

**CENTRAL DESERT**  
REGIONAL COUNCIL

two ways :: one outcome

**AGENDA**  
**AUDIT AND RISK COMMITTEE**  
**WEDNESDAY, 18 AUGUST 2021**

The Audit and Risk Committee Meeting of the Central Desert Regional Council will be held in the Alice Springs Council Office on Wednesday, 18 August 2021 at 11:00AM.

# ORDER OF BUSINESS

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## **CONFIRMATION OF PREVIOUS MINUTES**

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**ITEM NUMBER** 4.1  
**TITLE** Confirmation of Previous Minutes  
**REFERENCE** 695740  
**AUTHOR** Sammy Nisansala, Governance Officer  
**DUE DATE** Not Applicable

### **LINKS TO STRATEGIC PLAN**

Theme 4: Sustainable Communities

### **RECOMMENDATION:**

**That the Audit and Risk Committee confirm the minutes of the meeting held on 20 April 2021.**

**SUMMARY:** The Audit and Risk committee is being asked to review the previous minutes to ensure they are a true and correct record of the meeting.

### **BACKGROUND**

The Audit and Risk Committee needs to consider the unconfirmed minutes of the previous meeting before they confirm that they are accurate and truthfully reflect the discussions held during the meeting.

### **ISSUES, CONSEQUENCES AND OPTIONS**

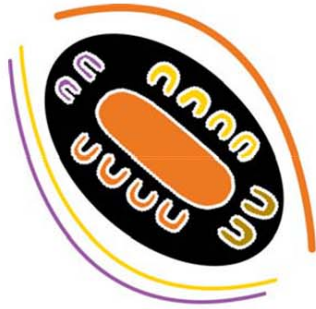
Nil

### **FINANCIAL IMPLICATIONS**

Nil

### **ATTACHMENTS:**

1 audit\_and\_risk\_committee\_meeting\_minutes\_tuesday\_20\_april\_2021.pdf



**CENTRAL DESERT**  
REGIONAL COUNCIL  
two ways :: one outcome

**MINUTES**  
**AUDIT AND RISK COMMITTEE**  
**TUESDAY, 20 APRIL 2021**

The Audit and Risk Committee Meeting of the Central Desert Regional Council was held in the Alice Springs Council Office on Tuesday, 20 April 2021 at 11:00am.

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AUDIT AND RISK COMMITTEE MEETING | ALICE SPRINGS COUNCIL OFFICE | TUESDAY, 20  
APRIL 2021 | 11:00AM

Meeting opened at 11:00am

### **PRESENT**

*Committee Members*  
Fran Kilgariff (Chair),  
Cr Adrian Dixon,  
Cr Freddy Williams

### ***Staff present***

Leslie Manda (Deputy CEO)

### ***Absent***

Cr William Liddle,  
Cr David McCormack

### **APOLOGIES**

Nil

### **CONFLICT OF INTEREST**

Nil

### **CONFIRMATION OF MINUTES**

#### **4.1 CONFIRMATION OF PREVIOUS MINUTES**

**AR001/2021 RESOLVED (Cr Adrian Dixon/Cr Freddy Williams)**  
**That the Audit and Risk Committee confirm the minutes of the meeting held 10 December 2020.**

#### **1 ACTIONS FROM PREVIOUS MINUTES**

*Nil*

#### **2 AUDIT AND RISK COMMITTEE REPORTS**

##### **6.1 STRATEGIC RISKS**

**AR002/2021 RESOLVED (Cr Freddy Williams/Cr Adrian Dixon)**  
**That Committee endorse the strategic risks register.**

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AUDIT AND RISK COMMITTEE MEETING | ALICE SPRINGS COUNCIL OFFICE | TUESDAY, 20  
APRIL 2021 | 11:00AM

### **3 GENERAL BUSINESS**

#### **7.1 AUDIT & RISK COMMITTEE REVIEW**

**RECOMMENDATION:**

**That the Audit & Risk Committee,**

- 1. Note the performance review report results by the Chair & CEO and**
- 2. Recommend to Council to adopt the Internal Audit Plan for the next 12 months.**

The meeting terminated at 11:11am.

THIS PAGE AND THE PRECEDING 2 PAGES ARE THE MINUTES OF THE Audit and Risk Committee HELD ON Tuesday, 20 April 2021 AND CONFIRMED.

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Chairperson

## **AUDIT AND RISK COMMITTEE REPORTS**

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**ITEM NUMBER** 6.1  
**TITLE** Strategic Risks  
**REFERENCE** 695742  
**AUTHOR** Sammy Nisansala, Governance Officer

### **LINKS TO STRATEGIC PLAN**

Theme 1: Advocacy  
Theme 2: Customer Service  
Theme 3: Liveability  
Theme 4: Sustainable Communities  
Theme 5: Economic Growth

### **RECOMMENDATION:**

**That Committee endorse the strategic risks register.**

**SUMMARY:** Central Desert Regional Council has adopted its Strategic Risk Plan and endorsed the Audit and Risk Committee review of risks at each meeting.

### **BACKGROUND**

The strategic risks were reviewed and debated by the Audit and Risk Committee and endorsed by Council.

The Audit and Risk Committee reviews high and extreme risks on the strategic risk register.

### **ISSUES, CONSEQUENCES AND OPTIONS**

The Audit and Risk Committee may suggest additional actions.

### **FINANCIAL IMPLICATIONS**

Financial management is negatively impacted if risks are not identified and managed. Poor risk management can have an impact on insurance as well as on asset management.

### **ATTACHMENTS:**

1 04 -21 Risk Analysis Report - 1.pdf

GOAL	RISK	TYPE	RISK RATING	RISK DIRECTION	ACTIONS	CONTROL (C) / KPI	November 2020 Status / Comments
Liveability	Council has insufficient staffing levels to deliver on the ground service requirements.	Financial HR	HIGH	STATIC →	Review and re-invigorate HR policies and procedures, by June 30th 2019/ongoing	C: HR policy and procedure KPI: Voluntary staff turnover < 15%	HR Policies update in progress and on target as per Council Policy Review Schedule YTD Voluntary staff turnover approximately 21.3% as at March 2021
	Pandemic outbreak on community	Physical Environment	EXTREME	STATIC →	Central Desert COVID 19 Plan, Community sub-plans and PPE rolled out	C: Central Desert COVID Plan & NTG Remote Preparedness Plan KPI: Zero number of community transmissions in the Southern Region	Council continues to monitor this space and directives given by NT Health including the roll out of the COVID vaccine  Central Desert COVID Plan published and shared within Council and to broader stakeholders.  NTG Remote Preparedness Plan circulated to staff and Central Desert also issued a guide to staff for response if an outbreak occurs on community.  PPE purchased and rolled out
Sustainable Communities	There is insufficient water availability to sustain a community.	Physical	EXTREME	STATIC →	Advocacy.	C: Sustainable communities action plans KPI: # of communities - maintain	Post Implementation review of Hydropanel in Yuelamu complete and water production data monitored with an average of 4900litres produced over 4 months - solution not sustainable for entire community but can be used for rest stops and playgrounds.  Continuing to lobby Power and Water to actively investigate current sources and advise Central Desert communities how this will meet future water supply demand  Update communities about Power and Water's drilling program e.g Yuendumu  Power and Water continues to update Local Authorities on Community signage installed that give the residents more awareness of the community's overall water consumption e.g Engawala, Yuendumu and Yuelamu  Local Government cannot accept responsibility of water until infrastructure is adequate
	Road funding is insufficient to maintain trafficable roads to Australian standards.	Financial Physical	HIGH	STATIC →	Documented and published road maintenance plan by June 2019.  Advocacy.	C: Road maintenance plan KPI: Baseline by June 2019, % of roads meeting standards	Asset Management Plan for Sealed & Unsealed roads developed with road conditions assessed. An estimated \$400 000 per year required to maintain our roads
	Environment drives lower population	Environment	HIGH	STATIC →		C: Liveability plan actions KPI: Population is stable or growing by 30 June 2021	2016 Census data indicates a population of 4 222 The next Census after 2016 will be in August 2021
Economic Growth	Communities fail to develop new businesses or attract companies.	Environment	HIGH	STATIC →	Advocacy.	C: Economic growth plan actions KPI: Available jobs and # residents employed has increased by 30 June 2021.	Baseline 2016 census = 1672 jobs in region, 1363 residents employed. Census scheduled for August 2021  CDP continues to meet its employment targets and work towards smooth pathways to employment, with Council and others.  Council continues to advocate for business land in Ti tree and new mining operations opening up in the Central Australia region e.g Nolans Mine.  Council continues to advocate for the increase of community profiles on Tourism sector e.g East MacDonnell Plenty Highway Master Plan, Art trail and Yuendumu visitors area.
	Relationship breakdown with community members/Traditional Owners due to land use approval disputes	Relationship External	HIGH	EMERGING	Advocacy.	C: Follow legislative approach to obtaining Sacred Site Clearances for any work done on Aboriginal Land through CLC. Communicate to LAs/residents Council's land use approval process from CLC Regularly communicate with community when approvals for land use are obtained and direct land use approval complaints to CLC. KPI: Community/Traditional Owner complaints related to Council land use approvals responded to within 3 days.	Council continues to follow legislative approach to obtaining Sacred Site Clearances for any work done on Aboriginal Land through CLC  Council continues to communicate to LAs/residents Council's land use approval process from CLC for projects  Council provides communication to relevant CLC contacts when complaints are received



## GENERAL BUSINESS

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<b>ITEM NUMBER</b>	7.1
<b>TITLE</b>	Internal Audit
<b>REFERENCE</b>	695750
<b>AUTHOR</b>	Sammy Nisansala, Governance Officer

### LINKS TO STRATEGIC PLAN

- Theme 1: Advocacy
- Theme 2: Customer Service
- Theme 3: Liveability
- Theme 4: Sustainable Communities

### RECOMMENDATION:

**That the Audit and Risk committee review the attached Human Resources, Work Health and Safety and Customer service data as part of its internal audit role.**

**Provide any recommendations to the CDRC CEO for improvements.**

**SUMMARY:** At the previous meeting it was agreed the committee had a role to undertake internal audit of CDRC activities. The schedule was:

- August 2021 meeting – Human Resources (HR) data, Work Health Safety (WHS), Customer Service
- December 2021 meeting – Procurement, Finance, Records Management
- April 2022 meeting – Local Government Act Compliance, Asset Management

### BACKGROUND

This meeting is to review HR, WHS and Customer Service

#### Human Resources, Work Health Safety

Details relating to unauthorized leave, demographics, recruitment and WHS are in the attached report.

#### Customer Service

The Customer Satisfaction Survey was held over the week commencing Monday, 10 May 2021 to Wednesday, 19 May 2021.

One of the guiding Communication Principles used by the Central Desert Regional Council (CDRC) Communications Plan is “We provide our communities with the opportunity to have their say.” CDRC seeks to improve its services to residents by consulting with them on where the

Council is doing well and where it can improve. The Customer Satisfaction Survey is intended to provide part of this consultation.

### **Methodology**

CDRC staff travelled from the Alice Springs office to the communities of Atitjere, Engawala, Lajamanu, Laramba, Nyirripi, Nturiya, Pmara Jutunta, Ti Tree, Willowra, Wilora, Yuelamu and Yuendumu to undertake interviews with residents.

The interviews were conducted face to face using an iPad to fill in the questions and the residents were not given use of the iPads due to COVID-19 safety measures.

### **Survey Questions**









Participants were asked how they felt about each of Council services with the options Happy, Unsure and Not Happy. The focus of the survey was on Council business which included Waste and Litter, Road Maintenance, Vet Visits, Firebreaks, Parks and Playgrounds, Cemeteries, Landfill and Office.

There were also three open questions: “What do CDRC do well?”, “What could they do better?” and “What does your community worry about for the future?”



## CUSTOMER SATISFACTION SURVEY

How happy are you with the following council services?

 WASTE & LITTER	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 ROADS MAINTENANCE	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 VET VISITS	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 FIREBREAKS	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 PARKS AND PLAYGROUNDS	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 CEMETERIES	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 LANDFILL	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 OFFICE	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What does CDRC do well?

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What can they do better?

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What does your community worry about for the future?

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Interviewer to complete only:

Community: \_\_\_\_\_

Team Letter

Form number

### Results

117 residents filled in surveys. The survey response rate is approximately 4.4% of the adult population in the Central Australia region (In the 2016 census approximately 66% of the population were adults. If extrapolated to the approximately 4200 people the population is estimated to be now this means there are approximately 2,772 adults).

Number of survey respondents by community:

Community	Number of surveys
Anmatjere	13
Atitjere	19
Engawala	11
Lajamanu	17
Laramba	12

Nyirripi	10
Willowra	12
Yuelamu	14
Yuendumu	10
<b>TOTAL</b>	<b>118</b>

Community	Waste and Litter	Roads Maintenance	Vet Visits	Firebreaks	Parks and Playgrounds	Cemeteries	Landfill	Office
Anmatjere	HAPPY	HAPPY	HAPPY	HAPPY	UNSURE	HAPPY	UNSURE	HAPPY
Atitjere	HAPPY	HAPPY	HAPPY	HAPPY	UNSURE	HAPPY	HAPPY	HAPPY
Engawala	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY
Lajamanu	NOT HAPPY	NOT HAPPY	HAPPY	NOT HAPPY	UNSURE	UNSURE	UNSURE	HAPPY
Laramba	HAPPY	HAPPY	UNSURE	UNSURE	HAPPY	HAPPY	HAPPY	HAPPY
Nyirripi	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY	HAPPY
Willowra	HAPPY	HAPPY	UNSURE	UNSURE	HAPPY	UNSURE	HAPPY	HAPPY
Yuelamu	HAPPY	UNSURE	UNSURE	HAPPY	NOT HAPPY	HAPPY	HAPPY	HAPPY
Yuendumu	UNSURE	UNSURE	UNSURE	UNSURE	UNSURE	HAPPY	UNSURE	UNSURE

### Lajamanu

The results of Lajamanu indicate that residents are generally unhappy with all Council services. There were no suggestions of why residents were unhappy and more work needs to be done to determine the particulars that need improvement.

### Yuendumu

The majority of respondents from Yuendumu were unsure of Council services which may be due to the possible following reasons that they do not interact with Council services, do not reside in Yuendumu, over the past few weeks there were a number of sorry business in the community and nearby communities which could have sullied the mood and led to disengagement in the activity. Council has recently completed a number of key projects in Yuendumu such as resealing of interior roads, grading of connector roads, bays at the landfill, works crew program with the mine's YAPPA team.

### Atitjere

The survey results for Atitjere have improved significantly from the November 2020 survey results.

### Parks and Playgrounds

This area of Council services has over the last two survey results scored the least. The survey results indicate that in Yuelamu residents are not

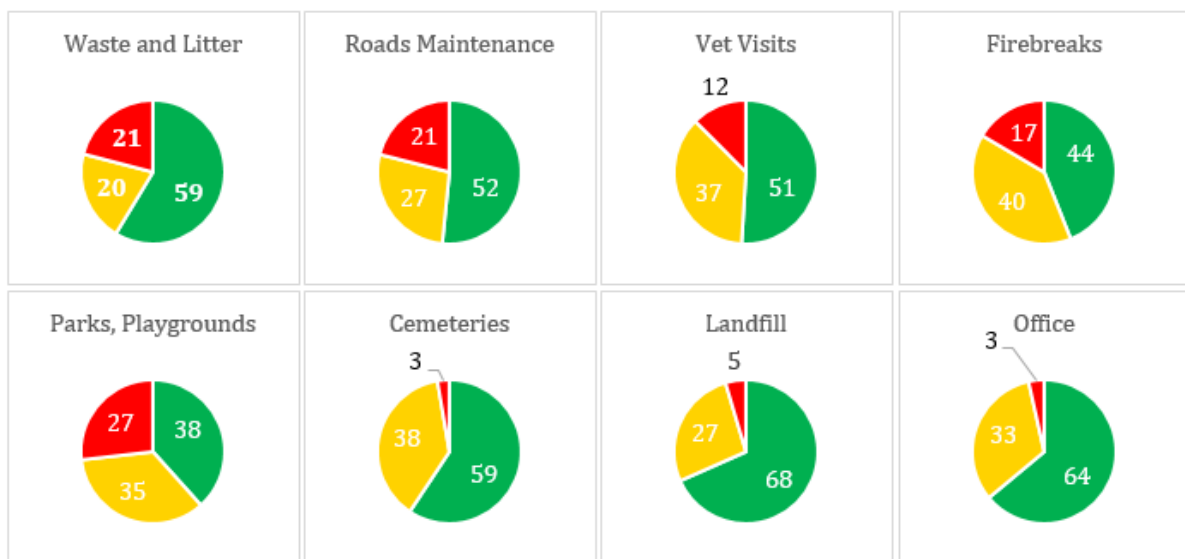
happy with the parks and playgrounds. This is consistent with community priority areas raised from the recent community plans for each of the communities particularly Wilora & Pamara Jutunta – Council as part of its response is actively working to add more playground equipment, shaded areas and plant trees in Parks and Playgrounds. Progress against this will be monitored and reported as part of community plan updates.

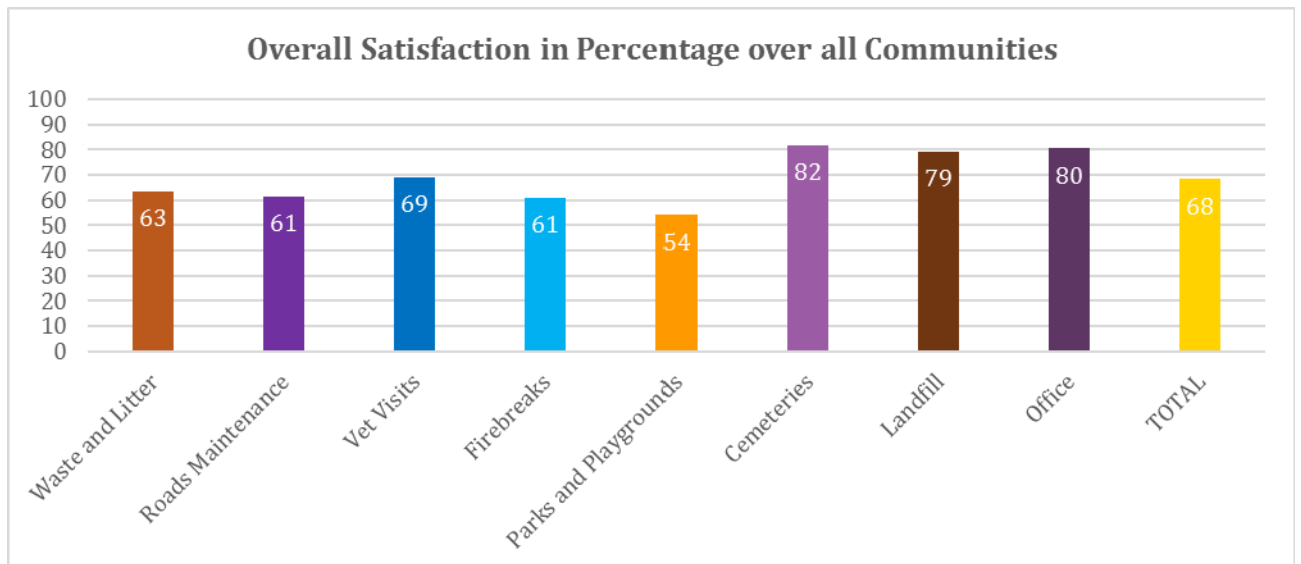
### Firebreaks

Firebreaks are the second lowest scoring service area and Council has put into place initiatives to better educate residents of the meaning of the firebreak service including clearly articulating Council’s responsibility for overgrown grass in resident’s houses or outside their fence lines.

Survey Respondents results in percentages by category:

The overall choices of the Services Satisfaction section of the survey from all communities are shown in the graphs below. The colour code is as follows: **Green:** % Happy **Yellow:** % No interaction with Council services **Red:** % Not Happy





Overall community residents are happy with Council services with 68% of residents surveyed in May 2021 compared to 67% in November 2020

There was an increase in the percentage of participants that had not interacted with Council services which may be due to participants being visitors to the community as well as not understanding services provided by Council.

There has been a reduction in the percentage of residents who are not happy with Council services - response plans identified above are being put in place and this will be reassessed over the next Customer Satisfaction Survey scheduled for November 2021.

### Open response questions

The top three themes raised by residents for the open response questions were:

What does CDRC do well?	No.	What can they do better?	No.	What does your community worry about for the future?	No.
COMMUNITY	17	CAR	12	CHILD	8
RUBBISH	4	CLEAN	12	SAFETY	7
ALL	3	RUBBISH	10	KIDS	5

Response: From the community responses above Council is doing well with its community services and litter service in some communities.

Also attached for the Committee's review is the statistics on customer service requests.

### **ISSUES, CONSEQUENCES AND OPTIONS**

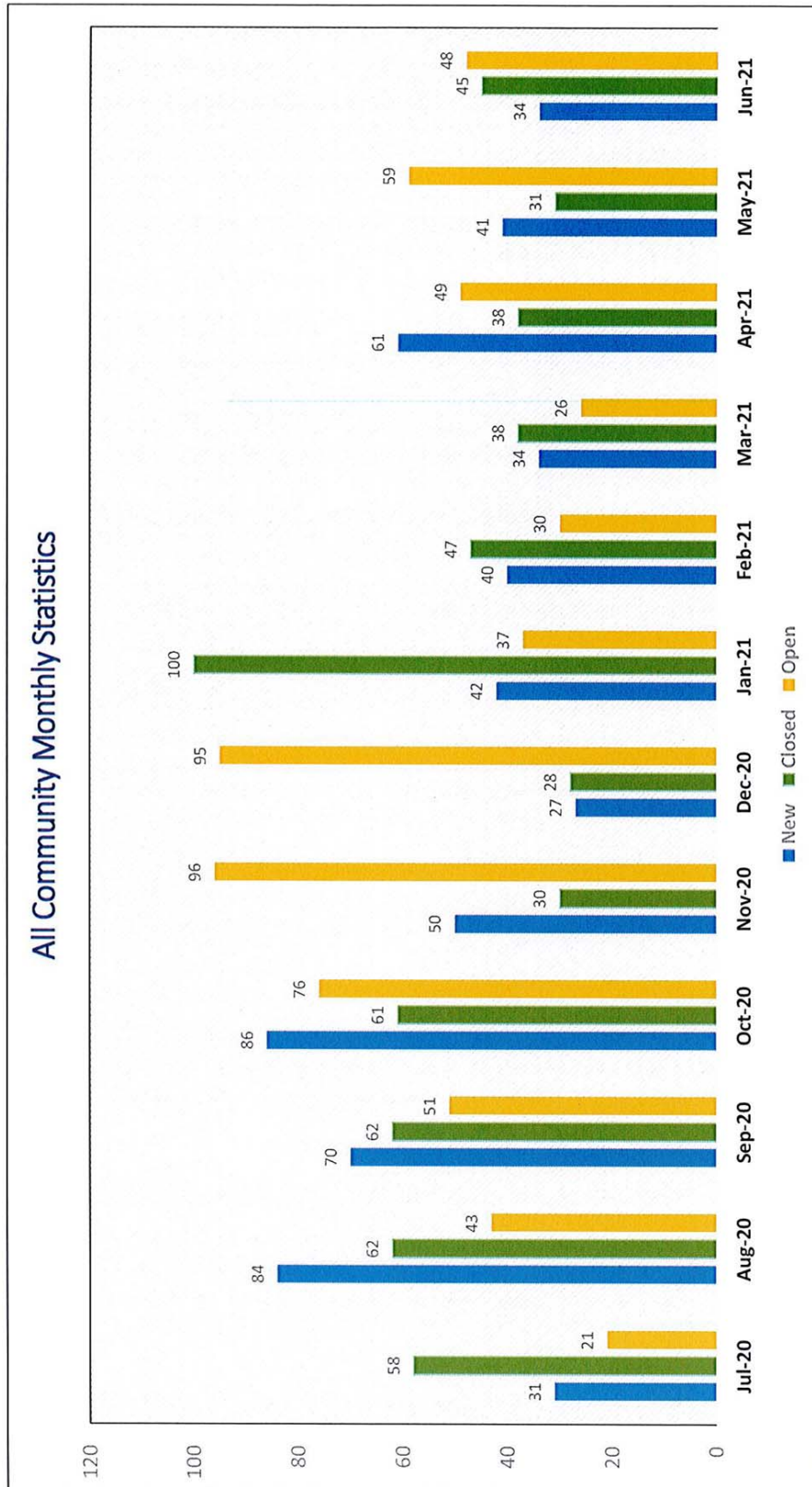
Staff and CEO have reviewed with Council and are actioning where needed. The Audit and Risk Committee may have additional recommendations or options to propose to the CEO.

## **FINANCIAL IMPLICATIONS**

Nil at this stage.

## **ATTACHMENTS:**

- 1 Service Requests All Community Monthly Statistics.pdf
- 2 2021 June GM PC report.pdf





## GM People and Culture Report

### May and June 2021 – completed 13 July 2021

The People and Culture Team has spent a lot of time this period bedding down the new position chart and notifying all staff about changes to their position descriptions.

This has included arranging for consultation of all staff through their Managers, answering many queries about the new competency based position descriptions and issuing a number of new contracts for staff affected by the review of staff levels. A large number of staff including all Community Safety Patrol Officers and Children's Services Coordinators received an increase in their level, while a small number of staff had their level reduced to align with others in Council. For staff whose level went down Council offered a number of redeployment options as well as a redundancy option, with nearly all staff accepting to continue in their role at the new level. Over the course of the last two years during our organisational review process 29% of all roles at Council have increased in level.

We've also started a campaign to increase awareness of the ongoing cultural change through communication including posters to celebrate with staff the progress that we've made.

Quarterly reviews were conducted including increments for staff in levels 1 – 3 roles and in all other levels for those achieving high levels of performance. Congratulations to all staff who received an increment.

Overall we had a higher rate of Managers returning the reviews on time, this was likely assisted by the implementation of the Manager KPIs in this quarter.

### Demographics

Current staff numbers = 213 (last period 235)

FTE equivalent = 168.96 (last period 171.72) \*

ATSI identified = 69.48% (last period 69.36%)

Local recruitment remains very strong with the majority of staff employed being local community based staff.

Total staff appointed for period = 22 (last period 26)

### Terminations

Total Terminations = 38 (last period 17) Comprising: Resignations = 11 (last period 12), Unsuccessful probation = 1 (last period 2), Misconduct terminations = 1 (last period 0), Abandonment = 6 (last period 3)

Turnover rate for period = 17.8% (last period 7.2%), rate excluding data clean up = 8.9%

YTD voluntary turnover rate = 28.3%.

**2019/20 voluntary turnover rate = 28.3%, down from 34.8% last year so we achieved a 6.5% reduction in our voluntary turnover comparing year on year.**

**Hours lost to Unauthorised Absences** = 1,687.88 (last period 2,170.90)

Based on a level 2.1 this represents more than \$44,163.16 in unspent wages over this two month reporting period.

*For the 2020/21 year the hours lost to unauthorised absences was 14,205.05, which represents more than \$371,673.36 in unspent wages.*

#### **WHS**

Incidents reported = 12 (last period 28) – top 3 were for vehicle incidents (6), plant incidents (3), and workplace injury (first aid treatment only) (1). There were no near misses also reported.

Safety inductions completed = 3 staff and 0 contractors (last period 3)

Two toolbox activities were completed. Worksite inspection rates have improved over this period, but we are still far from being compliant in this area. We saw big increases from CDP (now 68% completed) and Aged Care (now 87% completed).

The top sites for compliance are all within the Council Services area with Ti Tree at 98.15%, Willowra at 97.78%, Atitjere at 93.65% and Engawala at 93.33%.

#### **Lost Time injury Frequency Rate**

*LTIFR Local Government Standard = 12.8 lost time incidents per 1,000,000 work hours.*

March – April LTIFR is = 3.6

For 2020/21 the LTIFR is = 2.3