

# Emergency Management Internal Audit

**Wednesday, 15 May 2024**

Audit and Risk Committee

Strategic Alignment – Our Corporation

**Program Contact:**

Kathryn Goldy, Acting Manager  
Governance

Public

**Approving Officer:**

Michael Sedgman, Acting Chief  
Executive Officer

---

## EXECUTIVE SUMMARY

In accordance with the 2023-24 Internal Audit Plan for the City of Adelaide (CoA) an internal audit on the policies, processes, risks and controls relating to emergency management was performed.

The internal audit identified three moderate and three low risk rated findings, with one process improvement opportunity.

The Internal Audit Plan has been developed in consideration of Council's key strategic risks and critical priorities.

Internal audit is an essential component of a good governance framework. It is the mechanism which enables Council to receive assurance that internal controls and risk management approaches are effective, that it is performing its functions legally and effectively, and to advise how it can improve performance.

---

## RECOMMENDATION

### THAT THE AUDIT AND RISK COMMITTEE

1. Notes the internal audit report provided as Attachment A to Item 6.6 on the Agenda for the meeting of the Audit and Risk Committee held on 15 May 2024.
  2. Endorses the responses of the Administration to the Emergency Management Internal Audit Report as outlined in Attachment A to Item 6.6 on the Agenda for the meeting of the Audit and Risk Committee held on 15 May 2024.
-

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Corporation</b> Internal audit is an essential component of a good governance framework. It enables Council to ensure it is performing its function legally, effectively and efficiently.
Policy	Not as a result of this report
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	Internal audit is an essential component of a good governance framework. It is the mechanism which enables Council to receive assurance that internal controls and risk management approaches are effective, that it is performing its functions legally, and effectively, and to advise how it can improve performance.
Opportunities	Internal audits suggest a range of improvement opportunities related to the area being reviewed, enhancing functions and services and aligning Council processes to best practice standards.
23/24 Budget Allocation	Not as a result of this report
Proposed 24/25 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
23/24 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

# DISCUSSION

## Background

1. The Emergency Management Internal Audit was performed by KPMG, in accordance with the 2023-24 Internal Audit Plan.

## Report

2. This audit aligns with the City Adelaide's (CoA) Strategic Risk – City Emergency: Insufficient emergency management preparation.
3. The Emergency Management Internal Audit focused on the policies, processes, risks and controls relating to Emergency Management. The audit considered the CoA's framework, including emergency response plans for appropriateness.
4. The objective of the Emergency Management Internal Audit included the following:
  - 4.1. Framework – governance and management controls, policies and procedures and identification of roles and responsibilities.
  - 4.2. Risk identification and Business Impact Assessments – identification and assessment of risks and disruption scenarios, critical business processes and functions and key IT systems/services supporting critical functions.
  - 4.3. Plan development – identification and high-level assessment of recovery strategies included in the Emergency Management Plan, plan maintenance procedures and version control.
  - 4.4. Recovery plans – recovery objectives, strategies and dependencies, procedures for activation, prioritisation, backup and restore procedures, community recovery strategies, resourcing of emergency response team, agreements with third party suppliers and alignment to the Emergency Management Plan.
  - 4.5. Exercising – exercise and test strategies for Emergency Management, including the development of exercise plans, execution to validate plans and recovery capabilities and reporting of exercise and test results.
  - 4.6. Continuous improvement – review and improvement cycle for emergency management and business continuity and staff awareness and training
5. The findings of the internal audit are indexed into the following risk ratings:

Finding	Risk Rating
Further emergency training and education of staff is required	Moderate
Emergency Management Policies, Procedures and Plans require uplift	Moderate
Consideration of sustainable resourcing and workforce planning is required to enhance emergency management readiness and execution of roles and responsibilities	Moderate
Diversification of mobile phone providers	Low
Update and integrate business continuity processes into tools supporting emergency management	Low
There is a desire and need to enhance the frequency of communication between Council Commanders	Low
Opportunity to enhance communication of Emerging Risks and Watch List downwards	Improvement Opportunity

6. Administration has considered the findings and provided actions and time frames to address these findings.

---

## ATTACHMENTS

**Attachment A** – Emergency Management Internal Audit