

BROADLEAF CAPITAL INTERNATIONAL PTY LTD

ABN 24 054 021 117

23 Bettowind Road
Pymble
NSW 2073
Australia

www.Broadleaf.com.au

Tel: +61 2 9488 8477
Mobile: +61 4 1943 3184
Fax: + 61 2 9488 9685
Cooper@Broadleaf.com.au

Specialists in Strategic, Enterprise and Project Risk Management

ACTIVITIES WITH LOCAL GOVERNMENT

1 Background

The responsibilities of local government managers extend across a diverse range of portfolios, with high levels of responsibility for service delivery, a range of stakeholders and often complex management and governance processes. What is unique to local government is the concentration of this diverse set of interests into organisations that are usually relatively small and with only limited resources to manage them effectively.

Another unique aspect of local government is the accessibility of officials to the general public and the need for officials to deal face-to-face with local community leaders and pressure groups on a daily basis, both of which increase the influence the public may have over local government. Such interactions provide local government managers with an intimate understanding of the needs and priorities of their local communities.

The range of activities in which local governments engage varies by jurisdiction. They may include:

- Management and control of land use, planning and development, and the inspection and approval of new construction;
- Regulation of some classes of industrial activity, particularly where there may be community or environmental impacts;
- Collection and safe disposal of waste and recycled materials;
- Management of water, waste water and stormwater services;
- Traffic management and maintenance of traffic and pedestrian infrastructure such as roads, bridges and footpaths;
- Management and maintenance of community facilities and services, such as sport and recreation facilities, parks and gardens, libraries and community centres, and services for those with special needs, the aged, the disabled and those for whom English is not a first language;
- Management of community events and festivals and the promotion of religious and cultural tolerance.

It is important that local government council managers have a good understanding of the risks to the successful operation of their organisations and communities, and of the effectiveness of the controls they have in place to manage these risks. It is also important that operational staff have an awareness of the council's risk management processes, as these people are often in the best position to identify potential risks and draw management's attention to them.

Major disruptions to services, whether caused by adverse natural events or other causes, are particularly important, because many local government organisations have limited resources and capacity to withstand them and recover from them quickly. Therefore it is critical that local government managers identify and manage risks effectively, either to prevent them occurring or to respond appropriately if they do arise.

2 Our Experience

Broadleaf can assist local government organisations in the identification and analysis of risks to their operations and to the communities they represent, and in raising the risk management awareness of their staff.

For example, have helped local government organisations to:

- Review, enhance and, where necessary, develop risk management processes that integrate with normal management processes, thus reducing the stress placed on already limited resources;
- Train staff in the principles and implementation of risk management in their organisation;
- Facilitate workshops to identify and assess threats and opportunities and develop risk registers;
- Work with local government officers to examine risk treatment options and develop risk management plans;
- Work with local government officers to bring spatial data into their risk management processes; and
- Work with local government officers to develop emergency risk plans and business continuity plans.

Our risk management work in this area involves the application of processes compatible with the new international Standard on Risk Management, ISO 31000:2009 *Risk management - Principles and guidelines*. Broadleaf personnel are members of the Standards Australia and Standards New Zealand Joint Technical Committee OB-007 on Risk Management and other related working groups, and a member of our team was the Australian representative on the ISO Working Group that developed ISO 31000:2009. With this experience, we have a sound and fundamental understanding of the Standard and the ways in which it can be implemented in practice.

We also co-authored the Department of Climate Change publication, *Climate Change Risk Management: a Guide for Business and Government*. The Guide, which builds on the Australian and New Zealand standard, lays out a systematic approach to the development of climate change risk assessment and adaptation plans and has been adopted by many local government councils across Australia.

The Broadleaf team brings particular strengths and attributes to our assignments:

- A detailed understanding of the new international Standard ISO 31000:2009 and how it can be applied successfully in practice;
- Experience in dealing with local government organisations, communities and stakeholders;

- A detailed understanding of and experience in public sector management and governance at all levels of government;
- Organisational development, strategic and management planning skills at a high level;
- A detailed understanding of and experience in policy and procedural development;
- Industry leading technical skills in quantitative and spatial risk analysis; and
- Advocacy, training and education skills.

3 Specific Examples

Broadleaf has undertaken a range of assignments with local government organisations. Our activities have covered most aspects of risk management, including enterprise risk management (ERM) and qualitative and quantitative risk assessments.

A sample of our clients and activities is shown in the table.

Organisation	Activities
Auburn Council	Facilitation of a series of qualitative risk assessment workshops, across strategic and operational functions of the Council, and the identification of risk treatments for the significant risks.
Auburn Council	Facilitation of emergency risk assessment workshops and the development of an Emergency Risk Management Study Report. The report was required to align with the NSW Government and Emergency Management Australia Guidelines on conducting emergency risk management studies.
Bega Valley Shire Council	Facilitation in the development of a public sector comparator for the Council's sewerage system upgrade, including a comprehensive risk assessment of the project and the development of a through life cost risk model. The analysis was used first to frame tenders for the procurement and then to inform the decision on whether to proceed with a Public Private Partnership arrangement and which supplier to choose.
Blacktown City Council	Review of Council's Emergency Risk Management Study Report.
Boroondara City Council	Development of strategic climate change risk assessment and associated adaptation plans, including spatial assessments based on flooding, coastal inundation and fire risks.
City of Sydney	Facilitation of a strategic risk assessment workshop to assist them to implement their current corporate plan and the Sydney 2030 vision. Following this we advised on the re-formulation of the framework the City currently uses for the management of risk.
Hawkesbury City Council	Review of Council's emergency risk assessment and the development of an Emergency Risk Management Study Report. The report was required to align with the NSW Government and Emergency Management Australia Guidelines on conducting emergency risk management studies.
Holroyd City Council	Facilitation of a series of qualitative risk assessment workshops, across strategic and operational functions of the Council, and the identification of risk treatments for the significant risks.

Organisation	Activities
Parramatta City Council	Facilitation of emergency risk assessment workshops and the development of an Emergency Risk Management Study Report. The report was required to align with the NSW Government and Emergency Management Australia Guidelines on conducting emergency risk management studies. Broadleaf's emergency risk assessment lead to our co-ordination of a community-based CBD evacuation plan, focussed on the impacts to businesses with the Parramatta CBD in case of an emergency.
Redland City Council	Development of strategic climate change risk assessment and associated adaptation plans, including spatial assessments based on flooding, coastal inundation and fire risks.
Wagga Wagga City Council	Facilitation of a risk assessment workshop to identify risks to the success of Council's Sewage Treatment Works Upgrade Project and to select appropriate risk treatment strategies for the significant risks identified. A secondary aim of the workshop was to resolve outstanding operational and compliance concerns raised by State Government agencies with regard to the upgrade of the city's two Sewage Treatment Facilities.
Western Port Greenhouse Alliance	The Western Port Greenhouse Alliance consisted of 5 Victorian Local Councils (City of Casey, Bass Coast Shire Council, Frankston City Council, Cardinia Shire Council and the Mornington Peninsula Council). The assignment involved the development of a strategic climate change risk assessment and associated adaptation plans, including spatial assessments based on flooding, coastal inundation and fire risks.

4 Contacts

For more information about our work with local government authorities, or about our emergency management activities, please contact one of our team.

Dennis Goodwin

Goodwin@Broadleaf.com.au

Dr Sam Beckett

Beckett@Broadleaf.com.au

Pauline Bosnich

Bosnich@Broadleaf.com.au

Dr Stephen Grey

Grey@Broadleaf.com.au

Geoffrey Raymond

Raymond@Broadleaf.com.au

Grant Purdy

Purdy@Broadleaf.com.au

Phil Walker

Walker@Broadleaf.com.au

Dr Dale F Cooper

Cooper@Broadleaf.com.au

Mike Wood

Wood@Broadleaf.co.nz