

INTERNAL AUDIT REPORT: CAB CHARGES, RIDE SHARES & POOLS CARS

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July 2023

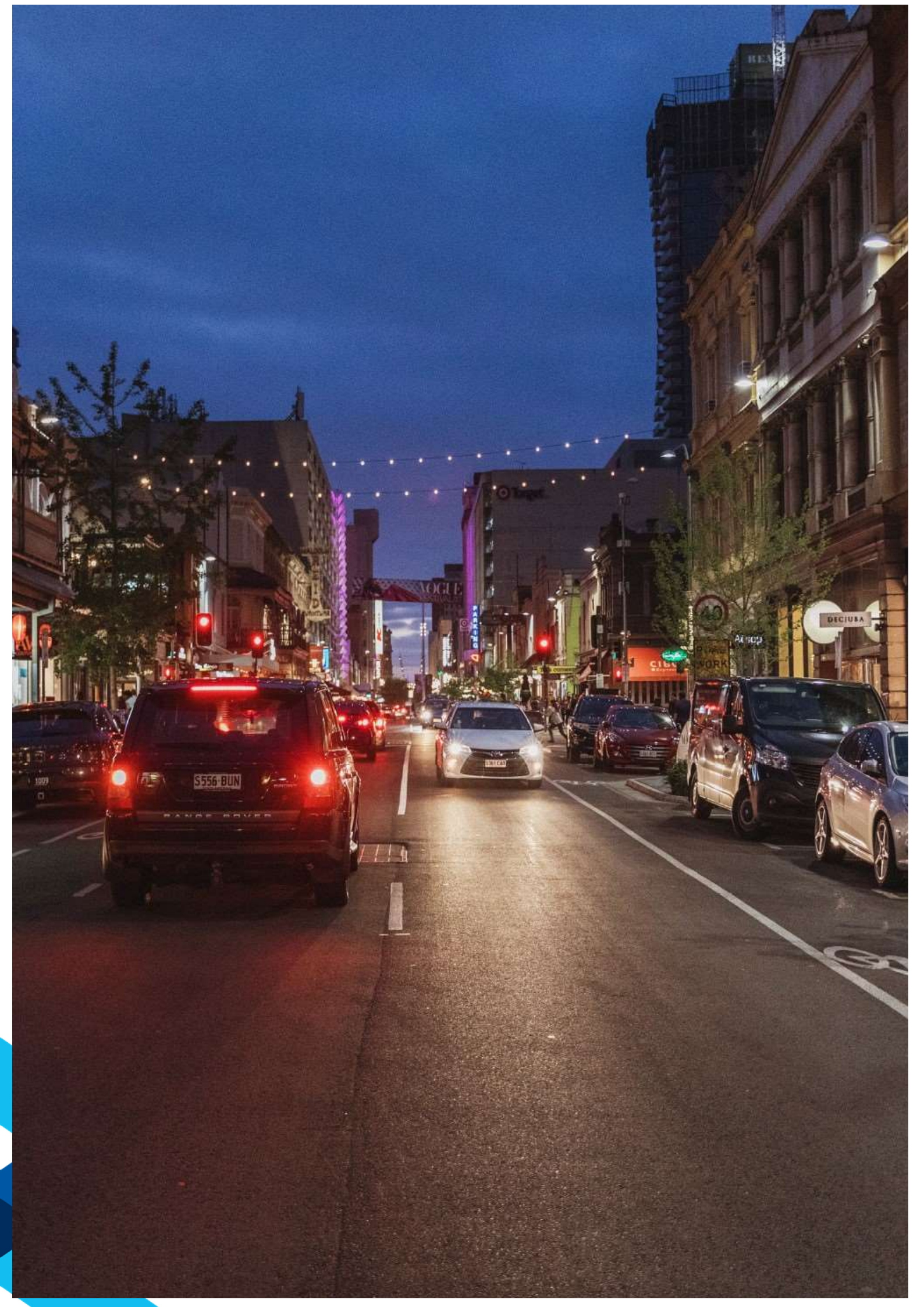


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1. EXECUTIVE SUMMARY

In accordance with the 2022-23 Internal Audit Plan for the City of Adelaide (CoA) an internal audit focussing on Council's cab charges, ride shares and pool cars was performed. The objective, scope, approach and findings are outlined below.

2. OBJECTIVES

The objective of this internal audit project considered CoA's expenditure on cab charges, the utilisation of pool cars (including cars assigned to business units) and the use of CoA decals on private vehicles, with consideration given to ride share opportunities. The review assessed the contracts in place with certain providers and whether CoA is managing these contracts in the most cost-effective way. This review is included in the 2022-23 Internal Audit Plan to assure the CoA Executive Team, the Executive Strategic Risk & Internal Audit Group (SRIA) and the CoA Audit & Risk Committee (ARC).

3. SCOPE

This audit has assessed the practices in place to manage contracts, utilisation and expenditure of cab charges, ride shares and pool cars.

3.1 Scope Topics

The six main audit areas are:

- **Governance Framework** – are the relevant policies/procedures and guidelines relating to utilisation of vehicle transport available to staff sufficient? Are procedures in place for the use of pool cars? Are staff aware of their responsibilities prior to utilising a form of vehicle transportation?
- **Contract Management** – does CoA have systems in place for the management of contracts with certain providers? Are contracts being managed?
- **Utilisation** – analysis on the utilisation of pool cars or cab charges. Which one is the most cost effective? Are there other ride shares arrangements that can be considered (i.e. e-scooters)?
- **Financial** – analysis of expenditure across all forms of vehicle transportation. Which is the most efficient and cost benefit? Are there any Fringe Benefit Tax implications?
- **Compliance** – are records maintained for compliance such as service records for pool cars, who utilises the pool cars, driver's license, insurance etc? Are records kept for cab charges and usage? Are there documented procedures including approval process for issuing CoA decals for private vehicles?
- **Management** – who manages the pool cars and cab charges/Uber? Are these forms of vehicle transportation monitored?

3.2 Timeframes

- The scope was developed and approved by SRIA on 16 February 2023. The audit began in March 2023.
- Consultation and meetings with relevant stakeholders occurred in March and April 2023 to gather and source information.
- Meetings with action owners, and finalisation of the report occurred in May - July 2023.
- The report was presented to SRIA in August 2023.
- The final report will be presented to the ARC in August 2023.

4. METHODOLOGY

The audit focused on how pool cars and CoA decals are managed against the following guidelines:

- Light Motor Vehicle Allocation and Use Operating Guideline
- In-Vehicle Monitoring System Operating Guideline
- Hospitality Expenses Operating Guideline

Engagement was performed using the following approach:

- CoA staff member Annette Pianezzola, Risk & Audit Analyst performed the audit.
- One on one discussions with relevant CoA programs:
 - City Operations
 - Infrastructure
 - Finance & Procurement
 - Information Management
 - City Culture
 - Regulatory Services
 - Park Lands, Policy & Sustainability
 - Community Safety
- Review of relevant documentation associated with the management of cab charges, pool cars and CoA decals.
- Review of expenditure across all streams of vehicle transportation to determine the more cost-effective way.
- Review of utilisation of the pool cars and how this is managed, including the issuing of pool keys.
- Review and management of cab charges issued.
- Review of relevant documentation in relation to contract management of certain providers.

5. BACKGROUND

5.1 Cab Charges / Ride Shares

Cab charges and ride shares are a form of transportation that CoA employees use to attend off-site meetings and appointments in the course of their normal day to day work duties. CoA use the following providers:

- CabCharges
- Suburban Taxis
- Ubers

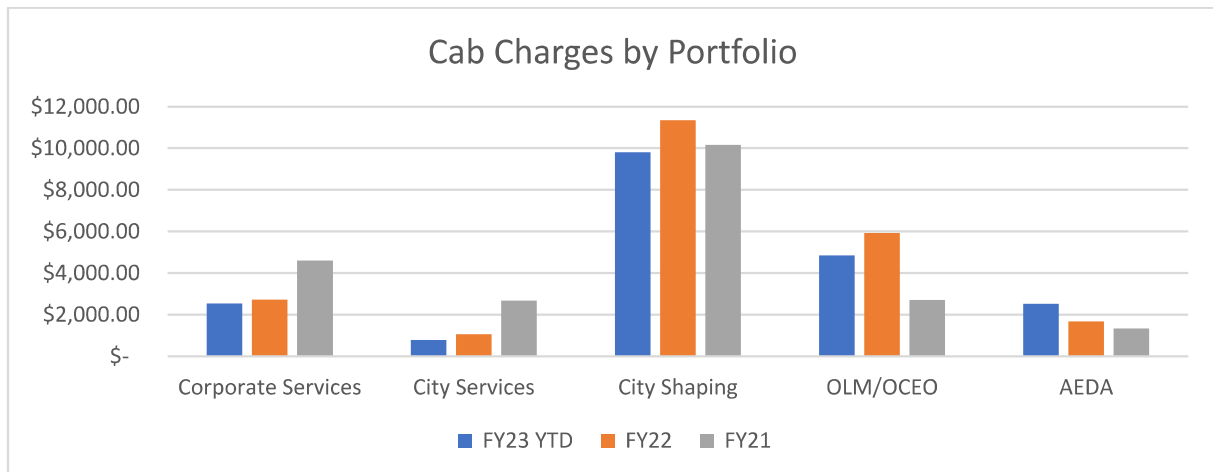
This form of transportation has been utilised by CoA employees for many years, so a review of expenditure for the past 3 financial years was performed. Total expenditure for cab charges is as follows:

- Financial year 2020 / 2021 - \$23,667
- Financial year 2021 / 2022 - \$23,456
- Financial year 2022 / 2023 - \$20,588

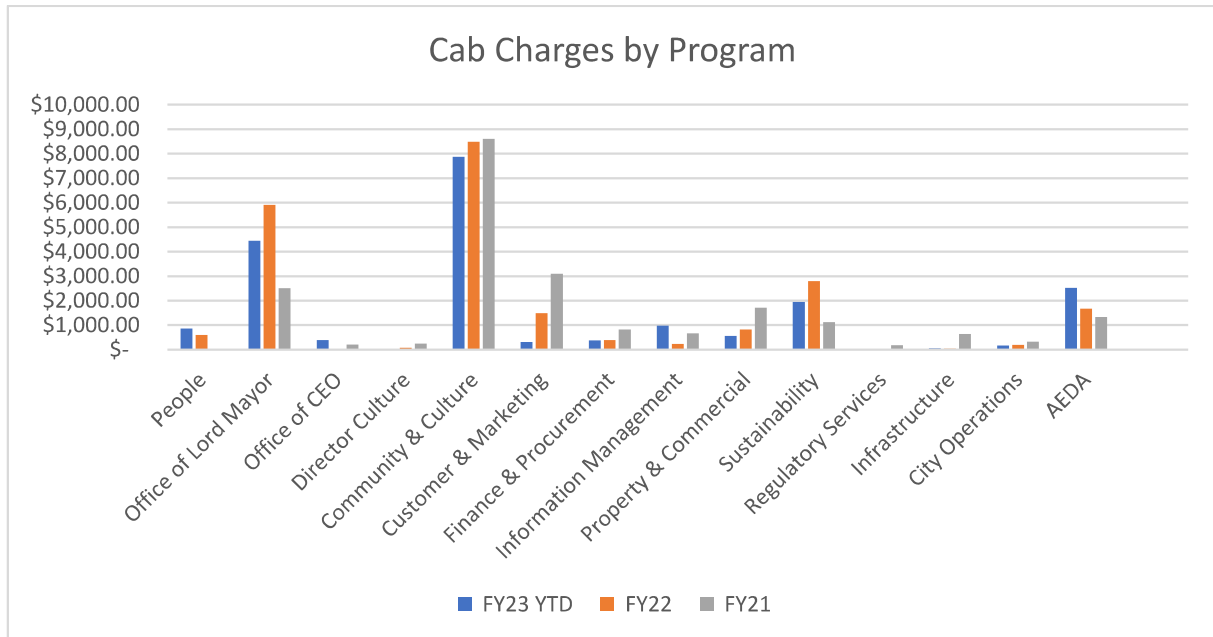
Note: FY23 YTD information includes July 2022 to March 2023

Below is the breakdown by Portfolio and Program for the above financial years.

Expenditure by Portfolio



Expenditure by Program



Note: FY23 YTD information includes July 2022 to March 2023

The majority of expenditure falls under the City Shaping and OLM/OCEO Portfolios and this is reflected in the City Culture Program and Office of Lord Mayor / Office of the CEO Program respectively. These programs tend to experience higher expenditure than other programs due to:

- City Culture –for the past 3 years, total expenditure is \$21,032.37 for the Healthy Aging Program and City Culture program is \$3,924.85
- Office of Lord Mayor– cab charges / ride shares are used for out of hours meetings such as Committee or Council meetings for Councillors

5.2 Pool Cars

The CoA have acquired pool cars for employees to use when conducting CoA business. These vehicles are dedicated to general business and not allocated to a position or person. They are available for use by all employees for general day to day use through the vehicle booking system (i.e. Microsoft Outlook). The following vehicles have been assigned as a pool car for the use to all employees:

- S689CMC – Hyundai Ioniq EV Hatch (parked at Wyatt UPark)
- S902CNM – Mazda Sport Wagon (parked at Wyatt UPark)
- S665CLJ – Hyundai Ioniq EV Hatch (parked at depot)
- S977CMC - Hyundai Ioniq EV Hatch (parked at depot)

The following vehicles have been assigned as a pool car to a program, for employees in that particular program to use:

- S996CMC - Hyundai Ioniq EV Hatch (assigned to Regulatory Services)
- S994CMC - Hyundai Ioniq EV Hatch (assigned to Regulatory Services)
- S792CNE - Hyundai Ioniq EV Hatch (assigned to Infrastructure)

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In review of all pool cars available, an analysis of usage and cost was performed on the following vehicles:

- S689CMC – Hyundai Ioniq EV Hatch
- S902CNM – Mazda Sport Wagon
- S665CLJ – Hyundai Ioniq EV Hatch
- S977CMC - Hyundai Ioniq EV Hatch
- S792CNE - Hyundai Ioniq EV Hatch

All other pool cars were not considered as part of this analysis due to the roles and responsibilities required by the staff members / programs in order to perform their duties (i.e. parking information officers, customer safety officers who require vehicles on a regular basis as part of their core duties).

Over the past 3 financial years the average use of these vehicles is as follows:

S689CMC	S902CNM	S665CLJ	S977CMC	S792CNE
36%	53%	22%	23%	32%

Note: this is based on 2080 working hours per year

During the analysis of usage, the following findings have been identified:

- S902CMC is used more frequently due to a regular booking for Information Management on Tuesdays and Thursdays so they can perform their duties at other council sites.
- S665CLJ & S977CMC usage figures are slightly distorted as there was an extended period of time in which a 'bulk booking' was performed over a 4 month period, so it is undetermined if the car was actually used during this period. Therefore, the 23% usage could be lower than indicated.

The cost per year per vehicle is:

S689CMC	S902CNM	S665CLJ	S977CMC	S792CNE
\$21,356	\$21,019	\$20,670	\$21,569	\$21,199

The costs include maintenance, service, fuel (though most are electric), insurance, registration, depreciation, car park fees and vehicle purchase (expensed over 3 years less trade in value).

Average rides taken per year per pool car:

S689CMC	S902CNM	S665CLJ	S977CMC	S792CNE
350	360	250	350	450

5.3 CoA Decals and Stickers

During the course of the audit and consultation with stakeholders, it was identified that decals and magnetic stickers may be placed on the private vehicles of staff / contractors to allow those people to park on city streets for an unlimited period of time in the course of performing their official duties for CoA. Therefore, it was determined to include this as part of this audit to ensure that appropriate controls and processes are in place for the use of decals and stickers.

CoA Decals are stickers that are created to be placed on the private vehicle of a CoA employee or Council Member.

CoA magnetic stickers are given by City Operations to contractors engaged by CoA through a procurement process.

6. FINDINGS

The number of findings identified during the audit is shown in the table below.

A full list of the findings identified and agreed management actions can be found further in the Summary of Findings section of the report. Risk ratings are listed in Appendix 1.

Findings	Risk Rating
No documented processes in place for CoA decals	High
No documented processes in place for CoA contractor stickers	High
Incorrect use of pool cars	High
Logbooks not completed	Moderate
No documented guidelines for the use of cab charges	Low
Online portal opportunity	Improvement Opportunity
Opportunity to reduce pool cars	Improvement Opportunity

7. CONSULTATION

The following CoA stakeholders were involved in meetings throughout this audit:

- Sylvia Arvanitis, Procure to Pay Officer
- Jennifer Barter, Wellbeing Support Officer
- Colette Keech, Program Administrative Assistant, City Culture
- Sue Lawrence, Team Leader Libraries
- Hayley Lambi, Program Administrative Assistant, Regulatory Services
- Nikki Batten, Program Administrative Assistant, Park Lands, Policy & Sustainability
- Patee Saris, Program Administrative Assistant, Infrastructure
- Brian Cole, Security Officer
- Ken Heaver, Security Officer
- Tony Bellini, Leading Hand Field & Plant
- Michael Hughes, Work Group Leader, Workshop Services
- Paul Meegan, Work Group Leader, On-Street Parking Operations
- Lisa Loveday, Acting Associate Director, Regulatory Services
- Kaushik Shekar, Finance and Business Administrator
- Danielle Pedler, Financial & Capital Accountant
- Frank Fan, Finance Analyst
- Lyndee Payne, Finance Analyst

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- David Carroll, Technology, Infrastructure & Platform Lead
- Craig Dykstra, Team Leader Service Desk

8. SUMMARY OF FINDINGS

Ref #1 No documented processes in place for CoA decals	Rating: High
Description of finding	Agreed Actions
<p>Identification: CoA decals are issued to Executive and Council Members to be placed on their private vehicles in circumstances where they are performing CoA duties such as attending Committee/Council meetings, after hours meetings etc. In discussions with stakeholders across Council, the decals are printed and issued by City Operations but there appears to be no processes or controls in place to ensure transparency. The following findings were identified:</p> <ul style="list-style-type: none"> • no process documented for who is entitled to be issued with a decal • no approval process in place • limited records retained of approvals • decals do not hold an expiry date • decals are not assigned to a particular vehicle • no process for the return of decals when CoA employee or Council Member leave the organisation • no register of who currently holds a decal • Parking Information Officers are not provided a list of who holds a decal • CoA employees are not parking within the relevant parking bays or within the timeframes (time limits do apply) <p>In addition, it was noted that in previous years, particular Members requested more than one decal to be placed on multiple vehicles and the use of these decals were used on evenings not for Council business.</p>	<p>Information received that decals currently issued do have an expiry date on them, and that this date has potentially been removed in some cases.</p> <p>1. Decals should be assigned by position, as per the UPark pass. In consultation with the CEO, identify which positions are entitled to a CoA Decal and inform the Fleet Management Office. Once the positions have been identified, ensure those positions are offered a decal or UPark pass on employment.</p> <p>Responsibility: Manager People Target Date: November 2023</p> <p>2 & 7. Create an online form to capture the request for UPark Pass or CoA decals and incorporate the relevant workflows and approval levels. Incorporate the Acknowledgement and Agreement of Conditions of Use for UPark Pass and Decals. The form will need to be initiated from the person that will be allocated the relevant pass.</p> <p>Responsibility: Associate Director Strategic Property & Commercial / Associate Director City Operations Target Date: November 2023</p> <p>3. Work with Information Management to ensure that the Leaving the City of Adelaide Checklist Form has included the return of the UPark Pass and CoA Decal.</p>

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<p>Furthermore, in discussion with Finance, Fringe Benefit Tax applies as the CoA employee receives a benefit when they are issued a decal (i.e. free parking in the city). As it is difficult to determine the number of days the benefit is used, the statutory method is used, which equates to \$3,437 FBT per year per decal. This only applies to CoA employees and not Council Members. If the employee also holds a UPark pass, then the employee is receiving two benefits. Employees should not be issued both a decal and a UPark pass.</p> <p>Through stakeholder discussions, it was noted that there is no formal request to organise a UPark pass or CoA decal. The general requests are forwarded to the relevant areas, UPark and City Operations via email notification. In addition, when the CoA employee leaves CoA, there is not formal follow up to see if the UPark pass or CoA decal is returned. Each employee is required to have a Leaving the City of Adelaide Checklist form completed, and in review of this document, the UPark pass and CoA decal is not listed.</p> <p>The risk of not having a proper documented process exposes Council to potential fraudulent behaviour as the benefit the person may receive is free parking within the City boundaries. There is further risk of improper use by the person issued with a decal because they are not informed of the circumstances under which the decal may and may not be used.</p> <p>Recommendation:</p> <ol style="list-style-type: none"> 1. Decals should be assigned by position, as per the UPark pass. Determine who is entitled to access a CoA decal and inform City Operations. Once the positions have been identified, ensure those positions are offered a decal or UPark pass on employment. 2. Create an online form to request a UPark pass or CoA decal to be approved and workflow to the relevant area to action the requirement. 3. To be included in the Exit Checklist, the requirement for the UPark pass and CoA decal to be returned. 	<p>Responsibility: Manager People Target Date: Completed</p> <p>4. Once the positions have been identified, identify who is in possession of a decal and UPark pass. For those positions:</p> <ul style="list-style-type: none"> • that should not be allocated a CoA decal, a letter to be drafted, by People, explaining the reasons for change which can be discussed by the CEO with relevant leaders. • that are entitled to a CoA decal or UPark pass, a letter to be drafted by People to confirm preference to continue with decal or UPark pass. <p>Responsibility: Manager People Target Date: December 2023</p> <p>5. Include in the Light Motor Vehicle Allocation and Use Operating Guideline the purpose and approval process for the issuing of decals (including positions entitled to access a decal).</p> <p>Responsibility: Associate Director City Operations Target Date: December 2023</p> <p>6. Document the end-to-end process in Promapp so all users are aware of their responsibilities, including the need to renew decals at each expiry period. Communicate this to relevant stakeholders.</p> <p>Responsibility: Associate Director City Operations Target Date: January 2024</p>
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<p>4. Once the positions have been identified, organise for any position that is not entitled a decal to be returned and for those that have the decal and UPark pass to decide which one they want to retain.</p> <p>5. Include in the Light Motor Vehicle Allocation and Use Operating Guideline the purpose and approval process for the issuing of decals (including who is entitled to access a decal).</p> <p>6. Document the end-to-end process in Promapp so all users are aware of their responsibilities. Communicate this to the relevant users of decals.</p> <p>7. Create an Acknowledgement and signoff Form for each individual who is issued a decal so they are aware of their responsibilities (i.e. including if parking in a time limit bay). This acknowledgement form must be retained in Content Manager.</p> <p>8. Create a register of who is assigned a decal and manage this register.</p> <p>9. Consider an annual or 4-year term (in-line with Council term) colour coding system of the decal.</p> <p>10. Place an expiry date on the decal and allocate the decal to the vehicle that it will be assigned to (i.e. registration number).</p> <p>11. Provide a list annually of vehicles that have been assigned a decal to the Parking Information Officers.</p>	<p>8. Create a register of who is assigned a decal and manage this register. Responsibility: Associate Director City Operations Target Date: Completed</p> <p>9 & 10. Refresh all decals to include current expiry date and ensure validity. Offer a moratorium period (e.g. 12 months) to allow arrangements for a refresh on existing decals. This action will inform Parking Information Officers that any decals displayed past the end date of the moratorium without agreed expiry dates listed would not be valid and therefore subject to any expiation as relevant. Responsibility: Associate Director City Operations Target Date: June 2024</p> <p>11. Provide a list annually of vehicles that are assigned a decal to the Parking Information Officers. Responsibility: Associate Director City Operations Target Date: June 2024</p>
<p>Position Responsible:</p>	<p>Manager People, Associate Director Strategic Property & Commercial, & Associate Director City Operations</p>
<p>Target Date:</p>	<p>As above</p>

<p>Ref #2 No documented processes in place for CoA contractor stickers</p>	<p>Rating: High</p>
<p>Description of finding</p>	<p>Agreed Actions</p>
<p>Identification: CoA contractor stickers are issued to contractors that are engaged to perform work on behalf of CoA in the public realm. Contractors will place these magnetic stickers on their vehicles which entitles them to park their vehicles in the public realm for extended periods of time without being expiated. The sticker resembles the City of Adelaide logo and has no expiry date. During discussion with stakeholders, there is no documented process for how the magnetic stickers are issued to contractors nor is a register held to determine which contractor holds a sticker.</p> <p>The risk of issuing stickers to contractors are:</p> <ul style="list-style-type: none"> • Stickers are not returned • Stickers do not hold an expiry date • No management of stickers therefore stickers can be shared • Contractors receive free parking on days when not engaged by CoA <p>Recommendation:</p> <p>1. Document end-to-end process in the management of approving and issuing contractor stickers for use in Promapp. Training to be provided to programs that will issues stickers to contractors.</p> <p>2. Investigate the opportunity to provide contractors with permits instead of magnetic stickers which contain location and expiry dates. These permits can be placed on the dashboard. This can be similar to visitor permits that are currently issued by Customer Centre.</p>	<p>1. Investigate the opportunity to provide contractors with permits instead of magnetic stickers which contain location and expiry dates. These permits can be placed on the dashboard. This can be similar to visitor permits that are currently issued by Customer Centre.</p> <p>2. Document end-to-end process in the management of approving and issuing contractor permits for use in Promapp</p>
<p>Position Responsible:</p>	<p>Associate Director City Operations</p>
<p>Target Date:</p>	<p>February 2024</p>

Ref #3 Incorrect use of pool cars	Rating: High
Description of finding	Agreed Actions
<p>Identification: As per the Light Motor Vehicle Allocation and Operating Guideline, a pool car is acquired exclusively for the use of employees conducting CoA business. These vehicles are dedicated to general business and are not allocated to a position or person and will be available for use by all employees for general day to day use, through the vehicle booking system.</p> <p>In reviewing the usage of the pool cars:</p> <ul style="list-style-type: none"> • S689CMC • S902CNM • S665CLJ • S977CMC • S792CNE <p>Over the last three years, a vehicle was booked overnight on 82 occasions. It is not known whether the vehicles were garaged in their primary place (i.e. Wyatt UPark or London Road Depot). However, in discussion with stakeholders, there was the assumption that, with the relevant approvals, these pool cars were able to be garaged overnight at the CoA employee's place of residence. In review of the Operating Guideline, all CoA vehicles, unless assigned to position and available for commuter use, must be garaged at a CoA location.</p> <p>Pool cars are booked through the vehicle booking system which is Microsoft Outlook. The keys are collected either by security or the Program Administrative Assistant in Infrastructure and a sign in / sign out sheet is completed. In discussions with some stakeholders, it was noted that the person that made the booking or collected the keys was not the person who drove the vehicle. For example, a Program</p>	<ol style="list-style-type: none"> 1. Inform all CoA employees that pool cars must be garaged overnight at a CoA location. This can be done via the Next Edition. Target Date: Completed 2. Inform all CoA employees that vehicle bookings must be made under the driver's name. This can be done via the Next Edition. Target Date: Completed 3. Develop Pool Vehicle Procedures to be placed in pool vehicles and located at vehicle key distribution points (i.e. Town Hall Security and LRD Radio Room) for pool vehicles users to read, acknowledge and adhere to when booking and utilising pool vehicles. Target Date: December 2023

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<p>Administrative Assistant may make the booking and collect the keys on behalf of an employee within the program.</p> <p>The risk of booking a vehicle on behalf of another person is that there is no true record of the driver of the vehicle at any particular time, in case there is an incident, or a traffic infringement has occurred. It is imperative that all bookings are made under the driver's name.</p> <p>Recommendation:</p> <ol style="list-style-type: none"> 1. Inform all CoA employees that pool cars must be garaged overnight at a CoA location. This can be done via the Next Edition. 2. Inform all CoA employees that vehicle bookings must be made under the driver's name. This can be done via the Next Edition. 	
<p>Position Responsible:</p>	<p>Associate Director City Operations</p>
<p>Target Date:</p>	<p>As above</p>

Ref #4 Logbooks not completed	Rating: Moderate
Description of finding	Agreed Actions
<p>Identification: All pool cars are issued a logbook and these are maintained in the vehicle. In discussion with the Fleet Management Office, the intended use of the logbook is for the driver to complete each time they use the vehicle. The following details must be entered into the logbook:</p> <ul style="list-style-type: none"> • Date • Time in and time out • Operator safety checks done by (driver's name) • Odometer reading • Operator's signature • Employee number (if known) <p>The main reason for completing the logbook is to perform the safety check of the pool car. This is stated in the logbook. If there is a fault found there are pages towards the end of the logbook where the fault/problem with the vehicle should be recorded. This should then be handed into the Fleet Management Office so that a Work Order can be requested for the vehicle's repair.</p> <p>In reviewing the logbooks in S689CMC and S902CNM, the logbooks are either hardly completed or not completed at all. In consultation with a number of key users of pool cars, they were unaware that they needed to complete the logbook let alone perform a safety check of the vehicle prior to use.</p> <p>Furthermore, the 2 pool cars at the London Road Depot logbooks are checked on a regular basis by the Security Officer at the depot, however the 3 vehicles at Wyatt UPark are not check by anyone unless there is a fault report. Nevertheless, all vehicles are serviced once a year.</p>	<ol style="list-style-type: none"> 1. Develop Pool Vehicle Procedures to be placed in pool vehicles and located at vehicle key distribution points (i.e. Town Hall Security and LRD Radio Room) for pool vehicles users to read, acknowledge and adhere to when booking and utilising pool vehicles. Target Date: December 2023 2. Information all CoA employees' requirements of taking out a pool car, i.e. the logbook must be completed and safety checks performed. This can be done via the Next Edition and information sheet provided by Security when collecting the keys. The Light Motor Vehicle Allocation and User Operating Guideline will be updated to reflect this. Target Date: December 2023 3. It has been confirmed that the Geotab Drive App is not compatible with SSO, so is not authorised for use by IM, therefore unable to use the in-vehicle monitoring system to assist in logbook entries. Target Date: Completed 4. Include in the Light Motor Vehicle Allocation and Use Operating Guideline the requirement that pre-start and post-journey check lists must be completed prior to commencement of the journey. Communicate this additional requirement to all CoA employees. Responsibility: Associate Director City Operations Target Date: December 2023

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<p>The risk of not completing a pre-check prior to commencement of driving the vehicle, the driver may be unaware of the fault the vehicle is demonstrating. In consultation with key stakeholders, as part of the In-Vehicle Monitoring System (IVMS) that was recently purchased, one of the modules is a Geotab Drive App. This app synchronises with MyGeotab via a wi-fi or cellular connection, to download the latest duty status logs and vehicle data. Include in this app is a pre start check which drivers can complete prior to taking out a pool car</p> <p>Recommendation:</p> <ol style="list-style-type: none"> 1. Inform all CoA employees requirements of taking out a pool car, i.e. the logbook must be completed and safety checks performed. This can be done via the Next Edition and information sheet provided by Security when collecting the keys. 2. Investigate the use of a new in-vehicle monitoring system to assist in logbook entries such as pre-start check lists, so they can be completed prior to commencement of the journey. Give CoA staff members the opportunity to complete a logbook or the check list via an online system. 3. Include in the Light Motor Vehicle Allocation & Use Operating Guideline, the requirement that pre-start check lists must be completed prior to commencement of the journey. 4. Quarterly spot checks of the logbooks to be performed. 	<p>5. Quarterly spot checks of logbooks to be implemented. Target Date: December 2023</p>
<p>Position Responsible:</p>	<p>Associate Director City Operations</p>
<p>Target Date:</p>	<p>As above</p>

Ref #5 No documented guidelines for the use of Cab Charges	Rating: Low
Description of finding	Agreed Actions
<p>Identification: Cab charges are utilised across the Corporation for employees, volunteers and clients (i.e. Healthy Aging Program). Over the past 3 financial years, \$67,711.85 was spent on cab charges. For the financial year 2022-23, there were 523 vouchers used to the total value of \$13,080.75.</p> <p>The Hospitality Expenses Operating Guideline refers to cab charge vouchers in the guideline for the following conditions:</p> <ul style="list-style-type: none"> • For an employee who has been requested to work additional hours part their ordinary hours • For employees who are unwell and unable to travel home safely • Taxi usage after hours <p>The Operating Guideline also provide guidance that leaders can approve the issue of these vouchers.</p> <p>Whereas, cab charge vouchers are used for, but not limited to:</p> <ul style="list-style-type: none"> • After hours use (i.e. going home after a Committee/Council meeting) by employees and Councillors • Attending an off-site meeting • As part of a program deliverable to the community • Employee who is unwell to travel home <p>In review of the Operating Guideline, it is noted that employees are issued a cab charge voucher for other reasons in addition to those mentioned in the guideline. Furthermore, the Operating Guideline does not provide guidance for when a voucher can be issued and when it cannot.</p>	<p>The Hospitality Expenses Operating Guideline has been recently reviewed and is in the process of finalisation and communication. As part of the next review, which will be performed within the next 12 months, guidelines will be included for use of cab charges. Cab charges is already mentioned in the current operating guideline.</p>



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Recommendation: Document a guideline for CoA employees to follow when using a cab charge for Council business, including the reasons why a voucher can be used and the use of that voucher.	
Position Responsible:	Manager Finance & Procurement
Target Date:	December 2024

Ref #6 Online portal opportunity	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification: Cab charges / ride shares is a form of transportation that CoA employees use to attend offsite meetings/appointments. CoA use the following providers:</p> <ul style="list-style-type: none"> • CabCharge • Suburban Taxis • Uber <p><u>CabCharge</u> Process:</p> <ul style="list-style-type: none"> • Program Administrative Assistants (PAA) and Executive Assistants (EA) manage the process for the programs/portfolios • Accounts Payable orders the CabCharge tickets and issues them to PAAs/EAs who maintain a record of the ticket allocation • PAAs/EAs issue the tickets to the CoA employees and maintain a record of the ticket allocation • The CoA employee hands the ticket to the taxi driver who returns the stub and receipt. The employee should return this to the PAA/EA • Monthly reconciliations are performed by the PAAs/EAs to ensure all entries on the invoice/statement are correct • Payment of the monthly invoice is made by Accounts Payable • 5% monthly fee <p>In consultation with stakeholders, it was noted:</p> <ul style="list-style-type: none"> • On occasion the ticket stubs/receipts were not returned to the PAA/EA for the monthly reconciliation • some taxi providers did not accept the cabcharge tickets 	<p>1. Inform all employees that the use of Uber through a CoA Corporate User account is the approved use of ride share or transportation to attend offsite meetings/appointments. This can be done through The Next Edition. Responsibility: Manager, Finance & Procurement Target Date: November 2023</p> <p>2. The Accounts Payable team will manage the processing Uber Corporate Account invoices in the same manner that it manages all invoices. Given that Program Administrative Assistants (PAA) and Executive Assistants (EA) will establish and manage the relevant Corporate Uber account(s) and processes for the programs/portfolios, there is no expectation that the Accounts Payable team will be required to adjudicate the voracity of any and all Corporate Uber invoices. Responsibility: Team Leader, Procurement & Contract Management Target Date: November 2023</p> <p>3. Suburban Taxis are still able to be booked for the Healthy Ageing team's clients utilising the Commonwealth Home Support Programme program, however, the option for a client to use an Uber should/could be considered if feasible for the Healthy Aging team and their clients. Responsibility: Team Leader, Community Wellbeing Target Date: December 2023</p>

Cab Charges, Ride Shares & Pools Cars

<p><u>Suburban Taxis</u> Process:</p> <ul style="list-style-type: none">• Clients of the My Aged Care program request a booking via email or call the Wellbeing Support Officer• The Wellbeing Support Officer will book the taxi via the online portal• Monthly reconciliations are performed by Wellbeing Support Officer to ensure all entries on the invoice/statement are correct• Payment of the monthly invoice is made by Accounts Payable• 5.5% monthly fee <p><u>Uber</u> Process:</p> <ul style="list-style-type: none">• Uber bookings are booked via the business online app• Monthly reconciliations are performed by the PAAs/EAs to ensure all entries on the invoice/statement are correct• Payment of the monthly invoice is made by Accounts Payable• Nil monthly fee <p>In review of the 3 providers, the Uber business portal provided the following benefits:</p> <ul style="list-style-type: none">• Online business portal that can be customised by program / portfolio• PAA/EAs can be assigned administrators of the account and assign access to CoA employees• CoA employees can book via the online app• Once the trip has been completed, an automatic email can be sent to PAA/EA of the travel details (name, date, travel to and from, cost of trip, description of trip etc)• PAA/EA able to monitor usage• Able to set up travel rules (i.e. travel within CBD only)• No monthly fees	<p>4. Use of CabCharge is to be phased out by the end of the 2023/24 Financial Year in order to reduce the administrative management required to reconcile monthly activity.</p> <p>Responsibility: Manager, Finance & Procurement</p> <p>Target Date: 30 June 2024</p>
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<p>Recommendation: In consultation with the business units, investigate the opportunity to set up a corporate Uber account for each Portfolio/Program to be managed by EA or PAA. The following should be considered (but not limited to):</p> <ul style="list-style-type: none"> • Account manager (including administrator) • Identify key EA or PAA to manage individual portfolio/programs and provide training • Ensure end-to-end process documentation is developed (in Promapp) and appropriate training is provided • Ensure automatic email notifications are set up to relevant EA / PAA • As part of the exit process of a CoA employee, ensure that the person has been removed from the corporate account 	
<p>Position Responsible:</p>	<p>Manager, Finance & Procurement & Associate Director, City Culture</p>
<p>Target Date:</p>	<p>As above</p>



Ref #7 Opportunity to reduce pool cars	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification:</p> <p>The purpose of the In-Vehicle Monitoring System (IVMS) is to gather operational data for fleet management efficiency gains. As part of the CoA's IVMS, GPS devices will be fitted to pool cars so data can be gathered and reviewed from time to time. In discussion with City Operations, the procurement of these devices has been completed to ensure security and connection, as required. The first stage is to procure 10 devices and of these, approx. 5 will be installed in the pool cars.</p> <p>The units will monitor a variety of things such as harsh driving, braking, speeding (from a safety perspective). In relation to pool cars, the devices will monitor the availability and utilisation of pool cars including the ability to monitor charging levels for electric vehicles.</p> <p>Analysis of the utilisation of the pool cars was performed on the following vehicles:</p> <ul style="list-style-type: none"> • S689CMC • S902CNM • S665CLJ • S977CMC • S792CNE <p>The 2 vehicles (S665CLJ and S977CMC) were utilised under 23% over the last 3 years compared to the other pool cars with a utilisation rate of over 30%. These 2 vehicles are located at the London Road depot.</p> <p>On an average, a taxi fare costs approximately \$24.88 per ride. The total number of rides taken for the 5 pool cars per year is 1760 which equates to approx. \$43,788 in equivalent taxi fares. Therefore, the</p>	<p>Pool vehicle utilisation was only able to be calculated using existing user-inputted information, through Outlook calendar booking entries only. This is not a true reflection of pool vehicle utilisation, as the Outlook calendar appointments only show the intended booking request times and not the actual time/kilometre usage.</p> <p>The Outlook calendar bookings for pool cars are also dependent on information entry by users and will not capture if a pool vehicle is used without an appointment being entered.</p> <p>Installation of IVMS into pool vehicles to be prioritised, ensuring sufficient communications to all staff utilising pool cars and any relevant acknowledgement of IVMS connection to vehicles.</p> <p>1. For 12 months from installation, monitor the availability and utilisation of pool cars.</p> <p>Target Date: December 2024 (assuming IVMS installation 12 months prior to this date)</p> <p>2. Consideration should be given to whether a booking system could be used for all pool cars across Council to ensure accurate and detailed descriptions are provided. Any regular bookings should also be reflected in the system, with the expectation that these bookings will be released should the vehicle not be required.</p> <p>Target Date: December 2023</p> <p>3. Review pool vehicle utilisation to identify optimal number of vehicles.</p>

<p>costs of maintaining 5 vehicles is \$105,815 compared to cost of cab charges \$60,360 per year (this includes the average of current and predicted utilisation of cab charges).</p> <p>Over the past 3 years, the landscape has changed in that more meetings are held online via Microsoft Teams. Therefore, consideration needs to be given to reduce the number of pool cars available for CoA employees to use. However, it is noted that pool cars are required for specific requirements. For example, Regulatory Services use the vehicles as part of their normal day to day duties and Information Management require a particular vehicle to transport IT equipment to various CoA sites.</p> <p>In addition, pool cars are booked via Microsoft Outlook, in which the CoA employee books out the vehicle in a similar fashion to booking a meeting request with the pool car. The details entered into the booking at times was limited and no description or location was provided.</p> <p>Some vehicles were permanently booked, such as S689CMC on Tuesday and Thursday by Information Management. This requirement was implemented in case, the vehicle was required to transport IT infrastructure to various CoA locations. In review of the booking system, it was difficult to determine if the vehicle was fully utilised on those two days or utilised at all. There is the opportunity, to release the permanent booking for others to use, if the vehicle is not required.</p> <p>Recommendation:</p> <ol style="list-style-type: none"> 1. Over the next 12 months, monitor the availability and utilisation of the pool cars that have had the GPS installed. 2. Give consideration to whether there is an opportunity to reduce the number of pool cars. 	<p>Target Date: March 2025 (pending 12 months of information monitoring)</p> <p>4. Agreed Action. Manager of Information Management to communicate to staff to delete any booking occurrences when the pool car is not required. This is to be done the day before the booking.</p> <p>Target Date: Completed</p>
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<p>3. If the same number of pool cars are required, give consideration to whether a booking system could be used for all pool cars across Council to ensure accurate and detailed descriptions are provided.</p> <p>4. IM permanent booking of vehicle S689CMC, consideration to be given to release the permanent booking on those particular days/times when the vehicle is not in use, so other CoA staff members can use the vehicle.</p>	
<p>Position Responsible:</p>	<p>Associate Director City Operations & Manager Information Management</p>
<p>Target Date:</p>	<p>As above</p>

APPENDIX 1: RISK MATRIX OF INTERNAL AUDIT FINDINGS

The following framework for the internal audit ratings is consistent with the CoA Risk Management Operating Guidelines and the Risk Management International Standard ISO31000:2018. The descriptions have been tailored to illustrate risk to the business operations.

CoA Risk Matrix

CoA Risk Matrix		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Catastrophic
LIKELIHOOD	Almost Certain	Moderate	High	Extreme	Extreme	Extreme
	Likely	Moderate	High	High	Extreme	Extreme
	Possible	Low	Moderate	High	High	Extreme
	Unlikely	Low	Low	Moderate	Moderate	High
	Rare	Low	Low	Low	Moderate	Moderate

8.3 Risk & Finding Descriptions

Rating	Definition	Action	Indicative Timeframe (variations to be agreed by SRIA)
Extreme	<p>The finding represents a control weakness which could have or is having an extreme adverse impact on the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Extreme decline in quality and customer service leading to a decrease in community's confidence in Council • Extreme breakdown in process that leads to illegal activity • Breach of legislation or contractual non-compliance that will result in litigation, prosecution and/or penalty 	<p>Finding reported to Director immediately and response plan developed with appropriate Associate Director. Implementation updates and status reporting managed through Promapp.</p>	<p>Actions managed in Promapp with a timeframe of no more than 3 months for completion.</p>
High	<p>The finding represents a control weakness which could have or is having a high adverse impact on the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Major decline in quality and customer services leading to a decrease in community's confidence in Council • Serious breakdown in process that may lead to increased and unacceptable risk • Breach of legislation or contractual non-compliance that will result in litigation, prosecution and/or penalty 	<p>Finding reported to the appropriate Associate Director immediately and response plan developed with appropriate Manager. Managed through Promapp.</p>	<p>Actions managed in Promapp with a timeframe of no more than 6 months for completion.</p>
Medium	<p>The finding represents a control weakness which could have or is having a medium adverse impact on the business and the ability to meet objectives.</p> <ul style="list-style-type: none"> • Medium decline in quality and customer services leading to a decrease in community's confidence in Council • Medium operational breakdown in process that may lead to increased and unacceptable risk • Minor breach of legislation or contractual non-compliance that will <u>not likely</u> result in litigation, prosecution and/or penalty 	<p>Finding reported to appropriate Manager through Internal Audit Report and managed through Promapp.</p>	<p>Actions managed in Promapp with a timeframe of no more than 9 months for completion.</p>
Low	<p>The finding represents a minor control weakness which could have or is having a low/ minimal but reportable adverse impact on the business and the ability to meet process objectives.</p> <ul style="list-style-type: none"> • Minimal decline in quality and customer services • Minor breakdown in process that is not likely to affect risk • Minor breach of legislation or contractual non-compliance that will <u>not likely</u> result in litigation, prosecution and/or penalty 	<p>Finding reported to appropriate Manager through Internal Audit Report and managed through Promapp.</p>	<p>Actions managed in Promapp with a timeframe of no more than 12 months for completion.</p>