

INTERNAL AUDIT REPORT: COMMUNITY SAFETY

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December 2023



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1. EXECUTIVE SUMMARY

In accordance with the 2023-24 Internal Audit Plan for the City of Adelaide (CoA), an internal audit focussing on the Council's community safety framework was performed. The objective, scope, approach, and findings are outlined below.

2. OBJECTIVES

The objective of this internal audit project considered the following three elements:

- Community Safety
 - CoA's policies and procedures.
 - The overall organisation structure.
 - End-to-end processes for conducting and recording community safety inspections.
 - Processes regarding regulatory enforcement.
- Role of Community Safety in Homelessness
- Safer City Action Plan

The review assessed the processes and procedures within the community safety framework and the relationship between the Homeless Coordinator role and the community safety officer roles, including the roles and relationships with non-profit organisations and government agencies. In addition, with the conclusion of the 2019-2023 Safer City Action Plan, the requirements for consideration in the new action plan.

This review is included in the 2023-24 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 overall community safety framework.

3.1 Scope Topics

The eight main audit areas are:

- **Governance Framework** – are there relevant policies/procedures and guidelines about community safety in place? Are we adhering to legislative requirements? What is the overall organisation structure, resources, roles, and responsibilities for community safety? Is this sufficient? What is the role of SAPOL and relevant State Government agencies, and what are their current touch points/relationships with CoA?
- **Compliance** – are there processes for conducting and recording community safety inspections? Is this managed efficiently and effectively? What is the process for following up on any issues raised during the inspection? What is the process for determining any enforcement action, including issuing, appealing, and waiving any regulatory expiations? Is the decision-making process documented in case it is challenged?
- **Customer Service** – how are queries/reports responded to? Are reports/incidents prioritised for investigation? Are current request volumes, response times, and SLAs appropriate/consistent with other Councils? Is the current operational resourcing mix of responding to requests vs proactive monitoring considered appropriate?

- **Roles and Responsibilities** – what support do the Community Safety Officers provide to the community? What support does the Homelessness Coordination role provide to the community, and how does this relationship impact Community Safety Officers? Are there duplications of duties/tasks, and what opportunities can be identified?
- **Systems** – what systems are used to manage community safety inspections? Does legislation manage this? How is the data collected for the city's inspection and monitoring, including enforcement? What systems are in place for supporting homelessness data collection and other homelessness-related tasks?
- **Safety and Training** – what safety measures and processes do we have in place for CoA Community Safety staff (including when working after hours)? Is sufficient relevant training provided?
- **Policy and Strategy** – as the 2019-2023 Safer City Action Plan concludes, what is required for the new action plan? How well did we go against the concluding plan, and was it sufficient, or change is required? Can any improvements be made to the new plan, that will be beneficial? What must CoA consider and how will this impact the Community Safety service? Are there clear targets, the Council's role definitions, and transparent CoA integration? How are these targets covered in the current framework?
- **Benchmarking** – how does CoA compare to other capital cities in their approach to customer inquiries and close-out of requests?

3.2 Timeframes

- The scope was developed and approved by SRIA on 2 August 2023. The audit began in August 2023.
- Consultation and meetings with relevant stakeholders occurred from August to November 2023 to gather and source information.
- Meetings with action owners and report finalisation occurred in December 2023.
- The report will be presented to SRIA in December 2023.
- The final report will be presented to the ARC in February 2024.

4. METHODOLOGY

The audit focused on the community safety framework against the following guidelines and procedures:

- City Safety Enforcement Guideline
- Community Safety – Standard Operating Procedures
- Homelessness, Social Housing & Housing Affordability Policy 2022 - 2025

The 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 Culture
 - City Operations

Community Safety

- Park Lands, Policy & Sustainability
 - Governance
 - Customer & Marketing
 - Information Management
- Review of relevant documentation associated with the community safety framework.
 - Review of current IT systems utilised and the effectiveness of those systems.
 - Review the current prioritisation of customer requests and how these are forwarded to the relevant areas to address.
 - Review the roles and responsibilities to ensure the Community Safety team has the sufficient resources to perform their duties.
 - Review the roles and responsibilities of CoA, other government agencies, and non-profit organisations.
 - Review the concluding Safer City Action Plan to determine how actions were achieved and what is required for the new plan.
 - Benchmark against other South Australian Councils on several customer requests received and current resourcing structures.

5. BACKGROUND

5.1 Customer Service Request

Customer service requests are received via the Customer Centre via email, phone, or online. These requests are entered into Pathway, the City of Adelaide's enterprise resource planning system, enabling local governments to manage regulatory services, land, property revenue, and customer requests. The requests are forwarded to the relevant teams to address the customer's inquiry. When a request is forwarded to the Community Safety Team, these requests are allocated to the five Community Safety Officers (CSO) depending on the location of the request. Over the last three financial years, the number of requests received are as follows:

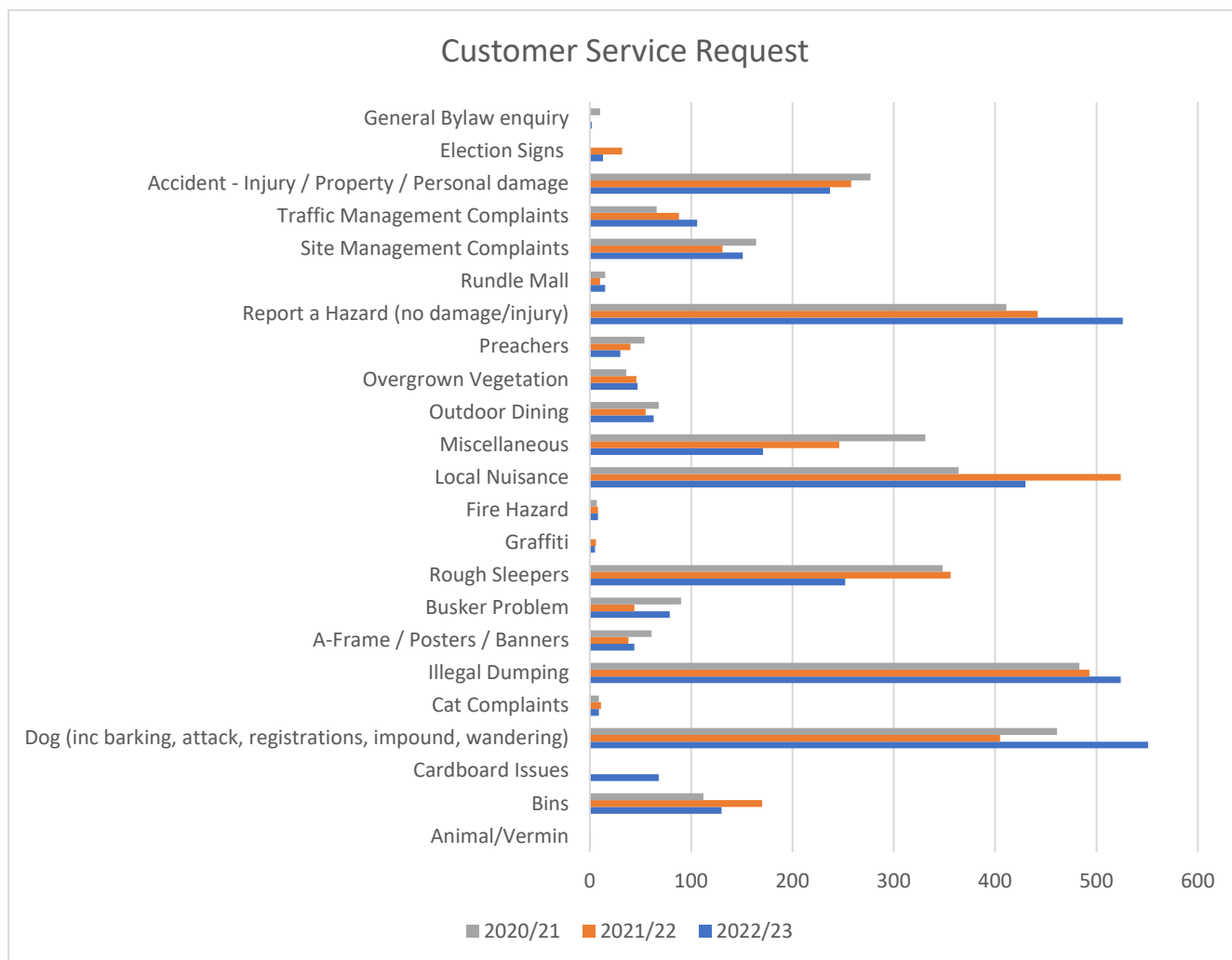
	2022 – 2023	2021 – 2022	2020 - 2021
Number of requests received	3462	3405	3367

The requests are investigated by the assigned CSO by following several steps, but not limited to:

- Site inspection and investigation.
- Discussion with the members of the public (if applicable).
- Follow up discussion with the customer who submitted the inquiry.
- Document the findings in the Pathway system.
- Reassign the request to maintenance or governance (if applicable).

Once a request has been investigated, all correspondence is saved against the customer service request in Pathway. If maintenance is required, the customer service request is forwarded to the City Operations team to raise a Work Order and make good of the site. Sometimes, the customer may submit an insurance claim, then the customer service request is forwarded to the Governance team to lodge the claim with the Council's insurance company.

The following table demonstrates the requests received over the last three financial years:



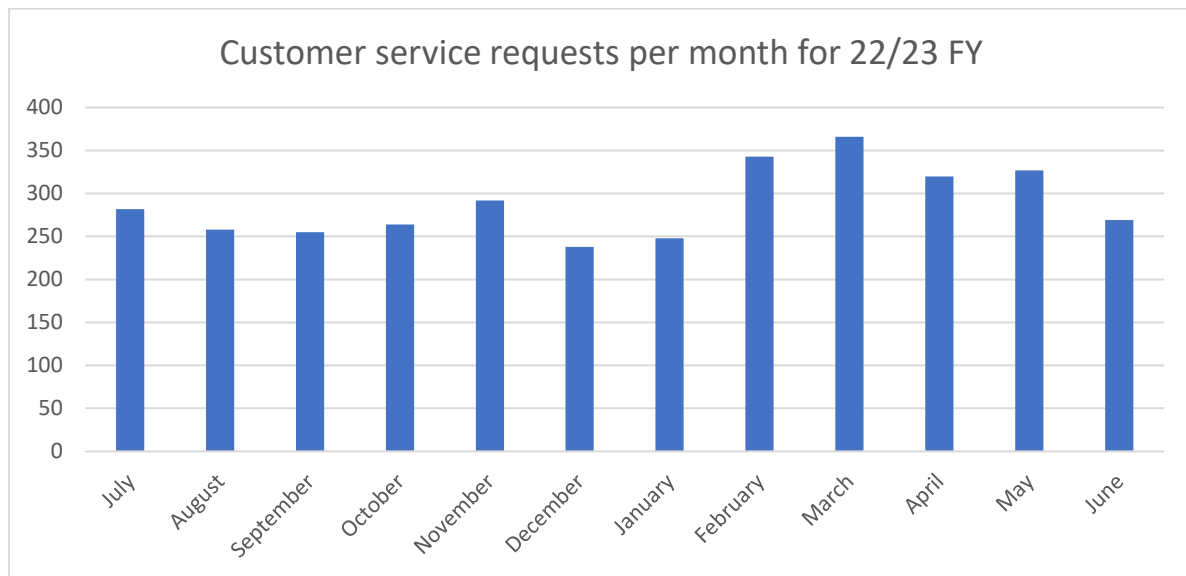
The majority of customer service requests received over the past financial years are as follows:

- Report a hazard (no damage/injury) – 13.47% of requests received.
- Local Nuisance (general, dust, noise, smoke, odour) – 12.88% of requests received.
- Illegal dumping – 14.65% of requests received.
- Dog Management (includes barking, harassment, attacks, wandering, registration inquiry, and payment) – 13.85% of requests received.
- Accident (injury/property or personal damage) – 7.54% of requests received.
- Miscellaneous – 7.30% of requests received.

NOTE: Miscellaneous covers any other inquiry that does not fall under a predefined category, such as people training in park lands, private car parks, vehicles on the park lands, etc)

Community Safety

In the last financial year 2022 – 2023, the number of customer service requests received show that it is consistent across the year:



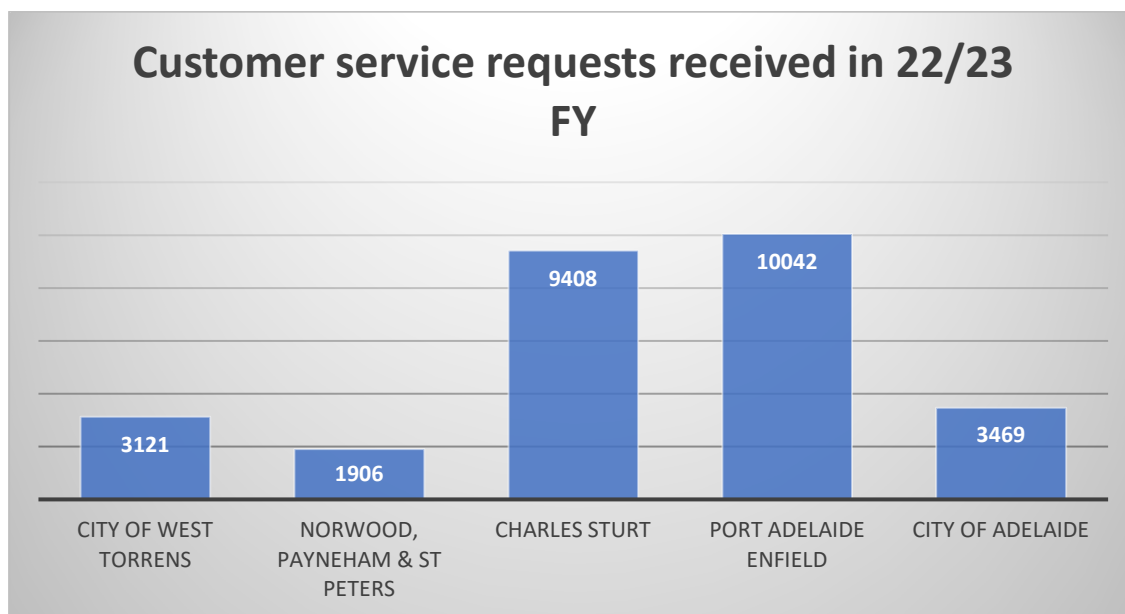
5.2 Benchmarking

A review against other South Australian councils was performed on:

- Customer service requests received.
- Timeframes in responding to customers/inquiries.
- Resourcing.

Customer Service Requests

The following table provides a snapshot of customer service requests received by councils for the 2022-2023 financial year:



NOTE: The figures for Norwood, Payneham & St Peters are low due to the unavailability of capture data.

Timeframes

A review of councils' timeframes in responding to customers/inquiries noted that generally the priorities were determined by the CSO who assigned the tasks across the five councils. There doesn't appear to be any structure assigning priority levels to the requests received, apart from priority 1 for emergency management requests such as hazards, dog attacks, burning, etc across the state. The Senior Community Safety Officer assigns the priorities at the City of Adelaide.

Resourcing

Resourcing across the councils varied, reflected in the number of requests received (refer to table above). The following indicates the resourcing structure of the councils within the Community Safety teams:

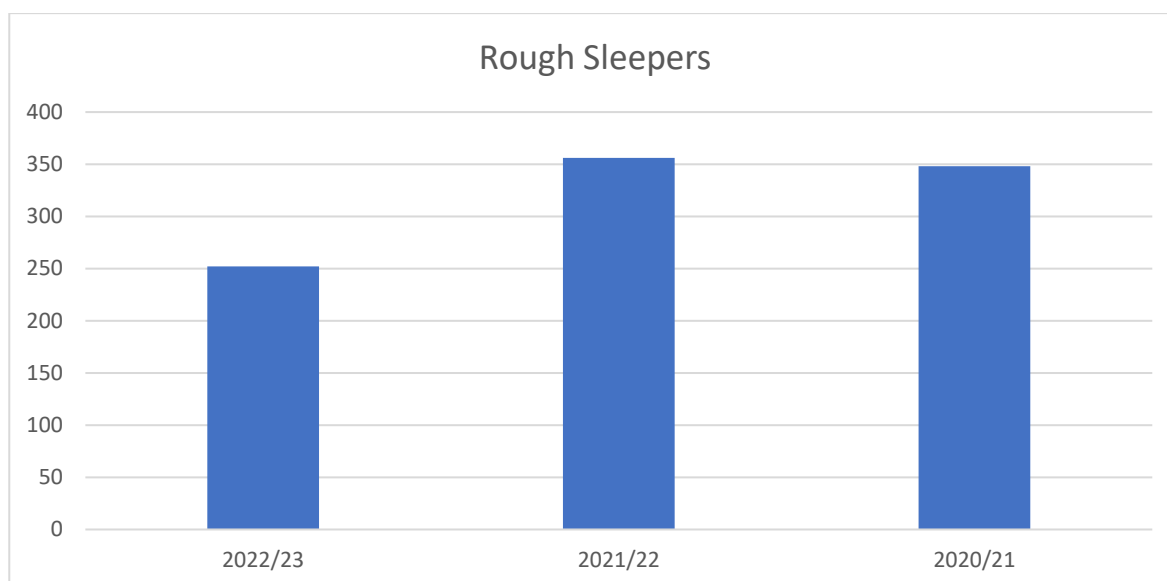
Council	Compliance Officers	Waste Officer	Animal Management Officer	Senior Community Safety Officer	Additional comments
City of West Torrens	7 FTE	1 FTE	1 FTE	1 FTE	Additional 9 officers and 4 admin staff
Norwood, Payneham & St Peters	2 FTE (Parking)			1 FTE	2 FTE vacancies
Charles Sturt	6 FTE			1 FTE	
Port Adelaide Enfield	10 FTE			1 FTE	
The City of Adelaide	3.6 FTE			1 FTE	

NOTE: the City of Adelaide resourcing does not include the Team Leader.

NOTE: Parking Information Officers are not included in CoA figures as they form part of another team in the organisation.

5.3 Community Safety in Homelessness

The Customer Service Officers will be notified of rough sleepers by members of the public, and this will be recorded in the Pathway system. Compared to the number of requests received, 9.34% is on rough sleepers. The following tables demonstrate the number of requests over the last three financial years:



When a Customer Service Officer receives a request of a rough sleeper, they will visit the site and report the location through online services to Street Connect. Street Connect is a service that provides an opportunity for those who are homeless in the Adelaide central business district, North Adelaide, and surrounding park lands to be connected with outreach workers from Street to Home and access the services they require.

In discussion with the team, there is a current Homeless, Social Housing, and Housing Affordability Policy 2022 - 2025. However, two new strategies are being developed to replace the current Policy:

- Homelessness Strategy – Everyone’s Business
- Housing Strategy – Investing in our Housing Future

The draft Strategies were approved by Council for the purpose of community consultation due to conclude early 2024. The draft Homelessness Strategy reflects a human rights approach to housing and supports a ‘housing first’ approach to ending homelessness. The strategy outlines what the Council will do to prevent homelessness through a community development approach that focuses on prevention and early intervention by linking people to support services while improving social connections and increasing community capacity at a local level.

The purpose of the draft Housing Strategy is to outline the Council’s plan for housing in the city to 2028, setting goals and targets to ensure Adelaide is a welcoming, safe, and vibrant community where housing costs do not burden people and have a choice in the type of housing, they live in.

The draft Homelessness Strategy outlines four goals:

- Housing – people have a place to call home.
- Closing the Gap – Aboriginal and Torres Strait Islander People have equitable outcomes.
- Safety and support – People are safe.
- Wellbeing and connection – People are well and living connected lives.

The City Planning and Heritage team has a Homelessness Coordinator to support CSOs, mainly when reporting a rough sleeper. The CSOs are the primary responders for concerns reported by members of the public. The coordinator role is largely responsible for the strategy and policy but works closely with the CSOs. The coordinator collates data via Pathway on behalf of the SA Housing Authority (SAHA). This position 1.0 FTE, however 0.4 FTE is funded by SAHA to collect data for this agency. In addition, CoA contributes \$208,000 per year to the Adelaide Zero Project. The Don Dunstan Foundation initiated this project and played a vital role in highlighting the issue of homelessness in our community. The foundation's work has helped embed significant innovation in the homelessness sector. This project captures this data to end rough sleeping homelessness in inner Adelaide, of which the CoA is a founding partner.

The housing and homelessness sector in Australia is complex. A coordinated effort by all levels of government and non-government sectors is needed to end homelessness:

- The Federal Government is responsible for providing funding and support for housing, including social housing and rental assistance.
- The State Government is responsible for social housing and homelessness services.
- Local Government has a role in local planning policy, development assessment, and community development. It also has a role in providing and managing the public realm and elements of social infrastructure to support communities.
- Non-profit agencies (including Community Housing Providers) and private industry play a role in delivering housing and support services. Community Housing Providers build and manage affordable rental properties.

As several agencies were working with homelessness, the State Government created an initiative called 'Toward Home Alliance'. This agency coordinates all the work that various agencies across the sector perform. The vision is to prevent, reduce, and end homelessness in South Australia. CoA plays a role in capturing data for the Adelaide Zero Project, creating policies, and community development.

6. FINDINGS

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

A complete 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 finalised documented guideline for the prioritisation of requests	High
No documented processes in place for managing expiations	High
Finalise the Local Nuisance Exemption Assessment Process	Moderate
Inconsistent reporting channel for a work order request	Moderate
Staff email is used for waste work order request notifications	Moderate
Inconsistent reporting on actions when on-call	Moderate
Clarification of roles	Moderate

Community Safety

No review period was identified for SOPs	Low
Opportunity to streamline the questions and workflows in Pathway	Improvement Opportunity
Opportunity to improve monitoring of the Action Plan	Improvement Opportunity
Opportunity to streamline customer service requests	Improvement Opportunity
No categorisation for Dry Areas	Improvement Opportunity

7. CONSULTATION

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

- Lisa Loveday, Manager City Safety
- Steph Paprzycki-Baker, Team Leader Community Safety
- John Hatzipavlos, Senior Community Safety Officer
- Lynn Ozbek, Community Safety Officer
- Karen Harvey, Team Leader Business Centre
- Michel Diratani, Team Leader Waste & Cleansing
- Scott Rodda, Manager City Maintenance
- Kristen Mackintosh, Lead Project Manager
- Merissa Decelis, Business Senior Partner
- Jo Menadue, Team Leader Social Planning & Reconciliation
- Colleen McDonnell, Manager City Planning & Heritage
- Jennifer West, Senior Safety Advisor
- Robert Donoghue, Enforcement Officer



8. SUMMARY OF FINDINGS

Ref #1 No finalised documented guideline for prioritisation of requests	Rating: High
Description of finding	Agreed Actions
<p>Identification:</p> <p>CoA receives customer service requests through several avenues such as online, email, or phone calls to the Customer Centre. The request is recorded in Pathway, the Council's resource planning system for customer requests, and forwarded to the Community Safety Team. An email notification is then forwarded to the Community Safety inbox.</p> <p>The Senior Community Safety Officer monitors the inbox daily, throughout the day. When a request is received, the Officer will review it and allocate it to a Community Safety Officer (CSO) within the team in the Pathway system. The allocation will depend on the location of the request as each CSO is assigned to the CBD, North Adelaide, or Park Lands and oversees these areas. In assigning the request, the Senior Community Safety Officer will also prioritise the request: 1, 2, or 3. Level 1 is for immediate action, visit the location within 24 hours. Level 2 is a medium-risk priority for minor public safety hazards. Level 3 is for any requests that are not hazardous to the community.</p> <p>The Community Safety team has several guidelines and Standard Operating Procedures for their tasks. There are many valuable documents, including checklists, templates for correspondence, and guidance on addressing issues. However, in reviewing the documents, no mention is made of how or when a priority is allocated to a customer service request.</p>	<ol style="list-style-type: none"> 1. Develop a Community Safety Management Policy which includes priorities based on risk assessment to assist the Community Safety Team to prioritise and provide expected timeframes when dealing with community safety matters. 2. Update Pathway to reflect policy priorities and timeframes in Customer Requests. 3. Communicate Policy, priorities and timeframes to the Community Safety Team and the Customer Centre.

Community Safety

<p>In further discussions with the Manager City Safety, a draft Community Safety Management Policy was created. The Policy outlines the objectives, principles, and approach to managing community safety matters in the CoA area. Furthermore, within the document is a detailed 'Order of Priority' when undertaking activities to address customer service requests based on a risk priority. The priorities range from 1 to 5 depending on legislative requirements and risk to public safety with priority 1 being the highest risk priority and priority 5 being the lowest risk priority. The Policy provides examples of activities/matters included within each priority however, it doesn't address the timeframe in which the matter must be dealt with.</p> <p>The risk of not having a finalised document on the prioritisation of requests leads to inexperienced CSOs who may monitor the Community Safety team inbox while the Senior Community Safety Officer is on leave, prioritising a request incorrectly. For instance, a dog attack may be allocated a level 3 priority instead of a level 1.</p> <p>Recommendation:</p> <ol style="list-style-type: none"> 1. Include timeframes for each priority in the Community Safety Management Policy and ensure these timeframes are embedded within Pathway allocations. 2. Finalise the Policy to assist the Community Safety team, in prioritising requests based on a pre-determined assessment and communicate across the team. 	
<p>Position Responsible:</p>	<p>Associate Director, Regulatory Services</p>
<p>Target Date:</p>	<p>December 2024</p>

Ref #2 No documented processes in place for the management of expiations	Rating: High
Description of finding	Agreed Actions
<p>Identification:</p> <p>When a customer service request is received and actioned by a CSO, the CSO will investigate the request. Part of the investigation may include a site visit. During this site visit, the CSO may discuss the issue with the person to whom the complaint has been made (i.e. illegal dumping of rubbish, dog barking, etc). The individual will receive a warning notice, however, if the issue of concern is repeated then the CSO has the authority to expiate the individual. The request is emailed to the Enforcement Officer who will raise the relevant expiation. The Enforcement Officer will raise the expiation in the Pathway system and forward it to the relevant CSO who will notify the individual of the expiation raised. This process is followed as the CSO holds the relationship with the individual.</p> <p>The Enforcement Officer will monitor the expiation and if not paid by the due date, they will issue a reminder notice. If the individual still has not paid the expiation after receiving the reminder notice (this is generally several weeks after the reminder notice is sent), then the Enforcement Officer will send the expiation to the Fines Enforcement & Recovery Unit to enforce. All expiations must be paid, prosecuted, or enforced within six months and twenty-eight days of issuing the expiation as per the <i>Expiation of Offences Act 1996</i>.</p> <p>During discussions with the key stakeholders, it was identified that no procedure has been documented for the tasks of the Enforcement Officer in raising expiations, sending out reminder notices, or enforcing the expiation. The risk that the end-to-end process is not documented, is that critical steps in the process may be missed and Council is not adhering to legislative requirements.</p>	<p>Create four documented procedures regarding the end-to-end processes for Community Safety expiations. These will include:</p> <ul style="list-style-type: none"> • Creating / raising an expiation, • Preparing and sending out a Reminder Notice, • Enforcing an expiation with the Fines Enforcement & Recovery Unit, • Withdrawing an expiation

Community Safety

Recommendation: Document end-to-end process for: <ul style="list-style-type: none">• Raising an expiation• Sending out reminder notices• Enforcing the expiation• Waiving an expiation	
Position Responsible:	Manager, Customer & Marketing
Target Date:	Completed

Ref #3 Finalise the Local Nuisance Exemption Assessment Process		Rating: Moderate
Description of finding		Agreed Actions
<p>Identification: In June 2023, CoA received a section 270, internal review of the Council's decision on an exemption from a construction company to pour concrete before 7 am. A building group applied for an exemption under section 19 of the <i>Local Nuisance and Litter Control Act 2016</i> to conduct early morning concrete pours from 5 am in North Adelaide. The Team Leader Community Safety assesses every application against the <i>Local Nuisance and Litter Control Act 2016</i>. During the internal review of section 270, it was noted that the Council sufficiently considered the interests of the residents and the impacts of the works on the residential area. In addition, the exemption contained several strict conditions, intended to address concerns and mitigate potential issues.</p> <p>However, during the course of this investigation, it was noted that a Standard Operating Procedure (SOP) was not in place to assist CSOs in their assessments. Proceeding with this discovery, a draft SOP has been developed but has not yet been reviewed or finalised by the Community Safety team.</p> <p>Recommendation: Finalise the standard operating procedure and communicate this to the Community Safety team.</p>		<ol style="list-style-type: none"> 1. Finalise Draft Standard Operating Guideline 2. Share with Community Safety Team for Feedback 3. Make amendments based on Feedback and upcoming amendments to the Local Nuisance and Litter Control Act 4. Finalise and Implement SOG
Position Responsible:	Associate Director, Regulatory Services	
Target Date:	June 2024	

Ref #4 Inconsistent reporting channel for a Work Order request	Rating: Moderate
Description of finding	Agreed Actions
<p>Identification:</p> <p>When a customer service request is received and the CSO notes that maintenance work is required to repair the hazard, this is reported to the City Operations program. The requests are forwarded to the City Maintenance team within the City Operations program at the CoA depot. The requests are sent through various channels:</p> <ul style="list-style-type: none"> • Allocation via the Pathway system against the customer service request • Phone calls or email requests to the Rapid Response team <p>When a work order request is processed via Pathway, the request then automatically creates a work order in Assetic. Assetic is a cloud-based asset management system that is essential in the management of infrastructure for the Council. The system also manages the maintenance of CoA's assets, including reactive, proactive, and strategic assets. The work order is assigned to the relevant team member and is given a priority level in Assetic. In discussion with stakeholders, it was noted that no service level agreement (SLA) was in place when assigning a work order. The priority level is based on a risk assessment for each task by the staff member assigning the work order. The risk of not providing a priority level structure for staff to allocate work orders is that any work orders considered high or hazardous may be allocated as a low priority level.</p> <p>If the work order request is urgent and requires immediate attention, an email or phone call is sent to the Rapid Response team for action. The Rapid Response team will generally address the request within 4 hours. However, receiving an email or phone call may not be captured in the Assetic system as a work order. Therefore, there is</p>	<ol style="list-style-type: none"> 1. Develop an internal process to ensure all work order requests are sent through Pathway so they are captured, and a work order is raised. Communicate this process to all relevant teams that seek work order requests. 2. Create a guideline to assist staff in prioritising work orders and ensure SLA's are assigned to those priority levels.

<p>potential for no historical record of requests being actioned in case staff need to refer to prior reports. However, after completing the task via phone, the Rapid Response team will lodge the request as a work order in Assetic. The risk of reporting after repairing the works is that the team may be busy and forget to lodge the request in the Assetic system.</p> <p>At other times, the Rapid Response team is already attending to a matter when an urgent request comes through. In these situations, the team stops what they are doing and attends to the urgent matter, this leads to inefficiency and disruption to a workday. Work orders need to be prioritised so they can be actioned appropriately.</p> <p>Recommendation:</p> <ol style="list-style-type: none"> 1. A transparent, concise process needs to be developed and communicated to all staff who request work orders, that any request for City Maintenance needs to be done through Pathway, which flows into Assetic, and a work order is raised. 2. Document a guideline to assist staff in prioritising work orders and ensure SLAs are assigned to those priority levels in the Assetic system. 	
<p>Position Responsible:</p>	<p>Associate Director, City Operations</p>
<p>Target Date:</p>	<p>June 2024</p>



Ref #5 Staff email is used for waste work order request notifications		Rating: Moderate
Description of finding		Agreed Actions
<p>Identification:</p> <p>When the CSO receives a customer service request and notes that a work order is required to address illegal dumping, the request is processed through Pathway. The tasks are allocated to the Waste Services Officer, who will receive an email notification that a request has been allocated to them. If the Waste Services Officer is on leave, the Team Leader, Waste and Cleansing checks in Pathway to see if any requests for action are within their team. If there is a request, the Team Leader will reassign it to another team member for action.</p> <p>However, the email notification is forwarded to a staff email account. The risk of an individual staff email account being used is that the Waste Services Officer may be on leave and the request is not being actioned. There is a reliance on the Team Leader to open Pathway and check the customer service requests received regularly during this leave period.</p> <p>Recommendation:</p> <p>A generic waste email is set up and all Pathway requests are forwarded to this email. Ensure that multiple people within the team have access to this email.</p>		<p>We will investigate if a generic email address can be set up for CSOs to direct relevant requests to the cleansing team via Pathway so several staff can access those requests without relying on one person.</p>
Position Responsible:	Associate Director, City Operations	
Target Date:	March 2024	

Ref #6 Inconsistent reporting on actions when on-call	Rating: Moderate
Description of finding	Agreed Actions
<p>Identification: CSOs are on-call from 5 pm – 8 am on weekdays, and 24 hours over weekends. An On-Call Duties Procedure has been created to provide guidance and to ensure the safety, health, and security of CSOs when undertaking on-call and overtime duties.</p> <p>The procedure outlines the guidelines such as:</p> <ul style="list-style-type: none"> • Communication • Rostering • Receiving an inquiry via Out of Hours Phone • Saturday morning overtime shift duties • Vehicle • Timesheets <p>In addition, the procedure guides when to attend or not attend a customer service request when on-call to ensure the CSO’s safety and well-being. For instance, when not to attend, there are guidelines as to whom the customer service request should be readdressed. At all times, when the CSO does attend to a customer service request, they will contact the Team Leader, Community Safety and there are always two CSOs present (which one may be the Team Leader).</p> <p>When receiving a customer service request when on-call a Community Safety After-hours call log is recorded. This call log is a spreadsheet held in Content Manager, CoA’s record-keeping system. The call log is completed with the following details:</p> <ul style="list-style-type: none"> • Day of the week • Date • Time • Who called • Reason for calling 	<ol style="list-style-type: none"> 1. Amend current spreadsheet and add additional column for additional notes. 2. Communicate amendments and changes with Community Safety Team 3. Update Standard Operating Guidelines to reflect amendments and changes

Community Safety

- Other information
- Overtime (yes/no)
- Complaint
- Officer

In the Officer section of the call log, details of the CSO that attended are recorded, and sometimes the Pathway reference number is allocated. The Pathway request will retain all actions when attending to the customer service request. In a review of the records, not all Pathway reference numbers are noted on the call log. In consultation with stakeholders, it was identified that not all customer service requests received when on-call are recorded in Pathway due to the matter being referred to another agency outside of Council, a business unit in Council, or the conversation was brief with the customer. For example, a call was received on 5 May 2023 from a customer who could not exit the Frome UPark. There is no Pathway reference attached to this call log, nor are there any actions noted on the call log.

The risk of not recording all actions the CSO took for any requests received is that the Community Safety team does not hold a record of the outcome of every incident. As the matter may be referred to another agency or business unit, it is understandable not to record the request in Pathway as this can be time-consuming, however, a notation should be made on the Community Safety After-hours call log of all actions taken in case there is a requirement to refer back to that request.

Recommendation:

For any actions not required to be entered into Pathway, provide the relevant actions taken in the call log spreadsheet (i.e. add another column to the spreadsheet). This additional column can be used to note actions taken and Pathway reference numbers.

Position Responsible: Associate Director, Regulatory Services

Target Date: June 2024

Ref #7 Clarification of roles	Rating: Moderate
Description of finding	Agreed Actions
<p>Identification: The Homelessness Coordinator sits within the Park Lands, Policy & Sustainability program. The position is 1.0 FTE, however 0.4 FTE is funded by SA Housing Authority (SAHA) to be a key coordination and contact point tasked to monitor incidents of rough sleeping, provide timely referrals of rough sleepers to relevant agencies, complete quarterly reports for SAHA and to facilitate effective responses and relationships between Council, State Government and Federal Government agencies, social services and the broader community to ensure people experiencing homelessness receive support.</p> <p>The data on rough sleeping required for the quarterly reports for SAHA is reported in Pathway, CoA's enterprise resource planning system and this data is entered by the CSOs who are the primary responders. The CSO will respond to a request from the member of the public and report the information in Pathway as well as the online portal for Street Connect. This previously was performed by the Homelessness Coordinator, however it has since been streamlined. The Homelessness Coordinator will extract the data from pathway into an excel format, collate and send it to SAHA. However, the Homelessness Coordinator's primary role is policy and strategy, and building relationships with external agencies. In discussion with key stakeholders, there has been a high turn-over in this position as employees have indicated a tension between the daily responsive nature of the position and the more strategic, policy components. Furthermore, it has been identified that only a small component is based on data collection and reporting but at times, this can be extremely time consuming for the coordinator.</p> <p>As the data is entered into Pathway by CSOs by other members in Council, should the reporting of this data sit within the Homelessness Coordinator position. Furthermore, it is confusing, who uses this data</p>	<ol style="list-style-type: none"> 1. Confirm with SAHA that the data collection is required and the information is relevant. 2. Investigate the opportunity to improve reporting capability in Pathway so a quarterly report can be extracted for SAHA. In consultation with the Community Safety team, identify the most appropriate team for this task to be allocated to. 3. Review and refine the role of the Senior Safety Advisor and inform all internal and external stakeholders. 4. Determine who is the best key contact for external agencies and inform the relevant bodies. 5. Identify all external committees that CoA sit on and confirm the most relevant position to be attending these meetings. Retain a record for future reference.

Community Safety

and for what outcome. Therefore further analysis of this data collection is required to determine if it is providing value.

Furthermore, in discussion with the key stakeholders, the Senior Safety Advisor has built relationships with government agencies and the private sector. Over the years, this position has developed and changed, however they are still considered the 'go to' person for queries regarding public safety by internal and external stakeholders. It has been noted, due to the nature of the CoA staff member, they are very helpful and will respond to the queries, however at times, this is not part of their role to address. In addition, it was identify by external parties that CoA no longer has a key contact person to address and respond to enquiries.

CoA hold many relationships with external agencies and play an important role in public safety to support the community. Through the discussions, it was identify that CoA are involved in multiple working groups or taskforces to address various public safety concerns, in particular homelessness. However, it was noted that various CoA staff members sit on these working groups but there is not clear distinction if the right staff member should be representing CoA or even the working groups that CoA have established with external agencies.

Recommendation:

1. Investigate why data is being collected and for what outcome will it achieve. Determine if it is providing value to CoA or is it just a reporting tool for SA Housing Authority.
2. Review and refine the role of the Homelessness Coordinator and confirm whether the role should maintain the data collection reporting side or sit within another team, such as CSOs. In conjunction with the Regulatory Services program, determine where it is best placed to allocate this function.

<p>3. Review and refine the role of the Senior Safety Advisor and provide awareness to internal and external stakeholders, the key contact for these types of queries.</p> <p>4. Identify and establish a key contact person for external agencies.</p> <p>5. Identify the various meetings (working groups/taskforces) held with external agencies that CoA play a role in and determine who the best position in Council is suited to sit in those meetings. Ensure that all areas of concern within CoA are aware of these working relationships.</p>	
Position Responsible:	Associate Director, Park Lands, Policy & Sustainability
Target Date:	September 2024



Ref #8 No review period identified for SOPs	Rating: Low
Description of finding	Agreed Actions
<p>Identification:</p> <p>Due to various customer service requests and by-laws that the Community Safety team follows, several Standard Operating Procedures (SOP) have been created to guide the CSOs when reviewing and receiving customer service requests. The SOPs are held within a sub-folder Community Safety Procedures (VS2021/4697) in Content Manager, the Council’s official record management system. In reviewing the sub-folder, containing the SOPs, it was noted that there is additional documentation to assist the CSOs such as, but not limited to:</p> <ul style="list-style-type: none"> • Checklists • Letter/notice templates • Flow charts • Interview questions • Guidelines <p>These documents are valuable tools in assisting CSOs to perform their duties, however, it was also noted that within this sub-folder are documents that are no longer used, classified as ‘To be deleted’. The sub-folder contains documents dating back to 2012. This can confuse when locating a current SOP or document, particularly for any new starters to the organisation. Furthermore, several documents are classified as ‘Do Not Use – Under Review’.</p> <p>In addition, reviewing the SOPs, there is no document review period. The risk of not identifying a review period for procedures leads to the risk that outdated procedures are still in use and followed, mainly if legislation or by-laws are updated.</p>	<ol style="list-style-type: none"> 1. Undertake audit of VS2021/4697 2. Review all outstanding and “Under Review” Standard Operating Guidelines 3. Remove/Archive documents that are no longer required or relevant. 4. Update all current and “Under Review” Standard Operating Guidelines 5. Implement review period for each Standard Operating Guidelines

<p>Recommendation:</p> <ol style="list-style-type: none"> 1. Consider archiving old documents/guidelines/templates in another sub-folder within Content Manager, so only current documents are available in VS2021/4697. 2. Ensure all documents 'Under Review' are reviewed and finalised. 3. Implement a review period for each Standard Operating Procedure to keep the document current. 	
<p>Position Responsible:</p>	<p>Associate Director, Regulatory Services</p>
<p>Target Date:</p>	<p>December 2024</p>



Ref #9 Opportunity to streamline the questions and workflows in Pathway	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification: Customer service requests are received online, by email, or by phone call to the Customer Centre. The request is recorded in Pathway, the Council’s resource planning system for customer requests, and forwarded to the Community Safety Team for action. The CSO will review the request, identify if any work is required, and report back to the customer. All records of actions taken including communications are recorded in Pathway. CSOs receive customer service requests for various reasons, including hard rubbish.</p> <p>When a member of the public reports a hard rubbish inquiry or a CoA staff member notes it, this is assigned to the relevant CSO to attend to and address the issue. The request is entered into Pathway and there are several steps that the CSO goes through before completing the investigation:</p> <ul style="list-style-type: none"> • Checking for duplicates • First site visit • Second site visit • Cleansing <p>The workflow takes the CSO through several questions/ workflows to ensure all aspects of hard rubbish dumping are followed. In discussion with the stakeholders, it was noted that the CSO goes through four different questions during receiving, investigating, and responding to the request. The answers are typed into Pathway, however, it was noted that some can be converted to a drop-down format instead of text.</p> <p>Furthermore, if the request is no longer a concern at any stage, then the CSO cannot close the Pathway request unless they go through all four stages of the request. During other stages, the questions or input</p>	<ol style="list-style-type: none"> 1. Follow up meeting with IM to review Pathway and how it can work more efficiently and effectively for Pathway Requests 2. Discuss with the Community Safety Team and develop how best to use Pathway’s for Community Safety Requests 3. Implement amendments and changes to Pathway 4. Test Amendments and Changes 5. Continue to work with IM to refine Pathway when and where required

<p>required is a duplicate of previous stages, that is similar questions are asked and the same photos are uploaded. In discussion with CSOs, this process can be time-consuming, duplication of steps and even some sections in the workflow do not provide any value, so there is the opportunity to streamline the process.</p> <p>A customer insight project is underway that may address some of the workflows and how customers interact with CoA. This can allow all Pathway requests and workflows to be reviewed and streamlined to assist CSOs in their daily tasks.</p> <p>Recommendation:</p> <p>With assistance from IM, review the workflows and questions in all Pathway requests, so the information entered in Pathway is not duplicated or irrelevant.</p>	
<p>Position Responsible:</p>	<p>Associate Director, Regulatory Services</p>
<p>Target Date:</p>	<p>December 2024</p>



Ref #10 Opportunity to improve monitoring of Action Plan	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification:</p> <p>CoA currently maintains a Safer City Policy 2019-2023 which is a framework for creating a safer city. This policy is executed through the Safer City Action Plan 2019-2023 (the Plan) and the City of Adelaide Strategic Plan 2016-2020. The Plan is expiring and a new one is being created, under an overarching Social Equity Framework rather than a stand-alone policy or plan. The framework is currently in the design phase and will have several different actions and strategies embedded. It will be developed in 2024 in consultation with key stakeholders. In discussion with the Social Planning & Reconciliation Team, the framework will respond to the actions and create a clear guideline on how to achieve these actions.</p> <p>The actions are monitored through a spreadsheet and updated once a year. The Senior Safety Advisor is the owner of this spreadsheet and once a year, will reach out to the action owners for an update. The action owners will provide an update which is inputted into the spreadsheet, however, if the action did not meet the required deadline, there is no explanation why the deadline is missed, only 'delayed' is written in the comments. This process is labour-intensive and is managed by a single person within a spreadsheet. This process does not incorporate automatic reminders to action owners on approaching or overdue actions within the Plan. It is solely reliant on one person requesting an update once a year.</p> <p>Once all updates are received, a report, whether an E-news or a Council report, is created and distributed to the Council Members.</p> <p>In discussion with the Strategy, Insights and Performance, a business brief has been submitted to implement a system that assist the team</p>	<p>Investigate the opportunity to use a system to assist with monitoring of actions that include reminder notifications to action owners.</p>

<p>to report on action items aligned to the Strategic Plan and corporate reporting requirements. However, this is not in the plan to expand to other action plans for individual programs.</p> <p>There is the risk of actions becoming overdue without accountability from responsible action owners, and actions are forgotten about as there is only one reminder a year from a CoA staff member.</p> <p>Recommendation:</p> <p>Consideration be given to introducing a more formalised process to monitor and update actions in a system that provides regular notifications that an action is assigned to the relevant action owner. The system, should be one that the Social Planning & Reconciliation Team have oversight of, and which can be used to monitor the progress of actions over the course of the year.</p>	
<p>Position Responsible:</p>	<p>Associate Director, Park Lands, Policy & Sustainability</p>
<p>Target Date:</p>	<p>June 2024</p>



Ref #11 Opportunity to streamline customer service request	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification:</p> <p>CoA receives customer service requests through several avenues such as online, email, or phone calls to the Customer Centre. The request is recorded in Pathway, the Council’s resource planning system for customer requests, and forwarded to the Community Safety Team. An email notification is then forwarded to the Community Safety inbox for allocation to a CSO.</p> <p>In a review of the customer service requests received and in consultation with key stakeholders, on several occasions, the CSO will address the customer service request with a site visit and redirect the request to the relevant team to address the issue of concern. In situations like these, the request received via the Customer Centre is a general notification, such as a slightly raised paver, tree trimming required, or a checker plate drain protruding. When a maintenance request or work order is placed, the relevant team must perform their inspections before rectifying the issue. Therefore, as these requests are forwarded to the Community Safety team for review, inspections are duplicated, especially when it is a general inquiry.</p> <p>CSOs should attend a site visit if the customer requests feedback or a hazard requires attention. Suppose the customer service request is just a general inquiry stating a hazard, such as a raised paver, wet footpaths, planter boxes in wrong locations, or an insurance claim. These requests should go directly to the relevant area to address the concern or raise a work order.</p>	<ol style="list-style-type: none"> 1. Meeting with Community Safety Team to discuss all current Pathway Requests and current actions 2. Speak with other CoA teams and or departments that maybe impacted by any process changes and work with them to ensure this is the correct procedure 3. Create documents for the customer centre to direct inquiries

<p>Recommendation:</p> <p>Work with the Customer Centre to identify types of inquiries that must be forwarded to the Community Safety team or directed to the most appropriate team within the organisation.</p> <p>This can be as simple as a cheat sheet to assist the Customer Service Representatives in directing the inquiry to the most appropriate area to improve customer service.</p>	
<p>Position Responsible:</p>	<p>Associate Director, Regulatory Services</p>
<p>Target Date:</p>	<p>December 2024</p>



Ref #12 No categorisation for Dry Areas	Rating: Improvement Opportunity
Description of finding	Agreed Actions
<p>Identification:</p> <p>The Adelaide Park Lands Dry Area 1 are in effect from 8.00pm to 11.00am the following day and Adelaide Park Lands Area 2 covering Blue Gum Park/Kurungga (Park 20) and Veale Park/Walya Yarta (Park 21) are in effect 24 hours a day, 7 days a week until 22 June 2025.</p> <p>To monitor the effectiveness of the Dry Areas and the wrap around services delivered by the State Government in support of the dry areas, administration has sought an Adelaide Park Lands Dry Area Regulation monitoring and evaluation process be established by the State Government as part of the approval through the Safety and Wellbeing Taskforce.. This includes a review of the data and outcomes relating to the continuation of the Dry Area to be conducted over the next 6 months. In order to perform this review, the Park Lands, Policy and Sustainability team will need to collate data on alcohol related matters in relation to the Adelaide Parklands Dry Areas.</p> <p>The collection of data is stored in Pathway, CoA's enterprise resource planning system enabling local governments to manage regulatory services as well as customer requests. Currently there is no information recorded in this system regarding dry areas The Park Lands, Policy and Sustainability team sought to collate this data for Council, however there was little to none information in relation to and Dry Areas.</p>	<ol style="list-style-type: none"> 1. Work with Customer Centre and IM to determine the required changes to Pathway. 2. Implement amendments and changes to Pathway.

<p>Recommendation:</p> <p>Work with Information Management and Customer Centre to create a category within Pathway so when Customer Service Representatives and CSOs report on alcohol related and Adelaide Dry Area matters, they are able to identify Dry Areas in the reporting. This will assist with the Adelaide Park Lands Dry Area Regulation and providing alternative measures to support the community.</p>	
<p>Position Responsible:</p>	<p>Associate Director, Park Lands, Policy & Sustainability</p>
<p>Target Date:</p>	<p>June 2024</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 that could have or is having an extremely 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 the community's confidence in the 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 	The finding was reported to the Director immediately and a response plan was developed with the appropriate Associate Director. Implementation updates and status reporting are managed through Promapp.	Actions are managed in Promapp with a timeframe of no more than 3 months for completion.
High	<p>The finding represents a control weakness that 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 the community's confidence in the 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 	The finding was reported to the appropriate Associate Director immediately and a response plan was developed with the appropriate Manager. Managed through Promapp.	Actions are managed in Promapp with a timeframe of no more than 6 months for completion.
Moderate	<p>The finding represents a control weakness that 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 the community's confidence in the Council • Medium operational breakdown in process that may lead to increased and unacceptable risk • Minor breach of legislation or contractual non-compliance that will not likely result in litigation, prosecution, and/or penalty 	Findings are reported to the appropriate Manager through the Internal Audit Report and managed through Promapp.	Actions are managed in Promapp with a timeframe of no more than 9 months for completion.
Low	<p>The finding represents a minor control weakness that 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 not likely result in litigation, prosecution, and/or penalty 	Findings are reported to the appropriate Manager through the Internal Audit Report and managed through Promapp.	Actions are managed in Promapp with a timeframe of no more than 12 months for completion.