

CITY OF WEST TORRENS



# Notice of Committee Meeting

**NOTICE IS HEREBY GIVEN** in accordance with Sections 87 and 88 of the *Local Government Act 1999*, that a meeting of the

## **AUDIT GENERAL COMMITTEE**

Members: Councillor J Woodward (Presiding Member),  
Councillor J Wood, D Huggett  
Independent Members: E Moran, A Rushbrook

of the

**CITY OF WEST TORRENS**

will be held in the Civic Centre  
165 Sir Donald Bradman Drive, Hilton

on

**TUESDAY, 18 AUGUST 2020**  
**at 5.00pm**

Public access to the meeting will be livestreamed audio only at the following internet address: <https://www.westtorrens.sa.gov.au/livestream>

**Terry Buss PSM**  
**Chief Executive Officer**

### **City of West Torrens Disclaimer**

Please note that the contents of this Committee Agenda have yet to be considered by Council and Committee recommendations may be altered or changed by the Council in the process of making the formal Council decision.

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**1 MEETING OPENED****1.1 Evacuation Procedures****1.2 Electronic Platform Meeting****2 PRESENT****3 APOLOGIES****4 DISCLOSURE STATEMENTS**

Committee Members are required to:

1. Consider Section 73 and 75 of the *Local Government Act 1999* and determine whether they have a conflict of interest in any matter to be considered in this Agenda; and
2. Disclose these interests in accordance with the requirements of Sections 74 and 75A of the *Local Government Act 1999*.

**5 CONFIRMATION OF MINUTES****RECOMMENDATION**

That the Minutes of the meeting of the Audit General Committee held on 11 February 2020 be confirmed as a true and correct record.

**6 COMMUNICATION BY THE CHAIRPERSON****7 PRESENTATIONS**

Nil

## 8 OUTSTANDING REPORTS/ACTIONS

### 8.1 Open Actions Update

#### Brief

This report presents an update on the current status of open actions from previous meetings of the Audit General Committee.

#### RECOMMENDATION

It is recommended to the Committee that it notes that currently there are no open actions to progress.

#### Introduction

A report is presented to each ordinary meeting of the Audit General Committee (Committee) detailing the status of open actions from previous Committee meetings.

#### Discussion

Due to COVID-19 restrictions and the decision of Council to suspend all Committee meetings the April and June meetings of the Committee were cancelled and the relevant reports presented to Council for information.

All previous open actions relating to meetings of the Audit Committee have been completed and, as a result, there are no open actions.

Open Actions	Target date	RO	Status		Meeting/s where item originally raised
			Actions taken	Status	
Nil	N/A	N/A	N/A	Completed	N/A

#### Climate Impact Considerations

*(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)*

There is no direct environmental impact in relation to this report.

#### Conclusion

This report advises that all open actions relating to meetings of the Audit Committee have been completed and, as a result, there are no open actions.

#### Attachments

Nil

## **9 REPORTS OF THE CHIEF EXECUTIVE OFFICER**

### **9.1 FINANCIAL REPORTING AND SUSTAINABILITY**

#### **9.1.1 Financial Reporting**

##### **Brief**

This report lists those finance related reports which were considered by Council between 4 June 2020 and 5 August 2020.

##### **RECOMMENDATION**

It is recommended to the Committee that the Financial Reporting report be received.

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##### **Introduction**

The Audit General Committee (Committee) is presented with a list, at each of its ordinary meetings, of those finance related reports considered by Council since the Committee's last ordinary meeting. These reports and associated minutes, which are detailed below, are available on Council's website at [www.westtorrens.sa.gov.au](http://www.westtorrens.sa.gov.au).

##### **Discussion**

###### **9 June 2020 - Council Meeting**

- Budget and Annual Business Plan 2020/21

###### **16 June 2020 - Council Meeting**

- Cash Advance Debenture Authorisation
- Covid-19 Small Business Resilience Grants
- Creditor Payments
- Budget and Annual Business Plan 2020/21

###### **7 July 2020 - Council Meeting**

- Authority to Expend Funds in the 20/21 Financial Year
- Rate Equivalent Payments by Adelaide Airport Limited \*(Confidential Item)
- Weslo Holdings and Thebarton Theatre \*(Confidential Item)

###### **21 July 2020 - Council Meeting**

- Public Consultation on the Draft Budget and Annual Business Plan 2020/21
- Creditor Payments
- Property Leases

###### **4 August 2020 - Council and Committee Meeting**

- Adoption of the Budget and Annual Business Plan and Declaration of the Rates for 2020/21

##### **Climate Impact Considerations**

*(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)*

There is no direct environmental impact in relation to this report.

##### **Conclusion**

This report lists finance related reports which were considered by Council between 4 June 2020 and 5 August 2020.

##### **Attachments**

Nil

## 9.2 INTERNAL CONTROLS AND RISK MANAGEMENT SYSTEMS

Nil

## 9.3 INTERNAL AUDIT

### 9.3.1 2020-2021 Internal Audit Program Update

#### Brief

This report presents the 2020-2021 Internal Audit Program Update.

#### RECOMMENDATION

It is recommended to the Committee that the *2020-2021 Internal Audit Program Update* report be received.

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#### Introduction

An update report is provided to each ordinary meeting of Committee on the status of the current Internal Audit Program.

#### Discussion

Below is a summary of the current status of all planned audits contained in the 2020-2021 *Internal Audit Program* (Program), as at 29 July 2020. However, the full internal audit program update is attached for further information (**Attachment 1**).

The impacts of the COVID-19 pandemic have been significant across Council with the Internal Audit program not exempt from the necessary review and reprioritisation process and the need for Council to assist with providing both support to the community and stimulus to the local economy while maintaining appropriate levels of service.

The review process, and a reduced budget allocation from \$50,000 to \$25,000 (with the remaining \$25,000 re-allocated to the COVID Relief Fund), have resulted in the need to review and amend the 2020-2021 Internal Audit Program with some audits having to be reprioritised, delayed or cancelled.

The first stage of the Planning, Design and Infrastructure Act legislative compliance audit (staged audit) has been put on hold until later in the 2020/2021 year given that Phase 3 Planning Code implementation has been deferred until September 2020 and the relative legislation is still in its infancy with elements not yet fully 'switched on' until later this year, date to yet be announced.

The Work Zone Traffic Management Audit which experienced delays due to COVID-19 and the need to refocus resources of key stakeholders to deal with its impacts and the restriction of external contractors, i.e. the auditors, in Council facilities is now able to be progressed and expected to be presented to the October meeting of the Committee.

The third party (LGRS) WHS/IM KPI Audit against PSSI initially scheduled for the first quarter of 2020/21 audit has been cancelled and rescheduled by the scheme to the 2021/2022 financial year by the LGRS.

Following the Coroner's Findings in June 2020, with regard to the fatality associated with a back yard swimming pool in Salisbury, an unscheduled Swimming Pool Inspection Audit was deemed imperative. Given the high risk associated with that audit and the relative low risk associated with both the Elected Members Requests and Complaints audits, the Elected Members Requests and Complaints audits have been cancelled and replaced in the Audit Plan with the Swimming Pool Inspections audit which is to be funded from the 2020/21 budget at a cost of \$8,000. This audit consumes 1/3<sup>rd</sup> of the audit budget for the year but is considered to be necessary to provide assurance on Council's swimming pools inspection process. This audit commenced with an opening meeting in July.

All other audits noted on the plan should proceed as scheduled (subject to receipt of the cost of each audit and potential further budget review).

<b>Audit Status</b>	<b>Number</b>
In Progress	3
Completed	1
Not Started	6
Cancelled	2
<b>Total Audits Programmed (excluding staged audits)</b>	<b>12</b>
<b>Audit Status (Staged Audits)</b>	<b>Number</b>
Staged Audits Complete	0
Staged Audits in Progress or Next Stage Not Started	0
Not yet commenced	2
<b>Total Staged Audits</b>	<b>2</b>
<b>Total Audits</b>	<b>14</b>

### ***Audit Scopes***

1. The *Swimming Pool Inspections - Development Act 1993* audit is currently underway. A scope has been approved and attached to this report for information (**Attachment 2**).

### **Climate Impact Considerations**

*(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)*

There is no direct environmental impact in relation to this report.

### **Conclusion**

Overall four (4) of the fourteen (14) remaining planned audits (28%) are in progress or completed.

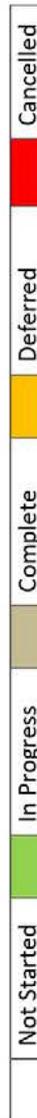
### **Attachments**

1. **2020 to 2021 Internal Audit Update as at 29 July 2020**
2. **Swimming Pool Inspections - Development Act 1993 - Internal Audit Scope**

**Report as at 20 July 2020**

**2020/21 Internal Audit Program**

Audit No.	Internal Audit	Audit Objectives	Due Date	Status	Comments
<b>Status of 2019/20 Internal Audits (Carry Overs)</b>					
<b>Staged Audits</b>					
1	PDI Act and Regulations Implementation (Stage 1)	This audit will review the legislative compliance of the CWT development processes as well as provide an assurance audit on the supporting frameworks in place such as delegations, authorisation, policies, procedures and plans.	February 2021	<b>Not Started</b>	<ul style="list-style-type: none"> <li>Delay in the implementation of the PDI Act and associated regulations and documents the timing of this audit was reviewed to ensure maximum value. At this stage it is programmed to commence in the second half of the 2020-2021 year.</li> <li>No change in status of legislative implementation since the last Committee meeting.</li> </ul>
<b>Assurance Audits</b>					
2	Complaints Processes	This audit seeks to review the current complaints management systems and processes. The audit will also allow for continuous improvement identification and initiatives for implementation.	April 2020	<b>Cancelled</b>	<ul style="list-style-type: none"> <li>Scope drafted and presented to the February 2020 Committee meeting.</li> <li>Opening meeting held in March 2020</li> <li>Audit was placed on hold due to Covid 19 impacts (planning/Implementation of actions required etc) restricting ability of key staff to attend further meetings.</li> <li>July 2020, Following the Coroner's Findings in June 2020, with regard to the fatality associated with a back yard swimming pool in Salisbury, an unscheduled Swimming Pool Inspection Audit has been implemented. Given the high risk associated with that audit and the relative low risk associated with the Complaints audit, the Complaints Requests audit has been cancelled and replaced in the Audit Plan with the Swimming Pool</li> </ul>



**Report as at 20 July 2020**

**2020/21 Internal Audit Program**

Audit No.	Internal Audit	Audit Objectives	Due Date	Status	Comments
<b>Spot Audits</b>					
3	Work Zone Traffic Management	A spot audit to assess whether City Operations work zone traffic management activities occur in line with legislation to ensure the safe movement of people throughout the city.	September 2020	In Progress	<ul style="list-style-type: none"> <li>Audit Scope drafted and presented to the October 2019 Committee meeting.</li> <li>Opening meeting held 11 February 2020</li> <li>Initial Draft of report completed</li> <li>Audit was placed on hold due to Covid-19 impacts restricting ability of key staff to review draft or attend further/closing meetings but has now recommenced</li> </ul>
<b>Third Party Audits (External)</b>					
4	Vic Roads Annual Audit	An annual Internal Audit which is mandated as part of the agreement with Vic Roads.	July 2020	In Progress	<ul style="list-style-type: none"> <li>CWT advised of this Audit in June of each year. Conclusion is generally 31 July of each year.</li> <li>Vic Roads audit template received and audit process underway</li> </ul>
5	WHS/IM KPI Audit against PSSI	An annual audit mandated by the Scheme.	November 2019	Completed	<ul style="list-style-type: none"> <li>2019 Audit process completed. The Scheme has advised that sector wide audits scheduled for 20/21 have been cancelled and rescheduled to the 21/22 year due to the impacts of Covid 19 on Council resources</li> </ul>

Not Started	In Progress	Complete	Deferred	Cancelled
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**Report as at 20 July 2020**

**2020/21 Internal Audit Program**

Audit No.	Internal Audit	Audit Objectives	Due Date	Status	Comments
<b>Status of 2020/2021 Internal Audits</b>					
<b>Staged Audits</b>					
1	PDI Act and Regulations Implementation (Stage 2)	This audit will review the legislative compliance of the CWT development processes as well as provide an assurance audit on the supporting frameworks in place such as delegations, authorisation, policies, procedures and plans.	September 2021	<b>Not Started</b>	<ul style="list-style-type: none"> <li>Delay in the implementation of the PDI Act and associated regulations and documents means the timing of this audit will need to be reviewed to ensure maximum value. At this stage it is programmed to commence early in the 2021-2022 year</li> <li>No change in status of legislative implementation since last Committee meeting</li> <li>This is stage 2 of the two stage audit process. The first stage is proposed to begin quarter three 20/21</li> </ul>
<b>Assurance Audits</b>					
	Swimming Pool Inspections - Development Act 1993	Following the findings of the Coroner's Court in June 2020, the objectives of the audit are to determine whether the current processes (both in design and operation), relating to the programming and follow up of swimming pool inspections by the CWT, are robust and comply with the State Coroner's recommendations as well as the <i>Development Act 1993</i> and will meet the requirements of the <i>Planning, Development and Infrastructure Act 2016</i> and associated Regulations	November 2020	<b>In Progress</b>	<ul style="list-style-type: none"> <li>Audit Scope approved and presented to the August 2020 Committee meeting for its information. Galpins engaged to undertake the audit with an opening meeting to be held in August 2020.</li> </ul>

	Not Started		In Progress		Complete		Deferred		Cancelled
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**Report as at 20 July 2020**

**2020/21 Internal Audit Program**

<b>Audit No.</b>	<b>Internal Audit</b>	<b>Audit Objectives</b>	<b>Due Date</b>	<b>Status</b>	<b>Comments</b>
2	Flooding controls and prevention	This audit seeks to review the CWT Hazard Plan regarding flooding to assess the PPRR measures in place regarding flooding to ensure the city is appropriately prepared for flooding	April 2021	<b>Not started</b>	<ul style="list-style-type: none"> <li>Proposed to commence in third quarter of 2020/21</li> </ul>
3	Elected member requests	The Office of the CEO and Mayor receive numerous requests from Elected Members but it is acknowledged that requests are provided to numerous departments directly. This audit seeks to review the process for ensuring elected member requests are dealt with in a timely, correct and appropriate manner given the risks identified regarding advice provision	January 2021	<b>Cancelled</b>	<p>July 2020: Following the Coroner's Findings in June 2020 with regard to the fatality associated with a backyard swimming pool in Salisbury, an unscheduled Swimming Pool Inspection Audit has been implemented. Given the high risk associated with that audit and the relative low risk associated with the Elected Members Requests audit, the Elected Members Requests audit has been cancelled and replaced in the Audit Plan with the Swimming Pool Inspections audit which is to be funded from the 2020/21 budget.</p>
<b>Legislative Compliance Audits</b>					
4	Expiation, Fines and Enforcements - Collecting fines	A legislative compliance audit to be undertaken by a legal auditor reviewing CWT compliance with fine and expiation handling	March 2021	<b>Not started</b>	<ul style="list-style-type: none"> <li>Proposed to commence in third quarter of 2020/21</li> </ul>
<b>Third Party Audits (External)</b>					
5	Vic Roads Annual Audit (Third Party Audit)	An annual Internal Audit which is mandated as part of the agreement with Vic Roads.	July 2021	<b>Not Started</b>	<ul style="list-style-type: none"> <li>CWT will only be advised of this Audit in June of each year. Conclusion is generally 31 July of each year.</li> </ul>



**Report as at 20 July 2020**

**2020/21 Internal Audit Program**

<b>Audit No.</b>	<b>Internal Audit</b>	<b>Audit Objectives</b>	<b>Due Date</b>	<b>Status</b>	<b>Comments</b>
6	Dog and Cat Management Board	An annual Audit (Council notified if selected for that years audit) as required by the Dog and Cat Management Board	TBA	<b>Not Started</b>	<ul style="list-style-type: none"> <li>Have not yet been advised of start date</li> </ul>
<b>WHS Audits</b>					
7	WHS/IM KPI Audit against PSSI	An annual audit mandated by the Scheme	TBA	<b>Not Started</b>	<ul style="list-style-type: none"> <li>Have not yet been advised of start date</li> </ul>
8	WHS Training and Education	WHS training and education contribute to the overall WHS culture at the CWT. It has been highlighted in numerous WHS audits that this is an important factor in ensuring that WHS is an ongoing concern	June 2021	<b>Not Started</b>	<ul style="list-style-type: none"> <li>Proposed to commence in fourth quarter of 2020/21</li> </ul>





## Internal Audit Scope

# Swimming Pool Inspections - *Development Act 1993*

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### Introduction

Council takes its responsibilities, under the *Development Act 1993* to monitor the installation of swimming pool and associated safety measures including fencing, very seriously with regard to life and safety.

Although it is not on the current Audit Program 2019-22, a recent judgement by the State Coroner involving the death of a small child in a backyard pool has provided considerable learning opportunities for all councils. This judgement, and associated recommendations, provides the opportunity for a legislative and assurance audit to be undertaken of Council's practices and processes with regard to swimming pool inspections pursuant to the *Development Act 1993* and the *Planning, Development and Infrastructure Act 2016* and associated Regulations, to identify, develop and implement improvement opportunities.

### Audit Scope and Objectives

The objectives of the audit are to determine whether the current processes (both in design and operation), relating to the programming and follow up of swimming pool inspections by the CWT, are robust and comply with the State Coroner's recommendations as well as the *Development Act 1993* and will meet the requirements of the *Planning, Development and Infrastructure Act 2016* and associated Regulations.

This may include, but is not limited to:

- Compliance with the appropriate sections *Development Act 1993* and any other applicable legislation or statutory requirements including appropriate record keeping and reporting.
- Guidance on any changes to the current processes to meet the requirements of the *Planning, Development and Infrastructure Act 2016* and associated Regulations.
- The adequacy and effectiveness of CWT processes including record keeping and management of follow up (or the lack thereof) of swimming pool inspections
- CWT processes regarding notification to applicants and those who have had inspections conducted around compliance with AS 1926.1 - 2012 Safety Barriers for swimming pools and the relevant requirements of the Building Code of Australia

- Adequacy of the current *Council Policy: Building and Swimming Pool Inspection* in relation to swimming pool inspection and follow up
- Adequacy of the current *Administration Policy Building and Swimming Pool Inspection* in relation to swimming pool inspection and follow up

This audit specifically excludes:

- Swimming Pool Inspections undertaken by environmental health officers pursuant to the *Public Health Act 2011*

## Approach

In performing this audit, the following will be undertaken:

1. A desktop Audit of current documentation and relevant processes relating to swimming pool inspections and their associated follow up including a review of an agreed number of document inspections and their associated follow up over the last two years (July 2018 to June 2020)
2. An opening meeting will be held with relevant managers at which the Auditor will discuss the scope and overview of work to be performed prior to the commencement of testing.
3. On-line interviews will be conducted with managers and staff responsible for swimming pool inspections, to establish any issues, concerns or opportunities for improvements.
4. Testing for compliance with current and incoming legislation, State Coroner's recommendations, policies, procedures, plans, and other relevant documentation to ensure the effectiveness of the swimming pools inspection process.

Given the current impacts and restrictions imposed as a result of Covid 19 pandemic significant aspects of this audit may need to be conducted via non-traditional or electronic means, ZOOM is preferred.

The Audit is to be informed by relevant legislation and best practice industry documentation, any better practice models and guidelines or relevant ISO's and Australian Standards as well as the *City of West Torrens Building Inspections Internal Audit Report (2014)*.

Audit recommendations where applicable should also consider the context and potential impacts of the implementation of the *Planning, Development and Infrastructure Act 2016* (PDI Act) on the inspection process to ensure any suggested changes to policy or process reflect what may be required as part of the implementation of the new legislation.

The audit is to be assessed and findings/issues must be clarified in accordance with a risk rating consistent with Council's *Enterprise Risk Management Framework* so that recommendations are reported as one of the following, as assessed:

- Extreme risk recommendations
- High risk recommendations
- Moderate risk recommendations
- Low risk recommendations
- Better practice or improvement recommendations

**Risks**

Potential risks associated with a failure to manage the risk effectively as identified by Internal Audit include, but are not limited to:

- Death or injury to a person, serious or otherwise
- Negligence litigation and subsequent financial and reputational risks
- Investigation by external inquiry agency re systemic maladministration or misconduct
- Non-compliance or adherence to legislative or governance requirements
- Failure to implement better practice

**General Administration**

This audit will be performed by Galpins.

Opening meeting	TBA
Commence fieldwork	TBA
Draft report to Management	TBA
Closing meeting and final report	TBA

**Sign Off**

I have read the above Internal Audit Assignment Plan and I am satisfied the objectives and scope meet the expectations for this audit.

Signed



General Manager Business and  
Community Services

Date

### 9.3.2 Procurement Internal Audit High Risk Recommendations and Actions Progress Report

#### Brief

This report presents progress against the Procurement Internal Audit High Risk Recommendations that have been approved for actioning, as at 20 July 2020.

#### RECOMMENDATION

It is recommended to the Committee that the Procurement Internal Audit High Risk Recommendations and Actions Progress Report be received.

#### Introduction

At its 11 February 2020 meeting, the Audit General Committee (Committee) resolved that a report regarding the High Risk Recommendations and Actions from the Procurement Internal Audit completed in 2020 be provided to each meeting of the Committee.

#### Discussion

The summary table below provides the current status of the remaining four (4) High Risk recommendations. All recommendations from the report are now complete. Consequently, there are no outstanding high risk recommendations resulting from the Procurement Internal Audit and, as such, this open action is complete.

Findings	Due Date	Status	Update
Guidance about Variation spending	31 July 2020	Complete	Completed
Governance/oversight over cumulative spend with suppliers	31 July 2020	Complete	Completed
Breaches of policy requirements occurred	31 July 2020	Complete	Completed
Contingency amounts included in total contract value	31 July 2020	Complete	Completed

#### Climate Impact Considerations

*(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)*

There is no direct environmental impact in relation to this report.

#### Conclusion

The *Procurement Internal Audit High Risk Recommendations and Actions Progress Report* details the status of those four (4) internal audit recommendations that were approved for actioning of which 100% are now complete.

#### Attachments

Nil

### 9.3.3 Covid 19 - August 2020 Update

#### Brief

This report provide a status update on the incident management and recovery measures implemented across Council in response to the COVID-19 pandemic and the associated Public Health Emergency Declaration and subsequent Major Emergency Declaration.

#### RECOMMENDATION

It is recommended to the Committee that the *Covid 19 - August 2020 Update* report be received.

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#### Introduction

During February 2020, the Executive reviewed its workforce capacity risk with regard to the upcoming cold and flu season, which anticipated a workforce reduction in the region of 25-30%. In addition, COVID-19 was an additional factor that was acknowledged as having the potential to reduce Council's workforce in the region of 75% depending on the progression of COVID-19.

As such, the Executive deployed the organisation's Business Continuity Plan (BCP) along with the Emergency Management Plan and Incident Management Plan (IMP) and activated the Incident Management Team (IMT). The BCP acts as a guide for the IMT to use when assessing, activating and managing the preparedness, response and recovery activities in a business disruption event. It also contains those 12 functions and critical business objectives that are integral to the ongoing continuity of Council's business regardless of the magnitude of a business interruption event. The IMP details those specific actions necessary for a specific incident, in this instance, a pandemic.

This report presents an overview of the measures implemented across Council with regard to COVID-19 that:

- Protect the health and well-being of the community, Elected Members and staff alike;
- Support residents, ratepayers, the business sector and Council lessees;
- Implement the relevant directions of the State Coordinator (Commissioner of Police) which enact those decisions of the National Cabinet, as announced by the Prime Minister, considered necessary in South Australia along with those directions considered essential for South Australia.
- Plan and promote the recovery process across the organisation and wider community.

#### Discussion

COVID-19 has had a significant impact on the community, businesses and Council since March 2020 which has necessitated Council to put in place measures with regard to the prevention, response and recovery associated with managing the real and potential risks associated with COVID-19 within the organisation.

Below provides a brief summary of some of those measures along with a timeline which outlines the sequence of actions taken during the COVID-19 event to date - this is provided at

**Attachment 1.**

## Incident Management

There were two Incident Management groups that worked collaboratively with regard to COVID-19 being; the Incident Management Team (IMT) and the Executive Incident Management Team (EIMT). The IMT comprised the following functions and primary leads:

- CEO
- Council Commander - General Manager Business and Community Services (Chair)
- LGFSG Liaison - Executive Assistant
- Public Health - Team Leader Environmental Services
- Workforce Planning - Manager People and Culture
- Communications - Team Leader Creative Services
- Operations and Facilities - Manager City Operations
- Logistics - Property and Facilities Maintenance Officer
- ICT Services - Manager Information Services
- Administration - Executive Coordinator Office of the Mayor and CEO
- Emergency Planning - Executive Assistant

Secondary and tertiary leads were also appointed with all managers being required to attend IMT meetings as observers to minimise the need for duplication of information, to ensure one source of truth but, more importantly, to ensure rapid and seamless implementation of actions and decisions.

The IMT provided regular situational updates with regard to COVID-19 and the status of identified actions. All managers were required to provide daily situational reports (SITREPS) which were provided to IMT members and used to collate the SITREP provided to the LGA Functional Support Group (FSG). The SITREPS included details relating to those staff working at home, those who were self-isolating, those on duty, the number of staff diagnosed with COVID-19 etc. along with strategies put in place to accommodate workforce reduction if that was to occur.

IMT meetings were initially held daily, remotely via Zoom, but as the case numbers within the State reduced and stabilised and many of the incident management strategies were implemented, these were reduced to three times per week and then to once a week or as required in response to Federal Government announcements/recommendations and State Government changes in directions. From 21 May, the IMT was suspended with the capacity to reactivate at short notice if required.

Initially, the EIMT met once or twice weekly to make decisions with regard to the management of COVID-19 across the organisation. As the situation stabilised, EIMT meetings were held on an as needs basis and subsequently suspended with the ability to reactivate if the situation worsened. The EIMT (via the CEO) also conducted regular meetings with the Mayor.

All decisions and actions were risk assessed and maintained in an action register as well-being attached to meeting agendas. All IMT actions were completed prior to the formation of the Recovery Management Team (RMT).

An IMT debrief facilitated by a representative of the LGA Council Ready emergency management program was conducted 18 June 2020 to provide an opportunity to gain from lessons learnt. The draft report indicates a high level of satisfaction by participants in the IMT of the systems and processes implemented across the organisation in terms of managing the COVID-19 situation.

## Recovery Management

Following the suspension of the IMT, the first meeting of the RMT was held on 26 May 2020. The makeup of this group was similar to the IMT but with additional key stakeholders with a role to play in the recovery phase. These meetings were held weekly, again remotely via Zoom.

The RMT comprised the following functions and primary leads:

- CEO
- Council Commander - General Manager Business and Community Services (Chair)
- Public Health - Team Leader Environmental Services
- Workforce Planning - Manager People and Culture
- Communications - Team Leader Creative Services
- Operations and Facilities - Manager City Operations
- Facilities - Property and Facilities Maintenance Officer
- Community Support - Manager Community Services
- Economic Development - Executive Advisor Partnerships, Business & Stakeholders Interaction
- Process Improvement - Program leader Continuous Improvement
- ICT Services - Manager Information Services
- Procurement - Senior Strategic Procurement Officer
- Administration - Executive Coordinator Office of the Mayor and CEO
- LGFGSG Liaison and Recovery Planning - Executive Assistant

As per the IMT, secondary and tertiary leads were also appointed with all managers being required to attend IMT meetings as observers to minimise the need for duplication of information, to ensure one source of truth but, more importantly, to ensure rapid and seamless implementation of actions and decisions.

The key objectives of the RMT in accordance with the overarching Recovery Plan were to:

- Restore and recover the City of West Torrens, the community and business sectors to a new (and improved) normal.
- Provide leadership, support and a positive customer experience
- Identify and assess recovery risks to eliminate or implement control measures
- Build community and workforce connectedness
- Identify strategies and tools to restore and recover the City of West Torrens, the community and business sectors.

This process was aided by the formation of four sub groups of the RMT to aid in recovery sustainability including:

- Workforce Sustainability Group - led by the Manager People and Culture
- Economic Sustainability Group - led by the Executive Advisor Partnerships, Business & Stakeholders Interaction
- Community Sustainability Group - led by the Manager Community Services
- Infrastructure and Natural Sustainability Group - led by the Manager City Property

These groups formulated recovery plans and provided information and suggestions to the RMT including:

- Planning for staff returning to work. This included revision of policy and ensuring appropriate density and physical distancing would be able to be maintained
- The development of small business grants and gift vouchers
- The reopening of Council library and community centres
- Maintaining appropriate levels of cleaning and sanitation equipment.

The majority of staff returned to work in a staged process throughout July with all staff having returned to work at CWT sites during the week of 20 July.

The formal meeting of the RMT group was suspended on 20 July with a core group including the Council Commander and Deputy maintaining their active status. As with the IMT this group has the ability to reform and meet again at short notice.

As with the IMT decisions and actions of the RMT were maintained in an action register and risk assessed and recorded to maintain defensibility.

### **Reactivation of the IMT**

As a result of the rapid increase in community transmissions and with regard to the Victorian situation, the IMT and EIMT were reactivated on 4 August 2020. An EIMT and an IMT meeting are scheduled for Thursday 6 August to implement measures to protect the health and safety of staff, customers and the integrity of Council's services. As these are being held after the close of the agenda for this Audit Committee meeting, a verbal briefing will be provided to the Committee at its meeting.

### **Local Government Stakeholders**

The Administration participated in a wide range of COVID-19 briefings, workshops and groups. These included:

#### **Local Government Functional Support Group**

Council is a participant in the FSG which is recognised in the *State Emergency Management Plan* and associated emergency management arrangements as the lead agency for local government in the event of an emergency. It works closely with the control agency and all other State Government departments and agencies during an emergency. Its role is to coordinate local government resources and responses and support the State during an emergency.

The FSG places representatives in the State Control Centre and in Zone Emergency Support Teams during an emergency who pass on requests and information from State Agencies to local government and vice versa.

Following the public health emergency declaration, the FSG met with Council Commanders, Council Liaisons and Environmental Health Officers via Zoom three times per week. As with the CWT IMT this also was modified as the number of cases and activity lowered. Council's Liaison Officer was required to provide situational reports (SITREPS) to the FSG which were subsequently provided to the State Government and/or SAPOL.

During the initial stages of the incident the CWT Events Coordinator and Council's Organisational Resilience Officer were 'loaned' to the FSG to assist with FSG Operations and to act as a Local Government Liaison in the SA Health Command Centre in the City for a two and four week deployment respectively.

Similarly to the CWT IMT and RMT groups The Functional Support Group wound down its operations as the incident progressed with a final operational briefing and hot debrief on 06 July 2020. However, as a result of a change in State Directions and the increase in COVID-19 community transmissions, the FSG has been reactivated and is providing an operational briefing to all Council Commanders and Environmental Health Officers on Friday 7 August 2020.

### **Local Government Association Briefings**

LGA facilitated a number of briefings for Mayors, CEOs and Council Commanders. Mayor Coxon, the Acting CEO and Council Commander participated LGA briefings to ensure the activities of Council during the emergency are contemporary and relevant

On occasions, LGA Briefings included briefings from the Premier and/or Minister for Local Government, along with updates from the Office for Local Government and Norman Waterhouse (acting as LGA's legal advisors during the current emergency).

LGA established a COVID-19 dedicated hotline and email address for CEOs and Council Commanders to directly access COVID-19 specific advice. These resources have been used by Emergency Project Team.

### **Key Actions, Activities and Facilities**

There were a number of actions that CWT undertook during the incident and recovery phases that impacted on key activities and facilities including:

### **Closure of Community Facilities**

Pursuant to the State Directions, the Hamra Centre and library along with Thebarton Community Centre, Plympton Community Centre, Mellor Park Centre and Cowandilla Community Hall were closed to the public on 26 March 2020.

Community Services staff were very responsive in adapting their services, or implementing innovative new services, to support community well-being and connectedness, especially to socially disadvantaged, vulnerable and/or isolated residents without the need for person to person/face to face contact. This included Call, Click and Collect library resources, morning tea on the driveways with vulnerable residents, the provision of Foodbank hampers and supermarket hampers to vulnerable residents. Many services were transposed to on-line services such as Tai Chi, activities, holiday programs, story time, toddler time etc. These services were very positively received by both the West Torrens community, non-West Torrens community alike.

The Hamra Centre and Library facilities reopened on 15 May 2020, initially with Stage 1 restrictions. To ensure the health and well-being of staff and the community, heat sensors were purchased with staff preventing anyone with a temperature above normal entering the facility. At that point there was no requirement to maintain a contact tracing registers. On 01 June 2020 following an easing of restrictions, the Library maintained a capacity of 20 visitors but was required to maintain a contact tracing register. On 19 June 2020, restrictions further eased and the capacity was identified as 75 people where density allowed. From 29 June 2020, Library and Hamra Centre density restrictions abide by the Government regulations of one person per 2m<sup>2</sup> while maintaining 1.5 m physical distancing between customers.

### **Playgrounds**

While the Prime Minister announced closures to all playgrounds and adult outdoor gym equipment, this was not enacted by the State Coordinator. So while these facilities were closed in other states there was no requirement to do so in South Australia. However, along with the majority of other councils in the State, playgrounds and adult outdoor gym equipment were closed given the level of risk associated with their continued use of them by the public. Social media feeds indicated that this action was well received by the community.

Following a risk assessment, cleaning and inspection process playgrounds were opened in early May.

## Outdoor Fitness Classes

As a result of State Directions relating to gym closures, a small number of fitness instructors approached Council for a permit to hold outdoor fitness classes on Council reserves. Permits were issued and were conditional to no more than 9 participants and the instructor, and social distancing measures being adhered to. As the incident progressed and state directions changed this requirement was eased.

## Civic Centre

Unlike some other Councils, West Torrens Civic Centre (principal office) remained open as required by legislation. Following a risk assessment of continuing to provide front counter services, a series of measures were put in place to protect the staff and customers while providing an important service to customers who are not able to transact business on line, direct debit or via credit/debit cards. Some of these measures included:

- Relocation of the front desk to the western side of the foyer area
- Small cut out of the glass window to allow for documents and payments etc.
- Signage advising customers to leave the building if they have any COVID-19 symptoms
- Signage reminding customers of social distancing requirements
- Compostable bags located at the entry for pick up rather than at the front desk
- 1.5 metre distance markers on the floor leading to the front counter window
- Use of gloves by staff when dealing with cash (and disposal at the end of each transaction)
- Provision of automatic hand sanitiser stations at multiple key touchpoints
- Upgraded cleaning regime in place
- Promotion and boosting of ability to pay invoices and expiations on-line, lodge development applications on-line etc.

The Customer service area was returned to its previous location on 20 May 2020 following the implementation of safeguards such as a plastic barrier being installed to ensure additional protection between the customer and the staff member attending the front desk.

## Workforce

All staff that were able to work from home were able to do so with the assistance of the Information Services Team who provided with equipment, instructions and the technology to continue working from home. One staff member from each department was required to work from the office for continuity and customer contact purposes. The 'Working from Home Guidelines' were required to be followed by both the staff and their supervisors/team leaders/managers. This included at home workplace WHS inspections, work planning and regular reporting by staff and associated monitoring.

Initially all meetings were held remotely, via Zoom, and staff numbers in Council vehicles were restricted to one person (where possible). Meetings between internal staff and later with external participants were initially strongly discouraged but have been re-introduced gradually with appropriate risk assessments undertaken. As of 4 August 2020, all meetings have returned to Zoom meeting only.

Cleaning regimes have been upgraded with sanitiser and cleaning products being sourced from SA Health via the FSG as required.

An Interim COVID-19 Staff Leave policy was implemented for those staff who are diagnosed with COVID-19, are required to self-isolate or have carer's obligations as a result of COVID-19. This policy was formalised in July.

Those staff who were required to work on-site, e.g. depot staff and compliance officers, were split into two teams and distributed to other facilities to ensure physical distancing of 4m<sup>2</sup> and 1.5m were maintained and to ensure the maintenance of service levels in the event a member of one team is tested positive for COVID-19 with subsequent self-isolation and building shutdown requirements.

A twelve week program of webinars for staff was introduced with regard to resilience, anxiety arising from COVID-19 and health and well-being.

All decisions relating to the workforce as a result of COVID-19 were, and are, risk assessed by the relevant manager and reviewed by both the WHS team and the Council Commander to ensure the veracity of all decisions, the decisions reduce risk and are defensible into the future.

All Elected Members and staff were provided with free flu vaccinations commencing 21 April 2020. More than 1/2 workforce availed themselves to this program.

Regular communication with staff has been maintained including a dedicated intranet page for staff filled with relevant information with regard to COVID-19 including FAQs which is regularly updated.

### **Compliance Monitoring**

The *South Australian Public Health Act 2011* (Act) identifies each council as a local public health authority for its area. The Act confers the following functions on each council in South Australia:

- a) to take action to preserve, protect and promote public health within its area;
- b) to cooperate with other authorities involved in the administration of this Act;
- c) to ensure that adequate sanitation measures are in place in its area;
- d) insofar as is reasonably practicable, to have adequate measures in place within its area to ensure that activities do not adversely affect public health;
- e) to identify risks to public health within its area;
- f) as necessary, to ensure that remedial action is taken to reduce or eliminate adverse impacts or risks to public health;
- g) to assess activities and development, or proposed activities or development, within its area in order to determine and respond to public health impacts (or potential public health impacts);
- h) to provide, or support the provision of, educational information about public health and to provide or support activities within its area to preserve, protect or promote public health;
- i) such other functions assigned to the council by this Act.

Pursuant to these conferred functions, and to assist SAPOL with the compliance monitoring of State Directions, the State Coordinator via the FSG called on all councils to prepare a compliance monitoring plan, with associated real time, on-line reporting. These plans identify how a council will undertake compliance monitoring i.e. when where, how and which staff will be deployed to that activity.

Council's Compliance Plan was submitted to the FSG and SAPOL and monitoring was undertaken in line with the Plan. This included monitoring of key areas for groups of more than 10 people, food outlets, massage parlours and the like. Reports of non-compliance are in real time using mobile technology with daily reports provided to the FSG by the Public Health lead. This process over time became one of reporting by exception and, at the time of this report, is now currently not required.

## Business Support

The Administration has been, and continues to, developing a program of support for business located within West Torrens. This includes:

- Assisting businesses within West Torrens, especially those within the food and hospitality industry that remained open and do not currently have a web presence to create virtual visibility to help new customers to find them.
- The development of a business support landing page on the West Torrens website to promote links to the Adelaide Business Hub and particularly to the Calendar of Business Support Webinars and the Business Helpline which Council has part funded along with the other councils involved in the Western Business Alliance.
- Boosting Facebook advertising to promote business assistance resources to the businesses within West Torrens.
- Assisting those West Torrens business owners and staff who have been detrimentally impacted by COVID-19 restrictions by investigating and promoting free TAFE courses that may assist those business owners and staff to upskill or reskill to improve the capability of their workforce into the future. This information is posted on the business webpage
- Investigating and supporting local businesses that were be able to pivot towards developing hand sanitiser and manufacturers who might pivot to mask-making.
- Providing business development grants that assist local small business with capital works, online and e-commerce or training and development.
- Providing \$25 vouchers for front line emergency services personnel on a \$25 off of any purchase of \$50 or more basis at local participating businesses to stimulate the local economy.
- Providing defined residents a \$25 voucher to spend at a participating local business to stimulate the local economy,

In addition, at its 31 March 2020 Special Meeting, Council resolved to suspend inspection fees and charges associated with food businesses for a 6 month period commencing 1 April 2020.

## Ratepayers and Residents Support

At its 31 March 2020 Special Meeting, Council resolved to:

- Not impose quarterly fines and monthly interest penalties on overdue rates for a 6 month period commencing 1 April 2020.
- Suspend debt recovery action on unpaid rates for 6 months commencing 1 April 2020.
- Not take action to sell any properties in the area for non-payment of rates under Section 184 of the *Local Government Act 1999*.
- Undertake a review of Council's *Rate Rebates, Remission and Postponement Policy*, especially provisions involving hardship, in order to ensure a robust, efficient and effective process is in place to manage ratepayer applications for Council support.
- Suspend parking permit fees for residents and businesses within the Council area for a 6 month period commencing 1 April 2020.

## Community and Commercial Lessee Support

At its 31 March 2020 Special Meeting, Council resolved:

- to waive fees, charges and outgoings associated with the leasing of Council buildings by sporting, arts and community organisations for a 6 month period commencing 1 March 2020.
- Postpone any recovery action, including that underway, for those lessees that are experiencing financial hardship for a period of 6 months, to 30 September 2020.
- Defer fees and charges associated with the commercial leasing on Council land and buildings without interest penalty for up to 6 months commencing 1 April 2020
- Advise all lessees of Council's preparedness to consider waiving the deferred fees and charges, including penalty interest, on financial hardship grounds.

**Communication**

A communication plan has been developed to inform, educate and provide support to the public, Elected Members and staff. This includes the key messages along with the use of Council's social media pages and website, signage, banners and posters in facilities and around the City, staff briefings, Elected Member briefings, special COVID-19 edition of Talking Points along with a range of other communication strategies.

**Climate Impact Considerations**

*(Assessment of likely positive or negative implications of this decision will assist Council and the West Torrens Community to build resilience and adapt to the challenges created by a changing climate.)*

There is no direct environmental impact in relation to this report.

**Conclusion**

This report presents an overview of a number of measures that have been or are being put into place in response to the COVID-19 pandemic.

**Attachments****1. Timeline of COVID-19 for City of West Torrens**

### Timeline of COVID-19 for City of West Torrens;

The CWT Incident Management Team (IMT) was informally activated on 3 March 2020, it was triggered due to awareness of an incident within the jurisdiction with the potential to become an emergency. Refer to the table below for an overview of the actions that followed;

03 March 2020	<p>On 3 March 2020, the COVID-19 incident activation was triggered by CWT's Council Commander due to awareness of an incident within the jurisdiction with the potential to become an emergency.</p> <p>The Incident Management Team (IMT) from the <i>City of West Torrens Emergency Management Operational Plan</i> was informally activated as a group, along with the addition of sub-groups to assist CWT prepare for a possible significant reduction in staff (estimated as being in the vicinity of 30 to 100%).</p>
12 March 2020	On 12 March 2020, the Council Commander provided a presentation to Leadership Forum - IMT presentation
15 March 2020	On 15 March 2020 a public health emergency was declared under s87 of the <i>South Australian Public Health Act 2011</i> .
17 March 2020	On 17 March 2020, the Council Commander presented a briefing to Elected Members - IMT presentation
22 March 2020	On 22 March 2020, major emergency was declared for South Australia under the <i>Emergency Management Act 2004</i>
23 March 2020	On 23 March 2020, the COVID-19 specific IMT was developed and formally placed in activation mode by CWT's Council Commander (General Manager Business and Community Services) as per the CWT Incident Management Plan.
24 March 2020	<p>Following formal activation of the COVID-19 specific IMT, on 24 March 2020 a COVID-19 formal Agenda was developed and implemented, with documented Minutes. The COVID-19 IMT was further reviewed for suitability of Functional Leads and Functional Role description and updated on 24 March 2020.</p> <p>* Following activation, IMT met daily. The CWT COVID-19 Incident Management Plan was established. Assessment and management of risks was identified as essential. Expedited Policy Creation took place whereby a number of policy document were amended, updated, created and enacted during this period.</p>
02 April 2020	On 2 April 2020, due to incident escalation, the span of control for the COVID-19 IMT was reviewed. The IMT was updated and expanded to include Functional Roles for Logistics and Emergency Planning, additionally Facilities was reallocated to Operations.
06 April 2020	From 6 April 2020, the incident started to stabilise and the COVID-19 IMT decreased the meeting frequency to Monday, Wednesday and Fridays.
20 April 2020	From 20 April 2020, the COVID-19 IMT decreased the meeting frequency to once a week as the situation had further stabilised.

21 May 2020	<p>On 21 May 2020, the IMT was <u>suspended</u> and CWT commenced the implementation of its recovery plan.</p> <p>* At the 21 May 2020 IMT meeting, CWT's Council Commander acknowledged that 'it has been mind-blowing with the amount of work that everyone has done and all the support that has been provided' during the 8 week period. It was also acknowledged that innovative work practices and ways to deliver service were a feature of this period.</p>
22 May 2020	Results from the 'Return to Workplace' survey results released.
26 May 2020	On 26 May 2020, the first meeting of the Recovery Management Team was held.
18 June 2020	On 18 June, an IMT debrief occurred facilitated by LGA's Council Ready team. This process included an online survey and a facilitated workshop delivered online via Zoom.
06 July 2020	<p>From 06 July 2020, a staged approach was taken to return all staff to the office. During week one Managers and Team Leaders return to the office, and in Week Two all remaining staff members returned to the office.</p> <p>* In preparation for Staff to return to the workplace, additional cleaning and hygiene measures were introduced for all CWT buildings (including sanitiser stations on entering the buildings, worksites, and additionally for individual desks).</p> <p>* Occupancy room numbers are detailed throughout CWT buildings. As of 29 June 2020 the State Directions reduced the density requirement to one person per 2m<sup>2</sup>, however CWT will continue to maintain one person per 4m<sup>2</sup> until further notice and maintain the 1.5m social distancing policy with regard to staff health and safety. Staff are required to comply with both the density and physical requirements wherever possible.</p> <p>* CWT requires all meetings to occur via email, phone or online. Essential face-to-face meetings are to take place within Civic Centre in the designated meeting rooms.</p> <p>* Service centre are able to converse directly with customers due to the thick Perspex screen that has been installed between our staff and customers.</p>
Today	The COVID-19 situation is continuously being monitored by the Council Commander. Should there be an escalation in the severity of the situation for South Australia, CWT's has the capacity to reinstate its IMT.

**9.4 EXTERNAL AUDIT**

Nil

**9.5 COMMITTEE PERFORMANCE AND REPORTING**

Nil

**10 OTHER BUSINESS**

**11 CONFIDENTIAL**

Nil

**12 NEXT MEETING**

13 October 2020, 5.00pm in the Mayor's Reception Room.

**13 MEETING CLOSE**