

# Compliance Report

Licensees must use the following format for the annual compliance report.

## Compliance Report

Time period: 1 January 2015 to 31 December 2016

Submitted by: City of Kalgoorlie-Boulder

ACN: 63 711 737 609

To: Chair  
Economic Regulation Authority  
PO Box 8469  
Perth Business Centre  
WA 6849

John Walker, Chief Executive Officer reports as follows:

- (1) This report documents compliance during 1 January 2015 to 31 December 2016 with all obligations classified as Type 1 and Type 2 obligations in the Economic Regulation Authority's current Water Compliance Reporting Manual.
- (2) This report has been prepared by City of Kalgoorlie-Boulder with all due care and skill in full knowledge of the obligations to which it is subject under the Regulations and Codes made pursuant to the *Water Services Act 2012* and in compliance with the current Water Services Operating Licence.
- (3) Schedule A to this report provides information on all obligations with which City of Kalgoorlie-Boulder did not comply during 1 January 2015 to 31 December 2016 as required by the current Water Services Operating Licence.
- (4) Other than the information provided in Schedule A, City of Kalgoorlie-Boulder has complied with all Type 1 and Type 2 obligations to which it is subject.
- (5) This compliance report has been approved and signed by City of Kalgoorlie-Boulder's Chief Executive Officer.

Date: 19/05/2017

Signed

Name John Walker

Position Chief Executive Officer

The format of Schedule A (referred to in points 3 and 4 of the above template), is provided in Section **Error! Reference source not found.** of this Reporting Manual. **Note:** If there are no non-compliances to report, a positive statement to that effect should be made in Schedule A (i.e. "No non-compliances to report").

# Economic Regulation Authority Post Audit and Post Review Implementation Plan

## City of Kalgoorlie-Boulder Sewerage Scheme

### Current Audit: Non-Compliances and Recommendations

#### B. Unresolved at End of Current Audit Period

Reference (no./year)	Compliance and Control Rating	Auditor's Recommendation	Licensee's Response to Auditor's Findings	
	Legislative Obligation (LO)		Post-Review Implementation Plan	
	Details for Compliance and/or Control Rating		Corrective Action to be Taken	Responsible Unit(s)
100 (1/2017)	<ul style="list-style-type: none"> <li>• 3 D;</li> <li>• LO: Water Services Code of Conduct (Customer Service Standards) 2013 (Code of Conduct): clause 12(1) and WSOL – Version 6: 3.1; and</li> <li>• Details:</li> <li>• Paxon examined a sample of “Rate Notice Tax Invoices” and “Tax Invoices” issued after this date and is satisfied these invoices comply with clause 12(1) of the Code of Conduct except for the absence of the stipulated information included in clause 12(1)(i), (m), (o) and (p). The information not disclosed relates to:                             <ul style="list-style-type: none"> <li>• Concessions, discounts or rebates;</li> <li>• Licensee’s website address;</li> <li>• Contact details for use by customers with a hearing or speech impairment; and</li> <li>• Reference to the CKB website for information about estimates, meter reading and testing, complaints and review.</li> </ul> </li> <li>• Paxon has noted no direct reference is made in the financial procedures documents, as presented</li> </ul>	<ul style="list-style-type: none"> <li>• “Rate Notice Tax Invoices” and “Tax Invoices” should include all the information stipulated in clause 12(1) of the Code of Conduct; and</li> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 12(1) of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>•Rate Notice Tax Invoices: 17/18 rate notice proof will be available from the printers by 1 June 2017 and will contain all clauses identified.</li> <li>•Sundry Debtor Tax Invoices: template to be updated to include our website address as a quick win, consideration from management needs to be given as to whether the additional elements required to meet compliance needs to go on the back of the tax invoice or link back through to the website. Note: the City has 12 business customers who purchase effluent water that this affects.</li> <li>•Revision of financial procedures for both Rates &amp; Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul>	Finance
			To be completed by 31 July 2017.	

100 (1/2017) (continued)	for Audit purposes, to the obligation contained in clause 12(1) of the Code of Conduct.			
101 (2/2017)	<ul style="list-style-type: none"> <li>• 3 D;</li> <li>• LO: clause 12(2) and WSOL – Version 6: 3.1; and</li> <li>• Details:</li> <li>• Paxon examined a sample of “Tax Invoices” issued after this date and is satisfied these invoices comply with clause 12(2) of the Code of Conduct except for the absence of the stipulated information included in clause 12(2)(c), (d) and (g). The information not disclosed relates to: <ul style="list-style-type: none"> <li>• Number of days to which the bill applies;</li> <li>• Two most recent meter reading dates or estimate dates; and</li> <li>• Consumption comparison with previous water usage.</li> </ul> </li> <li>• Paxon has noted no direct reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 12(2) of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• “Tax Invoices” should include all the information stipulated in clause 12(2) of the Code of Conduct; and</li> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 12(2) of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Sundry Debtor Tax Invoice: charge type codes will be updated to include the number of days to which bill applies and date readings were ascertained. With this additional information supplied, not viable to add further comparative detail for 12 business customers.</li> <li>• Revision of financial procedures for Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	Finance
102 (3/2017)	<ul style="list-style-type: none"> <li>• 3 D;</li> <li>• LO: clause 12(3) and WSOL – Version 6: 3.1; and</li> <li>• Details:</li> <li>• CKB has stated no information is disclosed on the back of “Tax Invoices”;</li> <li>• Paxon examined a sample of “Rate Notice Tax Invoices” and “Tax Invoices” issued after this date and found these documents do not comply with the stipulations of clause 12(3) of the Code of Conduct; and</li> <li>• Paxon has noted no direct reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in</li> </ul>	<ul style="list-style-type: none"> <li>• “Rate Notice Tax Invoices” and “Tax Invoices” should include all the information stipulated in clause 12(3) of the Code of Conduct; and</li> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 12(3) of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Rate Notice Tax Invoices: never issued with estimates nor are they subject to meter readings they are simply a sewer rate or a utility charge. Other relevant items in this section will be covered with the rectification of item 100 1/2017.</li> <li>• Sundry Debtor Tax Invoices: either a website link or the invoice template can be updated to include 12 3(b), (c), (d), (e) and (f).</li> <li>• Revision of financial procedures for both Rates &amp; Sundry Debtors has been undertaken</li> </ul>	Finance

<b>102</b> <b>(3/2017)</b> <b>(continued)</b>	clause 12(3) of the Code of Conduct.		and formal draft presented to management for approval.  To be completed by 31 July 2017.	
<b>119</b> <b>(4/2017)</b>	<ul style="list-style-type: none"> <li>• 4 D;</li> <li>• LO: clause 21(1) and WSOL – Version 6: 3.1; and</li> <li>• Details:</li> <li>• Paxon examined a sample of “Rate Notice Tax Invoices” and “Tax Invoices” issued during the Audit Period. Our findings were as follows:</li> <li>• “Rate Notice Tax Invoices” – did not refer to the Centerpay facility (clause 21(1)(b)); and</li> <li>• “Tax Invoices” – only referred to “BPay” and Post Billpay”.</li> </ul>	<ul style="list-style-type: none"> <li>• “Rate Notice Tax Invoices” and “Tax Invoices” should disclose all the payment methods included in clause 21(1) of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Rate Notice Tax Invoices: Centrepay currently being utilised with some rate payers at minimal cost to the City (0.99c per transaction) option can easily be added to the rate notice with management approval.</li> <li>• Sundry Debtor Tax Invoices: Not viable to offer Centrepay payment method as all 12 customers are business customers and not individuals.</li> </ul> To be completed by 31 July 2017.	Finance
<b>120</b> <b>(5/2017)</b>	<ul style="list-style-type: none"> <li>• 3 D;</li> <li>• LO: clause 21(2) and WSOL – Version 6: 3.1.1; and</li> <li>• Details:</li> <li>• Paxon has noted neither “Rate Notice Tax Invoices” nor “Tax Invoices” disclose any reference to fees and/or charges attached to the bill payment methods offered;</li> </ul>	<ul style="list-style-type: none"> <li>• “Rate Notice Tax Invoices” and “Tax Invoices” should disclose references to fees and/or charges attached to the bill payment methods offered.</li> </ul>	<ul style="list-style-type: none"> <li>• Rate Notice Tax Invoice: 17/18 rate notice proof will include fees associated with setting up the direct debit payment option, all other payment methods offered are free (unless bank charges are applied, which are not within our scope of control).</li> <li>• Sundry Debtor Tax Invoices: invoice template can be updated to include applicable fee for setting up the direct debit payment option.</li> </ul> To be completed by 31 July 2017.	Finance
<b>154</b> <b>(6/2017)</b>	<ul style="list-style-type: none"> <li>• 4 NP;</li> <li>• LO: clause 37(2) and WSOL – Version 6: 3.1; and</li> <li>• Details:</li> <li>• Paxon found no references, to the stipulations of clause 37(2) of the Code of Conduct on CKB’s website (except for clause 37(2)(f)); and</li> <li>• Beyond compliance with this obligation, no</li> </ul>	<ul style="list-style-type: none"> <li>• CKB should disclose the information included in clause 37(2) of the Code of Conduct appropriately on its website.</li> </ul>	<ul style="list-style-type: none"> <li>• The City to update its website and ensure that all stipulations of clause 37(2) of the Code of Conduct are made available to its customers via the website.</li> </ul> To be completed by 31 August 2017.	Parks and Reserves

154 (6/2017) (continued)	systems, processes and controls are expected to be in place to ensure compliance with this obligation.		•Presently charges for the 'Sale of Recycled Water' are published each year in the City's annual Schedule of Fees and Charges.	
156 (7/2017)	<ul style="list-style-type: none"> <li>•2 D;</li> <li>• LO: clause 12 and WSOL – Version 6: 3.1.1; and</li> <li>• Details: <ul style="list-style-type: none"> <li>• Paxon has noted the SOP Manual specifically lists “State and Federal Government Acts &amp; Regulations” which CKB needs to comply with; Paxon has noted that, regarding some identified pieces of legislation, the Asset Management Plan does refer to who is responsible for: <ul style="list-style-type: none"> <li>• “Monitoring changes in the legislation”; and</li> <li>• “Implementing relevant changes in the legislation”.</li> </ul> </li> <li>• Furthermore, these references only focus on changes in legislation without allocating specific responsibility for compliance with legislation, or monitoring such compliance.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•It is recommended that both the Asset Management Plan and the SOP Manual explicitly indicate, in respect of all individual pieces of legislation relevant to the CKB, who is responsible for: <ul style="list-style-type: none"> <li>• Actual compliance; and</li> <li>Monitoring compliance therewith.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•The City's Asset Management Plan (AMP) and Standard Operating Procedures Manual (SOP) to be updated clearly outlining what State and Federal Government legislation is required to be complied with and which City organisational roles are responsible for the actual compliance and monitoring of the relevant State and Federal Government legislation.</li> </ul> <p>To be completed by 30 November 2017.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p> <p>Assets and Procurement</p>

**Current Review: Issues and Recommendations**

**B. Unresolved at End of Current Review Period**

Ref. (no./year)	Asset Management System Effectiveness Rating	Auditor's Recommendation	Licensee's Response to Auditor's Findings	
	Asset Management System Component		Post-Review Implementation Plan	
	Criteria/Details of Asset Management System Issue		Corrective Action to be Taken	Responsible Unit(s)
1/2017 & 2/2017	<ul style="list-style-type: none"> <li>• Rating: B 2;</li> <li>• Component: Asset Planning; and</li> <li>• Details:</li> <li>• In order to allow ready navigation between the AMP and SOP documents, Reviewer considers that both should be subject to additional cross-referencing; and</li> <li>• CKB has engaged a consultant to prepare an overarching AMP for the CKB's operations - and that the AMP for the water Services Licence will become a sub-set.</li> </ul>	<p><b>Recommendation 01/2017:</b></p> <ul style="list-style-type: none"> <li>• That additional cross- references be included in the AMP and SOP to improve navigation between the documents.</li> </ul> <p><b>Recommendation 02/2017:</b></p> <ul style="list-style-type: none"> <li>• That consideration be given to the preparation of a single AMP (and supporting SOP) that incorporates information and policies common to both the Sewerage and Recycled Water systems in one section, together with separate sections setting out the differing operations and maintenance, contingency, CAPEX and financial planning etc. of each system.</li> </ul>	<p>The City to ensure that:</p> <ul style="list-style-type: none"> <li>• Additional cross- references are included in the AMP and SOP to improve navigation between the documents.</li> <li>• Consideration be given to the preparation of a single AMP (and supporting SOP) that incorporates information and policies common to both the Sewerage and Recycled Water systems in one section, together with separate sections setting out the differing operations and maintenance, contingency, CAPEX and financial planning etc. of each system.</li> <li>• A single AMP is currently in preparation as part of the City wide Asset Management improvement project.</li> <li>• This project will also incorporate ProMapp process mapping across the respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p> <p>Assets and Procurement</p>
3/2017	<ul style="list-style-type: none"> <li>• Rating: B 2;</li> <li>• Component: Environmental Assessment; and</li> <li>• Details:</li> <li>• CKB failed to submit relevant annual reports in accordance with the Health Department's</li> </ul>	<p><b>Recommendation 03/2017:</b></p> <ul style="list-style-type: none"> <li>• That CKB ensures in future, annual reports on the Recycled Water system are submitted to Health Department in accordance with the</li> </ul>	<ul style="list-style-type: none"> <li>• The City to ensure that annual reports on the Effluent Reuse Recycled Water System are submitted to the Department of Health in accordance with conditions of approval.</li> </ul>	<p>Parks and Reserves</p>

<p>3/2017 (continued)</p>	<p>conditions of approval.</p>	<p>Department's approval document.</p>	<p>•The City will create a compliance reporting register which will include information on the due dates.</p> <p>Compliance reporting register to be developed 30 June 2017.</p>	
<p>4/2017, 5/2017 &amp; 6/2017</p>	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>• Component: Asset Operations; and</li> <li>• Details:</li> <li>• Reviewer considers another CKB officer should be trained as a third WTO to undertake the duties in the event of absence of one of the WTOs;</li> <li>• Pumping Stations (Throssell St and Androvich Way) – procedures are provided for monthly, checks of pumps, power consumption and wash down. Reviewer noted that WTOs are unaware of these procedures, which are therefore not undertaken. The pumping stations are attended only in the event of a fault or failure. The Throssell St station has electronic transfer of alarms to the WTO on call, whereas the Androvich Way has only a visual alarm. Reviewer was advised that this pumping station is fitted with only one pump. Reviewer was prevented from inspecting the Androvich Way pumping station, as the access covers could not be lifted; and</li> <li>• A WTO has been given the task and time period in which to prepare a daily list and description of WWTP general operations tasks. Reviewer considers a pro-forma task check-list should also be prepared. Ideally, each sheet should list each day in a given month.</li> </ul>	<p><b>Recommendation 04/2017:</b></p> <ul style="list-style-type: none"> <li>• That a third Officer be trained as a WTO who can undertake the duties during the leave period of existing WTOs.</li> </ul> <p><b>Recommendation 05/2017:</b></p> <ul style="list-style-type: none"> <li>• That WTOs are made aware of the requirements and arrange for monthly checking and recording at the pumping stations. Also, that arrangements are made for existing contractors to assist as necessary;</li> <li>That an automatic alarm be installed at Androvich Way pumping station as for Throssell Street; and</li> <li>• That the access frame and covers on the Androvich Way pumping station be greased monthly to allow ease of removal.</li> </ul> <p><b>Recommendation 06/2017:</b></p> <ul style="list-style-type: none"> <li>• That a list and description be prepared of daily operations tasks at the WWTP and be supported by a checklist for recording tasks as undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>•The City to consider the training of a third Waste Technical Officer (WTO) to cover the absence of existing WTOs.</li> </ul> <p>To be completed by 31 July 2017.</p> <ul style="list-style-type: none"> <li>•City staff to be properly trained and contractors briefed appropriately and both be made aware of the requirements to conduct 3 monthly checks and record relevant data at the pumping stations.</li> </ul> <p>To be completed by 31 October 2017.</p> <ul style="list-style-type: none"> <li>•An automatic alarm be installed at Androvich Way pumping station.</li> </ul> <p>To be completed by 30 June 2017.</p> <p>The access frame and covers on the Androvich Way pumping station be greased 3 monthly to allow ease of removal.</p> <p>To be completed by 31 October 2017.</p> <ul style="list-style-type: none"> <li>•A daily operations maintenance program to be implemented for use at the WWTP incorporating a checklist for recording tasks being carried out.</li> </ul>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>

<p>4/2017, 5/2017 &amp; 6/2017 (continued)</p>			<p>To be completed by 31 May 2018.</p>	
<p>7/2017 &amp; 8/2017</p>	<ul style="list-style-type: none"> <li>• Rating: B 2;</li> <li>• Component: Asset Maintenance; and</li> <li>• Details:</li> <li>• The pumping station maintenance checks and inspections should be undertaken monthly – rather than “as required” or, “at six monthly intervals”; and</li> <li>• The Mechanical and Electrical contractors at the WWTP submit their accounts to the WTO for discussion and approval for payment. Although this allows maintenance and ad hoc works to be verified, Reviewer considers there should be provision for the WTO to sign off on the completion and date of each item of scheduled maintenance or ad hoc operation. Similarly, each WTO should be provided with list of the Maintenance items for the sewerage system, pumping stations and WWTP.</li> </ul>	<p><b>Recommendation 07/2017:</b></p> <ul style="list-style-type: none"> <li>• That the contract and AMIS maintenance schedules be compared and - if necessary, corrected; and</li> <li>• As for Recommendation No. 5 above - WTOs are made aware of the requirements and arrange for monthly checking and recording at the pumping stations. Also, that arrangements are made for existing contractors to assist as necessary.</li> </ul> <p><b>Recommendation 08/2017:</b></p> <ul style="list-style-type: none"> <li>• That a check list confirming the undertaking and completion date of maintenance and ad hoc works at the WWTP be implemented and signed off by the WTO and recorded in CONFIRM. Also, that a list and details of all scheduled maintenance be provided to each WTO.</li> </ul>	<ul style="list-style-type: none"> <li>• The City to review and compare its AMIS and maintenance contract/s and make any changes necessary.</li> <li>• The AMIS is currently being transferred to RAMM software as part of the City wide Asset Management improvement project.</li> <li>• This initiative will also incorporate ProMapp process mapping across the respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>• City staff to be properly trained and contractors briefed appropriately and both be made aware of the requirements to conduct 3 monthly checks and record relevant data at the pumping stations</li> </ul> <p>To be completed by 31 October 2017</p> <ul style="list-style-type: none"> <li>• The City to implement a maintenance check list to record the undertaking and completion dates of all maintenance and ad hoc works carried out at the WWTP which is to be verified by the WTOs and recorded in ECM CORE.</li> </ul>	<p>Waste and Compliance</p> <p>Assets and Procurement</p>

7/2017 & 8/2017 (continued)			To be completed by 28 February 2018.	
9/2017	<ul style="list-style-type: none"> <li>• Rating: B 1;</li> <li>• Component: Asset Management Information System; and</li> <li>• Details:</li> <li>• Completion of four recommendations of the 2015 report.</li> </ul>	<p><b>Recommendation 09/2017:</b></p> <ul style="list-style-type: none"> <li>• That relevant sections of Recommendation Nos. 15, 16, 17 and 18 of the 2015 review be implemented as follows:</li> <li>• No.15 (2015) – A staff member should be selected (or appointed) and trained with a view to completing and operating the system;</li> <li>• No.16 (2015) – That the asset Register is edited to remove or correct generic column headings and that completion of the necessary detail is achieved as soon as possible;</li> <li>• No.17 (2015) – That asset material should be noted in both the asset and condition registers; and</li> <li>• No.18 – (2015) – That maintenance of the treated effluent distribution system is included in the Asset Management spread sheet of the AMIS.</li> </ul>	<p>The City to designate staff members to be trained in the City’s Asset Management Information System (RAMM)</p> <ul style="list-style-type: none"> <li>• The timeframe aligns with the City’s Training Program</li> <li>• This training is proposed to be identified in the City Workforce Plan</li> </ul> <p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>• The City to ensure that the Asset Register to remove and/or correct generic column headings is completed.</li> <li>• The Asset Register is part of the AMIS currently being transferred to RAMM software as part of the City wide Asset Management improvement project</li> </ul> <p>To be completed by 30 June 2018</p> <ul style="list-style-type: none"> <li>• The City to ensure that the asset materials be noted within both the asset and condition registers.</li> <li>• These registers are part of the AMIS currently being transferred to RAMM software as part of the City wide Asset Management improvement project.</li> </ul>	<p>Waste and Compliance</p> <p>Parks and Reserves</p> <p>Assets and Procurement</p>

<p>9/2017 (continued)</p>			<p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>•The City to ensure that the maintenance of the treated effluent distribution system is included in the Asset Management spread sheet of the AMIS.</li> <li>•The maintenance registers are part of the AMIS currently being transferred to RAMM software as part of the City wide Asset Management improvement project.</li> </ul> <p>To be completed by 30 June 2018.</p>	
<p>10/2017</p>	<ul style="list-style-type: none"> <li>•Rating: B 2;</li> <li>• Component: Risk Management; and</li> <li>• Details:</li> <li>• Reference is made in Section 11 of the draft AMP to Risk Management Plans. However, such plans do not exist;</li> <li>• The “Mitigation and Management Strategies” column of the spreadsheets mainly refer only to “AMP” or “SOP” - rather than indicating what the mitigating strategies are. The strategies should either refer to appropriate specific (currently non-existent) Risk Management Plan, or SOP procedure – particularly for risks classified as “Significant” or “Major”; and</li> <li>No risk evaluation is included for the treated effluent distribution system.</li> </ul>	<p><b>Recommendation 10/2017:</b></p> <ul style="list-style-type: none"> <li>• That Recommendation No. 19 of the 2015 Review be replaced and implemented as follows:</li> <li>• The “Mitigation and Management Strategies” column of the risk assessment spread sheets should either refer to appropriate specific Risk Management Plans, and/or SOP procedure – particularly for risks classified as “Significant” or “Major”;</li> <li>• That Risk Management Plans either be prepared or reference to such plans be deleted from the documentation; and</li> <li>• That a risk analysis be included for the treated effluent distribution system.</li> </ul>	<p>The City to ensure that the:</p> <ul style="list-style-type: none"> <li>• The Mitigation and Management Strategies column of the risk assessment spread sheets should either refer to appropriate specific Risk Management Plans, and/or SOP procedure – particularly for risks classified as Significant or Major</li> <li>• That Risk Management Plans either be prepared or reference to such plans be deleted from the documentation and</li> <li>• That a risk analysis be included for the Effluent Reuse Recycled Water System distribution system.</li> <li>•Risk assessments and risk strategies are part of the City wide Asset Management Planning and improvement process.</li> <li>•It will also incorporate ProMapp process mapping across the respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p> <p>Assets and Procurement</p>

<p>11/2017</p>	<ul style="list-style-type: none"> <li>• Rating: B 2;</li> <li>• Component: Contingency Planning; and</li> <li>• Details:</li> <li>• Interspersed through the SOP document are contact names and phone numbers for some Council and contractors only. Reviewer considers that the document should contain a single list of all parties who may need to be contacted in an emergency;</li> <li>• The location of specific equipment should also be stated including spare pumps, disinfection materials and odour masking equipment;</li> <li>• Emergency procedures at the WWTP should only be undertaken by the WTO, whose response should include request for the assistance of the Mechanical and Electrical contractors;</li> <li>• The Emergency Procedures Manual for the WWTP (noted as version 3 dated 2013), deals mainly with staff and safety procedures associated with emergencies and should be upgraded to provide corrected staff and contractor names, titles, abbreviations and contact details. The document should also be included in the SOP as an Appendix; and</li> <li>• There is no procedure for contingency plans to be periodically team tested and amended if necessary.</li> </ul>	<p><b>Recommendation 11/2017:</b> That:</p> <ul style="list-style-type: none"> <li>• The SOP documents be reviewed and edited so that the required actions of each emergency are titled as follows:</li> <li>• Section E Item 3 be titled: “Contingency Plans - Sewer Main Overflows and Blockages”; and</li> <li>• Section F part 2 be titled: “Contingency Plans – Faults and Emergencies”.</li> <li>• The Emergency Procedure Manual be reviewed and updated and titled: “WWTP Contingency Manual” and be included in the SOP as an Appendix;</li> <li>• The Emergency Procedure Manual – Chlorine be included in the SOP as an Appendix;</li> <li>• A cross reference to Contingency Plans of the SOP should be inserted in the AMP;</li> <li>• The SOP contain a list the contact details of local services and local trade companies who may be required to assist, including Police, Ambulance, Fire Service, Power Authority, Telstra, Emergency Services, Local Trade companies contracted to provide plumbing, mechanical and electrical services;</li> <li>• That CKB ensures written contingency plans for the treated effluent disposal scheme are</li> </ul>	<p>The City to ensure that the:</p> <ul style="list-style-type: none"> <li>• The SOP documents be reviewed and edited so that the required actions of each emergency are titled as follows:</li> <li>• Section E Item 3 be titled: Contingency Plans - Sewer Main Overflows and Blockages; and</li> <li>• Section F part 2 be titled: Contingency Plans – Faults and Emergencies.</li> </ul> <p>To be completed by 30 June 2017.</p> <ul style="list-style-type: none"> <li>• The Emergency Procedure Manual be reviewed and updated and titled: WWTP Contingency Manual and be included in the SOP as an Appendix.</li> </ul> <p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>• The Emergency Procedure Manual – Chlorine be included in the SOP as an Appendix.</li> </ul> <p>To be completed by 30 April 2018.</p> <ul style="list-style-type: none"> <li>• A cross reference to Contingency Plans of the SOP should be inserted in the AMP.</li> </ul> <p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>• The SOP contain a list the contact details of local services and local trade companies who may be required to assist, including Police, Ambulance, Fire Service, Power Authority, Telstra, Emergency Services, Local Trade companies contracted to</li> </ul>	<p>Waste and Compliance</p> <p>Parks and Reserves</p> <p>Assets and Procurement</p>
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<p>11/2017 (Continued)</p>		<p>prepared and implemented; and</p> <ul style="list-style-type: none"> <li>• Implement a procedure for periodic desktop team testing of contingency plans and amendment if necessary.</li> </ul>	<p>provide plumbing, mechanical and electrical services. Contact list to be added as an appendix in the SOP.</p> <p>To be completed by 22 December 2017.</p> <ul style="list-style-type: none"> <li>• That CKB ensures written contingency plans for the treated effluent disposal scheme are prepared and implemented; and</li> <li>• Implement a procedure for periodic desktop team testing of contingency plans and amendment if necessary.</li> </ul> <p>To be completed by 30 June 2018.</p>	
<p>12/2017</p>	<ul style="list-style-type: none"> <li>• Rating: A 1;</li> <li>• Component: Financial Planning; and</li> <li>• Details:</li> <li>• Currently, the Financial Plan is being re-developed on a rolling ten years' basis to comply with the CKB's overall ten-year plan;</li> <li>• Income from sale of treated effluent is included as income, but expenditure related to the assets delivering the treated effluent to buyers is not included in either the sewerage, financial or CAPEX plans; and</li> <li>• Reviewer notes that the sewerage reserve has steadily reduced over recent years and currently holds approximately \$200,000. The reserve is inadequate when compared with \$ 60 million plus value of the assets. Also, the current balance will not finance the estimated capital expenditure of some \$ 3.6 Million by the end of 2018/19.</li> </ul>	<p><b>Recommendation 12/2017:</b></p> <ul style="list-style-type: none"> <li>• That CKB completes development of the rolling ten years' financial plan as a matter of urgency and that the plan includes both expenditure and income from the recycled water system; and</li> <li>• That CKB considers increasing the sewerage reserve fund to a more robust balance.</li> </ul>	<ul style="list-style-type: none"> <li>• The City is committed to a 10 year program (2018-2028) whereby provision is being made for capital renewal.</li> <li>• The measure being used is the depreciation amount and the draft Long Term Financial Plan contains provision at approximately \$1M per year for the next 10 years.</li> </ul> <p>To be completed by 1 July 2017.</p>	<p>Finance</p>
<p>13/2017</p>	<ul style="list-style-type: none"> <li>• Rating: A1;</li> <li>• Component: Capital Expenditure Planning;</li> </ul>	<p><b>Recommendation 13/2017:</b></p> <ul style="list-style-type: none"> <li>• That the CAPEX estimates be</li> </ul>	<p>The City has provided for, in the 17/18 budget, \$900k to go into the Sewerage</p>	<p>Waste and Compliance</p>

<p>13/2017 (continued)</p>	<p>and</p> <ul style="list-style-type: none"> <li>• Details:</li> <li>• The draft AMP contains a draft CAPEX plan for the financial years 2016/17 to 2020/21; and</li> <li>• Reviewer notes that CAPEX expenditure, despite a recommendation from the previous review, is not included for the treated effluent disposal system. Such inclusion should be made in order to comply with the Asset Management requirements of CKB's Water Services Licence.</li> </ul>	<p>completed as a matter of urgency; and</p> <ul style="list-style-type: none"> <li>• That the CAPEX estimates include expenditure on the treated effluent disposal scheme</li> </ul>	<p>reserve and have proposed to spend \$800k on a recycled water holding tank.</p> <p>In terms of the capital for the next 10 years, the City understands there is a lot of work to be done and have prioritised it in the Long Term Financial Plan.</p> <p>Date subject to Council's approval of the FY17/18 budget.</p>	<p>Parks and Reserves</p> <p>Assets and Procurement</p> <p>Finance</p>
<p>14/2017</p>	<ul style="list-style-type: none"> <li>• Rating: B 2;</li> <li>• Component: Review of Asset Management System; and</li> <li>• Details:</li> <li>• The draft SOP document states that an internal review of the AMP should be undertaken annually by the TLWC and WCC. Also, updates to the AMP should be made quarterly;</li> <li>• The Executive Summary of the AMP states that the document will be reviewed and updated at least every five years;</li> <li>• Similarly, the review of the risk system in the AMP requires an annual review of new risks and changes to new risks be undertaken annually by the SAW team. Also, that the SAW team undertake a three-yearly review and re-write of the Risk Management Plan Risk assessment, and the Risk Maintenance Plan; and</li> <li>• In order to avoid confusion as to the review requirements the attached recommendations are made.</li> </ul>	<p><b>Recommendation 14/2017:</b></p> <ul style="list-style-type: none"> <li>• That reviews be made to the SOP in addition the AMP. That the abbreviations WCC and SAW be clarified;</li> <li>• That the review and update referred to in the Executive Summary of the AMP be amended to read "reviewed and updated annually";</li> <li>• That the risk analysis be reviewed and updated as for the AMP and SOP;</li> <li>• As for Recommendation No.10 - that Risk Management Plans either be prepared, or reference to such plans be deleted from the documentation; and</li> <li>• That reviews be undertaken in accordance with the documentation and timing recommended above.</li> </ul>	<p>The City ensures that the:</p> <ul style="list-style-type: none"> <li>• That reviews be made to the SOP in addition to the AMP. That the abbreviations WCC and SAW be clarified.</li> <li>• That the review and update referred to in the Executive Summary of the AMP be amended to read "reviewed and updated annually.</li> <li>• That the risk analysis be reviewed and updated as for the AMP and SOP.</li> <li>• That Risk Management Plans either be prepared, or reference to such plans be deleted from the documentation .and</li> <li>• That reviews be undertaken in accordance with the documentation and timing recommended above.</li> <li>• The AMP, SOP review, Risk assessments and Risk strategies are part of the City wide Asset Management Planning process.</li> <li>• It will also incorporate ProMapp process mapping across the various respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>

## Previous Audit: Non-Compliances and Recommendations

### C. Unresolved at End of Current Audit Period

Reference (no./year)	Compliance and Control Rating	Auditor's Recommendation	Licensee's Response to Auditor's Findings	
	Legislative Obligation (LO)		Post-Review Implementation Plan	
	Details of the Issue		Corrective Action to be Taken	Responsible Unit(s)
4, 7, 156, 163, 171 & 182 (2/2015)	<p>4:</p> <ul style="list-style-type: none"> <li>• NR D; and</li> <li>• LO: Act: 22 and WSOL – Version 5: 28.1.</li> </ul> <p>7:</p> <ul style="list-style-type: none"> <li>• NR D; and</li> <li>• LO: Act: 24(1)(b) and WSOL – Version 5: 20.2.</li> </ul> <p>156:</p> <ul style="list-style-type: none"> <li>• 2 D; and</li> <li>• LO: Act: 12 and WSOL – Version 5: 5.1.</li> </ul> <p>163, 171 and 182:</p> <ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Act: 12 and WSOL – Version 5: 15.1(a), (b) and (c), 20.2 and 28.1(b); and</li> <li>• Details:</li> <li>• Paxon has noted that the CKB's Reporting Matrix does not provide for compliance with this stipulation (provision of water services outside of the operating area of the license) and only lists some compliance obligations and the calendar month it is to be performed; and</li> <li>• Paxon has noted that the CKB Reporting Matrix does not list any reporting obligation in respect of changes to CKB's asset management system.</li> </ul>	<p>All services:</p> <ul style="list-style-type: none"> <li>• The CKB Reporting Matrix should list all compliance obligations that originate from its Water Services Operating Licence (WSOL);</li> <li>• The CKB should maintain a list of reportable events and incidents of a non-repetitive nature ("once-off" or "specific event" reporting obligations). This list should be added as an attachment to the Reporting Matrix;</li> <li>• The Reporting Matrix should also be changed to include the following information:                             <ul style="list-style-type: none"> <li>• Operating Licence reference;</li> <li>• Compliance requirement;</li> <li>• Frequency of action specified;</li> <li>• (Next) due date;</li> <li>• Responsible officer; and</li> <li>• Notes.</li> </ul> </li> <li>• A specific person should be allocated responsibility for:</li> <li>• Ensuring compliance with the</li> </ul>	<p>The City's Asset Management Plan (AMP) and Standard Operating Procedures Manual (SOP) to be updated explicitly outlining:</p> <ul style="list-style-type: none"> <li>• Additional cross- references are included in the AMP and SOP to improve navigation between the documents.</li> </ul> <p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>• The preparation is underway of a single AMP (and supporting SOP) that incorporates information and policies common to both the Sewerage and Recycled Water systems in one section, together with separate sections setting out the differing operations and maintenance, contingency, CAPEX and financial planning etc. of each system.</li> </ul> <p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>• Compliance reporting and responsible roles for reporting have been updated in the Waste and Compliance Services SOP (Version 9.0).</li> </ul>	<p>Assets and Procurement</p> <p>Parks and Reserves</p>

<p>4, 7, 156, 163, 171 &amp; 182 (2/2015) (continued)</p>		<p>dates disclosed in the Reporting Matrix; and</p> <ul style="list-style-type: none"> <li>Continually updating the Reporting Matrix.</li> </ul>		
<p>6, 96, 97, 98, 103, 104, 105, 106, 175, 177, 178, 179 &amp; 180 (3/2015)</p>	<p>6:</p> <ul style="list-style-type: none"> <li>2 C; and</li> <li>LO: Act: 24(1)(a) &amp; 24(2) and WSOL – Version 5: 20.1.</li> </ul> <p>96 &amp; 97:</p> <ul style="list-style-type: none"> <li>1 D; and</li> <li>LO: Water Services Code of Conduct (Customer Service Standards) 2013 (Code of Conduct): clauses 10(3), 10(4) and WSOL – Version 5: 5.3.</li> </ul> <p>98, 103, 104 &amp; 105:</p> <ul style="list-style-type: none"> <li>NR D; and</li> <li>LO: Code of Conduct: clauses 10(5), 13(1), (13(2) and 14(1) and WSOL – Version 5: 5.3.</li> </ul> <p>106:</p> <ul style="list-style-type: none"> <li>2 B; and</li> <li>LO: Code of Conduct: clause 15 and WSOL – Version 5: 5.3.</li> </ul> <p>175, 177, 178, 179 &amp; 180:</p> <ul style="list-style-type: none"> <li>NR D; and</li> <li>LO: Act: 12 and WSOL – Version 5: 23.1, 23.3, 23.6, 24.1-2 and 24.4.</li> </ul> <p>176:</p> <ul style="list-style-type: none"> <li>1 D;</li> <li>LO: Act: 12 and WSOL – Version 5: 23.2; and</li> <li>Details:</li> <li>CKB has stated that it does not have any specific</li> </ul>	<p>Non- potable water supply services:</p> <ul style="list-style-type: none"> <li>An appropriate asset management system should be documented for the non-potable water supply services being provided by CKB. Alternatively, the current asset management system for the sewerage services should be appropriately updated to include those services; and</li> <li>An operating procedures manual for the non-potable water supply services that CKB provides should be documented. Alternatively, the current SOP Manual for the sewerage services should be appropriately updated to include those services.</li> </ul>	<ul style="list-style-type: none"> <li>The City’s Asset Management Plan (AMP) to be updated clearly outlining non-potable water supply services being provided by CKB.</li> <li>SOP for non-potable water supply to be developed.</li> </ul> <p>To be completed 30 June 2018.</p>	<p>Parks and Reserves</p> <p>Assets and Procurement</p>

6, 96, 97, 98, 103, 104, 105, 106, 175, 177, 178, 179 & 180 (3/2015) (continued)	asset management documentation for the non-potable water supply services it provides, nor a standard operating procedures manual.			
77 (36/2015)	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Reg: 65(2) and WSOL – Version 5: 5.1; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in regulation 65(2) of the Regulations; and</li> <li>• CKB has stated that no changes were made to their financial procedure documents to incorporate the stipulations of either the: <ul style="list-style-type: none"> <li>• Water Services Act 2012;</li> <li>• Water Services Regulations 2013;</li> <li>• Water Services Code of Conduct (Customer Service Standards) 2013; and</li> <li>• WSOL – Version 5.</li> </ul> </li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>•The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in regulation 65(2) of the Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	Finance
78 (37/2015)	<ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Reg: 65(4) and WSOL – Version 5: 5.1; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in regulation 65(4) of the Regulations.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>•The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in regulation 65(4) of the Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	Finance
79 (38/2015)	<ul style="list-style-type: none"> <li>•1 D;</li> <li>• LO: Reg: 67 and WSOL – Version 5: 5.1; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in regulation 67 of the Regulations.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>•The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in regulation 67 of the Regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	Finance

<p>80, 81, 82, 83, 84, 85, 86 &amp; 87 (39/2015)</p>	<ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Reg: 68(5), 68(6), 68(7), 68(8), 69(3), 70(2), 74(1), 74(2) and WSOL – Version 5: 5.1; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligations contained in the Regulations in respect of objections to records maintained under Regulation 65.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in the Regulations in respect of objections to records maintained under Regulation 65.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p>94 (41/2015)</p>	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Code of Conduct: 9 and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 9 of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 9 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p>107, 108, 109 &amp; 110 (44/2015)</p>	<ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Code of Conduct: 16(2), 16(3), 16(4), 16(5) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligations contained in clause 16 of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 16 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p>111 &amp; 112 (45/2015)</p>	<ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Code of Conduct: 17(1), 17(2) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligations contained in clause 17 of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 17 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>

<p><b>113, 114, 115, 116 &amp; 117 (46/2015)</b></p>	<p><b>113 &amp; 117:</b></p> <ul style="list-style-type: none"> <li>• NR D; and</li> <li>• LO: Code of Conduct: 18(1), 18(5) and WSOL – Version 5: 5.3.</li> </ul> <p><b>114, 115 &amp; 116:</b></p> <ul style="list-style-type: none"> <li>• 2 D;</li> <li>• LO: Code of Conduct: 18(2), 18(3) and (6), 18(4) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligations contained in clause 18 of the Code of Conduct.</li> </ul>	<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 18 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>115 (47/2015)</b></p>	<ul style="list-style-type: none"> <li>• 2 D;</li> <li>• LO: Code of Conduct: 18(3) and (6) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon could not find any proper reference to the review procedure in either the Customer Service Charter, sample of rates notices examined or on the CKB's website.</li> </ul>	<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• The review procedure should be disclosed on the CKB's website</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>118 (48/2015)</b></p>	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Code of Conduct: 20 and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 20 of the Code of Conduct.</li> </ul>	<p><b>Finance:</b></p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 20 of the Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>

<p><b>119 &amp; 120</b> <b>(49/2015)</b></p>	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Code of Conduct: 21(1), 21(2) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 21 of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 21 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>122</b> <b>(51/2015)</b></p>	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Code of Conduct: 23(1) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 23(1) of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 23(1) of the Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>123</b> <b>(52/2015)</b></p>	<ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Code of Conduct: 24 and WSOL – Version 5: 5.3; and</li> <li>Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 24 of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 24 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>128</b> <b>(54/2015)</b></p>	<ul style="list-style-type: none"> <li>• 2 D;</li> <li>• LO: Code of Conduct: 26(5) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has confirmed that the Financial Hardship Policy is available on the CKB website. However, a specific search had to be undertaken to locate the document. Furthermore, the “search” results included a number of financial</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The Financial Hardship Policy should be readily available on the CKB website without having to conduct a specific search therefore; and</li> <li>• The financial procedures documents should be updated to refer appropriately to the</li> </ul>	<ul style="list-style-type: none"> <li>• Update the website to ensure the Financial Hardship Policy is readily available and doesn’t have to be found with a specific search.</li> </ul> <p>To be completed by 31 August 2017 in line with the roll out of the City’s new website.</p> <ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates &amp; Sundry Debtors has been undertaken</li> </ul>	<p>Finance</p>

<p><b>128</b> <b>(54/2015)</b> <b>(continued)</b></p>	<p>hardship documents; and</p> <ul style="list-style-type: none"> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 26(5) of the Code of Conduct.</li> </ul>	<p>compliance obligations stipulated in clause 26(5) of the Code of Conduct.</p>	<p>and formal draft presented to management for approval.</p> <ul style="list-style-type: none"> <li>• Review any City policies to ensure reference is made to relevant Legislation and/or Code of Conduct etc.</li> </ul> <p>To be completed by 31 July 2017.</p>	
<p><b>129</b> <b>(55/2015)</b></p>	<ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Code of Conduct: 26(6) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 26(6) of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 26(6) of the Code of Conduct</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>130</b> <b>(56/2015)</b></p>	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Code of Conduct: 27(2) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 27(2) of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 27(2) of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>131</b> <b>(57/2015)</b></p>	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Code of Conduct: 27(3) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• However, no reference is made (in the Financial Hardship Policy) to applying for any other financial assistance to which the customer may be entitled including from Government-funded grant schemes; and</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The Financial Hardship Policy should contain an appropriate reference to other financial assistance to which the customer may be entitled; and</li> <li>• The financial procedures documents should be updated to refer appropriately to the</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates &amp; Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> <li>• Review any City policies to ensure reference is made to relevant Legislation and/or Code of Conduct.</li> </ul>	<p>Finance</p>

<p><b>131</b> <b>(57/2015)</b> <i>(continued)</i></p>	<ul style="list-style-type: none"> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 27(3) of the Code of Conduct.</li> </ul>	<p>compliance obligations stipulated in clause 27(3) of the Code of Conduct.</p>	<p>To be completed by 31 July 2017.</p>	
<p><b>132 &amp; 133</b> <b>(58/2015)</b></p>	<p>132:</p> <ul style="list-style-type: none"> <li>• NR D; and</li> <li>• LO: Code of Conduct: 28(1), and WSOL – Version 5: 5.3.</li> </ul> <p>133:</p> <ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Code of Conduct: 28(4) &amp; 5 and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 28 of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 28 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>134</b> <b>(59/2015)</b></p>	<ul style="list-style-type: none"> <li>• NR D;</li> <li>• LO: Code of Conduct: 29 and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the financial procedures documents, as presented for Audit purposes, to the obligation contained in clause 29 of the Code of Conduct.</li> </ul>	<p>Finance:</p> <ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 29 of the Code of Conduct.</li> </ul>	<ul style="list-style-type: none"> <li>• Revision of financial procedures for both Rates and Sundry Debtors has been undertaken and formal draft presented to management for approval.</li> </ul> <p>To be completed by 31 July 2017.</p>	<p>Finance</p>
<p><b>146</b> <b>(60/2015)</b></p>	<ul style="list-style-type: none"> <li>• 2 D;</li> <li>• LO: Code of Conduct: 35(2) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• CKB has stated that it did develop its Complaints Handling Procedure without taking into account the relevant provisions of AS ISO 10002-2006.</li> </ul>	<p>Sewerage services:</p> <ul style="list-style-type: none"> <li>• CKB should ensure that its Complaints Handling Procedure complies with the relevant provisions of AS ISO 10002-2006 and the Authority’s guidelines on a continuous basis.</li> </ul>	<p>To be completed by 31 August 2017.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>

<p><b>147</b> <b>(61/2015)</b></p>	<ul style="list-style-type: none"> <li>• 1 C;</li> <li>• LO: Code of Conduct: 35(3) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that with one exception, CKB’s Complaints Handling Procedure does deal appropriately with the matters specified in Clause 35(3) of the Code of Conduct. The Customer Complaint Procedure refers to: <ul style="list-style-type: none"> <li>• “...try to resolve the issue within two (2) working days...”; and</li> <li>• “...that a full response may be made within seven (7) days.”</li> </ul> </li> </ul>	<p>Sewerage services:</p> <ul style="list-style-type: none"> <li>• The Complaints Handling Procedure should be appropriately changed to state that complaints should be resolved before the end of the period of 15 business days starting on the day the complaint was received.</li> </ul>	<p>To be completed by 31 August 2017.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>
<p><b>148</b> <b>(62/2015)</b></p>	<ul style="list-style-type: none"> <li>• 2 D;</li> <li>• LO: Code of Conduct: 35(4) and WSOL – Version 5: 5.3; and</li> <li>• Details:</li> <li>• Paxon has noted that the Complaints Handling Procedure does refer to the “Ombudsman”. However, it is stated as a “matter of fact” and does not refer to informing the customer about this right or the other information contained in clause 35(4) of the Code of Conduct.</li> </ul>	<p>Sewerage services:</p> <ul style="list-style-type: none"> <li>• The Complaints Handling Procedure should be updated to refer appropriately to the compliance obligations stipulated in clause 35(4) of the Code of Conduct in respect of informing complainants about complaint procedures.</li> </ul>	<p>To be completed by 31 August 2017.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>
<p><b>156</b> <b>(65/2015)</b></p>	<ul style="list-style-type: none"> <li>• 2 D;</li> <li>• LO: Act: 12 and WSOL – Version 5: 5.1; and</li> <li>• Details:</li> <li>• Paxon has noted that the SOP Manual specifically lists “State and Federal Government Acts &amp; Regulations” which CKB needs to comply with; and</li> <li>• The Independent Auditor’s Reports, as included in the City of Kalgoorlie-Boulder’s Annual Reports for both the 2012 – 2013 and the 2013 – 2014 financial year, refer to a number of instances</li> </ul>	<p>Sewerage services:</p> <ul style="list-style-type: none"> <li>• The mere listing of applicable legislation in the SOP Manual helps identify legislation to be complied with. However, CKB should follow a pro-active approach to ensure compliance with all compliance obligations that originate from its WSOL. This includes educating its personnel appropriately in respect of the contents of all such compliance</li> </ul>	<ul style="list-style-type: none"> <li>• City to focus on educating its personnel appropriately in respect of the contents of all such compliance obligations.</li> </ul> <p>To be completed by 31 August 2017.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>

156 (65/2015) (continued)	where CKB did not comply with the Local Government Act 1995 and/or the Local Government (Financial Management) Regulations 1996 (as amended).	obligations.		
166 (68/2015)	<ul style="list-style-type: none"> <li>• 2 D;</li> <li>• LO: Act: 12 and WSOL – Version 5: 16.2; and</li> <li>• Details:</li> <li>• Paxon has noted that the annual Compliance Report for the year ended 30 June 2014 was submitted late. The Compliance Report which was due by 1 September 2014 was only received by the Authority on 22 December 2014. CKB could not provide any proof as to when the annual Compliance Report for the year ended 30 June 2013 was submitted to the Authority.</li> </ul>	<p>Sewerage services:</p> <ul style="list-style-type: none"> <li>• The CKB should ensure that:</li> <li>• All reports are submitted on time to the Authority; and</li> <li>• Adequate records are maintained in respect of all communication with the Authority.</li> </ul>	<ul style="list-style-type: none"> <li>•The City will create a compliance reporting register which will include information on the due dates. Communication records are stored in ECM CORE.</li> </ul> <p>To be developed by 30 June 2017.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>
183 (73/2015)	<ul style="list-style-type: none"> <li>• 1 D;</li> <li>• LO: Act: 12 and WSOL – Version 5: 30.3; and</li> <li>• Details:</li> <li>• Paxon has noted that no reference is made in the SOP Manual to the obligations contained in WSOL – Version 5 in respect of customer contracts.</li> </ul>	<ul style="list-style-type: none"> <li>• The financial procedures documents should be updated to refer appropriately to the compliance obligations stipulated in clause 30.3 of WSOL – Version 5.</li> </ul>	<p>To be completed by 31 August 2017.</p>	<p>Waste and Compliance</p> <p>Parks and Reserves</p>
2011 - 2012	<ul style="list-style-type: none"> <li>• CR: 4;</li> <li>• LO: Clause 2.1; and</li> <li>• Details:</li> <li>• The map showing the City’s operating area was updated in 2012. Correspondence dated 06/11/2012 from the Authority confirms the amendment to the licence to reflect the correct map reference.</li> </ul>	<ul style="list-style-type: none"> <li>• At the next review and update of the Customer Service Charter, the references to the operating area (Section 1.3) should be updated to reflect the correct map reference.</li> </ul>	<ul style="list-style-type: none"> <li>•City to review and update Customer Service Charter with the correct map reference.</li> </ul> <p>To be completed by 31 August 2017.</p>	<p>Assets and Procurement</p> <p>Parks and Reserves</p> <p>Waste and Compliance</p>

<p><b>2011 – 2012</b></p>	<ul style="list-style-type: none"> <li>• CR: 4;</li> <li>• LO: Clause 5.1; and</li> <li>• Details:</li> <li>• The City has identified legislation and regulations applicable to the operation of their organisation and provision of the services and these are listed in Section 5 – Regulatory Requirements of the Asset Management Plan; and</li> </ul> <p>In addition, Federal, State and Local acts, laws and policies related to the City’s sustainability and waste services are listed (and hyperlinked) in Section 7 of its Standard Operating Procedures (SOP) Manual, August 2012.</p>	<ul style="list-style-type: none"> <li>• Although relevant legislation is listed in the AMP and in the SOP Manual, a reference in these sections to the officer/department responsible for monitoring applicable legislation and the workflow process/procedure for identifying/implementing/seeking exemption is recommended.</li> </ul>	<ul style="list-style-type: none"> <li>• A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will reference officer/department responsible for monitoring applicable legislation.</li> <li>• It will also incorporate ProMapp process mapping across the various respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Assets and Procurement</p> <p>Parks and Reserves</p> <p>Waste and Compliance</p>
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## Previous Review: Deficiencies and Recommendations

### C. Unresolved at End of Current Audit Period

Reference (no./year)	Asset Management System Effectiveness Rating	Auditor's Recommendation	Licensee's Response to Auditor's Findings	
	Asset Management System Component		Post-Review Implementation Plan	
	Criteria/Details of Asset Management System Deficiency		Corrective Action to be Taken	Responsible Unit(s)
02/2015	<ul style="list-style-type: none"> <li>•Rating: C 2;</li> <li>•Component: Asset Planning; and</li> <li>•Issue:</li> <li>•The AMP combined with CKB's Standard Operating Procedures Manual (SOP) addresses the twelve items of Table 22 of the ERA Guidelines 2014. However, many of the sections of the SOP either:</li> <li>•Include items which should, but are not addressed in the AMP;</li> <li>•Overlap items dealt with in the AMP but not cross reference; or</li> <li>•Provide more detailed management information/ procedures than the AMP.</li> </ul>	<ul style="list-style-type: none"> <li>•The content of both the AMP and SOP documents should be reviewed and edited to ensure that all twelve items of Table 22 of ERA's Guidelines 2013 are addressed in the AMP and cross referenced to sections of the SOP where the items concerned are subject to specific staff procedures.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include all twelve items of Table 22 of ERA's Guidelines 2013 and cross referencing.</li> <li>•It will also incorporate ProMapp process mapping across the various respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<ul style="list-style-type: none"> <li>Assets and Procurement</li> <li>Parks and Reserves</li> <li>Waste and Compliance</li> </ul>
04/2015	<ul style="list-style-type: none"> <li>•Rating: C 2;</li> <li>•Component: Asset Planning; and</li> <li>•Issue:</li> <li>•The AMP does not contain an organisation chart, a statement of staff position responsibilities or written procedures for recording, reviewing and response action as currently undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>•That the AMP contains a staff organisation chart and an accompanying description of the responsibilities of each staff position. Further, that written procedures be prepared for recording test and performance results, maintenance, emergencies etc. together with review and response action as currently undertaken. Also, that a</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include a staff organisation chart and an accompanying description of the responsibilities of each staff position.</li> <li>•It will also incorporate ProMapp process mapping across the various respective organisational units.</li> </ul>	<ul style="list-style-type: none"> <li>Assets and Procurement</li> </ul>

04/2015 (continued)		basic schematic of the scheme be added to the AMP to clarify the collection, treatment and disposal processes.	To be completed by 30 June 2018.	
06/2015	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Environmental Analysis; and</li> <li>•Issue:</li> <li>•An analysis of the environment in which the sewerage system operates is addressed in various sections of the AMP as follows:</li> <li>•Section 2 – The physical environment. (first paragraph);</li> <li>•Section 3 – Levels of Service (availability, capacity, continuity, odour, emergency response and complaints); and</li> <li>•Section 4 – Legislation and licensing environment. Together with the regulatory requirements for independent audits of compliance with CKB’s WSOL and review of the adequacy of the management of the systems assets.</li> </ul>	<ul style="list-style-type: none"> <li>•That the above AMP sections be combined as appropriate and titled “Environmental Assessment” in accordance with item 4 of Table 22 of ERA Guidelines 2013.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include titling “Environmental Assessment” in accordance with item 4 of Table 22 of ERA Guidelines 2013.</li> </ul> <p>To be completed by 30 June 2018</p>	Assets and Procurement
07/2015	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Environmental Analysis; and</li> <li>•Issue:</li> <li>•Reviewer notes that the cultural environment in which the system operates is not addressed in the AMP. A brief statement is required which outlines prime industries in the area (mining, exploration, agriculture) commercial / industrial / social services in the city (banking, manufacturing, churches, clubs etc.), together with the current population and growth trends and projections to say 2033.</li> </ul>	<ul style="list-style-type: none"> <li>•That the section of the AMP related to Environmental Assessment include a brief statement which outlines prime industries in the area (mining, exploration, agriculture) commercial / industrial / social services in the city (banking, manufacturing, churches, clubs etc.) together with current population, growth trends, and projections to say 2033.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include a brief statement which outlines prime industries in the area (mining, exploration, agriculture) commercial / industrial / social services in the city (banking, manufacturing, churches, clubs etc.) together with current population, growth trends, and projections.</li> </ul> <p>To be completed by 30 June 2018.</p>	Assets and Procurement

08/2015	<p>Rating: B 1; Component: Asset Operations; and Issue: CCTV examination is taken before and after clearance of blockages and lining works, plus older areas of the system not previously inspected. At the rate of cctv inspection currently proposed, a period of some nineteen years will elapse before completion. Similarly, cctv inspection of manholes (which is not satisfactory in deep sections of the system) will also require a period of nineteen years.</p>	<ul style="list-style-type: none"> <li>•That CKB significantly increase the annual amount of cctv inspection of its collection system so that the task can be completed in ten or fewer years.</li> <li>Further, that CKB undertake an inspection program for all manholes that will allow completion in five to seven years. Such inspections should involve removal, inspection and greasing of covers and a check on the condition of concrete in walls, base and underside of cover support slabs.</li> </ul>	<ul style="list-style-type: none"> <li>•The City continues to invest in CCTV inspections with an annual program of works which is currently budgeted at \$120,000 per annum. The inspection information on condition and performance is used to provide maintenance and operations works through the asset management plan process.</li> </ul> <p>To be completed by 30 June 2018.</p> <ul style="list-style-type: none"> <li>•As part of the asset management plan review a program of inspection works is being developed and will be forwarded for budget consideration as an ongoing funded program.</li> <li>•Current initiatives are based on specific need. There are landowner difficulties with these programmes in private property that can take some time and significant consultation processes to resolve.</li> </ul>	Waste and Compliance
09/2015	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Asset Operations; and</li> <li>•Issue:</li> <li>•It is noted that both the WWTP and Re-use Distribution systems have SCADA based external control and fault notification facilities. The two-collection system pumping stations have only a flashing light indication of a fault. CKB relies on advice from the public of a fault at these pumping stations. At least an automatic fault alarm system should be installed in addition to external control and performance records.</li> </ul>	<ul style="list-style-type: none"> <li>•That an automatic fault alarm system should be installed in the pumping stations and (if practicable) a system which will allow external control and downloading of performance information.</li> </ul>	<ul style="list-style-type: none"> <li>•An automatic alarm be installed at Androvich Way pumping station as exists for Throssell Street.</li> </ul> <p>To be completed by 31 October 2017.</p>	Waste and Compliance

<p>10/2015</p>	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Asset Operations; and</li> <li>•Issue:</li> <li>•Details of the waste water treatment plant operations and service provision are dealt with partially in the AMP and in more detail in the SOP. Both documents – particularly the AMP should be reviewed and edited.</li> </ul>	<ul style="list-style-type: none"> <li>•That the AMP should include details of the companies contracted to provide services. Reference to staff entering manholes etc. should be deleted from the AMP and inserted in the SOP. Procedures in the AMP - for dealing with blockages, overflows, pump, treatment plant and equipment failures should be included in a separate section of the AMP titled “Contingency Planning”. The more specific details in the SOP - of implementing the above procedures should be cross referenced in the AMP. Also, information regarding the existence and location of operation and management manuals should be included in both the AMP and SOP.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include details on the serviced procured through contracted services as well as procedures for dealing with blockages, overflows, pump, treatment plant and equipment failures, Contingency planning will also be included, as well as cross referencing across the SOP.</li> <li>•It will also incorporate ProMapp process mapping across the various respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Assets and Procurement</p> <p>Waste and Compliance</p> <p>Parks and Reserves</p>
<p>11/2015</p>	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Asset Operations; and</li> <li>•Issue:</li> <li>•A basic “Recycled Water Operational and Maintenance Manual” broadly sets out the responsibilities of senior staff, health and safety, emergency contact details, staff and contractor inductions. Operational requirements include sampling and testing of effluent, disinfection by chlorination to maintain a residual of 2 mg/l warning protocols, irrigation times and recording. The system is SCADA controlled. Although obviously well operated and maintained by competent staff, the system assets are subject to the requirements of the WSOL particularly with</li> </ul>	<ul style="list-style-type: none"> <li>•That the Recycled Water Operational and Maintenance Manual be upgraded to a more detailed level in accordance with Table 22 of ERA’s Guidelines 2013.</li> </ul>	<p>To be completed by 30 June 2018.</p>	<p>Parks and Reserves</p>

11/2015 (continued)	respect to documentation of procedures, operations, maintenance and finance. The manual should therefore be upgraded to a more detailed level in accordance with Table 22 of ERA's Guidelines 2013.			
12/2015	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Asset Operations; and</li> <li>•Issue:</li> <li>•CKB's Health Division on behalf of Parks and Reserves, arranges the monthly sampling and testing of the treated effluent being supplied to users and advises the DOH of the results. However, although holding a Licence from the DOH for the disposal of treated effluent, CBK has no statement of the separate responsibilities of the Sustainability &amp; Waste Services Division and the Parks &amp; Reserves Division for reporting associated with the licence. As a consequence, an annual report to the DOH as required by CKB's licence has never been submitted. As the treated effluent is being managed, and (in effect) tested by Parks and Reserves division prior to supply, it is considered that in future, all reporting in accordance with the DOH licence should be undertaken by the Parks &amp; Reserves division.</li> </ul>	<ul style="list-style-type: none"> <li>•That in future, all reporting in accordance with CKB's DOH licence should be undertaken by the Parks &amp; Reserves division.</li> </ul>	<ul style="list-style-type: none"> <li>•The City will create a compliance reporting register which will include information on the due dates.</li> </ul> <p>Compliance reporting register to be developed 30 June 2017.</p>	Parks and Reserves
13/2015	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Asset Maintenance; and</li> <li>•Issue:</li> <li>•The planned maintenance schedule for each year has been entered into the maintenance module of the AMS. But at present there is no provision for recording whether maintenance has actually been undertaken, or the date.</li> </ul>	<ul style="list-style-type: none"> <li>•That confirmation that work has been undertaken and the date of completion be overtyped in a different colour in the box representing the maintenance item of the AMIS maintenance module.</li> </ul>	<ul style="list-style-type: none"> <li>•The AMIS is currently being transferred to RAMM software as part of the City wide Asset Management improvement project.</li> <li>•This initiative will also incorporate ProMapp process mapping across the respective organisational units.</li> </ul>	<p>Assets and Procurement</p> <p>Waste and Compliance</p> <p>Parks and Reserves</p>

13/2015 (continued)			To be completed by 30 June 2018.	
14/2015	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Asset Maintenance; and</li> <li>•Issue:</li> <li>•The AMP, Section 6 – Maintenance Planning contains a basic schedule of maintenance duties for the sewerage system and is considered adequate - as detailed maintenance requirements are contained in contract documents as discussed in Item 5 – Asset Operations. The maintenance program in Section 4 of the SOP is not considered adequate and should be replaced with that in the AMP.</li> </ul>	<ul style="list-style-type: none"> <li>•That the maintenance program in Section 4 of the SOP be deleted and replaced with cross references to Section 6 of the AMP and the Maintenance module of the AMIS.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include consideration of maintenance programmes including through RAMM software.</li> <li>•To incorporate ProMapp process mapping across the various organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	Assets and Procurement
15/2015	<ul style="list-style-type: none"> <li>•Rating: C 3;</li> <li>•Component: Asset Management Information System; and</li> <li>•Issue:</li> <li>•ASSET MANAGEMENT INFORMATION SYSTEM (AMIS) – Is a series of six inter- related Excel spread sheets, which were made available to Licensees (as an example) by the Authority many years ago. Reviewer has noted its use - as provided or amended, by several Licensees over recent years;</li> <li>•Excel 1997 – is the package on which the software is based; and</li> <li>•Microsoft advised Reviewer that, although 1997 Excel software is no longer supported by the company, data captured in Excel 1997 programs should be readily transferable to versions of Excel contained in Windows 2007 or later. In view of the above, CBK should establish whether or not the existing AMIS can be converted to a more</li> </ul>	<ul style="list-style-type: none"> <li>•That CBK should establish whether or not the existing AMIS can be converted to a more recent version of Excel (in Windows 2007 or later) before considering purchase and setting up a new asset management system. If conversion is indeed possible, CKB should mount the converted version on its system and complete populating / customising modules as discussed below. Also, a staff member should be selected (or appointed) and trained with a view to completing and operating the system.</li> </ul>	<ul style="list-style-type: none"> <li>•The AMIS is currently being transferred to RAMM software as part of the City wide Asset Management improvement project.</li> <li>•This initiative will also incorporate ProMapp process mapping across the respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	Assets and Procurement  Waste and Compliance  Parks and Reserves

<p><b>15/2015</b> <b>(continued)</b></p>	<p>recent version of Excel (in Windows 2007 or later) before considering purchase and setting up a new asset management system. If conversion is indeed possible, CKB should mount the converted version on its system and complete populating / customising modules as discussed below. Also, a staff member should be selected or appointed and trained with a view to completing and operating the system.</p>			
<p><b>16/2015</b></p>	<ul style="list-style-type: none"> <li>•Rating: C 3;</li> <li>•Component: Asset Management Information System; and</li> <li>•Issue:</li> <li>•ASSET REGISTER – Each asset is assigned an identifying number and its name, location, installation date, expected life and replacement date, pipe size and material etc. are noted. The register has separate worksheets for Pipelines, Manholes, Pumping Stations, the WWTP and Old Boulder holding ponds; and</li> <li>•A total of 6670 assets are registered. In many cases detail under some headings is missing. In other cases - due to the software being generic, headings are not applicable.</li> </ul>	<ul style="list-style-type: none"> <li>•That the asset Register is edited to remove or correct generic column headings and that completion of the necessary detail is achieved as soon as possible.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will correct column headings.</li> <li>•To incorporate ProMapp process mapping across the various organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Assets and Procurement</p> <p>Waste and Compliance</p> <p>Parks and Reserves</p>
<p><b>17/2015</b></p>	<ul style="list-style-type: none"> <li>•Rating: C 3;</li> <li>•Component: Asset Management Information System; and</li> <li>•Issue:</li> <li>•CONDITION AND PERFORMANCE – This series of worksheets addresses the condition of all assets i.e., Manholes, Pipes, Pumping Stations, WWTP and the Old Boulder Holding ponds. Headings include asset number, installation date, inspection date, condition and priority for</li> </ul>	<p>That asset material should be noted in the both the asset and condition registers.</p>	<ul style="list-style-type: none"> <li>•The AMIS is currently being transferred to RAMM software as part of the City wide Asset Management improvement project.</li> <li>•This initiative will also incorporate ProMapp process mapping across the respective organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Assets and Procurement</p> <p>Waste and Compliance</p> <p>Parks and Reserves</p>

17/2015 (continued)	attention if relevant. It is noted that there is no heading for material type in the listing for manholes and pipes. It should not be necessary to refer to other spread sheets or drawings to determine the material when reviewing asset conditions.			
18/2015	<ul style="list-style-type: none"> <li>•Rating: C 3;</li> <li>•Component: Asset Management Information System; and</li> <li>•Issue:</li> <li>•While Reviewer is aware that maintenance is undertaken on the treated water distribution system, it is not scheduled in the maintenance module.</li> </ul>	<ul style="list-style-type: none"> <li>•That maintenance of the treated effluent distribution system is included in the Asset Management spread sheet of the AMIS.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include the maintenance of the treated effluent distribution system.</li> <li>•To incorporate ProMapp process mapping across the various organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Assets and Procurement</p> <p>Waste and Compliance</p> <p>Parks and Reserves</p>
19/2015	<ul style="list-style-type: none"> <li>•Rating: C 2;</li> <li>•Component: Risk Management; and</li> <li>•Issue:</li> <li>•The AMP contains a satisfactory description of the risk assessment procedures leading to the development of the assessment model described in Item 7 above – as does the SOP. However, the overlap is not total. A better approach would be to review and consolidate both into one document for inclusion in both the AMP and SOP. Reference is made in the AMP to the formulation of Risk Management plans. However, these do not appear to have been prepared. Reviewer notes that the “Mitigation and Management Strategies” of the spread sheets mainly refer to “AMP” or more frequently “SOP.” These references do not indicate what in fact the mitigating strategies are. Either the strategies should be listed as a series of written plans and</li> </ul>	<ul style="list-style-type: none"> <li>•That the Risk Analysis /Management sections of the AMP and SOP be reviewed and consolidated into a single document within the AMP;</li> <li>•That EITHER, a set of Risk Management Plans (as referred to in the AMP) for risks assessed as “Significant or Major” be prepared and referenced in the Mitigation and Management Strategies column of the Risk Analysis – OR, that the Mitigation and Management Strategy proposed be set out in the Mitigation and Management column for each occurrence;</li> <li>•That existing reference to AMP and SOP in the Mitigation and Management column is replaced</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will include Risk analysis and mitigations.</li> <li>•To incorporate ProMapp process mapping across the various organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Assets and Procurement</p> <p>Waste and Compliance</p> <p>Parks and Reserves</p>

<p><b>19/2015</b> <b>(continued)</b></p>	<p>referred to directly in the appropriate strategy column – or, explained fully in the column for each occurrence classified as “Significant” or “Major”;</p> <ul style="list-style-type: none"> <li>•Reviewer also notes that the occurrence of earthquake, lightning strike - although highly unlikely to occur, are not evaluated in the assessment. Earthquake could cause damage to gravity and - in particular, pressurised rising mains of both the sewerage and re-use systems. Power failure occurrences also, need to be evaluated for the WWTP and treated effluent distribution systems; and</li> <li>•No risk evaluation is included for the treated effluent distribution system.</li> </ul>	<p>with a reference to the actual item of the documents to which they allude; and</p> <ul style="list-style-type: none"> <li>•That a risk analysis be included for the treated effluent distribution system.</li> </ul>		
<p><b>21/2015</b></p>	<ul style="list-style-type: none"> <li>•Rating: B 1;</li> <li>•Component: Capital Expenditure Planning; and</li> <li>•Issue:</li> <li>•CAPEX plans for the forward budget periods for the financial years 2012/2013, 2013/2014 and 2014/2015 (for rolling ten, five and five years respectively) were provided by the Sustainability and Waste Services division. These plans represent the division’s anticipated requirements and expectations, which are subsequently inserted into the budget process via the Development Services Directorate. The CAPEX estimates are derived from asset replacement items set out in the financial module of the AMIS together with other works indicated by asset condition / failures and necessary system upgrades; and</li> <li>• Reviewer notes that CAPEX expenditure is not included for the treated effluent disposal</li> </ul>	<ul style="list-style-type: none"> <li>•Estimates based on escalated 1997 estimates from the Financial Planning module should be reviewed and if necessary upgraded in both Financial and CAPEX planning; and</li> <li>•That the CAPEX estimates include expenditure on the treated effluent disposal scheme.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will incorporate an up to date estimating process.</li> <li>•To incorporate ProMapp process mapping across the various organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	<p>Assets and Procurement</p>

21/2015 (continued)	system, despite income from the sale of the water (treated effluent) being included in the accompanying Financial Plan for the sewerage system. Such inclusion should be made in order to maintain consistency of approach.			
22/2015	<ul style="list-style-type: none"> <li>•Rating: C 4;</li> <li>•Component: Review of the Asset Management System; and</li> <li>•Issue:</li> <li>•Review of the Asset Management System is not mentioned in the AMP. Reviewer was advised that revisions are usually made in response to asset management reviews and significant changes of practise or procedure. Copies of the AMP were provided for November 2010, July 2012 and Version 141110, denoting its preparation as 10th November 2014. There is no record of any changes made from the previous version, or whether or not a review was conducted of previous versions.</li> </ul>	<ul style="list-style-type: none"> <li>•That a procedure be introduced to undertake and record a review the Asset Management system on a formal regular basis. The review should be undertaken at intervals not exceeding two years, by a person with a sound knowledge of the sewerage system and the procedures of its operation, maintenance and financing. The review date, reviewer's signature and any section amendments should be listed on the page following the cover sheet – which should be updated for all subsequent reviews.</li> </ul>	<ul style="list-style-type: none"> <li>•A single AMP is currently in preparation as part of the City wide Asset Management improvement project. It will included a review process.</li> <li>•To incorporate ProMapp process mapping across the various organisational units.</li> </ul> <p>To be completed by 30 June 2018.</p>	Assets and Procurement