



TOWN OF
VICTORIA PARK

Audit and Risk Committee Agenda – 11 November 2024



**WE'RE OPEN
VIC PARK**

Please be advised that an **Audit and Risk Committee** will be held at **5.30 PM** on **Monday 11 November 2024** in **Djeran Meeting room**, Administration Centre at 99 Shepperton Road, Victoria Park.

Ms Natalie Martin Goode – Acting Chief Executive Officer

7 November 2024

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1 Declaration of opening

Acknowledgement of Country

Ngany djerapiny Wadjak – Noongar boodja-k yaakiny, nidja bilya bardook.

I am honoured to be standing on Whadjuk - Nyungar country on the banks of the Swan River.

Ngany kaaditj Noongar moort keny kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaaditjin, moort, wer boodja ye-ye.

I acknowledge the traditional custodians of this land and respect past, present and emerging leaders, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

Ngany youngka baalapiny Noongar birdiya wer moort nidja boodja.

I thank them for the contribution made to life in the Town of Victoria Park and to this region.

2 Attendance

Presiding Member	Mayor Karen Vernon
Banksia Ward	Cr Claire Anderson
Jarraah Ward	Cr Jesse Hamer
Independent Committee Members	Ms Tracy Destree Mr Jonathan Seth
Acting Chief Executive Officer Chief Financial Officer	Ms Natalie Martin Goode Mr Duncan Olde
Acting Manager Governance and Strategy	Ms Rhonda Bowman
Meeting Secretary	Ms Winnie Tansanguanwong

2.1 Apologies

2.2 Approved leave of absence

Nil.

2.3 Statutory leave

Jarraah Ward	Cr Daniel Minson
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3 Declarations of interest

3.1 Declarations of financial interest

A declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration. An employee is required to disclose their financial interest and if required to do so by the Council must disclose the extent of the interest. Employees are required to disclose their financial interests where they are required to present verbal or written reports to the Council. Employees can continue to provide advice to the Council in the decision-making process if they have disclosed their interest.

3.2 Declarations of proximity interest

Elected members (in accordance with Regulation 11 of the Local Government [Rules of Conduct] Regulations 2007) and employees (in accordance with the Code of Conduct) are to declare an interest in a matter if the matter concerns: a) a proposed change to a planning scheme affecting land that adjoins the person's land; b) a proposed change to the zoning or use of land that adjoins the person's land; or c) a proposed development (as defined in section 5.63(5)) of land that adjoins the persons' land.

Land, the proposed land adjoins a person's land if: a) the proposal land, not being a thoroughfare, has a common boundary with the person's land; b) the proposal land, or any part of it, is directly across a thoroughfare from, the person's land; or c) the proposal land is that part of a thoroughfare that has a common boundary with the person's land. A person's land is a reference to any land owned by the person or in which the person has any estate or interest.

3.3 Declarations of interest affecting impartiality

Elected members (in accordance with Regulation 11 of the Local Government [Rules of Conduct] Regulations 2007) and employees (in accordance with the Code of Conduct) are required to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making process. The Elected Member/employee is also encouraged to disclose the nature of the interest.

4 Confirmation of minutes

Recommendation

That the Audit and Risk Committee confirms the minutes of the Audit and Risk Committee meeting held on 22 July 2024.

5 Presentations

Nil.

6 Method of dealing with agenda business

Recommendation

That Audit and Risk Committee in accordance with clause 58 of the *Meeting Procedures Local Law 2019* suspends clause 50 - Speaking twice of the *Meeting Procedures Local Law 2019* for the duration of the meeting.

7 Reports

7.1 Risk Management Framework Review

Location	Town-wide
Reporting officer	A/Manager Governance and Strategy
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. Draft Revised To VP Risk Management Framework - Marked Up Changes [7.1.1 - 19 pages]2. Draft Revised To VP Risk Management Framework - Changes Accepted [7.1.2 - 17 pages]

Summary

The Town's Risk Management Framework was last reviewed by the Audit and Risk Committee on 19 June 2023 and adopted by Council on 18 July 2023. Since that time, the Town has reviewed the operational and strategic risk registers. As an outcome of these reviews, it is recommended the Risk Management Framework be amended.

Recommendation

The Audit and Risk Committee recommends to Council to adopt the revisions to the Risk Management Framework as contained in Attachment 1.

Background

1. The Town has an embedded risk management approach in accordance with the Australian Standard *AS/NZS 31000 – Risk Management*. As part of this approach, the Town had adopted the following:
 - (a) A Risk Management Policy (Policy 004) which sets out the general scope, expectations, roles and responsibilities for risk management, with reference to the Risk Management Framework.
 - (b) A Risk Management Framework which outlines the Town's approach to the management of risk by setting out key governing elements:
 - (i) Principles, framework and process and systems
 - (ii) Structure
 - (iii) Risk appetite statement for the Town
 - (iv) Risk assessment and acceptance criteria adopted by Council.
 - (c) A Risk Management Practice (004.1) which provides information to C-Suite, managers, senior staff and other employees on how risk management philosophies and practices are operationalised throughout the organisation.
2. In July 2023, the Risk Management Framework was reviewed with minor edits made.

3. In 2024, the operational and strategic risk registers were reviewed and amended.
4. Following these reviews, it has been identified that the Risk Management Framework also requires amending.
5. An amended version of the Risk Management Framework was presented to the Audit and Risk Committee Meeting held on 22 July 2024 however it was identified that further amendments needed to be made. It was recommended by the Committee that approval of the amended framework be deferred to a committee workshop. That workshop was held on Monday 14 October 2024.

Discussion

6. **Attachment 1** provides the draft revised Risk Management Framework showing the changes in mark up.
7. The Risk Management Framework has been updated to include the following:
 - (a) Reference to the Towns Strategic Community Plan
 - (b) Definitions of risk management and risk
 - (c) References to the Strategic and Operational Risk Register, and inclusion of project risks
 - (d) Changes to the governance structure for risk management
 - (e) Changes to the risk impact categories and Risk Consequences table.
8. Some edits to the names of the Risk Impact categories have been made to more accurately reflect the risk. Some of the corresponding descriptions have been changed also.
9. The Risk Impact Category of Infrastructure/ICT Systems/Utilities has been removed and replaced with two separate categories titled 'Assets' and 'Data, Information Technology and Cyber'. It is considered that splitting the category in this way better reflects the risks that are to be managed. Descriptions have also been added for these two categories.
10. The Risk Appetite and Opportunities table has been amended to reflect the changes to the Risk Impact Categories.
11. The Risk Consequences table has been amended to reflect the new naming conventions, and new ratings have been added for the new categories of Information Security and Assets. In addition, the Risk Consequences for the Financial category have been updated.
12. **Attachment 2** provides a clean version of the draft revised Risk Management Framework for ease of reading.
13. Should the amendments to the Risk Management Framework be approved, the risk section for Council reports will be amended accordingly.

Relevant documents

Nil

Legal and policy compliance

[Policy 004 Risk Management](#)

Financial implications

Current budget impact	There are no budget implications associated with this report.
Future budget impact	Not applicable

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial			Low	
Environmental			Medium	
Health and safety			Low	
Infrastructure/ ICT systems/ utilities	Not properly identifying and classifying the risks can cause incorrect assessments and treatment options to be implemented.		Medium	Treat the risk by correctly labelling the risks.
Legislative compliance			Low	
Reputation			Low	
Service delivery	A Risk Management Framework is lacking in important information.		Medium	Treat the risk by amending the Risk Management Framework

Engagement

Internal engagement	
Stakeholder	Comments
Risk Management Working Group	The Town's internal Risk management Working Group recommended the Risk Impact Categories and Risk Consequences table be amended.

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL1 – Effectively managing resources and performance.	Amending the Risk Management Framework will enable the resources of the Town to be managed more effectively and improve performance.
CL3 - Accountability and good governance.	Sound risk management approaches and processes that are embedded into the Town’s operations and culture, promotes good governance and better accountability outcomes.

Further consideration

7.2 Strategic Risk Register Review

Location	Town-wide
Reporting officer	A/Manager Governance and Strategy
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	1. CONFIDENTIAL - Strategic Risk Register - Town of Victoria Park - Draft [7.2.1 - 3 pages]

Summary

To present the reviewed Strategic Risk Register for endorsement.

Recommendation

That the Audit and Risk Committee recommends to Council that the Strategic Risk Register, as contained in Confidential Attachment 1, be endorsed.

Background

1. In July 2023, Governance commenced an integrated risk management process for the Town's operational and strategic risks. In July 2023, an internal Risk Management Working Group was formed, and the operational risk register was reviewed to align with contemporary risk management principles and Australian Standards. This review was completed in May 2024.
2. Around the same time, the strategic risk register was reviewed internally where it identified that this register also needed to be amended.
3. In October 2023, a Strategic Risk Workshop was conducted with Councillors, facilitated by RSM Australia, and areas of improvement identified. A follow up workshop was scheduled to complete the review, however RSM declared a conflict of interest as they were also the Town's external auditor (contracted by the OAG). Therefore, a new company, Quantum Assurance, was contracted to complete the strategic risk register review.
4. The first workshop facilitated by Quantum Assurance with Council occurred on 27 March 2024, with a second workshop held on 9 April 2024. Following the last workshop, Quantum Assurance developed a strategic risk register with a few controls and residual risk ratings still being required.
5. The Risk Management Working Group met on Tuesday 18 June 2024 and completed the outstanding items on the Strategic Risk Register. C-Suite subsequently endorsed the Strategic Risk Register.
6. The strategic risk register was presented to the Audit and Risk Committee on the 22 July 2024 for endorsement. The committee recommended to Council that the item be deferred to a committee workshop.
7. A workshop was held on Monday 14 October 2024 with the Audit and Risk Committee and some of the Executive to further work through the Strategic Risk Register. An additional workshop was held with C-

Suite on Monday 4 November 2024 to further refine the register with additional information relating to controls and further mitigation actions.

Discussion

8. During C-Suite's review of the draft Strategic Risk Register on 4 November 2024, it was identified that there may be some residual risks that are beyond the current risk appetite. It is recognised that a review of the Risk Appetite Statement will be considered in 2025.
9. The changes that have been made to the Strategic Risk Register are marked in red for clarity. In summary, changes have been made to the following sections:
 - a. The first risk description has been amended to reflect more accurately some of the consequences.
 - b. Some additional causes have been added to risks 1, 2, 4 and 8.
 - c. An additional consequence has been added to risk 1.
 - d. Some of the risk ratings have been updated.
 - e. Additional controls have been added and as a result, some of the residual risk ratings have been updated.
 - f. Additional Mitigation Actions have been added in for all the strategic risks.
10. The Strategic Risk Register is now presented for endorsement.

Relevant documents

Not applicable

Legal and policy compliance

[Local Government \(Audit\) Regulations 1996](#)

Financial implications

Current budget impact	Not applicable
Future budget impact	Not applicable

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial			Low	
Environmental			Medium	
Health and safety			Low	

Infrastructure/ ICT systems/ utilities			Medium	
Legislative compliance			Low	
Reputation			Low	
Service delivery	Not reviewing the Town's strategic risks will impact on service delivery	Low	Medium	Treat the risk by endorsing the strategic risk register.

Engagement

Internal engagement	
Stakeholder	Comments
Council	Council have been involved in the development of the strategic risk register
External members of the Audit & Risk Committee	The Town's two external members were involved in the development of the strategic risk register.

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL3 - Accountability and good governance.	Regularly reviewing the strategic risk register promotes good governance and aids in improving performance and efficiency.

Further consideration

7.3 Quarter 1 Corporate Business Plan Progress Report: 1 July - 30 Sept 2024

Location	Town-wide
Reporting officer	Corporate Performance Advisor
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	1. CBP Attachment 1 - Outline - Q 1 24 25 [7.3.1 - 6 pages] 2. CBP Report Q 1 24 25 [7.3.2 - 20 pages]

Summary

The Audit and Risk Committee recommends that Council accepts the quarterly progress reports for the period 1 July 2024 – 30 September 2024.

Recommendation

That the Audit and Risk Committee recommends that Council accepts the quarterly progress report on the Corporate Business Plan Actions for 1 July 2024 – 30 September 2024.

Background

1. At the Ordinary Council Meeting on 16 July 2019, Council resolved:

“That Council requests that the Chief Executive Officer:

1. *Develops an Annual Strategic Project Summary for 2019/2020, containing a summary of the projects that are aligned to strategic outcomes in the Strategic Community Plan 2017-2027.*
2. *Presents the 2019/2020 Annual Strategic Project Summary for adoption at the September Ordinary Council Meeting.*
3. *Presents to Council, commencing from the October Ordinary Council Meeting, quarterly written progress reports on the actions, projects and outcomes within the Town’s following plans and strategies:*
 - a) *Corporate Business Plan 18 of 37*
 - b) *2019/2020 Annual Strategic Project Summary*
 - c) *5 Year Capital Works Program*
 - d) *Economic Development Strategy 2018 – 2023*
 - e) *Urban Forest Strategy*
 - f) *Reconciliation Action Plan*
 - g) *Disability Access and Inclusion Plan*
 - h) *Community Benefits Strategy.”*

2. At the Ordinary Council Meeting on 20 July 2021, Council resolved:

"That Council:

.....

- c) Instructs the Chief Executive Officer to include the Climate Emergency Plan in the Quarterly progress reports to council, commencing in the next quarter for 2021."*

3. At the Ordinary Council Meeting on 17 September 2024, Council resolved: (Resolution 207/2024)

"That Council:

- 1. will receive one consolidated quarterly progress report on the actions, projects and outcomes of the Towns plans and strategies.*
- 2. no longer require separate reports on the annual strategic project summary or 5-year capital works program."*

Discussion

- 4. Progress reports enable Council to oversee the Town's performance and allocation of the Town's finances and resources. They also help to inform the community about the Town's progress in relation to plans and strategies.
- 5. **Attachment 1** provides an update on the progress the Town has made towards achieving each of the goals within the Corporate Business Plan within the first quarter of the 24/25 financial year. This is shown as a percentage, with colour coding indicating if progress towards a goal is on track, behind schedule, not yet started or complete. The greyed out goals indicate the community priorities that the Corporate Business Plan actions fall under.
- 6. **Attachment 2** provides written updates on the progress towards achieving each of the goals within the Corporate Business Plan.

Relevant documents

Not applicable

Legal and policy compliance

[Section 2.7 of the Local Government Act 1995](#)

[Integrated planning and reporting | DLGSC](#)

Financial implications

Current budget impact	Sufficient funds exist within the annual budget to address this recommendation.
Future budget impact	Not applicable.

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Not Applicable.		Low	
Environmental	Not Applicable.		Medium	
Health and safety	Not Applicable.		Low	
Infrastructure/ ICT systems/ utilities	Not Applicable.		Medium	
Legislative compliance	Not Applicable.		Low	
Reputation	Negative public perception towards the Town in relation to transparency.		Low	TREAT risk by ensuring accuracy of reporting and additional highlighting of any items of note within the report.
Service delivery	Not Applicable.		Medium	

Engagement

Internal engagement	
Stakeholder	Comments
Governance and Strategy	Governance and Strategy coordinates the progress reports for Corporate Business Plan actions with input from all relevant service areas across the organisation.

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL1 – Effectively managing resources and performance.	Council is provided with the information in an effective yet time efficient manner.
CL3 - Accountability and good governance.	Progress towards goals of relevant Town plans and strategies is provided in a clear and transparent manner with additional commentary provided where required.

Further consideration

7.4 Quarter 1 Audit Update Report July - September 2024

Location	Town-wide
Reporting officer	Corporate Performance Advisor
Responsible officer	Chief Executive Officer
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none">1. CONFIDENTIAL - AUDIT Attachment 1 - Open Actions Q 1 24 25 [7.4.1 - 7 pages]2. CONFIDENTIAL - AUDIT Attachment 2 - Dashboard - Q 1 24 25 [7.4.2 - 1 page]

Summary

The Audit and Risk Committee recommends that Council receives the Audit Update Report for September 2024 as contained in Attachment 1.

Recommendation

That the Audit and Risk Committee recommends that Council receives the Audit Update Report for September 2024 as contained in Attachment 1.

Background

1. The 2021-2022 Internal Audit Program was adopted by Council on 16 August 2022.
2. The 2023-2026 Internal Audit Program was adopted by Council on 19 June 2023 and the audits for 23/24 have been completed.
3. The Regulation 5 Audit was completed in May 2024

Discussion

4. All the audits for 23/24 as per the 3 year-audit plan have been completed.
5. The Regulation 5 Audit was completed, and the audit recommendations were updated in Cascade.
6. All current audit actions are still being monitored in Cascade on a quarterly basis.
7. The 24/25 internal audit program will commence in November 2024.
8. **Attachment 1** is the Q1 2024/25 report for 1 July – 30 September. This report includes details on open (not complete) audit actions only.
9. **Attachment 2** is the Audit Function statistics dashboard for 1 July – 30 September 2024. This dashboard has been updated to accurately reflect the status of audit actions in an easy-to-read format, appropriate to the information provided. The information presented is the same as has previously been provided, just in a different way.

10. Of note is the progress that has been made towards completion of the four Audit Actions identified as some of the Interim KPI's for the Acting CEO's. Two of these actions have now been completed and two have significantly progressed within the first quarter of 24/25.
11. As of 30 June 2024, there were 29 outstanding audit action items at 41% completion. At the end of the first quarter of 24/25, there are 18 outstanding audit action items that are 60% complete.

Relevant documents

Not applicable

Legal and policy compliance

[LOCAL GOVERNMENT \(AUDIT\) REGULATIONS 1996 \(austlii.edu.au\)](http://austlii.edu.au)

Financial implications

Current budget impact	Sufficient funds exist within the annual budget to address this recommendation.
Future budget impact	Not applicable

Risk management consideration

Risk impact category	Risk event description	Risk rating	Risk appetite	Risk Mitigation
Financial	Not adopting an internal audit program means we can't test our financial controls and mitigate financial loss through administrative errors, fraud, and corruption.	High	Low	TREAT risk by Adopting an internal program with a focus area on high-risk financial processes and activities.
Environmental	Not applicable		Medium	
Health and safety	Not applicable		Low	
Infrastructure/ ICT systems/ utilities	Not applicable		Medium	
Legislative compliance	Not adopting an internal audit program means we cannot test our legislative compliance and mitigate financial loss through administrative errors, fraud, and corruption.	High	Low	TREAT risk by ensuring commitment to management actions to address findings.

Reputation	A poorly designed Internal Audit Program will make the Town vulnerable to non-compliance, fraud and corruption risks which adversely impact on the Town's reputation.	Moderate	Low	TREAT risk by ensuring commitment to management actions to address findings.
Service delivery	Not applicable		Medium	Not applicable

Engagement

Internal engagement	
Stakeholder	Comments
Business unit managers	Providing responses and supporting documentation to the internal auditors. Providing quarterly updates and % completion for audit actions.
C-Suite	Noting the final internal audit outcomes.

Strategic alignment

Civic Leadership	
Community Priority	Intended public value outcome or impact
CL1 – Effectively managing resources and performance.	Internal audits promote integrity and identify areas for improvement
CL3 - Accountability and good governance.	As internal audit is a key pillar of organisational governance, a robust internal audit program, with oversight from the Audit Committee, will enable the Town to have a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, and governance processes. The business improvements that result from an effective internal audit program will add value to the way the Town runs its business.

Further consideration

8 Motion of which previous notice has been given

Nil.

9 Meeting closed to the public

9.1 Matters for which the meeting may be closed

9.2 Public reading of resolutions which may be made public

10 Closure