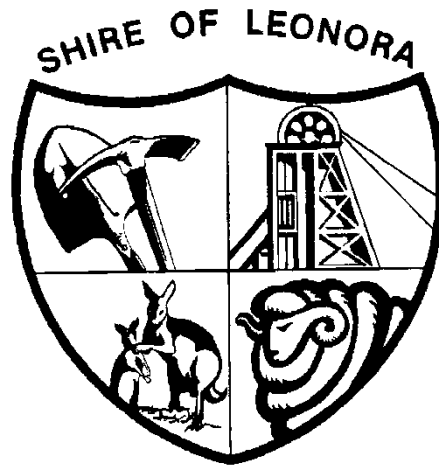


# SHIRE OF LEONORA



## MINUTES OF AUDIT AND RISK COMMITTEE MEETING

HELD 16 SEPTEMBER 2014, AT THE CONCLUSION OF THE  
COMMENCING AT 11:55AM.

## **1.0 DECLARATION OF OPENING / FINANCIAL INTEREST DISCLOSURE**

**1.1 Mr JG Epis declared the meeting open at 11:55am.**

### **1.2 Elections of Chair & Deputy Chair**

#### **1.2.1 Chair**

Mr J G Epis called for nominations for Chair of the Audit and Risk Committee.

Cr RA Norrie nominated Cr PJ Craig for the position of chair of the Audit and Risk Committee. The nomination was seconded by Cr GW Baker.

There being no further nominations, Cr PJ Craig was declared elected unopposed as Chair of the Audit and Risk Committee.

#### **1.2.2 Deputy Chair**

Mr J G Epis called for nominations for Deputy Chair of the Audit and Risk Committee.

Cr MWV Taylor nominated Cr RA Norrie for the position of deputy chair of the Audit and Risk Committee. The nomination was seconded by Cr PJ Craig.

There being no further nominations, Cr RA Norrie was declared elected unopposed as Deputy Chair of the Audit and Risk Committee.

## **2.0 RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE**

### **2.1 Present**

**President  
Deputy President  
Councillors**

**PJ Craig  
RA Norrie  
RM Cotterill  
MWV Taylor  
AE Taylor**

**Chief Executive Officer  
Deputy Chief Executive Officer  
Manager Community Services**

**GW Baker  
JG Epis  
TM Browning  
SG Butson**

### **2.2 Apologies Councillor**

**LR Petersen**

## **3.0 CONFIRMATION OF THE MINUTES OF THE PREVIOUS MEETING**

As this is the first meeting of the Audit and Risk Committee, there are no previous minutes to be considered.

*The meeting was adjourned at 12pm for a short comfort break. The meeting resumed at 12:04pm with all those previously listed on the record of attendance, present.*

## **4.0 REPORTS OF OFFICERS**

### **4.1 CHIEF EXECUTIVE OFFICER**

Nil

#### **4.0 REPORTS OF OFFICERS**

##### **4.2 DEPUTY CHIEF EXECUTIVE OFFICER**

###### **4.2.1 INTERNAL AUDIT FRAMEWORK UP DATE**

**SUBMISSION TO:** Meeting of Audit Committee  
Meeting Date: 16 September 2014

**AGENDA REFERENCE:** 4.2.1 September 2014

**SUBJECT:** Internal Audit Framework

**LOCATION / ADDRESS:** Nil

**NAME OF APPLICANT:** Nil

**FILE REFERENCE:** Nil

#### **AUTHOR, DISCLOSURE OF ANY INTEREST AND DATE OF REPORT**

**NAME:** Tanya Browning

**OFFICER:** Deputy Chief Executive Officer

**INTEREST DISCLOSURE:** Nil

**DATE:** 11 September 2014

#### **BACKGROUND**

The Shire has been undertaking a review of its risk profile as part of the implementation of the Risk Management Framework.

For the Audit Committee to note:

- the progress made on the Risk Management Framework;
- the draft Strategic and Operational Risks;
- the proposed introduction of a Risk Services Program to guide the internal audit activity and function and other monitoring and reviewing activities that may need to be undertaken. This program would be subject to change and modification during the year on the authorisation of the Chief Executive Officer.

The program would set out the internal audit activity for the year 2014-15 to be carried out by the Shire Internal Audit Function (which reports directly to the Chief Executive Officer for assigned activities). The internal audit activity would be established in consultation between the Chief Executive Officer, the Deputy Chief Executive Officer and Senior Officers to address areas that present risks to the Shire's operations.

#### **DETAILS**

The Shire has undertaken a review of its risk profile and established a draft set of Strategic and Operational Risks for the Audit Committee to consider. A number of operational and strategic risks have been identified. It is proposed that a Risk Services Program be established to encompass monitoring and reporting on activities as determined by the Chief Executive Officer on a monthly, quarterly and annual basis in accordance with the Framework established. This includes the management of the Strategic and Operational Risk Register's. Financial and operational analysis will be undertaken if required to inform risk management decision making and to provide confidence and integrity of data and/or information.

Internal audit activity focuses on areas of risk including financial and non-financial systems and compliance with legislation, regulations, policies and best practice. Where required, action plans will be developed and agreed with management for audit recommendations and follow-ups conducted to ensure that they are implemented as agreed. Criteria has been established to determine and report on the status of each recommendation and the overall status of each internal audit assignment. The status of internal audit recommendations will be reported to the Chief Executive Officer on a monthly basis and the Audit Committee quarterly. Action plans, if required, will be developed following the monitoring and reviewing activities when improvements are identified

It is therefore recommended that the Audit Committee NOTES:

1. Draft Strategic Risks and Controls
2. Draft Operational Risks and controls

## **POLICY IMPLICATIONS**

The Risk Management Policy outlines the Shire's commitment and approach to managing risks that may impact on its day-to-day operations and threaten the achievement of its objectives

## **FINANCIAL IMPLICATIONS**

Allocation was made in the 2014/2015 annual budget for the internal audit and risk function

## **STRATEGIC IMPLICATIONS**

The Chief Executive Officer should play a key role in the establishment and development of an effective risk management framework, as it ultimately sets the operational tone of the Council, and should reflect the ethics, integrity and values espoused by the Council.

An effective and transparent risk management environment would focus on the following key areas:

- Integrity and ethical values
- Management's philosophy and operating style
- Organisation structure
- Performance measures
- Policies and procedures
- Human resources policy
- Internal Audit function
- The Audit Committee.

The role of the audit committee is to govern the integrity of the entity's financial information, systems of internal control, and the legal and ethical conduct of management and employees. The key role of internal audit is to provide assistance to the Council's audit committee in discharging its governance responsibilities. It does this by:

- Providing an objective assessment of existing risks and the internal control framework
- Performing reviews of the compliance framework and specific compliance issues
- Conducting regular analysis of business processes and associated controls.
- Performing ad hoc reviews for specific areas of concern, including unacceptable levels of risk

Internal audit is an independent appraisal service, and audit activity is an important element of risk management and a contributor to the mitigation of risk.

Monitoring and reviewing activities will provide evidence of the appropriateness and effectiveness of systems and procedures in regard to risk management, internal control and legislative compliance, as required by the Local Government (Audit) Regulations 1996.

## **RECOMMENDATIONS**

That Committee NOTES:

1. Draft Strategic Risks and Controls
2. Draft Operational Risks and controls

## **VOTING REQUIREMENT**

Simple Majority

## **COMMITTEE DECISION:**

*Moved Cr MWV Taylor, seconded Cr AE Taylor, that Committee NOTES:*

1. *Draft Strategic Risks and Controls*
2. *Draft Operational Risks and controls*

**CARRIED 6/0**



***Shire of Leonora***  
***Operational Risk Report (Summary)***

CEO’s Office

Administration

<b>Risk Code</b>	OR-038	<b>Risk</b>	Council does not obtain value for money in relation to its contractors	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Shire Reputation and Governance	<b>Review Frequency</b>	Quarter
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*Initial Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** On-going contract management process that identifies and manages deliverables, key contract clauses, responsibilities and milestones

*Future Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Suitably qualified and/or independent personnel to sit on Selection Panel to ensure that informed and objective decision is made when selecting suppliers / contractors.

**Risk Solution**

- Council does not release milestone payments to suppliers / contractors until they meet all their associated objectives. Payments authorised by CEO and/or delegated senior officer



CEO's Office

Administration

<b>Risk Code</b>	OR-037	<b>Risk</b>	Council is not able to demonstrate that all probity issues have been addressed in the Contracting process	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Shire Reputation and Governance	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Low
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Low
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Evaluation process exists both during the selection process and throughout the term of the contract to ensure that supplier / contractor meet their objectives.

**Future Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Low
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Designated person (i.e. Internal or Probity Auditor) to review Contract process to ensure compliance with Council policy and Guidelines.

**Risk Solution**

- Robust and transparent selection processes to ensure effective and qualified suppliers / contractors are selected by Council. This includes compliance with Code of Conduct, Conflict of Interest and procurement policies



CEO’s Office

Administration

<b>Risk Code</b>	OR-029	<b>Risk</b>	Council loses recurrent Grant funding to provide existing service	<b>Responsible Officer(s)</b>	Jim Epis
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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Initial Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

Revised Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Council has a grant revenue register which records details such as reporting deadlines, amount and instalments expected and key milestones.

Future Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Grant funding availability should be identified at the budget formulation stage. If future grant funding not available, services levels to be reviewed at budget formulation stage.

Risk Solution

- Council has a clear process to review services where grant funding has ceased to ensure it understands the financial impact on its sustainability.





**CEO's Office**

**Administration**

<b>Risk Code</b>	OR-017	<b>Risk</b>	Council makes poor investment decisions	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Management monitor cash & anticipated future cash flows. Surplus funds invested in accordance with Council policy. Investment & transfer of funds approved by officers in accordance with levels of delegations.

**Future Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Council reviews investment performance quarterly through a report from the CEO.

**Risk Solution**

- Council has a clear and comprehensive investment policy to assist when making any decisions to invest funds.



**CEO's Office**

**Administration**

<b>Risk Code</b>	OR-016	<b>Risk</b>	Fraud	<b>Responsible Officer(s)</b>	Tanya Browning
<b>Risk Category</b>	Financial and Legal		<b>Review Frequency</b>	Half Year	

**Initial Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Cash transfers between bank accounts and investment bodies are approved by authorised officer. Bank reconciliations are performed on a predetermined basis and are reviewed by an authorised officer

**Future Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Current controls are maintained and reviewed by an independent person

**Risk Solution**

- Access to EFT Banking system restricted to appropriately designated personnel and procedures are in place to ensure that all cash collected is banked and properly recorded.



CEO’s Office

Administration

<b>Risk Code</b>	OR-031	<b>Risk</b>	Receipts are not deposited at the bank on a timely basis or not recorded	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Receipts are deposited regularly at the bank by a person independent from the initial recording of the cash receipts

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Bank statements are reconciled to the general ledger and banking reports where relevant, on a fortnightly basis and reviewed by an authorised person.

**Risk Solution**

- Bank statements are reconciled to the general ledger and banking reports where relevant, monthly and are reviewed by an authorised person.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-010	<b>Risk</b>	Accounting policies adopted by Council are not adhered to by Council administration.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Annual
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**Initial Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Low
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Low
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Deputy CEO monitor's changes in guidance & regulations & makes the appropriate changes to the Shire's accounting policies & procedures on a timely basis.

**Future Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Low
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Shire's accounting policy reviewed annually along with delegated authority to purchase on behalf of the Shire

**Risk Solution**

- Accounting Policies and Procedures are reviewed, updated & communicated to all Shire staff responsible for reconciling, monitoring or purchasing



## CEO's Office

## Finance

<b>Risk Code</b>	OR-024	<b>Risk</b>	Accounts payable amounts and disbursements are either inaccurately recorded or not recorded at all	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Invoices received are authorised and accompanied by appropriate supporting documentation. Statements received from suppliers are reconciled to the supplier accounts in the accounts payable subledger regularly and differences are investigated.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Invoices received are authorised and accompanied by appropriate supporting documentation. Statements received from suppliers are reconciled to the supplier accounts in the accounts payable subledger regularly and differences are investigated.

**Risk Solution**

- Payments (Cheques and EFT's) are endorsed by authorised officers separate to the preparer who ensure that they are paid to the specified payee

CEO's Office

Finance

<b>Risk Code</b>	OR-015	<b>Risk</b>	Banking transactions are either inaccurately recorded or not recorded at all	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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Initial Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

Revised Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Daily cash receipting is reconciled as part of end of day process

Future Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Daily cash receipting is reconciled as part of end of day process. Reconciliation checked and signed off by independent person

Risk Solution

- Bank reconciliations are performed on a predetermined basis and are reviewed by an authorised officer. Any identified discrepancies are investigated immediately.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-026	<b>Risk</b>	Borrowings are either not recorded or are recorded inaccurately	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Debt repayment transactions are scrutinised and/or reconciled to ensure complete and consistent recording in the appropriate accounting period.

**Future Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** The loan register and loan approvals is subject to management and/or internal audit review. Loan balances regularly in the General Ledger compared to budget, loan register and statements from financial institutions.

**Risk Solution**

- A loan register is maintained containing a copy of Council resolution approving the loan and a schedule of the loan liability and the loan repayment from the lender. This also includes details of any Cash Advanced Debenture



CEO's Office

Finance

<b>Risk Code</b>	OR-004	<b>Risk</b>	Budgets are inaccurately reported with differences in the Budget adopted by Council, and that exercised by Council administration.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Original Budget and any approved changes are compared to the Budget entered into the financial system for accuracy by appropriate level of management with identified variances investigated.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Original Budget and any approved changes are compared to the Budget entered into the financial system for accuracy by internal audit function with identified variances investigated and reported to Audit Committee

**Risk Solution**

- Appropriate level of management or an independent person investigates financial system for accuracy of budgets in financial system and changes adopted by Council.





**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-001	<b>Risk</b>	Budgets do not reflect strategic objectives	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Review by management of actual performance against budget in relation to initiatives/objectives of Community Strategic Plan, Corporate Business Plan and Strategic Management Plans.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Quarterly Report presented to Audit Committee

**Risk Solution**

- Ensure process in place to establish clear links and relationship between budgets and Integrated Plans.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-013	<b>Risk</b>	Cash Floats & Petty Cash are inadequately safeguarded	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Annual
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Cash floats and petty cash are stored in secured facilities (e.g. safes, registers) when not in use

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** A register for cash floats and petty cash and custodians is maintained by authorised officers to record all movements.

**Risk Solution**

- Access (i.e. passwords or keys) to the cash floats and petty cash safes/registers is limited to authorised officers.



## CEO's Office

## Finance

<b>Risk Code</b>	OR-014	<b>Risk</b>	Cash Floats and Petty Cash transactions are either invalid, inaccurately recorded or not recorded at all	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Annual
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** A register for cash floats and petty cash and custodians is maintained by appropriately designated staff to record all movements

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** All petty cash disbursements are independently approved within financial delegations and supported by receipts.

**Risk Solution**

- Cash floats and petty cash are reconciled on a regular basis and these reconciliations are reviewed and signed off by an independent person.

**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-002	<b>Risk</b>	CEO responsible to put in place a framework of internal controls over budget formulation and management.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Budget currently prepared internally in line with Long Term Financial Plan and checked by external auditors

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Draft Budget presented to Council for information with executive comment on process over formulation prior to Adoption. Report quarterly on progress of budget against actuals to Audit Committee

**Risk Solution**

- Ensure Audit Committee signs off on process and framework for the formulation and management of the annual budget



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-008	<b>Risk</b>	Council does not comply with statutory reporting requirements and deadlines	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Low
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Low
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Statutory financial reports prepared by suitably qualified staff and reviewed by senior management.

**Future Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Low
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Quarterly statutory financial report prepared and presented to Audit Committee

**Risk Solution**

- A mechanism and/or checklist is in place to ensure statutory reporting deadlines are met. Deputy CEO monitors compliance with reporting deadlines.



CEO's Office

Finance

<b>Risk Code</b>	OR-028	<b>Risk</b>	Council does not raise the correct level of rate income	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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*Initial Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Actual rate revenue and rate rebates are compared to budget regularly; management reviews and investigates significant variances.

*Future Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Policy and procedures provides clear guidance to relevant employees as to the correct method for calculating rate income and the collections protocol.

**Risk Solution**

- Management regularly reviews the calculation methodology within the rate application system and for a sample of ratepayers to ensure correct calculation and methodology has been used.



CEO's Office

Finance

<b>Risk Code</b>	OR-011	<b>Risk</b>	Council's financial information is not reviewed in a timely manner to enable effective decision making.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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Initial Risk Assessment

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

Revised Risk Assessment

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Council reviews its financial performance in accordance with relevant legislative requirements.

Future Risk Assessment

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Ensure that roles and responsibilities are documented and within Delegations of Authority register and is maintained and updated.

Risk Solution

- Designated independent officer reviews the reporting timetable to ensure that management reviews the appropriate information on a regular and timely basis.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-009	<b>Risk</b>	Council's statutory reports provide inaccurate financial information	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** General Ledger reconciliations (including control and clearing accounts) are prepared on a regular basis; all reconciliations independently reviewed.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Actual results compared to budget provided in management reports and reviewed quarterly by senior management team

**Risk Solution**

- Actual results compared to budget regularly and provided in management reports. Management reviews and investigates significant variances.





**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-006	<b>Risk</b>	Data contained within the General Ledger is permanently lost.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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**Initial Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Data for the general ledger is being backed up daily.

**Future Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Consider data for the general ledger is also being backed up monthly and stored externally

**Risk Solution**

- Ensure off-site backup of data, program and documentation for the general ledger exists



CEO's Office

Finance

<b>Risk Code</b>	OR-019	<b>Risk</b>	Debtors are either not collected on a timely basis or not collected at all.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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Initial Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

Revised Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Debtor's reconciliation performed on a regular basis to the General Ledger and reviewed by an independent person.

Future Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Debtors and revenue are compared to budget regularly; management reviews and investigates significant variances

Risk Solution

- Management reviews debtors ageing profile on a regular basis and investigates any outstanding items.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-025	<b>Risk</b>	Disbursements are not authorised properly	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Individuals who authorise payment of suppliers are authorised officers who are independent of the processing of invoices.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** All disbursements must be approved by an authorised officer in accordance with relevant policies and/or Delegations of Authority

**Risk Solution**

- Purchase Orders must be raised for the purchase of goods and services in line with the Council's Procurement policy or over a predetermined amount where applicable. This must be done in accordance with delegated authorities



CEO's Office

Finance

<b>Risk Code</b>	OR-036	<b>Risk</b>	Employees are reimbursed for expenses of a personal nature	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Management regularly reviews employee reimbursements and selects unusual/significant items and agrees to original approved reimbursement claim along with supporting evidence (i.e. receipts). All errors are investigated.

**Future Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Management select a sample of employee reimbursements and check them for mathematical accuracy and ensures that they have been recorded correctly in the ledger.

**Risk Solution**

- All claims for Employee Reimbursements are submitted for approval along with supporting documentary evidence (i.e. receipts) and confirmation of valid expenses. This is approved by management in accordance with Delegations of Authority. Management focus on the nature (i.e. type of expense) as well as the amount of the claim.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-021	<b>Risk</b>	Fixed asset acquisitions, disposals and write-offs are fictitious, inaccurately recorded or not recorded at all	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Reconciliation of fixed assets to the General Ledger is performed regularly.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Recorded changes to the fixed asset register and/or masterfile are approved by management, compared to authorised source documents and General Ledger to ensure accurate input.

**Risk Solution**

- All fixed asset acquisitions and disposals are approved in accordance with delegation of authority and relevant procurement and fixed asset policies.



CEO's Office

Finance

<b>Risk Code</b>	OR-005	<b>Risk</b>	General Ledger does not contain accurate financial information	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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*Initial Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** General Ledger reconciliations (including control and clearing accounts) are prepared monthly by responsible staff

*Future Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** General Ledger reconciliations (including control and clearing accounts) are prepared on a regular basis and all reconciliations independently reviewed.

**Risk Solution**

- General Ledger reconciliations (including control and clearing accounts) are prepared monthly by responsible staff



## CEO's Office

### Finance

<b>Risk Code</b>	OR-007	<b>Risk</b>	General Ledger policies and procedures are not current.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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#### Initial Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

#### Revised Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Current procedures exist to enable staff to reconcile control and clearing accounts

#### Future Risk Assessment

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Current general ledger policies and procedures are reviewed and signed off by Deputy CEO.

#### Risk Solution

- Ensure procedures being used by staff for general ledger reconciliations are current



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-020	<b>Risk</b>	Inventory received is either recorded inaccurately or not recorded at all.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Supplier statements are reconciled to goods receipt records and invoices regularly.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Physical inventory is counted regularly by persons independent of day-to-day custody or recording of inventory. Inventory counts are reconciled to inventory records and inventory records are reconciled to the general ledger.

**Risk Solution**

- Quarterly stock-takes of inventory are completed and reconciled to the general ledger





**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-018	<b>Risk</b>	Investment transactions are either not recorded or are recorded inaccurately.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Actual investment income compared to budget on a regular basis; variances are investigated.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Journals are processed regularly for all investments and a process is in place to verify the accuracy of transactions. All journals are double checked.

**Risk Solution**

- Investment transactions are reconciled / compared to third-party statements documents and discrepancies are investigated



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-023	<b>Risk</b>	Over-expenditures on projects may not be detected	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Exception report generated detailing all variances for project costs over a fixed threshold (i.e. percentage or dollar amount). Exception report reviewed by management and all significant variances are investigated.

**Future Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Management performs an on-going review of current projects. This review is formally documented through an effective evaluation process and involves monitoring costs to date and estimated costs of completion.

**Risk Solution**

- Rigorous process exists for establishing budgets for projects. Project budgets must be approved in accordance with Delegations of Authority.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-034	<b>Risk</b>	Payroll disbursements are made to incorrect or fictitious employees	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
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**Initial Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Transfer of the bank file IS restricted to authorised officers who are not be involved in the preparation of the pay run

**Future Risk Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Employees made inactive in payroll records immediately upon termination. Termination report provided as supporting documentation with request for an EFT. Comparison of subsequent current employee listings made by independent person to verify correctness

**Risk Solution**

- Payroll system generates exception reports detailing all payroll changes that are regularly reviewed by management who investigate & approve variances.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-012	<b>Risk</b>	Significant budget variances are either not investigated on a timely basis or not investigated at all.	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Management regularly reports on actual performance against budget

**Future Risk Assessment**

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Management review the exception reports on a regular basis and investigate all significant variances; evidence of review demonstrated must be provided.

**Risk Solution**

- Exception reports generated on a regular basis that automatically identify variances and reviewed by management. Significant variances identified by using a standard threshold (either percentage or dollar value).



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-030	<b>Risk</b>	The fee charged does not reasonably reflect the value of the services provided	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Annual
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** User pay income compared to budget regularly; management reviews and investigates significant variances.

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Leases, agreements, memorandum of understandings or contracts are required to cover use of Council facilities, sporting grounds, etc.

**Risk Solution**

- Management to review fees charged for services on a regular basis in order to provide a value for money service in the light of operational costs.



**CEO's Office**

**Finance**

<b>Risk Code</b>	OR-003	<b>Risk</b>	Unrealistic Budgets Adopted	<b>Responsible Officer(s)</b>	Tanya Browning
<b>Risk Category</b>	Financial and Legal		<b>Review Frequency</b>	Quarter	

**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Current Budget prepared within the Leonora Integrated Planning Framework

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** All amendments to Budgets must be approved by Council and the impact on financial sustainability and LTFP considered

**Risk Solution**

- Ensure annual budgets prepared in accordance with the Leonora Integrated Planning Framework



CEO’s Office

Governance

<b>Risk Code</b>	OR-032	<b>Risk</b>	Council does not obtain value for money in its purchasing & procurement	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Shire Reputation and Governance	<b>Review Frequency</b>	Quarter
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*Initial Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** All purchase orders are approved in accordance with the Delegations of Authority and relevant policies

*Future Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Periodic review of all contracts and purchase to ensure that Council achieves value for money from suppliers.

**Risk Solution**

- Council has a comprehensive Contract and Procurement Policy and Guidelines, in accordance with the WALGA Procurement Guide 2014. These are reviewed annually.

CEO's Office

Governance

<b>Risk Code</b>	OR-035	<b>Risk</b>	Credit Cards are used for purchases of a personal nature and/or have inappropriate levels	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Quarter
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Initial Risk Assessment

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

Revised Risk Assessment

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Employees sign a declaration confirming compliance with Council policy and procedures prior to the Credit Card being released

Future Risk Assessment

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Exception report from Credit Card providers detailing all breaches of credit card limits on an individual employee basis; management regularly reviews this report and investigates all breaches on a timely basis

Risk Solution

- Council, CEO or other authorised officer approves all issues of Credit Cards and limits, to employees prior to release





CEO’s Office

Governance

<b>Risk Code</b>	OR-027	<b>Risk</b>	Lack of working capital to meet Council’s financial commitments	<b>Responsible Officer(s)</b>	Jim Epis
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<b>Risk Category</b>	Shire Reputation and Governance	<b>Review Frequency</b>	Half Year
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*Initial Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Existing Controls** Details of cash requirements, particularly with capital works, are documented and discussed by authorised officers. Investments and borrowings are reported to Council quarterly

*Future Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent

**Future Controls** Cashflow budgets prepared by suitably qualified personnel on a regular basis.

**Risk Solution**

- Management reviews cash position of Council on an on-going basis, involving comparison to budgets; significant variances investigated by management.



CEO’s Office

Governance

<b>Risk Code</b>	OR-033	<b>Risk</b>	Purchase orders are placed for unapproved goods and services	<b>Responsible Officer(s)</b>	Tanya Browning
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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*Initial Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** All purchase orders are approved in accordance with the Delegations of Authority and relevant policies.

*Future Risk Assessment*

<b>Likelihood</b>	Unlikely	<b>Rating</b>	Moderate
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** All purchase orders continue to be approved in accordance with the Delegations of Authority and relevant policies.

**Risk Solution**

- Staff provided clear guidance and instructions on the process for purchasing goods and services, including appropriate approval and obtaining appropriate number of quotes, where applicable.



**CEO's Office**

**Parks and Gardens**

<b>Risk Code</b>	OR-044	<b>Risk</b>	Chemicals used in operating environments	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Human Safety and Well – Being	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Future Controls**

**Risk Solution**

- Safe operating procedure for use of chemicals exists as well as a chemicals register



**CEO's Office**

**Parks and Gardens**

<b>Risk Code</b>	OR-041	<b>Risk</b>	Tree limbs dropping causing potential harm or traffic hazards	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Future Controls**

**Risk Solution**

- Ensure an annual tree pruning program exists



**CEO's Office**

**Works and Services**

<b>Risk Code</b> OR-047	<b>Risk</b> Abide by on-road regulations and - chain of responsibility	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Shire Reputation and Governance	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls**

**Risk Solution**

- Ensure it is well documented where the Shire fits in the Chain of Responsibility



**CEO's Office**

**Works and Services**

<b>Risk Code</b>	OR-022	<b>Risk</b>	Fixed Asset maintenance and/or renewals are inadequately planned	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls** Asset Management Plans direct Council's programmed maintenance and asset renewal schedules

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls** Management undertakes a regular review of useful lives of Fixed Assets and updates asset management plan to reflect any significant changes (i.e. expected time-frame for replacing significant fixed assets).

**Risk Solution**

- Asset Management Plans exist for all major asset classes and all changes to the asset management plan must be approved by Council



**CEO's Office**

**Works and Services**

<b>Risk Code</b> OR-039	<b>Risk</b> Footpaths lifting and causing a tripping hazard	<b>Responsible Officer(s)</b> Dan Yates
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls**

**Risk Solution**

- Annual asset maintenance plan exists for footpaths



**CEO's Office**

**Works and Services**

<b>Risk Code</b>	OR-043	<b>Risk</b>	Long Distances travelled between work environments	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Human Safety and Well – Being	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Future Controls**

**Risk Solution**

- Ensure a procedure exists in the OHS Risk Management Plan for long distances between work environments





**CEO's Office**

**Works and Services**

<b>Risk Code</b> OR-048	<b>Risk</b> Maintenance records for plant and machinery kept in accordance with manufacturers specifications and OHS legislation	<b>Responsible Officer(s)</b> Dan Yates
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<b>Risk Category</b>	Shire Reputation and Governance	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls**

**Risk Solution**

- Ensure maintenance records for plant and machinery are kept and easily accessible



CEO's Office

Works and Services

<b>Risk Code</b>	OR-046	<b>Risk</b>	Plant and equipment maintained and serviced based on time and utilisation	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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*Initial Risk Assessment*

<b>Likelihood</b>	Likely	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Likely	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Existing Controls**

*Future Risk Assessment*

<b>Likelihood</b>	Likely	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Future Controls**

**Risk Solution**

- Ensure service schedules exist for plant and equipment maintenance based on utilisation



CEO's Office

Works and Services

<b>Risk Code</b>	OR-040	<b>Risk</b>	Pot holes and road shoulder wearing causing potential traffic hazards and/or closures	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
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*Initial Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

*Revised Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Existing Controls**

*Future Risk Assessment*

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Future Controls**

**Risk Solution**

- Annual asset maintenance plan exists for roads



**CEO's Office**

**Works and Services**

<b>Risk Code</b>	OR-042	<b>Risk</b>	Staff Working in isolation	<b>Responsible Officer(s)</b>	Dan Yates
<b>Risk Category</b>			Human Safety and Well – Being	<b>Review Frequency</b>	Quarter

**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls** Non-existent  
**Future Controls**

**Risk Solution**

- Ensure a procedure exists in the OHS Risk Management Plan for staff working in isolation



**CEO's Office**

**Works and Services**

<b>Risk Code</b>	OR-045	<b>Risk</b>	Unsuitability of plant and equipment for staff to perform their duties	<b>Responsible Officer(s)</b>	Dan Yates
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<b>Risk Category</b>	Human Safety and Well – Being	<b>Review Frequency</b>	Quarter
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**Initial Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Causes**  
**Consequences**  
**Treatment**

**Revised Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Existing Controls**

**Future Risk Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Effectiveness of Controls**  
**Future Controls**

**Risk Solution**

- Ensure operator requirements are included as part of procurement process for plant and equipment





## ***Shire of Leonora***

### ***Strategic Risk Report (Summary)***

<b>Risk Code</b> SR-004	<b>Risk</b> Activation of comprehensive emergency management plan to ensure business interruption is minimised in the event of a major incident, loss of facility, loss of power.	<b>Responsible Officer</b>	Tanya Browning
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<b>Risk Category</b>	Financial and Legal	<b>Review Frequency</b>	Half Year
		<b>Risk Type</b>	Threat

**Inherent Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Low
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014



**Revised Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Low
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014

**Effectiveness of Controls** Non-existent



**Future Assessment**

<b>Likelihood</b>	Rare	<b>Rating</b>	Low
<b>Consequence</b>	Critical	<b>Last Changed</b>	02/09/2014

**Effectiveness of Controls** Poor



**Risk Solution** ➤ Ensure current emergency management and continuity plans and processes are current

<b>Risk Code</b>	SR-002	<b>Risk</b>	Change of government policy negatively affecting service provision or planned capital funding.	<b>Responsible Officer</b>	Tanya Browning
<b>Risk Category</b>	Capacity to Deliver Services		<b>Review Frequency</b>	Half Year	
			<b>Risk Type</b>	Threat	

**Inherent Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
			

**Revised Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Excellent		

**Future Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Risk Solution**      ➤ Ensure Corporate Plan and LTFP when reviewed consider the impact of government grants and contributions on service delivery and infrastructure renewal



<b>Risk Code</b>	SR-003	<b>Risk</b>	Compromise of Council's public image and reputational integrity	<b>Responsible Officer</b>	Jim Epis
<b>Risk Category</b>	Shire Reputation and Governance		<b>Review Frequency</b>	Quarter	
			<b>Risk Type</b>	Weakness	

**Inherent Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
			

**Revised Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Future Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Risk Solution**      ➤ Ensure protocols are in place with dealing with the community, stakeholders and the media.

<b>Risk Code</b>	SR-005	<b>Risk</b>	Customer processes and standards applied to all customer contact points in the Shire	<b>Responsible Officer</b>	Stuart Butson
<b>Risk Category</b>	Shire Reputation and Governance		<b>Review Frequency</b>	Quarter	
			<b>Risk Type</b>	Weakness	

**Inherent Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
			

**Revised Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Future Assessment**

<b>Likelihood</b>	Likely	<b>Rating</b>	Moderate
<b>Consequence</b>	Minor	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Excellent		

**Risk Solution**      ➤ Customer service procedures current to ensure consistency across the organisation and adherence to the Customer Service Charter

<b>Risk Code</b>	SR-001	<b>Risk</b>	Failure to protect staff or third parties from injury.	<b>Responsible Officer</b>	Jim Epis
<b>Risk Category</b>	Human Safety and Well – Being		<b>Review Frequency</b>	Quarter	
			<b>Risk Type</b>	Weakness	

**Inherent Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
			

**Revised Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Excellent		


**Future Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Excellent		

**Risk Solution** ➤ Ensure an OSH Risk Management Plan is in place in line with the Risk Management Policy and Procedure Manual.

<b>Risk Code</b>	SR-006	<b>Risk</b>	Inability to fund the maintenance replacement and renewal of infrastructure assets	<b>Responsible Officer</b>	Tanya Browning
<b>Risk Category</b>			Capacity to Deliver Services	<b>Review Frequency</b>	Quarter
				<b>Risk Type</b>	Weakness

**Inherent Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
			

**Revised Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Future Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Risk Solution**      ➤ LTFP informed by asset management plans for infrastructure assets

<b>Risk Code</b>	SR-007	<b>Risk</b>	Waste management facilities and services do not adhere to licensing and legislative requirements	<b>Responsible Officer</b>	Dan Yates
<b>Risk Category</b>	Capacity to Deliver Services		<b>Review Frequency</b>	Quarter	
			<b>Risk Type</b>	Weakness	

**Inherent Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
			

**Revised Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Future Assessment**

<b>Likelihood</b>	Possible	<b>Rating</b>	High
<b>Consequence</b>	Major	<b>Last Changed</b>	02/09/2014
<b>Effectiveness of Controls</b>	Non-existent		

**Risk Solution**      ➤ Waste Strategy exists in accordance with licensing and legislative requirements

**5.0 NEXT MEETING**

Tuesday 16th December, 2014 at the conclusion of the Ordinary Council Meeting commencing at 1:00pm, in the Shire of Leonora Council Chambers.

**6.0 CLOSURE OF MEETING**

There being no further business, Shire President Cr PJ Craig declared the meeting closed at ***12:25pm***