS, PROCEDURES and GUIDELINES**<br>- development guidelines, standards, policies and procedures<br>- budget & financial management<br>- new infrastructure handover<br>- development works bonds/securities<br>- develop contribution plans | **67.** | | | | - | | | | - | |
| **INVESTIGATE AND PROVIDE TECHNICAL ADVICE ON CIVIL WORKS WITHIN COUNCIL PROPERTY**<br>- Ensure quality and safety of works<br>- alignment corridors for public services including water/sewerage/power<br>- Administer works permits<br>- assessment and payment for permits and car parking bays<br>- New driveways<br>- Wide loads<br>- Partial road closures<br>- private works within road reserves<br>- Stormwater drainage works<br>- Monitoring of site and final clearance<br>- Traffic management plans | **68. Failure of permit holders to fully inform City of Darwin as to the nature and scope of works being undertaken**<br>- council approves works to be undertaken outside of normal scope of permit work<br>- Inadequate traffic and pedestrian management<br>- Unnecessary obstructions to vehicles and pedestrians<br>- Public liability issues<br>- Financial implications arising from poor rectification works<br>- Reputation risks – ratepayers and public assume works are being undertaken by Council | 3 | 3 | H | - Guidelines for permit applications have been developed<br>- Site inspections undertaken to confirm works comply with permit conditions<br>- Final inspection at sign-off for larger projects<br>- City of Darwin Regulatory Services have power to issue "cessation of works" notice<br>- Control self-assessment in place | 1 | 3 | L | | **Team Leader Development** |
| **CERTIFY FINAL APPROVAL CERTIFICATES AND NT PLANNING AUTHORITY PERMIT CONDITIONS**<br>- | - | | | | - | | | | | |
| **Co-ordinate the approval of the design and construction of all private and/or government capital works, subdivisions and development works including approvals within Councils road reserves and public places**<br>- assess private & government subdivisions, development works and works undertaken within road reserves and public spaces<br>- access and egress routes for subdivisions<br>- road layout within subdivisions<br>- stormwater management<br>- preparation of reports and final clearances<br>- Complaint management | **69. Reliance on limited number of qualified & experienced staff**<br>- Business continuity impacts<br>- Reputation risk | 4 | 3 | E | - Training and development programs in place | 4 | 3 | E | - ***develop and implement training programs and succession planning in conjunction with employee relations*** | **Team Leader Development** |
| | **70. Failure to ensure a robust review process is undertaken for all development design works**<br>- Failure to manage Legislative compliance issues<br>- Failure to maintain guidelines, policies and standards<br>- poor traffic management<br>- inadequate stormwater collection<br>- access/egress problems for certain vehicles (waste, emergency services)<br>- poor landscaping and street scaping – CPTED<br>- public dissatisfaction with infrastructure<br>- financial cost associated with reworking and maintenance | 3 | 4 | E | - Internal and external stakeholder consultation is undertaken<br>- Detailed guidelines have been prepared for development assessment based on Australian Standards, design codes and best practise guides<br>- Applications for development need to meet all assessment guidelines<br>- Development permit includes conditions that need to be addressed<br>- Historical information regarding development sites is available to aid the approval process<br>- Site inspections undertaken prior to development approval being signed off<br>- Need to develop and document procedures for development assessment<br>- Control self-assessment in place | 1 | 4 | M | | **Team Leader Development** |

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| **INFRASTRUCTURE – TECHNICAL SERVICES (WASTE MANAGEMENT)** | | | | | | | | | | |
| **PLAN FOR AND MANAGE EFFECTIVE AND EFFICIENT WASTE COLLECTION AND RECYCLING SERVICES**<br>- Regular domestic waste collection operated by contractor<br>- Regular recycling collection by contractor<br>- Pre-cyclone hard rubbish collection by City of Darwin | **71. Council's waste collection program and service standards are not aligned with community expectations**<br>- Negative comment from ratepayers and the media | 3 | 3 | H | - Council proactively engages with its ratepayers in the development of waste management and recycling programs<br>- Council has prepared and published a waste management policy and is being revised<br>- Customer feedback is monitored and reported quarterly to COG<br>- Community consultation processes being developed in conjunction with waste management policy to engage ratepayers when waste collection policies are reviewed/amended<br>- Bin audit and domestic lane survey is being conducted to understand residents use of bins and Shoal Bay<br>- Control self-assessment in place | 1 | 3 | L | | **Team Leader Waste & Recycling** |
| | **72. Contractor fails to meet service delivery standards**<br>- Missed services or collections<br>- Negative comment from ratepayers and the media | 2 | 4 | H | - Contractor performance standards are set out in the engagement contract<br>- Penalties for non-compliance or non-conformance are included in the contract<br>- Council monitors contractor conformance and performance against contract conditions<br>- Contractor reports monthly on performance statistics<br>- Monthly performance meetings held with contractors<br>- Additional services requested from contractors to meet missed runs<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014<br>- Control self-assessment in place | 1 | 3 | L | | **Team Leader Waste & Recycling** |
| **DEVELOP AND DELIVER EDUCATION PROGRAMS TO THE COMMUNITY AND SCHOOLS REGARDING WASTE MINIMISATION AND RECYCLING**<br>- Schools and public education by City of Darwin and Cleanaway (contractor)<br>- Provision of information by Shoal Bay staff<br>- Show circuit, public events and displays | **73. Failure to inform and educate the public with regards to strategic and operational waste management issues**<br>- Unrealistic expectations of the public and commercial operators as to the operations of Shoal Bay Facility<br>- Unacceptable waste items presented for disposal<br>- Failure to embrace recycling initiatives<br>- Failure to embrace green waste initiatives | 3 | 3 | H | - Education programs undertaken in schools and with the public by City of Darwin and the waste contractor<br>- Information signage regarding acceptable and non-acceptable material in place on the access road<br>- Recycling levels are monitored<br>- Liaison with Environment Section to improve broader community education on recycling initiatives | 2 | 3 | M | | **Team Leader Waste & Recycling** |
| **PLAN EFFECTIVELY FOR COUNCIL'S LONG TERM WASTE AND RECYCLING SERVICES** | **74. Waste and recycling programs do not meet the needs of a growing city** | | | | - Long term waste management strategy has been developed and presented to Council March 2015 | | | | | |

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| **INFRASTRUCTURE – TECHNICAL SERVICES (SHOAL BAY WASTE MANAGEMENT FACILITY)** | | | | | | | | | | |
| | **75. Failure by Council to adequate manage the SBWMF contract**<br>- Performance issues not addressed and managed<br>- Non-conformance issues not addressed and managed<br>- Environmental degradation issues<br>- Legal action by EPA or others<br>- Financial risk<br>- Reputation risk | 3 | 5 | E | - | | | | - | |
| | **76. Failure of licensed contractor to meet contractual obligations**<br>- ***Legacy contamination issues belong to City of Darwin – contractor did not assume responsibility for existing issues when contract was let***<br>- Failure to meet national standards for operation of a waste facility<br>- Reputation risk – ratepayers perception that Shoal Bay is Council operated<br>- Potential for environmental impacts – ground water leaching, methane emissions<br>- Reputation risk arising from environmental impacts | 3 | 5 | E | - ***Contractor responsibility***<br>- Performance standards and obligations are set out in the Federal and NT Legislation; the contract between City of Darwin and McMahons; and the waste management facility license from NTG to McMahons<br>- Penalties for non-compliance included in contract<br>- Contractor required to carry relevant insurance<br>- contractor performance monitored through inspections and user feedback<br>- NT EPA receives regular site monitoring reports against license conditions<br>- leachates managed through installation of artificial liners<br>- Independent water quality testing is undertaken at internal and external locations<br>- Contract has been let for methane gas extractions<br>- Business continuity plans developed Dec 2011 and reviewed Dec 2014 | 2 | 5 | E | - ***monitor and report through inspections and user feedback processes, EPA inspection reports*** | **Team Leader Waste & Recycling** |
| **SHOAL BAY WASTE MANAGEMENT FACILITY CONTRACT AND CONTRACTOR MANAGEMENT** | **77. Failure to manage the Recycling and Resource Recovery Facility** | | | | - ***Contractor responsibility*** | | | | - ***New contract currently being negotiated*** | |
| | **78. Inadequate traffic management measures**<br>- Poor directional signage<br>- Failure to manage speed<br>- Management movement of both domestic and commercial vehicles | 3 | 4 | E | - ***Contractor responsibility***<br>- SBWMF site master plan has been prepared in draft form<br>- Currently looking investigating a site management plan spanning the next 10 – 20 years | 3 | 4 | H | - ***continue development of waste management plan*** | **Team Leader Waste & Recycling** |
| | **79. Public liability and OHS issues arising from operations of the site**<br>- Failure to supervise public activity whilst on-site<br>- Trips and falls hazards<br>- Unauthorised removal of items from tip face<br>- Inadequate fire safety equipment | 3 | 5 | E | - ***Contractor responsibility***<br>- Independent audit report into Shoal Bay management and site operations was commissioned by Council and report received from Wastech April 2010<br>- OHS management procedures for its CoD staff and infrastructure<br>- Contracted operator has their own OHS procedures<br>- Contract conditions require the operator to maintain OHS procedures | 2 | 4 | H | - ***consider implementation of new waste transfer mechanism that isolates the public and vehicles from herring bone site and waste transfer bins*** | **Team Leader Waste & Recyclin** |
| | **80. Storage of waste not suitable for landfill (chemicals, oils, gas bottles, batteries)**<br>- ***This is firstly an issue for the contractor as the licensee of the site***<br>- ***Secondly an issue for City of Darwin as the site lessee***<br>- Improper mix of chemical types in the storage area<br>- Uncontrolled access to chemicals<br>- Inadequate spill management procedures<br>- Inadequate fire safety equipment | 3 | 4 | E | - ***Contractor responsibility***<br>- SBWF Operational procedures developed for weighbridge staff and is being updated May 2012<br>- Independent audit report into Shoal Bay management and site operations was commissioned by Council and report received from Wastech April 2010<br>- Education programs undertaken in schools and with the public by City of Darwin and the waste contractor<br>- Information signage regarding acceptable and non-acceptable material in place at the entry gate<br>- ***There is limited ability to control what actually enters the facility unless we can inspect loads before accessing weighbridge***<br>- Contract operator (McMahons) have a site management plan, chemical compatibility reference chart and a locked fire rated chemical cabinet<br>- Contract operator has a spill management plan in place | 2 | 4 | H | - ***consider development of a site storage policy*** | **Team Leader Waste & Recycling** |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (*and potential control improvements*) | L | C | RR | TREATMENT PLAN | RO |
|---|---|---|---|---|---|---|---|---|---|---|
| LEGEND : L = LIKELIHOOD C = CONSEQUENCE AR = ABSOLUTE RISK RR = RESIDUAL RISK RO = RISK OWNER | | | | | | | | | | |
| **INFRASTRUCTURE – TECHNICAL SERVICES (SHOAL BAY WASTE MANAGEMENT FACILITY)** | | | | | | | | | | |
| **MANAGE THE SHOAL BAY WASTE MANAGEMENT FACILITY**<br>- Coordinate the daily operation of Council's weighbridge at the Shoal Bay Waste Management Facility to ensure that all acceptable waste materials entering the Landfill are recorded and accounted for | **81. Lack of control at point of entry to Shoal Bay**<br>- There is limited ability to control what actually enters the facility unless we can inspect loads before accessing weighbridge<br>- Failure to record numbers of users accessing facility<br>- Financial costs associated with operations are recouped from ratepayers and users<br>- Commercial users access residential users lane<br>- Poor load monitoring capability<br>- Inappropriate material accepted into the site | 3 | 3 | H | - SBWF Operational procedures developed for weighbridge staff and is being updated May 2012<br>- Independent audit report into Shoal Bay management and site operations was commissioned by Council and report received from Wastech April 2010<br>- Education programs undertaken in schools and with the public by City of Darwin and the waste contractor<br>- Information signage regarding acceptable and non-acceptable material in place at the entry gate | 2 | 3 | M | - *consider implementing load inspection processes* | **Team Leader Waste & Recycling** |
| **WEIGHBRIDGE CASH RECEIPTING**<br>- Operate the Mandalay weighbridge computer system, including ticketing, receipting for commercial users, reporting and Access Tag programming and issuing | **82. Failure to develop and monitor appropriate controls and procedures to receive and reconcile funds received from Shoal Bay Waste Facility**<br>- Misappropriation of monies<br>- Reputation risk | 3 | 3 | H | - A detailed float procedure has been developed for weighbridge staff<br>- Cash handling procedures in place<br>- All weighbridge staff members have been instructed to count their float at the end of each shift before reconciling their banking<br>- all staff to are to complete and sign a form which provides a register of all keys issued to staff and a statement that they understand they are responsible for handling monies and have been issued a float of $200<br>- Staff on leave for more than one week at a time to hand back their keys and sign the register<br>- Daily float and banking reconciliations are monitored by the Waste Management Officer<br>- Combinations to the front security door and safe have been changed and procedures are in place to change combinations when staff leave employment at the weighbridge<br>- A report of collections is generated from MANDALAY; 'End of Shift Summary' that lists the reconciled till balances and the operator then completes a Shoal Bay Waste Disposal banking form from this report<br>- Environment Section checks that each operator's Shoal Bay Waste Disposal banking form reconciles back to the End of Shift Summary report and delivers the checked reports and collections to Customer Services for receipting<br>- Customer Services attaches the receipt generated from AUTHORITY to the reports and returns the documentation to Environment Management who check that the collections have been receipted<br>- A daily merchant report is received from the Commonwealth Bank listing all EFTPOS/credit card transactions for Shoal Bay and Finance reconciles the amount deposited at the bank to the merchant report received from the Commonwealth Bank<br>- Armoured guards collect total takings in a sealed bag from weighbridge and issues a receipt and transports the bag to Customer Services who then notify Environment Management of its arrival<br>- Control self-assessment in place | 1 | 3 | L | **CSA** | **Team Leader Waste & Recycling** |

# ATTACHMENT C






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| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (and control improvements) | L | C | RR | TREATMENT PLAN | RO |
|---|---|---|---|---|---|---|---|---|---|---|
| **LIBRARY SERVICES** | | | | | | | | | | |
| **MANAGE THE CITY AND SUBURBAN LIBRARIES**<br>▪ City, Casuarina, Karama & Nightcliff<br>▪ Building maintenance and upgrade planning<br>▪ Budget and funding<br>▪ Accessibility<br>▪ Public safety<br>▪ Fire drills<br>▪ Fire protection and PA systems<br>▪ Occupational health & safety<br>▪ Mobility impaired access<br>▪ Karama and Nightcliff properties are private properties leased by NTG on behalf of City of Darwin<br>▪ Civic Centre and Casuarina owned by City of Darwin | **1. Failure to engage with the community as to the nature and location of services provided**<br>- User dissatisfaction<br>- Down turn in patronage<br>- Reputation risk | 2 | 3 | M | - Council undertakes and annual Customer Satisfaction survey<br>- Feedback on provision of customer services is measured against KPIs developed for Library Services and through annual ratepayer and customer satisfaction surveys | 1 | 3 | L | ORA identified good controls in place<br><br>**MONITOR THROUGH COMMUNITY SURVEY & PUBLIC FEEDBACK PROCESSES** | **Manager Libraries** |
| | **2. Failure to install and maintain fire protection systems to applicable Australian Standards and the Building Code**<br>- Failure to undertaken regular fire drills<br>- Staff and public safety is compromised | 2 | 4 | H | - Council has a service contract for inspection and testing of fire safety equipment<br>- Monthly inspections undertaken of fire systems<br>- Six-monthly inspections of portable extinguishers<br>- Emergency procedures manual developed for Civic Centre and all suburban libraries<br>- Fire drills conducted regularly<br>- Fire drill processes documented<br>- Fire wardens appointed and trained for all libraries<br>- First aiders trained and appointed for all libraries<br>- Defibrillators installed at all libraries<br>- Business continuity plans developed Dec 2011 and revised Dec 2014 | 1 | 4 | M | ORA identified good controls in place<br><br>**MANAGE THROUGH FIRE SYSTEMS INSPECTION PROCESS and WHS INSPECTIONS** | **Manager Libraries and TC Risk Audit & Safety** |
| | **3. Failure to manage general public safety issues**<br>- Injury to patrons<br>- Compensation claims<br>- Negative media comment | 2 | 3 | M | - OHS inspections undertaken annually and reported to TC Risk Audit and Safety<br>- Outcomes from OHS inspections logged and rectification actions implemented<br>- OHS and PL incident reporting and recording procedures documented<br>- Regular inspections of fire systems are undertaken by contracted service provider<br>- 6 monthly inspection of portable fire extinguishers are undertaken by contracted service provider<br>- Emergency procedures manual developed for Civic Centre and all suburban libraries<br>- Emergency Management Plan requires development of special procedures for persons with disabilities<br>- Dedicated OHS and risk assessments are undertaken for major events<br>- Major event require OHS Policy to be lodged by third parties<br>- Major events require third parties to provide PL insurance<br>- Fire wardens appointed and trained for all libraries<br>- First aiders trained and appointed for all libraries<br>- Defibrillators installed at all libraries | 1 | 3 | L | ORA identified good controls in place<br><br>**MANAGE THROUGH OHS INSPECTION PROCESS** | |
| | **4. Access and egress does not comply with applicable standards for mobility impaired patrons**<br>- Penalties imposed under legislation<br>- User complaints<br>- Political and reputation risk | 2 | 3 | M | - Council is required to meet the conditions imposed by NT Disability Services Act and the Federal Disability Discrimination Act<br>- Casuarina Library recently upgraded to comply with DDA<br>- Civic Centre and others comply to the extent of the age of the building and ability to implement rectification action | 1 | 2 | L | ORA identified good controls in place<br><br>**MANAGE THROUGH OHS INSPECTION PROCESS** | **Manager Libraries** |
| | **5. Lack of forward planning for building maintenance**<br>- Failure to ensure adequate capital budget allocation<br>- Facilities become run down and sub standard<br>- User dissatisfaction | 2 | 3 | M | - Library Services prepares budget bids for major capital works<br>- Building maintenance programs developed by Infrastructure Services Department with consultation and input from Library Services<br>- Urgent minor works managed internally through CARS<br>- Business continuity plans developed Dec 2011 and revised Dec 2014 | 1 | 3 | L | ORA identified good controls in place<br><br>**MANAGE THROUGH BUILDING INSPECTION PROCESSES**<br><br>**BUSINESS CONTINUITY PLANS BEING REVISED NOV 2013** | |

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|---|---|---|---|---|---|---|---|---|---|---|
| **LIBRARY SERVICES** | | | | | | | | | | |
| **MANAGE AND MAINTAIN LIBRARY COLLECTIONS**<br>▪ collection themes<br>▪ collection management | **6. Inadequate policies defining the nature of literary and other material to be held in libraries**<br>- perception of inappropriate material<br>- failure to provide consistent services across all library locations<br>- user dissatisfaction with nature and scope of material<br>- failure to regularly review collections and discard out of date or unwanted material | 2 | 3 | M | - Library Collection Management Policy documented and implemented<br>- Library Membership Policy (Council By-laws)<br>- Lost and Damaged Property Procedures | 1 | 3 | L | ORA identified good controls in place<br>**MONITOR THROUGH COMMUNITY SURVEY & PUBLIC FEEDBACK PROCESSES** | Manager Libraries |
| **PROVIDE ACCESS TO INFORMATION IN A VARIETY OF FORMATS (INCLUDING DIGITAL)**<br>▪ provision of community (mobile library) services<br>▪ Lending & reference services<br>▪ Delivery of books to the mobility impaired<br>▪ Internet access facilities | **7. Inability to service all customer demands for provision of material in varied formats**<br>- | 2 | 2 | M | - | | | | **MONITOR THROUGH COMMUNITY SURVEY & PUBLIC FEEDBACK PROCESSES** | Manager Libraries |
| | **8. Failure of key systems (ICT)**<br>- Public internet access fails<br>- Importing of viruses<br>- Malicious damage<br>- User dissatisfaction | 3 | 3 | H | - Public PCs are on a separate dedicated virtual server<br>- Separate and dedicated firewall protection systems in place<br>- Business continuity plans developed Dec 2011 and revised Dec 2014 | 2 | 2 | M | | |
| **PROVIDE SERVICES AND PROGRAMS THAT SATISFY THE RECREATIONAL AND LEARNING NEEDS OF THE COMMUNITY**<br>▪ educational and recreation programs for children youth and families<br>▪ Visiting authors<br>▪ Seniors Month<br>▪ Library information week<br>▪ Adult Learners week<br>▪ Story times for schools and crèches<br>▪ Youth book clubs | **9. Inadequate policy defining the type of material to be held in libraries**<br>- perception of inappropriate material<br>- failure to provide consistent services across all library locations<br>- user dissatisfaction with nature and scope of material | 2 | 3 | M | - Library Collection Management Policy documented and implemented<br>- Library Membership Policy (Council By-laws)<br>- Lost and Damaged Property Procedures | 1 | 2 | L | ORA identified good controls in place<br>**MONITOR THROUGH COMMUNITY SURVEY & PUBLIC FEEDBACK PROCESSES** | Manager Libraries |
| **MANAGE LIBRARY STAFF**<br>▪ Qualified librarians<br>▪ Library technicians<br>▪ Library assistants<br>▪ Working with children (Ochre Card) | **10. Inability to recruit and retain qualified staff**<br>- Failure to meet defined standards of service<br>- staff required to have working with children clearances | 3 | 3 | H | - COD salaries benchmarked by independent HR firm<br>- Flexible and attractive conditions of employment – additional leave, district allowances, assistance with relocation costs<br>- temporary staff recruited through employment agency<br>- ability to engage former library staff on casual employment<br>- Ochre Card requirement is set in Job Descriptions<br>- Business continuity plans developed Dec 2011 and revised Dec 2014 | 2 | 2 | L | ORA identified strong in place<br>**MONITOR THROUGH COMMUNITY SURVEY & PUBLIC FEEDBACK PROCESSES**<br>**BUSINESS CONTINUITY PLANS BEING REVISED NOV 2013** | Manager Libraries |
| | **11. Inability to manage short and long term vacancies**<br>- Additional shifts undertaken by other staff<br>- tasks not attended to in a timely manner | 3 | 3 | H | - temporary staff recruited through employment agency<br>- ability to engage former library staff on casual employment<br>- Business continuity plans developed Dec 2011 and revised Dec 2014 | 2 | 2 | L | | |
| **LIBRARIES CASH MANAGEMENT** | **12. Failure to develop and monitor appropriate controls and procedures to receive and reconcile funds received from Council's Libraries**<br>- Misappropriation of monies<br>- Reputation risk | 3 | 2 | M | - Daily every library till is rung off and a 'z total' reading printed from the till and stored with the collections in a secure location<br>- Weekly a 'z2 total' reading is printed from each till and reconciled with the stored collections<br>- The operator completes a 'Statement of Library Receipts' form and forwards this with the z2 total reading and collections to Customer Services for receipting<br>- Only Casuarina library bank their collections directly into the City of Darwin bank account<br>- Customer Services attaches the receipt generated from AUTHORITY to the reports and returns the documentation to the library<br>- Library takings are stored in a secure location until banking day (cash is banked weekly). Only authorised officers have access to the banking<br>- Cash handling procedures developed by Manager Finance October 2013<br>- Control self-assessment in place | 1 | 2 | L | **CSA**<br>ORA identified strong internal controls including CSA program<br>**CSA PROGRAM REVIEWED 6/2013 TO ENSURE ALL HIGH END RISKS ARE CAPTURED AND AGAIN 11/2013 FOR IMPLEMENTATION OF CSA SYSTEM UPGRADE** | Manager Business Services |


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|---|---|---|---|---|---|---|---|---|---|---|
| **RECREATION, EVENTS & CUSTOMER SERVICES – CUSTOMER SERVICES** | | | | | | | | | | |
| **PROVIDE A FRONT COUNT CUSTOMER SERVICE AT THE CITY OF DARWIN CIVIC CENTRE**<br>▪ First point of contact for general public<br>▪ Investigate, research and following-up complaints<br>▪ Issue and control of permits including parks/ovals/foreshores, community centres, Gardens Amphitheatre, miscellaneous equipment and general permits<br>▪ Issue and control of advertising banners<br>▪ Management of car parking hot line | **13. Failure to ensure staff are trained appropriately in customer service delivery**<br>- Poor staff moral and motivation<br>- Reduced levels of customer service<br>- Ratepayer and customer dissatisfaction<br>- Reputation Risk | 2 | 3 | M | - Council has comprehensive human resources policies and procedures providing inductions, on going training and annual staff appraisals<br>- Quality of service and complaint level managed through annual customer and ratepayer satisfaction survey<br>- Feedback and complaints management process in place | 1 | 2 | L | ▪ **ongoing management undertaken through induction program and annual EDP**<br>▪ **monitor through results of customer service surveys** | Team Leader Customer Services |
| **PROVIDE SERVICES FOR THE RECEIPTING OF COUNCIL PAYMENTS**<br>▪ Property rates, Animal registrations, parking and infringement, permits, banner sites, Council Facilities, accounts receivable<br>▪ Daily reconciliation of cash collection | **14. Failure to develop and monitor appropriate controls and procedures for cash handling**<br>- Inability to monitor and control cash collection<br>- Potential Fraud/loss of revenue<br>- Reputation risk | 2 | 3 | M | - Policies and procedures provide for segregation of duties, internal controls and review by Supervisor and finance.<br>- Audited annually by eternal auditors<br>- Control self-assessment in place | 1 | 2 | L | CSA | Team Leader Customer Services |
| **PETTY CASH MANAGEMENT**<br>▪ Levels of authorisation and delegation<br>▪ Allowable items for claims<br>▪ Authorisation from Managers<br>▪ reconciliations | **15. Failure to develop and monitor appropriate controls and procedures for petty cash management**<br>- Fraudulent claims<br>- misappropriation<br>- Reputation risk | 2 | 3 | M | - Policies and procedures provide for segregation of duties, requirement for presentation of third party tax invoice and review by Supervisor and Financial Services<br>- Access to Petty Cash is restricted to authorised officers<br>- For claims for reimbursement a 'Petty Cash Voucher' must be completed and authorised by an officer with delegated authority as per the City of Darwin financial delegations<br>- The person receiving the cash must also sign the voucher<br>- Appropriate supporting documentation must be supplied in the form of a tax invoice or receipt if GST is not applicable<br>- The Petty Cash float is reconciled and reimbursed at least once a week<br>- The reconciliation is approved by the Senior Customer Services Officer, then checked by the Management Accountant, Financial Accountant or Finance Manager and countersigned before being paid<br>- Control self-assessment in place | 1 | 2 | L | | |
| **PROVIDE SERVICES TO FACILITATE HIRE OF COUNCIL FACILITIES**<br>(Amphitheatre events, Greek Glenti, Territory Day fireworks, Arafura Games, Circus visits, beer can regatta, Darwin Festival, India at Mindil, Aust Day Fun Run, Million Paws Walk, Derby Day, Seabreeze Festival, Relay for Life)<br>▪ liaison with event promoter<br>▪ site inspection and handover<br>▪ City of Darwin permits checklist prepared<br>▪ insurance requirements met<br>▪ public safety management plans<br>▪ traffic & parking management plans<br>▪ alcohol management plan & permits<br>▪ food handling<br>▪ waste management<br>▪ site clean-up and repatriation | **16. Event management fail to adhere to Council policy and guidelines for use of infrastructure & facilities**<br>- Public health and safety issues<br>- Inadequate insurance cover<br>- Public perception of events being Council owned and run<br>- Political and reputation risk | 3 | 5 | E | - Risk assessments undertaken for major community events<br>- Pre-event site inspection and handover processes in place<br>- checklist in place detailing user responsibilities for events controls<br>  - event risk assessment<br>  - stakeholder liaison<br>  - OHS and public liability issues<br>  - Crowd management<br>  - Alcohol consumption<br>  - Parking & traffic management<br>  - Erection of structures on site<br>  - Waste and sanitary control<br>  - Rubbish and vermin control measures<br>- Post event inspection undertaken and remedial actions identified | 2 | 4 | L | CSA | Team Leader Customer Services |
| **ISSUE STANDARD PERMITS FOR USE OF COUNCIL PROPERTY**<br>▪ Weddings, parties, social functions | **17. Users fail to adhere to Council policy, guidelines and by-laws for use of infrastructure & facilities**<br>- Public health and safety issues<br>- Consumption of alcohol<br>- Noise management | 3 | 4 | E | - Permit checklist in place that sets out specific terms and conditions of use for specific to individual events and specific to locations | 2 | 3 | M | CSA | Team Leader Customer Services |

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| RECREATION, EVENTS & CUSTOMER SERVICES – RECREATION & LEISURE | | | | | | | | | | |
| **OVERSEE MANAGEMENT OF COUNCIL'S SWIMMING POOLS**<br>▪ Nightcliff, Parap, Casuarina<br>▪ All three pools are managed by a single contracted service provider | **18. Lack of rigorous oversight of contractor's activities and outputs**<br>- Deficiencies in tender process<br>- Contractor's management responsibilities not clearly defined<br>- compromised quality of service provision to the public<br>- compromised amenity of very significant Council assets<br>- diminished income via pool attendance decrease<br>- compromised public safety<br>- negative media coverage | 2 | 4 | H | - robust tender assessment processes are in place to ensure the section of the most suitably qualified contractor<br>- service level agreements included in all contracts<br>- maintenance responsibilities included in all contracts<br>- safety standards and legislative compliance requirements for safety and risk management are clearly set out in contract<br>- penalty clauses for non-compliance included in all contracts<br>- scope of works and service levels are reviewed each time contracts are reviewed and renewed<br>- regular meetings with contractor and site inspections<br>- Monthly reporting of income and attendance figures which are logged for comparison to ensure significant changes are identified immediately<br>- Regular site inspections with Building Supervisor<br>- Emergency plans to be updated yearly<br>- Regular audits undertaken by NT Surf Life Saving<br>- Control self-assessment in place | 2 | 3 | M | CSA | Manager Liveability |
| **MANAGEMENT OF COUNCIL'S SPORTING & RECREATION FACILITIES**<br>▪ Support and guidance to local sporting and recreational groups<br>▪ Ovals and reserves<br>▪ Playgrounds<br>▪ Liaison with sporting management bodies<br>▪ Liaison with sports clubs<br>▪ infrastructure project management | **19. Lack of robust parks and ovals management plans**<br>- Failure to engage with user sporting clubs and groups<br>- Failure to manage oval seasonal hire and one off bookings<br>- Failure to manage recreational activities on Council facilities<br>- Ensure organisations comply with facilities and support assessment criteria<br>- Perceptions of inequitable treatment of sporting groups<br>- poor management of ovals and infrastructure<br>- decreased use of ovals<br>- compromised public safety<br>- compromised reputation of Council's commitment to open space community facilities<br>- compromised quality of significant Council asset<br>- diminished income<br>- negative media coverage<br>- compromised Council reputation | 2 | 3 | M | - comprehensive oval management plans developed<br>- use of facilities policies and application for use of facilities are posted on Council's internet site<br>- robust assessment criteria applied to ensure facilities and support are provided equitably<br>- robust inspection and reporting processes undertaken by Infrastructure Maintenance Turf Management Team<br>- parks safety checklists completed every two months Maintenance mower operators undertake inspections and report issues<br>- Recreation Officer monitors customer feedback<br>- regular consultation undertaken to ensure positive relationships with user groups<br>- Supply maintenance request forms provided to user groups so issues can be reported and remedied as soon as practical<br>- Maintain good relationship with Parks team to determine maintenance<br>- Control self-assessment in place | 1 | 2 | L | CSA | Manager Liveability |
| | **20. Failure to engage with the sporting and recreational representative groups as to the nature and location of services provided**<br>- User dissatisfaction<br>- Down turn in patronage<br>- Reputation risk | 2 | 3 | M | - Performance is measured against KPIs developed for the Municipal Plan and through annual ratepayer and customer satisfaction surveys | 1 | 3 | L | CSA | |
| | **21. Poorly conceived project management practices**<br>- inadequate/inappropriate public consultation<br>- poor public perception<br>- negative media coverage<br>- compromised partnerships (government and community orgs)<br>- poor quality infrastructure outcomes<br>- significant costs to remedy poor quality | 2 | 3 | M | - requirements to undertake project risk assessment included in City of Darwin Risk Management Standard<br>- collaboration with relevant Council Departments<br>- engagement with external expertise as required<br>- regular internal and external stakeholder meetings<br>- review and evaluate project status (progress against milestones)<br>- Control self-assessment in place | 1 | 2 | L | CSA | |
| **DEVELOP AND DELIVER COMMUNITY WELLBEING AND RECREATION PROGRAMS**<br>▪ City of Darwin Community Wellbeing Plan | **22. Delivery of Healthy Lifestyle programs constrained by finite funding and resources**<br>- Inability to provide services as demanded or expected<br>- Negative public and media reaction | | | | - | | | | | |
| | **23. Failure to engage with the community as to the nature and location of services provided**<br>- User dissatisfaction<br>- Down turn in patronage<br>- Reputation risk | | | | - Performance is measured against KPIs developed for the Municipal Plan and through annual ratepayer and customer satisfaction surveys | | | | | |



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|---|---|---|---|---|---|---|---|---|---|---|
| **RECREATION, EVENTS AND CUSTOMER SERVICES – MAJOR COMMUNITY EVENTS** | | | | | | | | | | |
| **DELIVER AN ANNUAL COMMUNITY EVENTS PROGRAM**<br>(Bombing of Darwin, Freedom of Entry, Australia Day Citizenship, Santa in the Mall, Darwin Show, Garden Spectacular, Santa in the Mall, Activate, Big Gig, Garden Spectacular, Big Gig, Youth Awareness Week, Seniors Week, Homeless Connect)<br>▪ provision of infrastructure & facilities<br>▪ liaison with stakeholders<br>▪ pre-event site inspection<br>▪ COD event management checklist<br>- Communication with residents<br>- Insurance coverage<br>- Public & workplace safety issues<br>- public safety management<br>- crowd control<br>- traffic & parking management<br>- alcohol management<br>- no smoking policy<br>▪ publicity & promotion<br>▪ engagement with contracted goods & services suppliers<br>▪ media management<br>▪ site clean-up and repatriation | **24. Failure to prepare robust event management plans, including consultation with, and input from, all stakeholders**<br>- Failure to liaise with stakeholders (public & private)<br>- Inadequate risk management plans<br>- Inadequate emergency management plans<br>- Deficiencies in public liability management<br>- Deficiencies in traffic management and parking control plans<br>- Poor coordination of public transport services<br>- Inadequate crowd management planning<br>- Inadequate noise control<br>- Failure to address and manage public safety issues<br>- Inadequate alcohol consumption & smoke free planning<br>- Failure to liaise with affected residents<br>- Poor media management protocols | 2 | 4 | H | - Council has a dedicated resource located within Community Services to coordinate and oversee event management<br>- All Council managed events are run using a standard event management procedure which includes :<br>- pre-site inspection & preparation works<br>- event risk assessment<br>- communications strategies<br>- media management<br>- stakeholder liaison<br>- OHS and public liability issues<br>- Crowd management<br>- Alcohol consumption<br>- Engagement of volunteers<br>- Parking & traffic management<br>- Waste and sanitary equipment<br>- Provision of first aid and medical assistance<br>- Post event inspection and remediation works<br>- Council maintains public liability and facility user insurance | 1 | 4 | M | - manage through public feedback and event incident reporting | Community Events Officer |
| **PROVIDE SUPPORT TO COMMUNITY ORGANISATIONS TO DELIVER COMMUNITY BASED EVENTS**<br>(Territory Day fireworks, Darwin Festival, Greek Glenti, Derby Day, Sea Breeze Festival)<br>▪ liaison with event promoter<br>▪ site inspection and handover<br>▪ COD permits checklist prepared<br>▪ insurance requirements met<br>▪ public safety management plans<br>▪ traffic & parking management plans<br>▪ alcohol management plan & permits<br>▪ food handling<br>▪ waste management<br>▪ site clean-up and repatriation | **25. Council association with event, provision of financial support and in-kind services is perceived as being inappropriate**<br>- Ratepayer and stakeholder perception of bias<br>- Ratepayer perception of wasted $$$<br>- Political and reputation risk<br>- Negative media reporting | 3 | 3 | H | - All requests for sponsorship and in-kind services are controlled by OCE and reviewed and approved by Council<br>- Sponsorship policy reviewed and endorsed by Council in September 2012. | 1 | 3 | L | - manage through public feedback and event incident reporting | Community Events Officer |
| | **26. Event management groups fail to adhere to Council policy and guidelines for use of infrastructure & facilities**<br>- Public health and safety issues<br>- Inadequate insurance cover<br>- Public perception of events being Council owned and run<br>- Political and reputation risk | 3 | 5 | E | - Risk assessments undertaken for major events (Fireworks at Mindil,)<br>- Pre-event site inspection and handover processes in place<br>- Permit checklist in place detailing user responsibilities for provision of control mechanisms<br>- event risk assessment<br>- stakeholder liaison<br>- OHS and public liability issues<br>- Crowd management<br>- Alcohol consumption<br>- Parking & traffic management<br>- Erection of structures on site<br>- Waste and sanitary control<br>- Rubbish and vermin control measures<br>- Post event inspection undertaken and remedial actions identified | 2 | 3 | M | - manage through public feedback and event incident reporting | |
| **PROVISION OF "IN KIND" SUPPORT FOR SMALLER EVENTS AND PROGRAMS**<br>▪ Grant funding<br>▪ Provision of infrastructure or facilities<br>▪ Street sweeping and cleaning<br>▪ Hanging of promotional banners<br>▪ Garden and lawn maintenance<br>▪ Rubbish removal | **27. Provision of in kind services is perceived as being inappropriate**<br>- Ratepayer perception of wasted $$$<br>- Political and reputation risk<br>- Negative media reporting | 3 | 2 | M | - All requests for sponsorship and in-kind services are controlled by OCE and reviewed and approved by Community and Cultural Services' Committee | 1 | 2 | L | - manage through public feedback and event incident reporting | Community Events Officer |
| | **28. Duplication of services and double dipping for funding as this process also falls under Grants Management**<br>- Financial implications<br>- Political and reputation risk<br>- Negative media reporting | 3 | 2 | M | - Provision of grants, sponsorship or in kind support is reviewed and approved by Council's Community and Cultural Services' Committee to avoid duplication of services | 1 | 1 | L | - manage through community & cultural services committee & cog reporting | |

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|---|---|---|---|---|---|---|---|---|---|---|
| **COMMUNITY DEVELOPMENT – YOUTH SERVICES** | | | | | | | | | | |
| **PROVIDE YOUTH SERVICES AND EDUCATION PROGRAMS AND YOUTH PARTICIPATION ACTIVITIES WITHIN THE DARWIN COMMUNITY**<br>▪ Youth Strategy 2015 – 2020<br>▪ GRINDonline multimedia website<br>▪ National Youth Week and other community events<br>▪ Coordinate Youth Advisory Group<br>▪ Deliver LAUNCH recreation & leisure program<br>▪ Provision of community use stage and gig equipment | **29. Delivery of Youth Strategy constrained by finite funding and resources**<br>- Inability to provide services as demanded or expected<br>- Negative public and media reaction | 3 | 3 | H | - Annual placement of young person in traineeship position<br>- Youth events are supported by additional volunteers, partnerships and staff resources<br>- External funding and partnerships identified where appropriate<br>- All media interaction is managed through Council's media policy and approved by the GM<br>- Community and Government partnerships are sought for all major projects | 2 | 2 | M | - **IMPLEMENT YOUTH STRATEGY (has been approved by Council)** | Manager Community Development |
| | **30. Recruitment & retention of skilled & qualified staff**<br>- Inability to provide services as demanded or expected<br>- Negative public and media reaction | 3 | 3 | H | - City of Darwin salaries benchmarked against similar local government bodies across Australia<br>- Flexible and attractive conditions of employment – additional leave, district allowances, assistance with relocation costs<br>- Market allowance applied to salary package where warranted training and professional supervision programs in place for staff<br>- Additional skill development training offered eg face painting<br>- First Aid training freely available to staff<br>- Partnership with education providers being investigated | 2 | 2 | M | ***ORA identified that good proactive management systems are in place by the risk is beyond the control of council to a large degree*** | |
| | **31. Failure to adequately plan and resource projects** | 2 | 3 | M | - project management plans implemented through Interplan<br>- project risk assessment processes in place<br>- Regular progress meeting s scheduled during projects for monitoring and intervention as required<br>- Monthly reports to Council<br>- Weekly updates to General Manager<br>- Monthly Youth Advisory Group meetings<br>- Risk management plans are prepared for each event | 1 | 2 | L | - **monitor through community survey & public feedback** | |
| | **32. Facilitation of youth access to Council is dependent on the provision of accessible youth space** | 2 | 3 | M | - Dedicated Youth Space and shared Community Services project space is provided Council<br>- Area is equipped with relevant resources attractive to young people<br>- Corporate Induction program includes training on creating a welcoming environment for youth<br>- Strong networks with arts and non-government sector to refer young people if required | 1 | 2 | L | - **monitor through community survey & public feedback** | |
| **COMMUNITY DEVELOPMENT – SISTER CITIES** | | | | | | | | | | |
| **MANAGE THE CITY OF DARWIN SISTER CITIES PROGRAM**<br>▪ Annual action plans for individual Sister Cities<br>▪ coordinate events and activities<br>▪ Resource support for 5 committees<br>▪ Manage volunteers, delegations<br>▪ Develop and deliver youth & other exchanges<br>▪ International relations that benefit the broader Darwin community | **33. Lack of clearly defined and documented program structure**<br>- Impacts on capacity for active community engagement<br>- Restrictive administrative procedures | 2 | 2 | M | - A program review is to be undertaken assessing the structure, function and operational aspects with recommendations for Council's consideration. | 2 | 2 | M | | Manager Community Development |
| | **34. Limited qualified resources available to support program objectives and administrative processes** | 2 | 2 | M | - A program review is to be undertaken assessing resource requirements with the view to quality and structural improvements<br>- New higher level position now resourced by Council which will improve achievement of objectives. | 2 | 2 | M | - | |
| | **35. Failure to manage public perception of the value of the program**<br>- Sustained negative media reporting and public comment | 4 | 2 | H | - | | | | | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (and control improvements) | L | C | RR | TREATMENT PLAN | RO |
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| **COMMUNITY DEVELOPMENT – COMMUNITY and ARTS & CULTURAL SERVICES** | | | | | | | | | | |
| **MANAGE AND DELIVER COUNCIL'S COMMUNITY SERVICES PROGRAMS**<br>▪ Community Access Plan 2012 – 2017<br>▪ Civic Park Use Cultural Use Plan<br>▪ 5 Year Arts Plan<br>▪ Public Art Master Plan<br>▪ accessible and inclusive Community events<br>▪ services for seniors and people with disabilities<br>▪ Manage initiatives to promote Community harmony | **36. Failure to adequately engage with the community in the delivery of diversity programs eg: neighbour day, harmony day, sister cities activities** | 2 | 3 | M | - Regular communication undertaken between Council staff and community organisations to ensure that marginalised population groups are invited included and informed of Council's community activities<br>- Council staff outreach to various organizations when required to ensure engagement of particular groups<br>- Information re community programs/events placed in local media and Council website<br>- Regular planning meetings between Council staff and community organisations are held for event planning.<br>- Frequent and collaborative events are scheduled to ensure partnership approach to responding to special population groups | 1 | 3 | L | - **monitor through community survey & public feedback** | Manager Community Development |
| | **37. Failure to adequately plan and project manage events**<br>- Failure to locate skilled and cost efficient security staff, first aid services and appropriately trained low cost service providers for community events<br>- Failure to adequately manage profile of corporate events such as Homeless Connect that may generate negative media public comment | 2 | 3 | M | - Thorough event planning undertaken with consultation with all stakeholders informs Council staff decisions regarding event management.<br>- Council's Risk and OH&S Advisor is consulted prior to Council's major events.<br>- Continual liaison with community members, representatives from community organisations, members of Council's advisory committees and other staff members informs Council staff regarding suitable local service providers for events.<br>- Careful wording and design of promotional material for Council events minimises misunderstandings due to unclear/insufficient information being provided.<br>- Media releases are distributed only through Council's Communications and Marketing section to minimise error and confusion. | 1 | 2 | L | - **monitor through community survey & public feedback and consider adding to csa program** | |
| **MANAGE THE COMMUNITY GRANTS PROGRAM**<br>▪ Sponsorship of one-off community arts and cultural events<br>▪ Community grants of up to $5,000 for one-off projects which benefit the community | **38. Failure to adequately manage public perception of controversial projects**<br>- Negative public reaction<br>- Negative media reporting<br>- Potential for lost funding opportunities | 2 | 3 | M | - Community consultation held prior to controversial projects being undertaken.<br>- Information re Council projects placed in local media and Council website so that community has access to explanation and information regarding projects.<br>- Advisory Committees in place to provide advice on specific issues eg, arts, youth, disability etc | 1 | 3 | L | - **monitor through community survey & public feedback** | Manager Community Development |
| **IN-KIND SUPPORT AND SPONSORSHIP OUTSIDE OF COUNCIL'S COMMUNITY GRANTS PROGRAM**<br>▪ In-kind support, e.g. fee waivers, provided to arts and community organisations for one-off events<br>▪ Sponsorship of major arts and cultural events, such as the Darwin Festival, Sculpture in the Park, Darwin Fringe and Nightcliff Seabreeze Festival<br>▪ Sponsorship of arts organisations, such as the Darwin City Brass Band | **39. Limited resources available to service increasing community demands for funding and in-kind support**<br>- Failure to ensure equitable allocation of funding and support<br>- community perception/dissatisfaction with Council support | 2 | 3 | M | - Maintenance of In-kind register to ensure equity of access<br>- External funding and partnership opportunities identified to increase ability to provide in-kind support<br>- Equipment/agreements and funding obligations is checked and monitored with each allocation to ensure compliance and state of equipment on return. | 2 | 3 | M | - **manage through public feedback and event incident reporting** | Manager Community Development |
| | **40. Provision of in kind services is perceived as being inappropriate**<br>- Ratepayer perception of wasted $$$<br>- Political and reputation risk<br>- Negative media reporting | 3 | 2 | M | - All requests for sponsorship and in-kind services are controlled by OCE and reviewed and approved by Community and Cultural Services' Committee | 1 | 2 | L | - **manage through public feedback and event incident reporting** | |
| | **41. Duplication of services and double dipping through support provided by Events Management**<br>- Financial implications<br>- Political and reputation risk<br>- Negative media reporting | 3 | 2 | M | - Provision of grants, sponsorship or in kind support is reviewed and approved by Council's Community and Cultural Services' Committee to avoid duplication of services | 1 | 1 | L | - **manage through community & cultural services committee & cog reporting** | |

| BUSINESS PROCESSES | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (and control improvements) | L | C | RR | TREATMENT PLAN | RO |
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| **COMMUNITY DEVELOPMENT – FAMILY & CHILDREN'S SERVICES** | | | | | | | | | | |
| **DELIVER CHILDREN'S SERVICES PROGRAMS**<br>▪ Children's Week<br>▪ Fun Bus<br>▪ Fun in the Parks<br>▪ Civic visits for school groups<br>▪ Engagement of community volunteers | **42. Limited qualified resources available to support program objectives and administrative processes**<br>- Staffing allocation is at times insufficient for number of attendees<br>- Failure of program to fully engage with urban Indigenous community (as per FASA) | 2 | 3 | M | - Weekly monitoring of attendance levels<br>- Appropriate training and professional development<br>- Build partnerships with community based Indigenous services<br>- Continue to lobby NTG for additional resources.<br>- Budget bid may be sought for additional staffing during Dry season<br>- Exploration of partnerships with Children's Services education providers | 2 | 3 | M | - monitor through community survey & public feedback | **Manager Community Development** |
| | **43. Failure to ensure compliance with WHS legislation for volunteers**<br>- inappropriate persons recruited<br>- Child protection<br>- Police checks<br>- Election of committee representatives<br>- reputation risk | 2 | 4 | H | - Volunteer program exploration underway<br>- Working With Children Checks monitored by HR and FCSC<br>- Volunteers are interviewed by Council staff prior to their services being requested and police checked, referee checks completed and CV obtained<br>- Police checks are compulsory<br>- Referees are also sourced with other organizations with the same checking procedures eg, Indigenous Volunteers Organization, Volunteering NT/SA<br>- Training for Council staff working with volunteers may be required<br>- Control self-assessment in place | 1 | 3 | L | | |
| **PROVISION OF RECREATION AND GAMES EQUIPMENT FOR COMMUNITY USE**<br>▪ | **44. Failure to ensure equipment is maintained in "fit for use" condition**<br>- Accidents or injuries<br>- Insurance claims<br>- Negative media and public comment | 3 | 3 | H | - Equipment Is inspected regularly<br>- Risk assessment conducted for major equipment<br>- Clients accept own risk when using equipment as events | 2 | 2 | M | | |

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|---|---|---|---|---|---|---|---|---|---|---|
| **COMMUNITY DEVELOPMENT – FAMILY & CHILDREN'S SERVICES** | | | | | | | | | | |
| MANAGE TENANCIES FOR COMMUNITY CENTRES<br>▪ Childcare centres<br>▪ Community centres<br>▪ Community spaces (community gardens) | **45. Failure to ensure that community infrastructure is managed by a formal lease agreement that provides for intended use and conditions of occupancy and insurance cover**<br>- Failure ensure insurance issues are addresses by lessees<br>- Failure to undertake condition of use inspections<br>- Potential for council property to be used for purposes other than was intended | 2 | 3 | M | - Review and risk assessment in progress<br>- Six monthly inspections of the building is carried out with FCSC and Building Services Officer<br>- Legal advice sought as required<br>- Facility leases monitored by Council's Contracts Department.<br>- budget bids for quality improvements submitted annually<br>- Grant funding sought regularly<br>- Control self-assessment in place | 1 | 2 | L | CSA | Manager Community Development |
| | **46. Failure to ensure compliance with City of Darwin Long Term Lease policy**<br>- Failure to ensure that properties are covered by formal lease agreements<br>- Failure to specify terms and conditions of use<br>- Adequacy of Insurance and indemnity provided by lessees<br>- Management and maintenance obligations not clearly defined<br>- Health and safety responsibilities not clearly defined | 2 | 4 | H | - Annual Public Liability insurance verification undertaken by Community Recreation Officer (CRO)<br>- Annual property inspection undertaken by CRO<br>- Annual verification of lease agreement undertaken by CRO<br>- Property inspections undertaken by Building Manager<br>- Responsibility for maintenance by lessee is facilitated by CRO<br>- Annual report to Council on material non-compliance undertaken by CRO | 1 | 3 | L | CSA | |
| | **47. Failure to ensure relevant stakeholders are consulted with by Council for planning and provision of community facilities**<br>- Potential for council property to be used for purposes other than was intended<br>- Community perception of council supporting inappropriate activities<br>- Community perception that centres are Council run when Council acts as landlord only | 2 | 3 | M | - Council has undertaken a full assets audit of its centre's infrastructure<br>- Asset management plan developed taking into account licence-related maintenance needs<br>- Information on Council's role provided on its external website<br>- Complaints received by Council are referred to the Centres' Management Committee and/or the licensing authority | 1 | 3 | L | - monitor through community survey & public feedback | |
| | **48. Failure to undertake regular safety inspections**<br>- Potential for public safety issues<br>- Preventable Public Liability claims<br>- Reputation risk | 2 | 4 | H | - Council's Programmed Maintenance is designed to ensure the Centre maintenance needs and licensing requirements within Council's responsibility are met with regards to the building.<br>- The lease agreements require tenants to at all times maintain public liability insurance to the value of ten million dollars ($10,000,000).<br>- Well-established system is in place for tenants to advise Council's Building Services Department if any repairs or problems with buildings occur. | 1 | 4 | M | - manage through 6 monthly ohs inspection process | |
| | **49. Inability or failure to respond to changes in regulatory requirements**<br>- Breaches of legislation<br>- Fines<br>- Reputation risk - public and media reaction | 2 | 3 | M | - FCSC convenes a quarterly network meeting for Child Care Centre Directors to encourage and facilitate capacity and to keep abreast of regulatory issues and changes.<br>- Regular updates from Licensing Unit are received and well-established communication systems for information sharing. | 1 | 2 | L | - | |
| | **50. Community Centre governance and management committees are voluntary**<br>- Lack of continuity with management structures<br>- Capacity of lessees to project manage identified capital works programs<br>- Failure to adequately maintain community infrastructure<br>- ageing buildings identified as Council facilities<br>- reputational and operational risk | 3 | 3 | H | - The Council has no control over management structure or business decisions made within the child care centres<br>- FCSC attends Child Care Centre's Management Committee meetings to explain the role of Council with regards to the sponsorship of the Centre's, when required<br>- Council roles and responsibilities published on the Council website<br>- Childcare services review in progress to examine risks for Council | 2 | 3 | M | - await outcomes of childcare services review | |

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| **DARWIN SAFER CITY PROGRAMME** | | | | | | | | | | |
| **DEVELOP THE SAFER CITY PLAN**<br>▪ The municipality requires an evidence based policy framework to address alcohol and community safety impacts across the community and all government spheres via the construct of a Safer City Plan.<br>▪ Develop policies and procedures that guide implementation of the DSCP | **51. Absence of policy direction to guide all stakeholders and spheres of government**<br>- Failure to engage at all levels of government to lead the construct of an evidence based policy framework for the NT | | | | - The program is jointly supported by by NTG, COD and Police | | | | - **Currently raising issues at Northern Australian Capital City Committee and NT Chief Minister**<br>- **Presentations made to Senate Committee calling for policy development**<br>- **Manager Safer Cities Program to engage directly with NTG on policy development and partnership opportunities** | Manager Public Intoxication Program |
| **ESTABLISH THE SAFER COMMUNITY SUPPORT SERVICE**<br>▪ Service engages with retailers & businesses to assist and build capacity of managing crime, crime prevention, crime reduction, public intoxications impacts and use of CPTED. | **52. Specialised skill set required for Community Safety service establishment**<br>- Inability to attract and retain skilled staff.<br>- Inability to deliver all elements of pilot project<br>- compromised level of community satisfaction with service and support diminished take up rates of service by client group<br>- risk to low levels of outcomes in the absence of project staff | | | | - Recruitment via specialist agencies & web sites<br>- Core competencies described within Position Description<br>- Intensive training provided and monitored | | | | | Manager Public Intoxication Program |
| | **53. Failure of community to buy into program**<br>- Limited stakeholder buy in and engagement to time limited support service<br>- Community perceptions of what Council is doing about alcohol | | | | - Concentrated and planned engagement activities with individual retailers and businesses undertaken<br>- One on one consultation with businesses/retailers.<br>- Marketing collateral and community information booklet developed and distributed. | | | | | |
| | **54. Time limited funding for pilot which impacts staff retention opportunities**<br>- Time limited pilot<br>- Limited resources for municipality<br>- Small Team to service capital city. | | | | - Grant funding from NTG<br>- Examine resource sharing opportunities – service co-location | | | | | |
| **ESTABLISH ASSERTIVE OUTREACH SERVICE**<br>▪ Service provides outreach/infield services and connection of vulnerable people, people who are homeless and impacted adversely by alcohol and bridges them with the key and essential services they require (accommodation, health, medical, counselling, justice etc) | **55. Specialised skill sets required for outreach work**<br>- Inability to attract and retain skilled staff.<br>- decreased service levels<br>- diminished take up rates of service by client group<br>- risk to low levels of outcomes in the absence of project staff | | | | - Recruitment via specialist agencies & web sites ie ethicaljobs.com<br>- Core competencies described within Position Description<br>- Intensive training provided and monitored | | | | | Manager Public Intoxication Program |
| | **56. Homelessness rate and seasonal influx of visitors**<br>- Inability to establish relationships with clients<br>- Service delivery continuum is compromised | | | | - | | | | **THIS IS BEYOND THE CONTROL OF COUNCIL** | |
| | **57. Complex behavioural issues in-field**<br>- workplace health and safety risks to staff<br>- inability to meet complex WHS issues<br>- staff injury (physical or psychological or both)<br>- inability to retain staff<br>- media and reputational risks | | | | - Worker safety checklist developed to guide staff in day to day operations<br>- Staff directed to not engage in risky dialogue or service delivery activities<br>- Staff directed to not place individuals or self at risk at any time and remove self or colleagues from area as priority.<br>- Regular training and skill building provided on individual basis dependant on worker skill sets and knowledge.<br>- Practice supervision and debriefing provided weekly and post incident<br>- Incident reporting procedures in place and known by staff including root cause, analysis and corrective actions. | | | | | |
| **UNDERTAKE ADVOCACY TO REDUCE IMPACTS OF PUBLIC INTOXICATION**<br>▪ | **58. Entrenched local culture of alcohol use**<br>- Escalation of pre fuelling issues<br>- Political risk – alignment of objectives and needs of government, businesses, the community and AHA<br>- Unfavourable media reaction to program proposals | | | | - Advocate with NTG for clear policy and reduction of time bands for alcohol delivery<br>- Darwin Safe Partnership established to impact on supply of alcohol within the CBD entertainment precinct<br>- Support community education programs<br>- Partner with Vinnies and Larrakia Nation to promote the "Caring for Country" and "Clean Up Mob" | | | | ▪ **Develop a program of "Good News" stories to be circulated through the community** | Manager Public Intoxication Program |

# ATTACHMENT D




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| CORE BUSINESS FUNCTION | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL<br>*(and potential control improvements)* | L | C | RR | CSA or AUDIT | TREATMENT PLAN | RO |
|---|---|---|---|---|---|---|---|---|---|---|---|
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| **STRATEGIC SERVICES – CORPORATE PLANNING & PERFORMANCE** | | | | | | | | | | | |
| **DEVELOP AND IMPLEMENT COUNCIL'S PLANNING AND PERFORMANCE MANAGEMENT FRAMEWORK INCLUDING REGULAR PUBLIC REPORTING OF PERFORMANCE AGAINST COUNCIL'S STRATEGIC AND MUNICIPAL PLANS**<br>▪ Strategic goals, outcomes and strategies<br>▪ Alignment of departmental plans and initiatives<br>▪ Monitor performance indicators against strategic, business plans and programs<br>▪ Monitoring and reporting against strategic, corporate and business plans<br>▪ Strategic Plan Progress Reports<br>▪ Undertake annual community satisfaction survey<br>▪ Develop satisfaction criteria and benchmarks<br>▪ Receive and collate responses<br>▪ Report to CEO, COG and Council | 1. **Managers and staff are not fully engaged in the development of strategic goals and strategies**<br>- Strategic goals are not relevant nor realistically achievable<br>- Implementation strategies are not aligned to goals<br>- Performance indicators are not relevant or meaningful | 2 | 4 | H | - Development of the strategic plan is a collegiate process involving the Chief Officers Group, Middle Managers and staff.<br>- Series of workshops undertaken with Middle Management Group to develop Municipal Plan<br>- Council has committed to providing Council half yearly progress reports against the Municipal Plan.<br>- community consultation undertaken<br>- Internal audit of strategic performance undertaken June 2013 | 1 | 2 | L | | | **Manager Strategy & Outcomes** |
| | 2. **Failure to ensure business plans accurately capture all key activities of Council**<br>- legislative compliance activities<br>- endorsed operational and capital projects | 2 | 3 | M | - Annual Review and updating of Municipal Plan and Business Plans<br>- Municipal Plan aligned to budget | 1 | 2 | L | | - ***Continued development of Business Plans to incorporate legislative compliance, risk treatment plans, operational and capital projects***<br>- ***Continued financial alignment and integration between Budget and Municipal Plan*** | **Manager Strategy & Outcomes** |
| | 3. **Performance Management Framework does not adequately address development of appropriate indicators and measures and a process to ensure the relevance, reliability and validity of performance data**<br>- performance of departments and business sections against the identified strategies and KPI's<br>- Delayed implementation of strategies and initiatives<br>- Impacts on business processes<br>- Failure to achieve strategic goals | 2 | 3 | M | - Coordination of reporting and recording performance is by a dedicated resource with OCE<br>- Interplan updated quarterly to record progress against actions and KPIs<br>- Reminder notices sent to responsible officers to record progress<br>- Council has committed to providing Council half yearly progress reports against Strategic Plan<br>- Internal audit of strategic performance undertaken June 2013<br>- Municipal Plan indicators reviewed and updated to ensure data able to be collected and reported. | 2 | 2 | M | | - ***Continued review of data to articulate data source and collection methodology***<br>- ***Internal Strategic Performance Framework Audit and Recommendations 1.0- -6.0*** | **Manager Strategy & Outcomes** |
| | 4. **Council's community satisfaction survey is not delivered across a sufficiently broad spectrum of media formats or demographics (we have a real risk of not capturing feedback from audiences that reflect the makeup of our community – i.e. majority of respondents over 40 when in fact our median age is around 32)**<br>- Not all ratepayers and stakeholders are able to access and complete the customer survey<br>- Poor take-up / response rate<br>- Distorted results for service delivery<br>- Future service delivery planning not correctly aligned to community wants and expectations | 3 | 2 | M | - Development of the customer survey is undertaken in conjunction with Chief Officers Group and Council<br>- External researchers are engaged and use demographic sampling aligned to the community profile<br>- Hard copy of the survey questions is made available to the public via Council's libraries and front counter<br>- Control self-assessment in place<br>- 5 year analysis of survey results conducted. | 1 | 2 | L | | - | **Manager Strategy & Outcomes** |
| | 5. **Failure to ensure satisfaction criteria and performance benchmarks are relevant to services provided**<br>- Feedback received is irrelevant<br>- Inability to address perceived deficiencies in service delivery<br>- Future service delivery planning is not correctly aligned to community wants and expectations | 3 | 2 | M | - Development of the customer survey is undertaken in conjunction with the Chief Officer's Group, Middle Management Group and Council.<br>- Customer survey questions approve by full Council | 1 | 2 | L | | - | **Manager Strategy & Outcomes** |
| | 6. **Failure to put in place action plans to address issues raised in survey responses**<br>- Ongoing perception of failure to meet service standards<br>- Ratepayer dissatisfaction<br>- Negative media reporting | 2 | 3 | M | - Comprehensive report is prepared showing survey results and highlighting areas for improvement.<br>- Comprehensive report is discussed in detail by the Chief Officers Group.<br>- Action plans to address required improvements are prepared by General Managers<br>- Results and recommendations are presented to Council | 1 | 2 | L | | - ***Action / improvement plan to address areas of concern identified in the Customer Survey has been agreed to for 2014/15*** | **Manager Strategy & Outcomes** |
| **MANAGE COUNCIL'S STATISTICAL PROFILES & ANALYSIS**<br>▪ | 7. | | | | - | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| **STRATEGIC SERVICES – CORPORATE PLANNING & PERFORMANCE** | | | | | | | | | | | |
| **COORDINATE COUNCIL'S ORGANISATIONAL EFFICIENCY AND EFFECTIVENESS REVIEW PROGRAM**<br>▪ Chart programs and outputs to document business processes, choke points and opportunities for process improvement<br>▪ Municipal Plan program profiles service levels and associated resources (physical and financial) defined<br>▪ Value Improvement Program implementation | **8. Council programs are not run efficiently, programs are either over or under resourced and resources do not match required outputs**<br>- program profile delivery<br>- customer expectations for service delivery | 3 | 4 | E | - This is in Council's business plan to complete an in depth review commencing in 2012.<br>- External expert consultant has been engaged to facilitate this.<br>- Council's approach to this has been approved by COG<br>- Value Improvement Program (VIP) commenced May 2012, Pilot Program concluded and reviewed in first quarter 2013.<br>- VIP program implemented in Regulatory Services and commenced in Animal Management<br>- VIP program for Council decision making / reports | 1 | 4 | M | | - *Review of Program Profiles aligned to Strategic Plan, organisational structure and budget structure*<br>- *Define program service levels* | Manager Strategy & Outcomes |
| | **9. Deficiencies in the processes used to monitor and improve levels of service delivery**<br>- Customer feedback mechanisms not in place<br>- Mechanisms not in place to assess current service delivery levels | 3 | 3 | H | - Council's website is available for use by ratepayers and the community to provide feedback on services<br>- Annual customer satisfaction survey undertaken and results published on Council's website<br>- OCE has developed a Community Consultation policy which has been endorsed and adopted by Council<br>- Value Improvement Program (VIP) commenced May 2012, Pilot Program concluded and reviewed in first quarter 2013<br>- 5 year analysis of customer satisfaction results will assist in defining future service levels | 1 | 3 | L | | | |
| **MANAGE COUNCIL'S LEGISLATIVE COMPLIANCE PROGRAM AND POLICY FRAMEWORK**<br>▪ Local Government Act and Regulations Compliance<br>▪ Compliance program extended to all legislation<br>▪ Develop, approve, maintain and promote the use of policies, standards and guidelines for all key operational areas<br>▪ Policies and standards template developed and approved<br>▪ Applicability, ownership and review clauses<br>▪ COG review and approval<br>▪ Sign-off by CEO<br>▪ Posted to Inter and Intra Net<br>▪ Policies captured in policy database<br>▪ Reviewed and revised within agreed timeframes | **10. Failure to meet obligations under Legislation**<br>- Dismissal of Council<br>- Reputation risk for Elected Members<br>- Negative media reporting<br>- Fines / Financial implications | 2 | 4 | H | - Compliance checklist has been developed and reviewed in 2012.<br>- Checklist reporting is of regular monthly reporting to COG<br>- All compliance actions have been included in 2012/2013 Business Plans<br>- Local Government Act Compliance review undertaken by Department of Local Government. | 1 | 4 | M | CSA | - *Compliance Register to be updated and conducted for 2014/15*<br>- *Compliance program to be extended across all legislation applying to NT Local Government.* | Manager Strategy & Outcomes |
| | **11. Failure to recognise the need for development of policies and procedures to govern core business activities**<br>- Failure to develop core policies<br>- Inconsistent work methodologies<br>- Failure to meet recognised work standards | 3 | 3 | H | - Development of policies is managed through OCE and COG<br>- A central register is used for managing identification, development and review<br>- Workflow has been approved and implemented for managing policy and procedure development<br>- Maintenance of policies is undertaken by Manager Strategy & Outcomes<br>- Framework developed for ensure all Council policies are reviewed within the term of the 21st Council<br>- Control self-assessment in place | 1 | 3 | L | CSA | | Manager Strategy & Outcomes |
| | **12. Failure to regularly review and maintain Council policies**<br>- policies become outdates<br>- policies do not align with current legislation<br>- policies no longer relevant | 3 | 2 | M | - All documents include nominated owner and a review date<br>- Policy review is a process embedded in annual strategic and business planning<br>- Framework developed for ensure all Council policies are reviewed within the term of the 21st Council<br>- Control self-assessment in place | 1 | 2 | L | | | |
| | **13. Failure to promote the use of policy and standards**<br>- Inconsistent work methodologies<br>- Failure to meet recognised work standards | 3 | 2 | M | - Policies and standards are promoted by COG and business managers<br>- Dedicated site on Council's website exists for reference to existing policies<br>- Updated Policy template has been added to ECM<br>- Control self-assessment in place | 1 | 2 | L | | | |
| | **14. Failure of staff to be aware of and understand Council Policy, procedures and standards**<br>- Inconsistent / lack of communication regarding policies<br>- Failure to ensure policies understood by all staff | 3 | 2 | M | - Policies and standards are promoted by COG and business managers<br>- Dedicated site on Council's website exists for reference to existing policies<br>- Some policies discussed via CEO roadshows to ensure consistent message | 3 | 2 | M | - | - *Communication of Policies / Procedures to be imbedded into Team Meeting Agendas and minuted with attendance*<br>- *Regular and routine communication regarding policies* | Manager Strategy & Outcomes |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| **STRATEGIC SERVICES – GOVERNANCE** | | | | | | | | | | | |
| **IMPLEMENT THE CITY OF DARWIN GOVERNANCE FRAMEWORK**<br>▪ | **15.** | | | | - City of Darwin Governance framework developed and implemented 2013<br>- ***Reviewed ?????*** | | | | | | |
| **Manage processes to ensure that Council meets its internal and external reporting obligations and effective council decision making**<br>▪ Chief Officers Group<br>▪ Minister for Local Government<br>▪ Department of Local Government | **16. Failure to establish and approve formal reporting requirements for individual governance groups**<br>- Failure to meet reporting deadlines<br>- Reporting contains insufficient or erroneous information<br>- Decision making processes based on insufficient or erroneous information | 2 | 2 | M | - Executive Officers / Secretaries have been appointed for all committees to monitor and manage reporting deadlines<br>- Formal reporting arrangements are included in terms of reference for governance groups<br>- Meeting Procedures Policy reviewed annually<br>- Reports are based on template formats with approved content requirements<br>- Reports are subjected to multiple levels of review and approval prior to being dispatched<br>- A whole of organisation project is currently underway to review all Council Reporting<br>- Control self-assessment in place | 1 | 2 | L | | | **Manager Strategy & Outcomes** |
| **MANAGE COUNCIL'S COMPLIANCE WITH STATUTORY OBLIGATIONS FOR COUNCIL MEETINGS, INCLUDING BY-LAWS, AND ADMINISTER COUNCIL MEETINGS AND ACTIVITIES**<br>▪ Ensure all administrative aspects of the Council and Committee functions are attended to<br>▪ Ensure meetings are properly called and held<br>▪ provision of reports, circulation of agendas and minute taking<br>▪ manage information on Council data bases, the Elected Members intranet site, and Council internet site<br>▪ manage IT and broadcasting equipment<br>▪ public communication | **17. Failure to provide adequate and appropriately skilled personnel and resources to support Council meetings, standing committees and governance committees**<br>- Incomplete or inaccurate information provided in reports and submissions<br>- Failure to ensure all information is provided in a timely manner<br>- failure to ensure information is loaded to council's various information repositories<br>- Reputations of individuals and Council is compromised<br>- Potential for involvement of Minister for Local Government<br>- Negative media reporting | 2 | 4 | H | - City of Darwin Governance framework developed and implemented 2013<br>- Committee Administration Handbook in place – reviewed 2014<br>- Administrative officers are appointed to Council and all supporting committees<br>- Schedule of deadlines for preparation of papers and reports prepared for all meetings, endorsed by Council and published on a six- monthly calendar (twice a year) for all GMs, Managers and Executive Assistants<br>- COG considers a three monthly forward report schedule for Council and committee meetings<br>- undertaken weekly and posted to Elected Members' intranet<br>- LGA Audit of compliance undertaken 2014 – no material issues identified | 1 | 3 | L | AUDIT | - | **EM Office of the Chief Executive** |
| | **18. Failure to ensure that decisions of Council are documented, communicated to the relevant Department and responsible officer and implemented in accordance with Council directions**<br>- Decisions not addressed and implemented within agreed timeframes<br>- Failure to meet key objectives and directions<br>- Reputation risk for Elected Members<br>- Media and reputation risk | 2 | 4 | H | - City of Darwin Governance framework developed and implemented 2013<br>- All Council meetings are minuted using standard meeting templates<br>- Action items are noted in Council minutes and assigned to General and Executive Managers<br>- Draft Council Minutes are sent to all COG, middle managers group and EAs and Secretaries Group for noting of action items<br>- Minutes are reviewed by EM & CEO and decisions registered individually into ECM and tasked to Departmental EAs who forward to Action Officers<br>- Control self-assessment in place | 1 | 3 | L | | - ***Review of all Council decisions for the 21st Council is being undertaken by Committee administrator***<br>- ***Data base of decisions being developed***<br>- ***Investigate the capacity of ECM to support tracking of Council decisions***<br>- ***Consider implementation of a process where outstanding decisions are reported to COG and reviewed on a quarterly basis and reports published on the Elected Members Intranet*** | **EM Office of the Chief Executive** |
| **MANAGE AND PROVIDE HIGH LEVEL EXECUTIVE SUPPORT TO THE OFFICE OF THE LORD MAYOR AND CHIEF EXECUTIVE OFFICER**<br>▪ Undertake research and prepare monthly reports, presentations, and corporate submissions<br>▪ records management<br>▪ budget monitoring<br>▪ protocol advisory services<br>▪ diary and social engagement | **19. Failure to provide adequate and appropriately skilled personnel and resources to support the Lord Mayor and the CEO**<br>- Incomplete or inaccurate information provided in reports and submissions<br>- Failure to ensure all information is provided in a timely manner<br>- failure to ensure information is loaded to council's various information repositories<br>- Reputations of individuals and Council is compromised<br>- Negative media reporting | 2 | 4 | H | - Lord Mayor has a dedicated resource allocated for executive support<br>- CEO has a dedicated resource allocated for executive assistance<br>- Schedule of deadlines for preparation of papers and reports prepared for all meetings, endorsed by Council and published on a six- monthly calendar (twice a year) for all GMs, Managers and Executive Assistants<br>- COG considers a three monthly forward report schedule for Council and committee meetings<br>- undertaken weekly and posted to Elected Members' intranet<br>- Schedule allows for proofing and editing of reports before tabling at meetings | 1 | 3 | L | | | **EM Office of the Chief Executive** |

| CORE BUSINESS FUNCTION | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (and potential control improvements) | L | C | RR | CSA or AUDIT | TREATMENT PLAN | RO |
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| **STRATEGIC SERVICES – GOVERNANCE (Administration & Internal Committee Support)** | | | | | | | | | | | |
| **PROVIDE ADMINISTRATIVE SUPPORT TO ELECTED MEMBERS**<br>▪ Administer professional development program<br>▪ Meeting administration support | **20. Failure to provide adequate resources to support the Elected Members**<br>- Incomplete or inaccurate information provided in reports and submissions<br>- Failure to ensure all information is provided in a timely manner<br>- failure to ensure information is loaded to council's various information repositories<br>- members ability to fulfil their duties is compromised<br>- Reputations of individuals and Council is compromised<br>- Negative media reporting | 2 | 4 | H | - City of Darwin Governance framework developed and implemented 2013<br>- Dedicated resource assigned to Elected Members<br>- Elected members have dedicated intranet site for provision of information | 1 | 3 | L | | | **EM Office of the Chief Executive** |
| **DEVELOP AND IMPLEMENT ELECTED MEMBER, CHIEF EXECUTIVE OFFICER AND STAFF COMMUNICATION FORUMS** | **21. Failure to ensure effective and formal channels of communication between the Elected Members, the CEO, Departmental Managers and staff**<br>- Issues raised by EMS are not addressed in a timely manner<br>- members ability to fulfil their duties is compromised<br>- EMs seen as ineffective in their roles<br>- EMs do not have access to information from operational areas<br>- Failure of operational areas to ensure that Office of CEO is provided with information for EMs in a timely manner | 3 | 3 | H | - City of Darwin Governance framework developed and implemented 2013<br>- Dedicated resource assigned to Elected Members<br>- Elected members have dedicated intranet site for provision of information<br>- Alderman briefing papers<br>- Alderman receive weekly news packets<br>- Weekly media alerts provided<br>- Email alerts provided for important issues | 2 | 3 | M | | | **EM Office of the Chief Executive** |
| **STRATEGIC SERVICES – COMMITTEE SUPPORT (Capital Cities, TOPROC, CCCLM, NACC)** | | | | | | | | | | | |
| **PROVIDE HIGH LEVEL COORDINATION AND SUPPORT FOR COUNCIL'S ROLE IN THE VARIOUS LGA COMMITTEES**<br>▪ Council of Capital Cities Lord Mayors (CCCLM)<br>▪ Capital City Committee (CCC)<br>▪ Top End Regional Organisation of Councils (TOPROC)<br>▪ Northern Australian Capital Cities Committee (NACC) | **22. Ineffective advocacy**<br>- Issues that are pertinent to COD specifically do not get recognised or progressed | 2 | 3 | M | - Chief Executive Officer nominates appropriate resources to all committees and working groups<br>- Formation of CCC currently under review by COD & NTG (structure, representation and Terms of Reference)<br>- Coordinating Committee of Officials has been established as a sub-set of Capital Cities Committee<br>- CCOM meets regularly to ensure all actions are being progressed by the relevant officers<br>- All member cities of the CCCLM are afforded the opportunity to opt in or out of all working groups/taskforces<br>- TOPROC meets quarterly ~~weekly~~ and COD is represented by CEO, Lord Mayor and 2 elected members (one acts as an alternate)<br>- CCCLM representation through CEO & Lord Mayor<br>- Northern Australia Capital City Committee Charter adopted to provide strategic direction to Committee | 1 | 3 | L | | | **Manager Strategy & Outcomes** |

| CORE BUSINESS FUNCTION | CAUSAL RISKS (and consequences) | L | C | AR | INTERNAL CONTROL (*and potential control improvements*) | L | C | RR | CSA or AUDIT | TREATMENT PLAN | RO |
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| STRATEGIC SERVICES – GRANTS & AWARDS | | | | | | | | | | | |
| DEVELOP AND IMPLEMENT A STRATEGIC APPROACH TO SEEKING EXTERNAL GRANTS AND COUNCIL RECOGNITION THROUGH AWARDS<br>▪ Identify available grant funding sources<br>▪ Federal Govt, NTG, Private)<br>▪ Linkage of funding opportunities to council priorities<br>▪ Develop /assist development of funding applications<br>▪ Manage funding agreements<br>▪ Monitor compliance with funding conditions<br>▪ Progress reporting<br>▪ Financial reporting and acquittals | **23. Additional projects to Council's core operational budget do not get funding and completed**<br>- new initiatives and capital and operational projects unable to be delivered as planned | 3 | 3 | H | - Council employs a dedicated ~~Grants~~ Officer (Strategic Project Officer) whose role is to seek, apply for and acquit grants<br>- Council subscribes to monthly grants newsletter to keep abreast of funding available<br>- Database has been developed to capture all cyclical grant funding with reminders to alert of approaching funding opportunities<br>- An education program on the grants process will be delivered to Middle Managers and key staff in the 1st quarter of 2015<br>- Quarterly reporting to Council has commenced 2014/15 on status of Grants and Awards Program | 1 | 3 | L | | - ***Grant / Funding Guidelines and Procedures to be implemented across Council including approval processes (applications, funding agreements, reporting)***<br>- ***Council's Intranet to be developed as a funding resource accessible to all staff*** | **Manager Strategy & Outcomes** |
| | **24. Funding agreements are breached and funds may either be withdrawn or future funding applications are not viewed favourably.**<br>- future funding compromised due to lack of ability to comply with funding agreements<br>- project not delivered in accordance with funding agreement outcomes<br>- Council's reputation at Territory and Federal level compromised<br>- Unfavourable audit report<br>- Over / under expenditure | 2 | 3 | M | - Council employs a dedicated Grants Officer to carefully review grants funding agreements<br>- Database has been developed to capture all cyclical grant funding with reminders to alert of approaching funding opportunities<br>- Manager Strategy & Outcomes completes final review before signing agreements.<br>- Specific points within the funding agreements are reviewed by relevant areas prior to signing (i.e. confirming timelines and outputs are achievable + specific conditions such as 'publicity' are reviewed by relevant sections such as Communications & Marketing)<br>- Milestones in funding agreements are entered into Interplan and assigned to a responsible officer<br>- Grants procedures to be presented to business units annually to allow for staff turnover and situational changes .<br>- Control self-assessment in place | 1 | 3 | L | **CSA** | | **Manager Strategy & Outcomes** |

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| **COMMUNICATIONS & ENGAGEMENT** | | | | | | | | | | | |
| **MANAGE COUNCIL'S REPUTATION THROUGH EFFECTIVE MEDIA MANAGEMENT STRATEGIES, PUBLIC RELATIONS AND MARKETING**<br>▪ Manage requests from the media for statements, comments or interviews regarding matters under DCC control<br>▪ Preparation of CoD information releases to the media<br>▪ Monitoring of media articles relating to Council<br>▪ Manage the perception of Council in the wider community<br>▪ Develop resolution strategies for issues impacting on ratepayers and the public<br>▪ Editorial review of CoD publications | **25. Failure to build and maintain proactive, positive and engaging relationships with the media**<br>- Lower levels of media coverage of core council events<br>- Lack of engagement with Council media staff<br>- Inaccurate reporting and mis-information | 2 | 3 | M | - Dedicated resource - Media & Public Relations Officer appointed<br>- Media releases prepared and reviewed with OCE<br>- Weekly update of topical information prepared for MSM<br>- Monthly preparation of "fact sheet" for NT News<br>- Weekly ABC radio segment with Lord Mayor<br>- Timely responses to media requests<br>- Annual engagement meeting undertaken with MSM | 1 | 3 | L | | | |
| | **26. Unauthorised / accidental / uncontrolled release of sensitive or damaging information or public statements**<br>- Legal implications<br>- political and reputation risk | 2 | 4 | H | - All contact from the media must be referred immediately to the OCE who will respond in accordance with the Media Policy<br>- Public statements are made in accordance with approved communications strategy<br>- Code of Conduct applies with respect to public comment by employees<br>- The Media Policy has been updated to include social media and endorsed by COG.<br>- ***Revised policy to be presented to Council in January 2013.*** | 2 | 2 | L | | **MONITOR AND REPORT THROUGH MEDIA MATRIX TO COG** | **EM Office of the Chief Executive** |
| | **27. Deliberate leaking of information by staff**<br>- Legal implications<br>- political and reputation risk<br>- management of public perception | 3 | 3 | H | - Media policy approved and in place<br>- Code of Conduct applies with respect to public comment by employees<br>- Disciplinary procedures embedded in the Code of Conduct | 2 | 3 | M | | **MANAGE THROUGH POST EVENT INVESTIGATIONS AND COG** | **EM Office of the Chief Executive** |
| | **28. Inaccurate reporting by the media**<br>- Public misconception of Council's roles & responsibilities<br>- Unwarranted negative feedback<br>- Continued negative media coverage | 4 | 3 | E | - Council can request formal correction or retraction | 4 | 2 | H | | - **this is somewhat beyond the control of council**<br>- **council can be pro-active in releasing media statements however it cannot control comment generated by media**<br>- **consideration is being given to a "media response" strategy whereby council can provide rebuttal to inaccurate reporting ?** | **EM Office of the Chief Executive** |
| | **29. Media releases not checked thoroughly for factuality before being released**<br>- Inaccurate reporting<br>- Political and reputation risk | 3 | 2 | M | - All media releases must be approved by the CEO or delegate<br>- Media releases are checked by Media and Public Relations Officer and Executive Manager Office of CEO | 1 | 2 | L | | | **EM Office of the Chief Executive** |
| | **30. Failure to identify media articles that impact on Council's reputation**<br>- Failure to respond with factual information<br>- Credibility impact | 2 | 3 | M | - Local print media is monitored on a daily basis by key staff<br>- Electronic media reporting is monitored daily | 1 | 3 | L | | **MONITOR AND REPORT THROUGH MEDIA MATRIX TO COG** | **EM Office of the Chief Executive** |
| | **31. Failure to ensure council proactively manages communications with ratepayers and the general public**<br>- Public misconception<br>- Unwarranted negative feedback | 2 | 3 | M | - Council runs regular features in the print and other media<br>- Council employs dedicated staff to manage communications with the ratepayers and community groups (COD web-site, Darwin Life, Life@theTop, Twitter and Face Book)<br>- Council runs a monthly information page in the NT News | 1 | 2 | L | | | **EM Office of the Chief Executive** |
| | **32. Failure to ensure all editorial matter is reviewed for content, layout and factual information prior to publication**<br>- Errors or omissions in public statements<br>- Public misconception<br>- Political and reputation risk<br>- Negative media reporting | 3 | 3 | H | - Managed centrally by OCE<br>- Major publications are reviewed and approved by COG (& Council where appropriate) prior to publication | 1 | 3 | L | **CSA** | | **EM Office of the Chief Executive** |

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| **COMMUNICATIONS & ENGAGEMENT** | | | | | | | | | | | |
| **MANAGE AND IMPLEMENT COUNCIL'S COMMUNICATIONS STRATEGY AND DEVELOP AN ANNUAL COMMUNICATIONS PLAN**<br>▪ Provides direction for internal and external communications frameworks | **33. Failure of Council to understand customer and stakeholder needs and expectations**<br>- Failure to identify and engage customers and stakeholders on a regular and consistent basis<br>- Customer feedback mechanisms not in place<br>- Lack of marketing of facilities (e.g. online or publication)<br>- Services not aligned to residents needs | 2 | 3 | M | - Council requires that community consultation be undertaken and reported in each Council report on major community related initiatives<br>- OCE has developed a Community Consultation policy which has been endorsed and adopted by Council | 1 | 3 | L | | | |
| | **34. failure to ensure consistent application of engagement and communication approaches**<br>- silo driven communication methods<br>- engagement media inappropriate for target audience<br>- failure to understand our target audience<br>- inability to access key information | 2 | 3 | M | | 1 | 3 | L | | | |
| | **35. Marketing strategies do not successfully communicate and promote Council's core services**<br>- Ratepayers and the community do not understand the role of Council and its core services<br>- Unrealistic expectations of ratepayers and the community<br>- Negative media reporting | 3 | 3 | H | - Council employs a dedicated Digital Marketing & Communications Officer<br>- Content review and approval process in place through OCE and COG<br>- Dedicated strategy in new Strategic Plan "Increase community awareness of the role and achievements of Council" | | | | | | |
| **DEVELOP, AND COORDINATE THE DELIVERY A WHOLE OF COUNCIL COMMUNITY ENGAGEMENT PROGRAM**<br>▪ identifying internal and external communication needs and the development of a communication strategy<br>▪ Stakeholder identification<br>▪ Stakeholder understanding of Council role versus expectations of service delivery<br>▪ Management of formal community forums to address issues impacting on specific groups of residents<br>▪ Management of stakeholder feedback | **36. Failure of Council to understand customer and stakeholder needs and expectations**<br>- Failure to identify and engage customers and stakeholders on a regular and consistent basis<br>- Customer feedback mechanisms not in place<br>- Lack of marketing of facilities (e.g. online or publication)<br>- Services not aligned to residents needs | 3 | 3 | H | - Council requires that community consultation be undertaken and reported in each Council report on major community related initiatives<br>- OCE has developed a Community Consultation policy which has been endorsed and adopted by Council | 2 | 3 | M | | | |
| **DEVELOP AND MANAGE COUNCIL'S SOCIAL MEDIA PLATFORMS AND WEBSITES**<br>▪ Training in use of web page development software<br>▪ Development and enhancement of intranet & web sites<br>▪ Manage on-line marketing strategies<br>▪ Promotion of Council's core and non-core services Marketing & communications planning<br>▪ Brand management<br>▪ Social media communications<br>▪ Ensure open channels of communications with elected members<br>▪ Council activities and operations and other issues impacting on their electorates<br>▪ Public feedback hot topics | **37. Failure to ensure elected members are provided with requisite information in a timely manner on issues impacting council and member's electorates**<br>- Embarrassment caused to elected members<br>- Political and reputation risk | 2 | 4 | H | - Issues identified from media monitoring are communicated to Elected Members and Chief Officer's Group on the same day<br>- All Council media releases are sent to Elected Members and COG at the time of release to the media<br>- Issues are posted to the dedicated Elected Members Intranet site<br>- OCE officers monitor use of website to ensure effectiveness | 1 | 3 | L | | ORA identified strong internal controls<br><br>**MONITOR THROUGH MEMBER FEEDBACK** | **EM Office of the Chief Executive** |
| | **38. Layout and content of websites and digital communications media are not in accordance with policy and guidelines**<br>- Embarrassment caused to elected members<br>- Political and reputation risk | 2 | 3 | M | - Intranet is centrally managed within OCE<br>- Internet sites can be managed through a dedicated champion in each operational department<br>- Regular reviews undertaken of website content (appropriateness of content and age of material)<br>- redevelopment of the intranet site completed 2014 | 1 | 2 | L | | | **EM Office of the Chief Executive** |
| | **39. Website and digital communications media faults**<br>- content omission or errors<br>- broken or missing links<br>- out dated or irrelevant information | 3 | 3 | H | - Centrally managed by a dedicated resource within OCE<br>- Regular reviews undertaken of website content (appropriateness of content and age of material)<br>- Council has funded complete redevelopment of the intranet site which commenced December 2013<br>- Need to develop procedures for archiving of old web content | 2 | 2 | L | | ORA identified strong internal controls<br><br>**ONGOING MONITORING THROUGH USER FEEDBACK & ANNUAL CUSTOMER SURVEY** | **EM Office of the Chief Executive** |
| | **40. Hacking or defacing of internet site**<br>- External persons<br>- Disgruntled employees<br>- Reputation risk | 1 | 4 | M | - Firewalls are in place<br>- Access authority used to control access to terminals and IT systems<br>- Anti-virus software updated daily | 1 | 3 | L | | | |

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| **CLIMATE CHANGE & ENVIRONMENT** | | | | | | | | | | | |
| **MANAGE & IMPLEMENT THE CLIMATE CHANGE POLICY AND ACTION PLAN 2011-2020**<br>▪ Climate Change Policy<br>▪ Climate Change Action Plan 2011-2020<br>▪ Foster sustainable practices within the Council<br>▪ Monitor and report on progress towards targets<br>▪ Communicate Council's climate change plans and actions to the public | **41. Failure to implement and maintain the climate change policy**<br>- Failure to maintain a policy that functions exclusive to external drivers<br>- Failure to adhere to emissions reporting procedures<br>- Failure to capture and monitor key environmental data<br>- Failure to capitalise on commercial opportunities | 2 | 4 | H | - Climate Change Policy adopted 2010 and reviewed in 2015<br>- Climate Change Action Plan adopted 2011 and reviewed in 2014<br>- Council reports against Climate Change Action Plan activities through business management systems and the Annual Report<br>- Action Plan reviewed every three years<br>- "Darwin Green Office" program engages staff on environmental initiatives<br>- Greenhouse Gas Inventory data to be maintained in ECM for version control | 1 | 4 | M | | - *Endorse the reviewed Climate Change Action Plan and Policy*<br>- *Work with Records staff to determine best method for maintaining Greenhouse Gas Inventory data*<br>- *Investigate protection options available in Excel* | |
| | **42. Council does not actively manage its climate change and environmental responsibilities**<br>- Failure to meet legislative obligations<br>- Failure to embed an environmental awareness culture across the organisation<br>- Lack of reporting and monitoring procedures<br>- Failure to capture and monitor environmental statistics<br>- Failure to implement effective environmental management programs<br>- Failure to audit and inspect and act on outcomes | 3 | 4 | H | - Environmental implications are considered in reports to Council and Committees<br>- Maintain a database of relevant environmental legislation<br>- Develop and maintain standard reporting procedures for contractors<br>- Incorporate reporting procedures into contract documents<br>- Research and develop environmental clauses and conditions<br>- Incorporate environmental clauses into new and reviewed leases and contracts<br>- Control self-assessment in place | 2 | 3 | M | | - *Develop a database of environmental legislation*<br>- *Review significant leases and contracts to ensure relevant environmental clauses are being included and honoured Develop Standard Operating Procedure and environmental checklist for site inspections and monitoring* | |
| | **43. Failure to communicate Council's climate change goals, plans and actions to the public**<br>- Stakeholders not fully aware of Council's climate change strategies and initiatives<br>- Lack of impetus once climate change once policy is established<br>- Reputational risk | 2 | 3 | M | - Communication policy developed and approved<br>- Climate Change Policy adopted 2010, and reviewed 2015<br>- Climate Change Action Plan adopted 2011, and reviewed 2015<br>- Council reports against Climate Change Action Plan through business management systems and the Annual Report<br>- Council website is kept up to date with current projects<br>- New communication channels are investigated to target broad markets<br>- Annual reports reflect achievements in the area<br>- Community engagement opportunities are pursued and used to demonstrate broader climate change goals, plans and actions | 1 | 3 | L | | - *Develop an environment community education kit* | |
| **COORDINATE THE IMPROVEMENT OF THE ENVIRONMENTAL PERFORMANCE OF COUNCIL'S OPERATIONS**<br>▪ Monitor Council's energy consumption levels and carbon emissions<br>▪ Explore innovative responses to improve environmental performance<br>▪ Set and progress energy consumption targets<br>▪ Carbon emission reduction targets<br>▪ Environmental audits<br>▪ Monitoring and reporting on carbon emissions | **44. Failure to monitor environmental performance**<br>- Failure to set benchmarks and targets<br>- Inability to monitor progress<br>- Inability to respond to …<br>- Inability to identify anomalies in consumption<br>- No reliable data available to address energy consumption levels<br>- Financial cost of inefficient plant and equipment | 2 | 3 | M | - OCE is responsible for monitoring and evaluation<br>- Environmental audits are undertaken<br>- Weekly desktop monitoring of top energy consuming facilities<br>- Greenhouse gas emission inventory undertaken annually, and reported through annual report<br>- Internal tracking of electricity consumption data is undertaken<br>- Control self-assessment in place | 1 | 3 | L | | - *Revisit Darwin Green Office to identify areas across council that could be improved*<br>- *Apply areas of responsibility to relevant staff within online monitoring (Planet Footprint) to include finance and operations* | |
| | **45. Failure to act on information/data from monitoring in a timely manner**<br>- Financial cost from continued inefficient operations<br>- Reputational risk<br>- Environmental harm<br>- Inability to meet reduction targets | 2 | 3 | M | - OCE is responsible for undertaking monitoring and evaluation<br>- Audit recommendations are thoroughly reviewed by relevant Council departments<br>- Audit reports are endorsed by COG and Council (as appropriate)<br>- Implementation of minor recommendations is managed through relevant Department (generally Infrastructure)<br>- Major recommendations considered through annual budget process<br>- Control self-assessment in place | 1 | 3 | L | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|
| **CLIMATE CHANGE & ENVIRONMENT** | | | | | | | | | | | |
| **MANAGE COUNCIL'S RESPONSE REGARDING LEGISLATION, GOVERNMENT POLICY AND LAND USE STRATEGY AS IT AFFECTS ENVIRONMENTAL MANAGEMENT AND CLIMATE CHANGE OUTCOMES**<br>▪ Ensure compliance with Federal and Territory climate change legislation<br>▪ Maintain existing and create new relationships with relevant Government and Non-Government Environmental Organisations | **46. Failure to receive or understand the implications of new legislation**<br>- Failure to prepare for major legislative change<br>- Legislative change has significant environmental, economic or social impact on Council and the community | 2 | 3 | M | - Climate Change Policy adopted 2010<br>- Climate Change Action Plan adopted 2011<br>- Council has a dedicated Climate Change and Environment Section staffed by qualified officers<br>- Council has strategic climate change committees (Climate Change & Environmental Annual Forum and Environment & Infrastructure Committee)<br>- Council is represented on relevant advisory committees<br>- Council provides comment on planning and land use matters (including Environmental Impact Statements, development applications etc) | 1 | 2 | L | | - *Develop a database of environmental legislation*<br>- *Review significant leases and contracts to ensure relevant environmental clauses are being included and honoured* | |
| | **47. Failure to identify environmental implications of land use changes**<br>- Ecosystem degradation<br>- Loss of amenity<br>- Irreversible landscape changes<br>- Planning scheme does not support a sustainable natural environment | 3 | 2 | M | | 1 | 2 | L | | - *Assess development applications for environmental impact* | |
| **FOSTER ENVIRONMENTALLY SUSTAINABLE BEHAVIOUR IN THE COMMUNITY** | **48. Failure to maintain relationships with relevant organisations**<br>- Failure to identify and capitalise on initiatives<br>- Failure to embed a sense of community in the Darwin Municipality<br>- Lack of accountability to community organisations | 2 | 2 | L | - Facilitate monthly lunchtime seminar series targeting professionals<br>- Develop community education tools<br>- Support community organisations in delivering environmental outcomes | 1 | 1 | L | | - *Develop and environmental education community engagement kit*<br>- *Utilise existing environmental initiatives to improve community engagement* | |
| **MANAGE COUNCIL'S STRATEGIES FOR BIODIVERSITY AND CONSERVATION MANAGEMENT**<br>▪ Manage and implement the East Point Reserve Biodiversity 5 Year Plan (2014-2018)<br>▪ Investigate and develop strategies for management of the Darwin Urban Forest | **49. Failure to maintain natural environments across the municipality**<br>- Species loss<br>- Ecosystem degradation<br>- Loss of amenity | 3 | 3 | M | - Undertake biodiversity monitoring at East Point Reserve<br>- Implement the East Point Reserve Biodiversity 5 Year Plan (2014-2018)<br>- Investigate and develop strategies for management of the Darwin Urban Forest | 2 | 1 | L | | - *Assess value of green space across the municipality* | |
| **MONITOR STORMWATER AND WATERWAY WATER QUALITY**<br>▪ Manage external contractors to sample and test water quality<br>▪ Stormwater testing is undertaken three times per year<br>▪ Other water testing is undertaken fortnightly throughout the year<br>▪ Results are maintained by CCE | **50. Failure to maintain healthy waterways**<br>- Inability to identify impact of stormwater flows on the environment<br>- Failure to understand relationship between infrastructure and water system<br>- Failure to maintain high public health standards | 4 | 3 | E | - Standard Operating Procedure 011 details the Sampling, Testing and Analysis of water bodies<br>- Procedure is reviewed annually<br>- Water sampling and water testing are undertaken by external contractors | 2 | 3 | M | | - *Incidental review of Standard Operating Plan* | |

**UPGRADE OF BUSINESS CONTINUITY SOFTWARE & BC PLANS**

## 1. PROJECT OBJECTIVES

Implement the current version of the BC software, upgrade all existing BC plans and prepare new BC plans for identified new areas of risk.

## 2. COMMENCEMENT DATE

01 July 2015

## 3. EXPECTED DURATION

It is anticipated that completion of upgrades and BC plan preparation will be completed by end July 2015, and endorsement and approval by Middle Managers by end September 2015.

## 4. PROJECT OVERVIEW:

The project will be managed by the Team Coordinator Risk Audit & Safety.

This project is intended to build on the work done in 2011/12/13 on the preparation of business continuity plans for City of Darwin's identified essential service delivery areas.

New software to manage business continuity planning has been developed by our BC service provider and this will be implemented as the first stage of the project and then the supporting resource and information data bases will be loaded to the system and system controls verified.

Existing BC plans will be upgraded and BC plans prepared for new identified essential services.

BC plans will be prepared initially by the Team Coordinator Risk Audit & Safety with the assistance of the BC consultant.

Once plans have been prepared, and software operational issues confirmed, each internal stakeholder group (see table section 7) will be engaged through a facilitated workshop to work through the features of the new BC system and to review and confirm their individual business continuity plans.

When BC plans have been completed and signed off by operational areas, the plans will be loaded to the common G: drive and to Council's intranet under "Risk Audit & Safety".

A report on the outcomes of the project will be prepared for the Chief Officers Group and for the Risk Management and Audit Committee.

## 5. PROJECT DELIVERABLES

- Conversion of existing BC software to current version
- Completion of business continuity plans for all essential service delivery areas
- Testing of plans as part of pre-cyclone readiness exercise
- Project outcome reports to Chief Officers Group and Risk Management & Audit Committee

## 6. PROJECT STAGES

| | | | |
|---|---|---|---|
| i. | Prepare resource data bases | TC Risk Audit & Safety | O1 July -> |
| ii. | convert existing BC platform to new version, load resource data bases and confirm functionality of software | BCM Solutions<br>TC Risk Audit & Safety | 01 July -> |
| iii. | Confirm with General & Executive Managers that existing identified “essential service” areas are still classified as essential | BCM Solutions<br>TC Risk Audit & Safety<br>GMs & EM | 13 July |
| iv. | Identify new service delivery areas considered essential | BCM Solutions<br>TC Risk Audit & Safety<br>GMs & EM | 13/14 July |
| v. | Prepare business continuity plans for all essential service delivery areas | BCM Solutions<br>TC Risk Audit & Safety | 14-17 July |
| vi. | Workshop with internal stakeholders to confirm accuracy of BC plans | BCM Solutions<br>TC Risk Audit & Safety<br>Middle Managers<br>Line Managers and support staff from internal stakeholder table | Workshops commence August |
| vii. | Approval of BC plans by Middle Managers | TC Risk Audit & Safety | September |
| viii. | Load approved BC plans to intranet | TC Risk Audit & Safety | September |
| ix. | Report on project outcomes to COG & RMAC | TC Risk Audit & Safety | October |
| x. | Test BC plans in conjunction with pre-cyclone readiness exercise | TC Risk Audit & Safety<br>Middle Managers<br>Line Managers and support staff from internal stakeholder table | TBA |

## 7. INTERNAL STAKEHOLDERS

| COG & EXECUTIVE | MIDDLE MANAGER | LINE MANAGER & SUPPORT |
|---|---|---|
| GM Corporate Services | GM Corporate | GM Executive Assistant |
| | TC Risk Audit & Safety | Risk & Safety Officer |
| | Manager Finance | TL Revenue<br>Financial Accountant<br>Payables Accountant<br>TL Stores |
| | Manager IT | IT Service Coordinator<br>System Administrator<br>GIS Officer<br>IT Systems Officer |
| | Manager Business Services | Contracts Officer<br>TL Parking |
| | Manager Records | Records Administrator |
| | Manager Fleet | Operations Supervisor |
| | Manager Regulatory Services | Regulatory Operations Supervisors<br>Regulatory Administration Supervisor<br>Animal Pound Supervisor |
| | Manager People Culture & Capability | Senior HR Advisors |
| GM Community & Cultural Services | Manager Libraries | Manager City Library<br>Manager Casuarina Library<br>Manager Nightcliff Library<br>Manager Karama Library<br>Senior Library Technicians |
| | Manager Recreation, Events & Customer Service | TL Customer Service<br>Customer Services Officers |
| | Manager Safer City Program | SSP Coordinator |
| | GM Community | GM Executive Assistant |

| | | |
|---|---|---|
| GM Infrastructure | Manager Infrastructure Maintenance | TC Civil Infrastructure<br>TL & ATL Roads & Drainage<br>TL & ATL Concrete<br>Workzone Traffic Officer<br>TL Cleaning<br>TC & TL Building Services<br>TC Parks<br>TL & ATLs Parks Teams<br>TL & ATL UFM<br>TL & ATL Irrigation<br>Tech Officer - Parks Operations<br>Tech Officer - Contracts<br>Senior Admin Officer<br>Communications Officer |
| | Manager Technical Services | TL Waste & Recycling |
| | | TL Development |
| | | Permits Officer |
| | Manager DPP | TC Projects |
| | GM Infrastructure | GM Executive Assistant |
| EM Office of CEO | EM Office of CEO | Media & Public Relations<br>Digital Marketing & Comms<br>OCE Executive Assistant |
| Chief Executive Officer | CEO | CEO Executive Assistant |
| Council | Lord Mayor | LM Executive Assistant |
| | Elected Members | Committee Administrator |

**8. EXTERNAL STAKEHOLDERS**:

- BCM Solutions
- TIO/Allianz
- Marsh
- Local Government Association of NT
- City of Darwin Risk Management & Audit Committee

**9. STAKEHOLDER INVOLVEMENT**:

Internal stakeholders (middle and line managers and support staff) will be required to participate in a series of evaluation workshops facilitated by the TC Risk Audit & Safety. Workshops will be undertaken during August 2015.

Wherever possible the workshops will be scheduled to minimise interruption to workgroup service programs, however, as the business continuity program has been endorsed by the Chief Officers Group it is expected that required participants will extend their cooperation and participation as required.

At the workshops the newly completed draft BC plans will be presented to each work group. Group members will be responsible for identifying and confirming that the following resources requirements used by the workgroups have been correctly identified and noted in BC plans :-

- worst time for service delivery capability to be interrupted
- the impact/risk level of the loss of workgroup services over time following major business interruption scenario
- staff resources used by workgroups
- workstation layout and equipment requirements
- telephony and IT resource requirements
- external dependencies (suppliers of goods and services)
- internal dependencies (payroll, payables, IT services, building maintenance)
- service delivery bandwidths (9-5, 24 hrs)

This process will be undertaken twice – once for a “normal service delivery” situation and secondly in a “provision of minimal essential services” scenario.

BC plans for executive management and Council will be reviewed by the relevant members of the Chief Officers Group.

Once completed, line managers will be required to formally endorse their BC plans.

Completed plans will be referred to Chief Offices Group for noting by the TC Risk Audit and Safety.

# OPEN SECTION



Risk Management & Audit Committee Meeting – FRIDAY, 28 AUGUST 2015

## 9. OFFICERS REPORTS

### 9.2 Risk Management & Audit Committee Performance

Report No.15A0104 TS:mp (28/08/15) Common No. 3021961

| | | | |
|---|---|---|---|
| ENCL: NO | RISK MANAGEMENT & AUDIT COMMITTEE/OPEN | AGENDA ITEM: | 9.2 |

**RISK MANAGEMENT & AUDIT COMMITTEE PERFORMANCE**

**REPORT No.: 15A0104 TS:mp COMMON No.: 3021961 DATE: 28/08/2015**

**Presenter:** **Team Coordinator Risk, Audit & Safety, Tony Simons**

**Approved:** **General Manager Corporate Services, Diana Leeder**

**PURPOSE**

The purpose of this report is to inform the Risk Management & Audit Committee (RMAC) about the results of the annual survey of RMAC performance.

**LINK TO STRATEGIC PLAN**

The issues addressed in this Report are in accordance with the following Goals/Strategies of the City of Darwin 2012 – 2016 as outlined in the 'Evolving Darwin Towards 2020 Strategic Plan':-

**Goal**
5 Effective and Responsible Governance
**Outcome**
5.3 Good governance
**Key Strategies**
5.3.3 Understand and manage Council's risk exposure

**KEY ISSUES**

- The RMAC Terms of Reference require an annual survey to be conducted of RMAC performance against its objectives as set out in its Terms of Reference
- The Department of Local Government position paper of audit committees recommends an annual review of committee performance be undertaken
- Assessments of RMAC performance are conducted by the Elected Members serving on Council's Corporate and Economic Development Standing Committee, other Elected Members who serve on RMAC and the Senior Council Officers who regularly attend RMAC meetings.

**RECOMMENDATIONS**

THAT the Committee resolve under delegated authority:-

THAT Report Number 15A0104 TS:mp entitled Risk Management & Audit Committee Performance, be received and noted.

## BACKGROUND

RMAC performance surveys have previously been undertaken by all Elected Members and senior Council Officers.

At its meeting on 29 May 2015 RMAC approved a change to the survey process whereby only those Elected Members who serve on the Corporate and Economic Development Standing Committee and on RMAC would be surveyed.

This change was implemented in response to an increasing number of participants from past performance surveys advising that they did not have sufficient knowledge of RMAC operations to enable them to complete the survey.

## DISCUSSION

Performance surveys were circulated to the participating persons on 3 July 2015 with a request for responses to be submitted by 31 July 2015. A follow up communique was sent on 28 July 2015.

At the time of preparing this report only four responses from a possible twelve had been received, and one of these four responses included an “unable to complete”.

## CONSULTATION PROCESS

This report was considered by the Chief Officer’s Group on 17 August 2015 and now referred to the Risk management & Audit Committee for consideration.

## POLICY IMPLICATIONS

Nil

## BUDGET AND RESOURCE IMPLICATIONS

Nil

## RISK/LEGAL/LEGISLATIVE IMPLICATIONS

Ensure compliance with RMAC terms of reference and with the Department of Local Government position paper on audit committee operations.

## ENVIRONMENTAL IMPLICATIONS

Nil

PAGE: 3
REPORT NUMBER: 15A0104 TS:mp
SUBJECT: RISK MANAGEMENT & AUDIT COMMITTEE PERFORMANCE

**COUNCIL OFFICER CONFLICT OF INTEREST DECLARATION**

We the Author and Approving Officers declare that we do not have a Conflict of Interest in relation to this matter.

**TONY SIMONS**
**TEAM COORDINATOR RISK, AUDIT & SAFETY**

**DIANA LEEDER**
**GENERAL MANAGER CORPORATE SERVICES**

For enquiries, please contact Tony Simons on 8930 0573 or email: t.simons@darwin.nt.gov.au.

# OPEN SECTION



Risk Management & Audit Committee Meeting – FRIDAY, 28 AUGUST 2015

## 9. OFFICERS REPORTS

### 9.3 Internal Audit Program

Report No.15A0105 TS:mp (28/08/15) Common No. 1536877

ENCL: YES | RISK MANAGEMENT & AUDIT COMMITTEE/OPEN | AGENDA ITEM: 9.3

**INTERNAL AUDIT PROGRAM**

**REPORT No.: 15A0105 TS:mp    COMMON No.: 1536877    DATE: 28/08/2015**

**Presenter:** **Team Coordinator Risk, Audit & Safety, Tony Simons**

**Approved:** **General Manager Corporate Services, Diana Leeder**

## PURPOSE

The purpose of this report is to inform the Risk Management & Audit Committee (RMAC) as to the progress of Council's internal audit program.

## LINK TO STRATEGIC PLAN

The issues addressed in this Report are in accordance with the following Goals/Strategies of the City of Darwin 2012 – 2016 as outlined in the 'Evolving Darwin Towards 2020 Strategic Plan':-

**Goal**
5 Effective and Responsible Governance
**Outcome**
5.3 Good governance
**Key Strategies**
5.3.3 Understand and manage Council's risk exposure

## KEY ISSUES

- Council's audit plan is developed by the Team Coordinator Risk Audit & Safety in conjunction with the Chief Officers Group (COG)
- Audit subjects are identified from the four departmental operational risk assessments
- The final audit plan is approved by COG and referred to RMAC for consideration and noting
- The 2014-15 audit plan is has been completed with the exception of the audit on investments which will be undertaken shortly

## RECOMMENDATIONS

THAT the Committee resolve under delegated authority:-

THAT Report Number 15A0105 TS:mp entitled Internal Audit Program, be received and noted.

**DISCUSSION**

The Team Coordinator Risk Audit & Safety has identified a list of potential audit subjects for the 2015-16 and 2016-17 years.

All of the subjects have a risk rating of ‘high’ or ‘extreme’ as per the operational and strategic risk assessments.

The list of potential audit subjects has been circulated to the Chief Officers Group for consideration and comment; and meetings have been scheduled with COG members to finalise the audit program.

The program with then be submitted to COG for approval and recommendation to RMAC.

A copy of the table of identified audit subjects is attached for the information of RMAC.

**CONSULTATION PROCESS**

This report was considered by the Chief Officer’s Group on 17 August 2015 and now referred to the Risk Management & Audit Committee for consideration.

**POLICY IMPLICATIONS**

Nil

**BUDGET AND RESOURCE IMPLICATIONS**

Nil

**RISK/LEGAL/LEGISLATIVE IMPLICATIONS**

Understand and manage Council’s risk exposure.

**ENVIRONMENTAL IMPLICATIONS**

Nil

## COUNCIL OFFICER CONFLICT OF INTEREST DECLARATION

We the Author and Approving Officers declare that we do not have a Conflict of Interest in relation to this matter.

**TONY SIMONS**
**TEAM COORDINATOR RISK, AUDIT & SAFETY**

**DIANA LEEDER**
**GENERAL MANAGER CORPORATE SERVICES**

For enquiries, please contact Tony Simons on 8930 0573 or email: t.simons@darwin.nt.gov.au.

**Attachments:**

**Attachment A:** Table of internal audit subjects

# ATTACHMENT A

| POTENTIAL AUDIT TOPICS AUDIT YEAR 2015/16/17 | | | |
|---|---|---|---|
| **CONTRACT & CONTRACTOR MANAGEMENT**<br>Review the processes used to manage contractual obligations and the performance of contractors | GM INFRASTRUCTURE<br>GM CORPORATE | ORA HIGH<br>SRA HIGH | - Failure to ensure tendering is managed under an approved policy and in accordance with the Local Government Act<br>- Failure to ensure all staff are trained and supported in a manner that promotes consistency of procurement practices and adherence to procurement policy<br>- Failure to appropriately manage contractors<br>- Actions or inactions of contractors result in damage to environment property or persons<br>- Council is joined in legal action to recover damages<br>- Inability to sufficiently resource works<br>- Failure to achieve VFM outcomes<br>- Reputation risk<br>- Using only one contractor for majority (or all) of work<br>- Contractor fails to meet performance standards<br>- Negative public comment<br>- Negative media reporting |
| **ANNUAL BUDGET DEVELOPMENT and LONG TERM FINANCIAL PLANNING**<br>Examine the processes used by Council to develop its annual operational budget, including allocation of dedicated budget lines and justification of budget bids | COG | ORA HIGH<br>SRA HIGH | - City of Darwin does not implement processes to identify and implement contemporary best practise business systems<br>- City of Darwin does not implement and manage an effective corporate governance framework<br>- lack of robust planning relating to financial, human resource, records management, asset s and communications<br>- inadequate long and short term financial planning and budgetary processes to support the achievement of objectives<br>- failure to monitor financial performance regularly - impacts on financial sustainability<br>- financial loss and asset degradation<br>- potential for intervention by NTG – appointment of administrator |
| **IT PHYSICAL & LOGICAL SECURITY**<br>Examine the physical and logical controls over access to City of Darwin IT systems, including network drives, internet, intranet and VPN access, back-up procedures and continuity/recovery planning | GM CORPORATE | ORA EXTREME<br>SRA HIGH | - Failure to ensure underlying system architecture supports the existing business needs and is flexible enough to meet changing organisational needs<br>- Failure to ensure ICT architecture documentation is both current and complete<br>- Server room infrastructure compromised<br>- Unplanned loss of power<br>- Unauthorised access to ICT equipment & applications<br>- Failure of key individual business systems / applications<br>- Failure to develop, maintain and test data backup, comprehensive business and IT specific disaster recovery plans<br>- Failure to develop and manage ICT policies and user guides<br>- Loading unauthorised or unlicensed software<br>Failure to correctly manage user accounts |


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| | | | |
|---|---|---|---|
| **OHS MANAGEMENT SYSTEM**<br>Examination of Council's workplace health and safety management systems in line with the principles set out in Australian Standards AS 4801 & 4804 and compliance with NT WHS Legislation | GM CORPORATE | ORA HIGH<br>SRA EXTREME | - Failure to embed an OHS awareness culture across the organisation<br>- Legislative requirements not met<br>- Deficiencies in OHS Management System procedures<br>- Failure to ensure that contractors and third parties operating within Council environs are aware of and manage their OHS responsibilities<br>- Failure to record and report OHS incidents and non-conformances |
| **FINES & INFRINGEMENTS**<br>accounting for and recording of infringements, cancellation/written off infringements, reporting processes, FRU interaction, MVR interaction | GM CORPORATE | ORA HIGH<br>SRA N/A | - Ratepayers and the public do not understand Council's role in the development and enforcement of rules and by-laws<br>- Failure to ensure comprehensive and accurate investigation notes are taken and filed correctly<br>- Failure to ensure timely and accurate entry of data into EDRMS and the Authority system<br>- Lack of documented processes for assessment of disputed infringements<br>- Failure to ensure complaints are addressed within timeframes<br>- Reputation risk from inappropriately waived fines |
| **PROJECT MANAGEMENT**<br>Project governance, communication processes, project management systems, training, risk assessment, tender assessment processes | COG | ORA HIGH<br>SRA HIGH | - Failure to ensure robust project management processes are in place<br>- Failure to ensure project management procedures are documented<br>- staff not trained in project management<br>- Failure to undertake thorough project risk assessment<br>- Failure to identify stakeholders and prepare communications plan<br>- Failure to identify the need for probity audits<br>- Failure to identify the need for, and seek, legal advice to address special conditions of contract and the implications of tenders submitting own terms and conditions<br>- Failure to follow correct procurement procedures<br>- may lead to breaches of the Local Government Act<br>- may lead to legal action against Council<br>- Failure to appropriately manage contractors<br>- Actions or inactions of contractors result in damage to environment property or persons<br>- Council is joined in legal action to recover damages<br>- Negative media reporting |
| **CONTROL OF CHEMICALS & CHEMICAL USE**<br>Review the procedures for identifying, acquiring, storing and use of agricultural and horticultural chemicals; use of chemical registers and MSDSs; staff training and certification | GM INFRASTRUCTURE | ORA HIGH<br>SRA N/A | - Failure to develop and implement a chemical use policy and standards<br>- Incorrect usage by workers<br>- Health & safety implications, Public safety implications<br>- Failure to develop and maintain chemical storage register<br>- Failure to ensure chemicals stored in accordance with legislation<br>- Failure to ensure MSDS register is maintained<br>- Failure to ensure appropriate hazard signage is in place<br>- Failure to meet legislative requirements<br>- penalties applicable<br>- Failure to ensure staff are certified for use of chemicals<br>- Not trained in safe usage procedures<br>- deficiencies in spill management processes<br>- deficiencies in management of contamination incidents |


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# OPEN SECTION



Risk Management & Audit Committee Meeting – FRIDAY, 28 AUGUST 2015

## 9. OFFICERS REPORTS

### 9.4 Outstanding Audit Issue No. 144 – Implementation of Council Decisions

Report No.15TC0064 MC:ph (28/08/15) Common No. 3035180

| | | |
|---|---|---|
| **ENCL: NO** | **RISK MANAGEMENT & AUDIT COMMITTEE/OPEN** | **AGENDA ITEM: 9.4** |
| **OUTSTANDING AUDIT ISSUE NO. 144 - IMPLEMENTATION OF COUNCIL DECISIONS** | | |
| **REPORT No.: 15TC0064 MB:ph** | **COMMON No.: 3035180** | **DATE: 28/08/2015** |

**Presenter:** **Committee Administrator, Penny Hart**

**Approved:** **Executive Manager, Mark Blackburn**

**<u>PURPOSE</u>**

The purpose of this report is to provide a response to Outstanding Audit Issue No. 144 - Implementation of Council Decisions as identified through audit processes in early 2015.

**<u>LINK TO STRATEGIC PLAN</u>**

The issues addressed in this Report are in accordance with the following Goals/Strategies of the City of Darwin 2012 – 2016 as outlined in the 'Evolving Darwin Towards 2020 Strategic Plan':-

**Goal**
5 Effective and Responsible Governance
**Outcome**
5.3 Good governance
**Key Strategies**
5.3.1 Demonstrate good corporate practice and ethical behaviour

**<u>KEY ISSUES</u>**

- An internal audit of Council decisions was undertaken in 2015.
- This review identified that decisions remained outstanding on task lists of former staff members and that no process was in place to manage or facilitate transfer of these decisions to an appropriate staff member.
- This issue has now been resolved by the addition of a specific clause in the Employee Exit Checklist.

---

**RECOMMENDATIONS**

THAT the Committee resolve under delegated authority:-

A. THAT Report Number 15TC0064 MB:ph entitled Outstanding Audit Issue No. 144 - Implementation of Council Decisions, be received and noted.

B. THAT Outstanding Audit Issue No. 144 - Implementation of Council Decisions be amended to completed status.

**BACKGROUND**

KPMG were engaged to undertake an internal audit in early 2015 to ensure that decisions made at council meetings are recorded appropriately, assigned to a responsible officer and actioned within designated timeframes.

At the Risk Management & Audit Committee (RMAC) meeting in March 2015 it was resolved that one item from the audit, the Implementation of Council Decisions, be transferred to the Outstanding Audit Issues list.

PREVIOUS DECISION

*DECISION NO.21\3167 (27/03/15)*

***Internal Audit - Council Decisions***
*Report No. 15TC0020 MB:mp (27/03/15) Common No. 3035180*

*THAT the Committee resolve under delegated authority:*

*A. THAT Report Number 15TC0020 MB:as entitled, Internal Audit - Council Decisions be received and noted.*

*B. THAT the Risk Management and Audit Committee note the management response to the summary of opportunities to improve control design and framework, and compliance matters as listed in* ***Attachment B*** *to Report Number 15TC0020 MB:as entitled, Internal Audit - Council Decisions.*

*C. THAT items 1 – 3 inclusive be managed through the upgrade of ECM.*

*D. THAT items 4, 6 and 7 not be transferred to the Outstanding Audit Issues Register as they either of a minor nature or have been implemented.*

*E. THAT item 5 be transferred to the Outstanding Audit Issues Register.*

## DISCUSSION

The review of council decisions identified instances of incomplete decisions that remained outstanding on the ECM task lists of former staff members. Investigation revealed that there was no procedure in place to ensure that tasks lists in ECM are reallocated upon departure of staff.

In consultation with the Records Management Unit and People and Culture & Capability officers the Employee Exit Checklist has now been updated so that any actions outstanding on the task list are actioned or forward to another employee:

***To be completed by EDRMS Administrator:***
*Task List has been actioned / or forwarded to another employee ( ) Yes ( ) N/A*

*.........................................................................................   /   /*
***EDRMS Administrator** - Signature & Name*

## CONSULTATION PROCESS

In preparing this report, the following City of Darwin officers were consulted:

- Records Manager
- Senior People, Culture & Capability Advisor

## POLICY IMPLICATIONS

City of Darwin Policy No. 043 - Meeting Procedures and Committees General

## BUDGET AND RESOURCE IMPLICATIONS

Nil

## RISK/LEGAL/LEGISLATIVE IMPLICATIONS

City of Darwin must abide by the Local Government Act for all Council and Committee matters.

Chapter 6 of the Local Government Act sets forth the requirements for Council Meetings Part 6.1), the requirements for Committee Meetings (Part 6.2) and provisions of general application (Part 6.3).

Part 5.2 of Chapter 5 of that Act covers Council Committees.

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**ENVIRONMENTAL IMPLICATIONS**

Nil

**COUNCIL OFFICER CONFLICT OF INTEREST DECLARATION**

We the Author and Approving Officers declare that we do not have a Conflict of Interest in relation to this matter.

| | |
|---|---|
| **PENNY HART** | **MARK BLACKBURN** |
| **COMMITTEE ADMINISTRATOR** | **EXECUTIVE MANAGER** |

For enquiries, please contact Mark Blackburn on 8930 0685 or email:
m.blackburn@darwin.nt.gov.au.

# OPEN SECTION



Risk Management & Audit Committee Meeting – FRIDAY, 28 AUGUST 2015

## 9. OFFICERS REPORTS

### 9.5 Outstanding Audit Issue No.143 – Update August 2015

Report No.15TC0100 SG:nj (28/08/15) Common No. 2110829

| | | | |
|---|---|---|---|
| **ENCL: YES** | **RISK MANAGEMENT & AUDIT COMMITTEE/OPEN** | **AGENDA ITEM:** | **9.5** |

**OUTSTANDING AUDIT ISSUE NO.143 - UPDATE AUGUST 2015**

**REPORT No.: 15TC0100 SG:nj** **COMMON No.: 2110829** **DATE: 28/08/2015**

**Presenter:** **Manager Climate Change & Environment, Shenagh Gamble**

**Approved:** **Executive Manager, Mark Blackburn**

## PURPOSE

The purpose of this report is to finalise Outstanding Audit Issue 143, pertaining to the Environmental Management System Assessment commenced by Deloitte in March 2014.

## LINK TO STRATEGIC PLAN

The issues addressed in this Report are in accordance with the following Goals/Strategies of the City of Darwin 2012 – 2016 as outlined in the 'Evolving Darwin Towards 2020 Strategic Plan':-

**Goal**
5 Effective and Responsible Governance
**Outcome**
5.3 Good governance
**Key Strategies**
5.3.3 Understand and manage Council's risk exposure

## KEY ISSUES

- Outstanding Audit Issue No. 143, Section 3.3 and 3.4 are complete
- Implementation of the actions will occur gradually as contracts and leases come under review or renewal.

## RECOMMENDATIONS

THAT the Committee resolve under delegated authority:

A. THAT Report Number 15TC0100 SG:nj entitled Outstanding Audit Issue No.143 - Update August 2015, be received and noted.

B. THAT Outstanding Audit Issue No. 143, Section 3.3 and 3.4 be moved to the Completed Audit Issues Register.

## BACKGROUND

At the Risk Management & Audit Committee Meeting of Friday 27 March 2015 it was resolved under delegated authority:

*DECISION NO.21\3165*

**9.10 Outstanding Audit Issue No. 143 - Environmental Management System Assessment**

*Report No. 14TS0257 SG:nj (27/03/15) Common No. 1713107*

A. THAT Report Number 14TS0257 SG:nj entitled Outstanding Audit Issue No. 143 – Environmental Management System Assessment, be received and noted.

B. THAT Outstanding Audit Issue No. 143, Sections 3.1, 3.2, 3.9 and 3.10 be moved to the Completed Audit Issues Register.

C. THAT the Outstanding Audit Issue Register be amended to have a completion date of July 2015 for Outstanding Audit Issue No. 143, Section 3.3 and 3.4.

## DISCUSSION

Outstanding Audit Issue No.143, Section 3.3 is complete, see summary provided in **Attachment A.**

**3.3 A formal central register for compliance with environmental legislation should be implemented and maintained.**

a) Develop a database of relevant federal and Northern Territory legislation.
b) Database to be reviewed annually and as required when changes to legislation occur

Outstanding Audit Issue 143, Section 3.4 is complete and will be actioned as contracts and leases come under review or renewal. Draft Standard Operating Procedures and environmental checklist have been developed (**Attachment B**).

**3.4 Inspections and monitoring regimes should contain explicit reference to environmental issues**

a) Develop Standard Operating Procedure for site inspections and monitoring
b) Develop checklist for inspections

**CONSULTATION PROCESS**

In preparing this report, the following City of Darwin officers were consulted:

- Chief Executive Officer
- Team Coordinator Risk, Audit & Safety

In preparing this report, the following External Parties were consulted:

- Environmental Defenders Officer

**POLICY IMPLICATIONS**

A new Standard Operating Procedure will be developed for Site Inspections and Monitoring

**BUDGET AND RESOURCE IMPLICATIONS**
Nil

**RISK/LEGAL/LEGISLATIVE IMPLICATIONS**

Increasing awareness of obligations under environmental legislation provides avenues to reduce the risk of Council operations contravening environmental legislation. Recommendations discussed above help Council to improve compliance with environmental legislation.

**ENVIRONMENTAL IMPLICATIONS**

Improved compliance with environmental legislation inherently reduces the risk of environmental harm.

**COUNCIL OFFICER CONFLICT OF INTEREST DECLARATION**

We the Author and Approving Officers declare that we do not have a Conflict of Interest in relation to this matter.

**SHENAGH GAMBLE**
**MANAGER CLIMATE CHANGE & ENVIRONMENT**

**MARK BLACKBURN**
**EXECUTIVE MANAGER**

For enquiries, please contact Shenagh Gamble on 8930 0530 or email: s.gamble@darwin.nt.gov.au.

**Attachments:**

**Attachment A:** Extract of database of Northern Territory and Commonwealth legislation
**Attachment B:** Draft Standard Operating Procedures and Inspection Checklist

# NORTHERN TERRITORY ENVIRONMENTAL LEGISLATION

**Table of Contents**

**Notes**

1. 1 Penalty Unit= $149 as per Regulation 2 of *Penalty Units Regulations NT.*
2. A reference to a ‘person’ in an Act includes a reference to a body politic and a body corporate as well as an individual, unless otherwise specified in the Act: *Interpretation Act* (NT) s 24AA

# COMMONWEALTH ENVIRONMENTAL LEGISLATION

**Table of contents:**



**Notes:**

1. 1 Penalty Unity= $170 as per Section 4AA of the *Crimes Act 1914*.
2. References to 'person' in an Act include a body politic or corporate as well as an individual, unless otherwise specified in the relevant Act: *Acts Interpretation Act 1901* (Cth) s 2C.

| Council's obligation | Text of obligation | Comments / Info |
|---|---|---|
| **Environment Protection and Biodiversity Conservation Act 1999**<br><br>*The EPBC Act has implications for the operations, responsibilities, employees and contractors of local governments. Local government activities may require approval if there is a likely significant impact on a matter protected by the EPBC Act. This means activities that involve, for example, clearing native vegetation, changing the natural flow of water, or controlling weeds and other pests should be referred to the Australian environment minister if they are likely to have a significant impact on a matter protected under the EPBC Act.*<br><br>The only relevant sections included are those that relate to matters of national environmental significance that exist in the Darwin City Council municipal area.<br>As at 1 December 2014 there were two categories of matters of national environmental significance in the Darwin City Council municipal area. These were: Threatened Species (25 species) and Migratory Species: (51 species). | | |

procedure

**Title:** **Standard Operating Procedure: Contractor Reporting of Environmental Incidents**

Procedure No:

Applicable to:

Relational policy:

Approved by:

Next Review Date:

Responsibility:

Document Number:

| Version | Adoption Date | History |
|---|---|---|
| 1 | | |
| 2 | | |
| 3 | | |
| 4 | | |



## 1 Procedure Summary

This Standard Operating Procedure (**SOP**) sets out how contractors will report to the City of Darwin about environmental issues that arise in the course of their activities.

## 2 Procedure Statement

This SOP will:

1. Create a formal procedure for contractors to notify the City of Darwin of environmental incidents, and issues and conditions they are experiencing; and

2. Provide the City of Darwin with information it needs to manage emerging environmental risks and avoid legal, financial and reputational consequences.

### Background

To ensure that its contractors appropriately manage environmental issues and take necessary steps to mitigate the risks of environmental harm, the City of Darwin requires its contractors to:

1. Complete an environmental management plan at the commencement of the contract;

2. Facilitate environmental inspection visits by City of Darwin officers; and

3. Provide reports to the City of Darwin on environmental issues and conditions that they are experiencing.

There is no legislative requirement that the contractor notify the City of Darwin of these environmental issues. However, so that the City of Darwin can proactively comply with its environmental protection obligations, it is desirable to incorporate this requirement into its contracts.

**Responsibilities**

*Periodic environmental reporting*

A contractor must provide an environmental report to the City of Darwin on a periodic basis. The frequency of the periodic reporting requirements will be determined with reference to the size of the project and the frequency of the works. The template periodic environmental report (**PER**) is at Attachment A.

Once received, the report will be reviewed by the Manager, Climate Change and the Environment. The information on the report will be entered into the environmental register for the purposes of record keeping, reporting, and monitoring. A copy of the report will be kept on file.

*Environmental incidents*

Where a notification is made to the Northern Territory Environmental Protection Authority (NTEPA) in relation to any incident on a site the contractor must notify the City of Darwin within 3 days of first notifying the NTEPA by telephoning [insert details].

*Emergency environmental incidents*

If an emergency environmental incident occurs, all necessary action should be taken to minimise the size of the impact and any adverse effects. The contractor should contact emergency services if there is an imminent risk to human health and safety.

The City of Darwin must be notified of an emergency environmental incident within 24 hours of the incident occurring by telephoning [insert details].

[City of Darwin: Many organisations also include an 'incident report' system, whereby reports must be made if there is an environmental incident. I have not included this, as reports are already required under s 14 of the *Waste Management and Pollution Control Act* in the event of environmental harm or serious environmental harm, and I know that the preference is to not overburden small businesses with regulatory requirements. It may be that the combination of the environmental management plan, the site inspections and periodic reporting sufficiently manages the risk arising from the activities of the contractors. I have included an informal 'telephone notification system'].

*Correspondence from environmental agencies*

A contractor must provide to the City of Darwin copies of any correspondence from the Northern Territory Environmental Protection Authority (or other government agency) which relate to environmental harm occurring at a premises where a contractor is undertaking work, as soon as is practicable after having received it.

## 3 Legislation, terminology and references

See Council's registers of Commonwealth and Northern Territory environmental legislation, as amended from time to time.

procedure

**Title:** **Environmental inspection and monitoring**

Procedure No:

Applicable to:

Relational policy:

Approved by:

Next Review Date:

Responsibility:

Document Number:

| Version | Adoption Date | History |
|---|---|---|
| 1 | | |

## 1 Procedure Summary

The City of Darwin is committed to ensuring that it meets its environmental responsibilities, in a way that places a minimal regulatory burden on its staff and contractors and does not impose unnecessary costs.

The purpose of this Procedure is to incorporate an environmental monitoring process into the City of Darwin's pre-existing inspection and monitoring regimes; it is not meant for use as a formal audit.

This procedure will enable the City of Darwin to have greater oversight over operations undertaken by the City of Darwin or its agents, lessors and contractors to ensure compliance with legislated environmental obligations.

Through an environmental monitoring process, the City of Darwin can:

- gain a better understanding of the activities of its contractors from which a risk of environmental harm arises, which have broader consequences for the community;
- proactively identify the activities of its agents, lessors and contractors which may cause environmental harm, and identify trends or systemic issues;
- contribute to sound environmental management through recommending changes to existing environmental management procedures, or creating its own strategies to respond to identified threats; and
- take any enforcement or corrective action in a timely manner.

## 2 Procedure Statement

There is no explicit legislative requirement that Council monitor the conduct of its contractors and lessors. However, by regularly conducting environmental monitoring, the City of Darwin is meeting its mandated functions and roles under the *Local Government Act* in relation to sustainable service delivery and environmental management, including:

- Providing services and facilities for the benefit of its area, its residents and visitors;

- Carrying out measures to protect its area from natural and other hazards and to mitigate the effect of such hazards;

- Managing and develop council facilities and services in its area in a sustainable way; and

- Seeking to ensure a proper emphasis on environmentally sustainable development within its area and a proper balance between economic, social, environmental and cultural considerations.

While contractors and lessors may already conduct environmental monitoring of their activities (for instance, under an environmental management plan), environmental monitoring by the City of Darwin is an important independent regulatory tool, as the City of Darwin retains responsibility for environmental impacts upon the environmental qualities of the municipal area, and may jointly be responsible as owners of land which contractors or lessors have leased out or are conducting their activities on.

**Procedure**

Due to the nature of the services and operations that the City of Darwin provides/runs, either directly or through its contractors, it has been determined that periodic site and/or activity inspections are the most appropriate environmental monitoring tool, as for most of the operations the risk of non-compliance and potential for environmental harm is relatively low. Periodic inspections of both Council and contractor operations is a low-intensity monitoring activity that adequately addresses the environmental responsibilities.

For large-scale projects, additional legislative requirements will need to be met monitoring and auditing requirements should be incorporated into contracts, environmental management plans, or the conditions of licences.

The purpose of monitoring inspections is to gather information about environmental issues on site or arising from activities, monitor compliance with environmental legislative obligations, and to alert both Council and the contractor to emerging environmental issues that may need to be addressed.

An officer conducting an environmental inspection must:

1. Conduct a site visit to assess the conduct of the activities and environmental conditions which can readily be assessed on-site;

2. Complete and submit a standard form Environmental Inspection Checklist (**EIC**)(attachment 1) which will note any issues or concerns arising from the site visit vis-a-vis the general legislative environmental obligations that apply to the site.

3. Submit the completed EIC to the Manager, Climate Change and Environment for filing or follow up action if required.

The monitoring inspection is not meant to be exhaustive, and so it will not usually involve a formal review of documentation and records. It is restricted by the time that an officer has to conduct an inspection, and relies mostly on what can be seen at the time.

## 3 Legislation, terminology and references

See Council's registers of Commonwealth and Northern Territory environmental legislation, as amended from time to time.

**Attachment 1: Environmental monitoring checklist**

CITY OF DARWIN

**ENVIRONMENTAL SITE INSPECTION CHECKLIST**

| Site: | | |
|---|---|---|
| Inspected by: | | Date: |
| **Do you notice any of the following?** | **Y, N, N/A** | **Comments** |
| **GENERAL** | | |
| Visible dust or smoke? | | |
| Excessive odour? | | |
| Excessive noise? | | |
| Spillage? | | |
| Discoloured soil? | | |
| Discoloured water? | | |
| Excessive noise or vibration? | | |
| Stressed, damaged or dead vegetation or wildlife? | | |
| Archaeological or cultural heritage sites? | | |
| **WEED MANAGEMENT** | | |
| An abundance of weeds? | | |
| A *declared weed?* | | |
| Vehicles being cleaned as they leave the site to ensure that weeds are not spread? | | |
| Weeds being adequately controlled and properly disposed of? | | |
| | | |

| | | |
|---|---|---|
| Is the owner/occupier of the land complying with any weed management plan? | | |
| Is the owner/occupier (or person apparently in charge) of the land putting reasonable measures in place to prevent the land being infested with weeds? | | |
| **SOIL EROSION** | | |
| Soil erosion? | | |
| Has the owner/occupier (or person apparently in charge) of the land put in place reasonable measures to prevent or mitigate the soil erosion?<br><br>(e.g – protection of exposed earth with some form of cover, controls for water runoff, retaining walls) | | |
| **WASTE MANGEMENT & SITE RUNOFF** | | |
| Are there leaks from waste skips, bins or other waste receptacles? | | |
| Are the premises unreasonably untidy? (e.g. storage of waste materials or waste outside of appropriate facilities, litter left lying around the premises) | | |
| Listed waste on site? (e.g asbestos)<br><br>If listed waste is present, are the relevant procedures and legislative requirements being met? | | |
| Are there bunds on site to prevent spillage and runoff of waster or other pollutants?<br><br>If yes, are the bunds in poor condition? (e.g filled with rainwater, overflowing, stained, damaged or cracked) | | |
| Diesel or oil staining around storage areas or refuelling areas? | | |
| Chemical or other containers or drums stored inappropriately (e.g in close proximity to stormwater drains or other water courses, poorly | | |

| | | |
|---|---|---|
| stacked, exposed to weather). | | |
| Is a waste or contaminant being discharged to a waterway?<br><br>If yes, does the person responsible for the discharge have a waste discharge licence issued under the *Water Act*? | | |
| Do you observe any other forms of pollution emanating from the site? | | |
| **WATER MANAGEMENT (GENERAL)** | | |
| Is there a dam, water storage or water control structure on site?<br><br>If yes, has Council been provided with copies of the authority to have such a structure on the premises? | | |
| Any obstruction or interference of a waterway? (e.g by placing a structure or other obstruction in, on or below a waterway) | | |
| Any water accumulating on the site? | | |
| **SACRED SITES & HERITAGE** | | |
| Are you aware of any sacred sites on the premises?<br><br>If yes, has the owner/occupier (or person apparently in charge) obtained the relevant certificate?<br><br>Do you have any other concerns about sacred sites on the land? | | |
| Skeletal remains on site?<br><br>If yes, notify the police immediately and the Heritage Branch of the Department of Lands, Planning and the Environment. | | |

# OPEN SECTION



## 10. INFORMATION ITEMS

### 10.1 Review of Outstanding Audit Issues Register

Common No. 422690

*The Outstanding Audit Issues Register is* ***Attachment A****.*

ATTACHMENT A

| CITY OF DARWIN RISK MANAGEMENT & AUDIT COMMITTEE REGISTER OF OUTSTANDING AUDIT ISSUES | | | | | EFFECTIVE DATE: 27 MARCH 2015 |
|---|---|---|---|---|---|
| **OAI NO.** | **AUDIT NAME & AUDITOR** | **AUDIT ISSUE & REFERENCE** | **RESPONSIBLE OFFICER** | **AGREED COMPLETION DATE** | **IMPLEMENTATION STATUS** |
| **122** | **REVIEW OF FRAUD MANAGEMENT ARRANGEMENTS**<br><br>Deloitte<br><br>August 2011 | **2.2.5 (1.2.4) Financial services (finance, payroll) procedures require further enhancement and updating.**<br><br>• Updating information based on changes in approval limits or resulting from system upgrades<br>• Noting the dates when the procedure was adopted and last adopted as well is the date of its next review<br>• Updating position titles move with the procedure especially in the case delegated officers were significant approval limits<br>• Identifying and noting the procedure owner<br>• Ensuring each section heading includes the appropriate text/instructions or, if deemed inapplicable is removed from the procedure<br>• Clarifying which position is responsible for the following listed procedures, either by preparing the procedures in the third person or including an overall statement at the beginning of the procedure. | Manager Finance | March 2012<br>Amended to December 2012<br>Amended to May 13<br>Amended to Oct 2013<br>Amended to May 2014<br>Amended to July 2014<br>Amended to October 2014<br>Amended to October 2015 per RMAC 27032015 | See Report in Agenda for June 2012.<br>See Report in Agenda for March 2013.<br>See Report in Agenda for August 2013.<br>New revised recommendations as per March 2014 report<br>See Minutes from item 10.1 May 2014 meeting.<br>See Minutes from item 9.4 August 2014 meeting. |
| **140** | **STRATEGIC PERFORMANCE FRAMEWORK**<br><br>BDO<br>December 2013 | **Reliability of Monitoring & Reporting Processes**<br><br>1 The Manager Strategy and Outcomes to ensure all KPIs reported in Interplan are supported by accurate and reliable source documentation. This documentation should be retained (either electronically within Interplan or in hard copy) for each Progress Report. These requirements should be clearly documented and communicated to management and staff across the council. | Manager Strategy & Outcomes | March 2014<br>Amended to<br>June 2014<br>Amended to 31 December 2014 | New revised recommendations as per March 2014 report<br>See Minutes from item 9.6 August 2014 meeting |
| | | **Lack of Linkage within Strategic Performance framework**<br><br>2.1 Review the Strategic Performance Framework to ensure only those plans required in the process are included and that each cascades from the previous to ensure linkages. A pragmatic approach should be taken with this review to ensure the plans are relevant and will be applied. | Manager Strategy & Outcomes | June 2014<br>Amended to 31 December 2014 | New revised recommendations as per March 2014 report |
| | | **Lack of Linkage within Strategic Performance framework**<br><br>2.2 Include both a City and Council Vision with separate Council strategic goals. | Manager Strategy & Outcomes | June 2014<br>Amended to 31 December 2014 | New revised recommendations as per March 2014 report |
| | | **Lack of Linkage within Strategic Performance framework**<br><br>2.3 Gain business ownership in strategic direction. The business needs to be involved in the strategic planning development process as well as its application throughout the year. They should be questioning any operational activities not contributing to the agreed strategic direction. The agreed strategic direction should be reflected in actions and performance assessments, including staff appraisals. | Manager Strategy & Outcomes | June 2014<br>Amended to 31 December 2014 | New revised recommendations as per March 2014 report |
| | | **Inappropriate Key Performance Measures**<br><br>3.1 Using the information provided as a result of this Internal Audit project, review the suite of KPIs focussing on what is key, measurable and relevant, as well as including both lead (or real time) and lag indicators. | Manager Strategy & Outcomes | June 2014<br>Amended to December 2014 | New revised recommendations as per March 2014 report |

## CITY OF DARWIN RISK MANAGEMENT & AUDIT COMMITTEE REGISTER OF OUTSTANDING AUDIT ISSUES

**EFFECTIVE DATE: 27 MARCH 2015**

| OAI NO. | AUDIT NAME & AUDITOR | AUDIT ISSUE & REFERENCE | RESPONSIBLE OFFICER | AGREED COMPLETION DATE | IMPLEMENTATION STATUS |
|---|---|---|---|---|---|
| **140** | **STRATEGIC PERFORMANCE FRAMEWORK**<br><br>BDO<br>December 2013 | **Inefficient Reporting Processes**<br><br>4.1 Based on business area needs, CoD should develop a standard suite of reporting to be produced from Interplan.<br><br>4.2 CoD should also review the process to record and update information in Interplan to improve its efficiency. Revised processes should then be rolled out across the organisation. Business areas should then be encouraged to use Interplan rather than alternative sources. | Manager Strategy & Outcomes | December 2013<br>Amended to 30 September 2014 | New revised recommendations as per March 2014 report |
| **143** | **ENVIRONMENTAL MANAGEMENT SYSTEM ASSESSMENT**<br><br>DELOITTE<br>August 2014 | **3.2 Reporting processes against environmental KPIs should be further clarified**.<br><br>a) Update Standard Operating Procedure 010 "Tree Planting Reporting" to include: Frequency of reports against KPIs | Manager Infrastructure Services | December 2014 | |
| | | **3.3 A formal central register for compliance with environmental legislation should be implemented and maintained.**<br>a) Develop a database of relevant federal and NT legislation.<br>b) Database to be reviewed annually and as required when changes to legislation occur | Manager, Climate Change & Environment | December 2014<br>Amended to July 2015 per RMAC 27032015 | |
| | | **3.4 Inspections and monitoring regimes should contain explicit reference to environmental issues**<br>a) Develop Standard Operating Procedure for site inspections and monitoring<br>b) Develop checklist for inspections | Manager Climate Change & Environment and<br>Manager Infrastructure Capital works | March 2015<br>Amended to July 2015 per RMAC 27032015 | |
| | | **3.5 Contractors' reports should contain explicit reference environmental issues or conditions.**<br>a) Develop standard reporting procedures for contractors<br>b) Incorporate reporting procedures into contract documents<br>c) Develop report database<br>d) Reporting procedures to be updated annually and as required by the legislation register listed above | Manager Climate Change & Environment<br>and<br>Manager Contracts<br>and<br>Manager Infrastructure Capital Works | July 2015 | |
| | | **3.6 Contractors should submit environmental management plans.**<br>a) Develop template Environmental management Plan documents<br>b) Incorporate requirements into standard contract documents | Manager Climate Change & Environment<br>and<br>Manager Contracts<br>and<br>Manager Infrastructure Capital Works | July 2015 | |

| OAI NO. | AUDIT NAME & AUDITOR | AUDIT ISSUE & REFERENCE | RESPONSIBLE OFFICER | AGREED COMPLETION DATE | IMPLEMENTATION STATUS |
|---|---|---|---|---|---|
| 143 | **ENVIRONMENTAL MANAGEMENT SYSTEM ASSESSMENT**<br><br>DELOITTE<br>August 2014 | **3.7 A standard set of environmental conditions based on legislative requirements should be written into contracts or leases.**<br>a) Research and develop environmental clauses and conditions<br>b) Incorporate into new leases and contracts<br>c) Incorporate into reviewed leases and contracts | Manager Climate Change & Environment<br>and<br>Manager Contracts | July 2015 | |
| | | **3.8 Leases and contracts should be regularly reviewed to account for changes in environmental legislation or conditions**.<br>a) Compile relevant legislation<br>b) Develop Standard Operating Procedure for review of leases and contracts<br>c) Develop clause for review of all contracts and leases for environmental legislation | Manager Climate Change & Environment<br>and<br>Manager Contracts<br>and<br>Manager Infrastructure Capital Works | July 2015 | |
| 144 | **Implementation of Council Decisions**<br><br>KPMG<br>May 2015 | **1. Ensure tasks lists in ECM are reallocated upon departure of staff.**<br>a) Transfer of outstanding decisions for elected members will be added to the staff exit procedure form. | Executive Director Office of the CEO | August 2015 | |
| 145 | **Asset Management Audit**<br><br>Deloitte<br>March 2015 | 1 **On implementation of Asset Management System, develop and implement new procedures, and update existing draft procedures, where relevant in consultation with Finance.** | Manager Technical Services in consultation with Manager Finance | November 2015 | |
| | | **2 Finalise list of policies, procedures and standards for asset management, define purpose of each, the responsible sections and schedule review dates** | Manager Finance in consultation with Manager Technical Services | June 2015 | |
| | | **3 Develop, finalise and implement individual asset management plans, taking into account relevant recommendations from the 2012 asset sustainability review report (refer to Section 4 for more information)**<br>a) Assign roles and responsibilities resulting from the plans and communicate these to relevant staff members<br>b) Review asset management plans on a regular basis<br>c) Ensure future plans indicate likely service level abnd risk trends resulting from long term financial plan<br>d) Ensure that stratregy plan an dmanagfement plan performancxe measures align with AMP service levels<br>e) Continue to develop additional AMP scenarios as required to align with the long term financial plan and show service outcomes and risk consequences of long term financial plan resourcing levels<br>f) Update AMPs with state of the assets service levels for condition, function and capacity as per summary dashboards.<br>g) Continue to develop additional AMP scenarios as required to align with the long term financial plan and show service outcomes and risk consequences of long term financial plan resourcing levels<br>h) Introduce state of the art reporting for assets in the annual report | Manager Technical Services | November 2015 | |

## CITY OF DARWIN RISK MANAGEMENT & AUDIT COMMITTEE REGISTER OF OUTSTANDING AUDIT ISSUES

**EFFECTIVE DATE: 27 MARCH 2015**

| OAI NO. | AUDIT NAME & AUDITOR | AUDIT ISSUE & REFERENCE | RESPONSIBLE OFFICER | AGREED COMPLETION DATE | IMPLEMENTATION STATUS |
|---|---|---|---|---|---|
| **145** | **Asset Management Audit**<br><br>Deloitte<br>March 2015 | **4 Ensure the Asset Management Strategy covers the following areas:**<br>a. The Asset Management Strategy must include a Council endorsed Asset Management Policy<br>b. The Asset Management Strategy must identify assets that are critical to the council's operations and outline risk management strategies for these assets<br>c. The Asset Management Strategy must include specific actions required to improve council's asset management capability and projected resource requirements and timeframes.<br>d. Annually review the asset management strategy and update improvement plan as required. | Manager Technical Services | January 2016 | |
| | | **5 Develop Asset Management Improvement Program (AMIP). Program to include all improvement tasks identified in Council's Asset and Risk Management Plans and Strategy.**<br>a. Ensure that the current register is kept up to date and asset condition is monitored and reported as part of the annual review of the works programme.<br>b. Provide a data improvement programme as part of the asset management improvement programme based on benefit/cost/risk.<br>c. Develop and implement a maintenance and inspection management policy/framework and complete condition assessment manuals for all asset classes as required. | Manager Technical Services | January 2016 | |
| | | **6 Asset Finder is not integrated to Civica Authority at this stage.**<br>a. Further considerations are necessary for the future regarding detailed procedures and degree of integration between accounting and asset management systems<br>b. Implementation date is notional at this stage as it is entirely dependant on all current asset data being entered into Asset Finda | Manager Technical Services in consultation with Manager Finance | May 2016 | |


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# OPEN SECTION



## 10. INFORMATION ITEMS

### 10.2 Business Papers and Record of Meeting – RMAC Meeting held 29 May 2015 (without quorum)

*The business papers and record of meeting pertaining to the previous Committee meeting is an addendum to this agenda.*

# OPEN SECTION



## 11. GENERAL BUSINESS

Nil

## 12. CLOSURE OF MEETING