



Merri-bek
City Council

Merri-bek City Council Audit and Risk Committee

Performance Report 2022- 2023



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Message from the Audit and Risk Committee Chair

I am pleased to present this report which outlines the Audit and Risk committee's achievements throughout the 2022 -2023 period. I would like to thank Councillors, fellow independent members and Council staff for their valuable contribution and support. This report reflects Merri-bek City Council's commitment to continuous improvement in governance and risk management practices and showcases the progress made throughout the year. We hope that this report will provide insight into the committee's work and highlight our pledge to continuous improvement.

John Watson

Audit and Risk Committee Chair

Merri-bek City Council

1. Introduction

The Merri-bek City Council Audit and Risk Committee (the Committee) has continued to undertake its role in providing independent advice to the Council and management of Merri-bek City Council (Council) throughout the period 1 July 2022 to 30 June 2023 as covered by this report.

Pursuant to 53(2) of the Local Government Act 2020 (the Act), the Committee does not have any delegated powers, including executive powers, management functions, or delegated financial responsibility. The Committee's role is to advise the Council on how to best fulfil its responsibilities and facilitate decision making by providing a forum for improving communications between the Council members and senior management, finance, risk and compliance managers, internal and external auditors.

The Committee assists Council with discharging its responsibilities under the Act including:

- monitoring the compliance of Council policies and procedures with:
 - the overarching governance principles;
 - the Act and the regulations and any Ministerial directions; and
 - other relevant laws and regulations;
- monitoring internal controls;
- monitoring Council financial and performance reporting;
- monitoring and provide advice on risk management and fraud prevention systems and controls;
- overseeing internal audit function;
- overseeing external audit functions and
- monitoring related party transactions.

To fulfil its role, some of the key activities undertaken by the Committee during this period were to:

- review the draft Financial Statements and recommend their adoption to Council
- review the Annual Performance Statement and recommend its adoption to Council
- monitor compliance obligations and challenge the existence and effectiveness of accounting and financial systems and other systems of internal control and business risk management
- review the audit plans, results, and effectiveness of the organisation through the Internal Audit Program

Overall, through its work, the Committee's aim is to add to the credibility of Council by promoting ethical standards. Under the guidance of the Committee Chair, Mr John Watson, strategic and operational risk issues were considered and mitigated.

In fulfilling its responsibilities, the Committee has provided input and advice in relation to the Internal Audits completed by contracted Internal Auditors, Crowe Australasia (Crowe) for Council during the reporting period.

During the year, Crowe made an annual declaration of independence to the Committee, declaring that they had maintained and would continue to maintain their independence.

2. Audit and Risk Committee membership

The Committee is comprised of seven people appointed by Council, with three members being Councillors and four members being independent of Council. The membership of the Committee during the reporting period is set out below:

2.1 Council representatives

Mayor Angelica Panopoulos

Councillor Mark Riley

Councillor Adam Pulford

2.2 Independent members

Mr John Watson (Chairperson)

Ms Lisa Tripodi

Mr Jeff Rigby

Ms Marilyn Kearney

3. Meetings and attendance

A total of four meetings were held during the reporting period. Committee members maintained very good attendance throughout the year as shown in Table 1.

The four meetings were held on:

- 6 September 2022
- 20 December 2022
- 14 March 2023
- 6 June 2023

A summary of committee attendance is displayed in table 1.

Table 1 – Membership, meeting dates and attendance

Member	Role	6/09/2022	20/12/2022	14/3/2023	6/6/2023
John Watson	Independent Chair	✓	✓	✓	✓
Lisa Tripodi	Independent Member	✓	✓	✓	✓
Jeff Rigby	Independent Member	✓	✓	✓	✓
Marilyn Kearney	Independent Member	✓	✓	✓	✓
Mayor Angelica Panopoulos	Council Member	✓	✓	✓	✓
Cr Mark Riley	Council Member	✓	✓	X	✓
Cr Adam Pulford	Council Member	✓	O	✓	X

Key

✓ = In attendance

X = Apology

O = not required

Representatives for the Victorian Auditor General’s Office (External Auditors), RSD Audit attended most meetings. Representatives from Crowe the internal audit contractor for the period, attended all four meetings.

Senior management representatives from Council also attended each Committee meeting. These included the Chief Executive Officer, Director Business Transformation, Chief Financial Officer and Manager Governance and Strategy. In addition, there was attendance by other Directors when there were Department related items on the Agenda. A summary attendance by regular attendees is shown in table 2.

Table 2 – Regular Attendees, meeting dates and attendance

Regular Attendee	Role	6/09/2022	20/12/2022	14/3/2023	6/6/2023
Phil Delahunty	Engagement Leader, RSD Audit until December 2022 (auditor for VAGO)	✓	X	O	O
Josh Porker	Principal, RSD Audit from December 2022 (auditor for VAGO)	O	O	✓	✓
Blessing Muncan	Team leader RSD Audit (auditor for VAGO)	X	X	✓	O
Martin Thompson	Partner, Crowe	✓	✓	✓	✓
Lynda Cooper	Senior Manager, Crowe	✓	X	X	O
Cathy Henderson	Chief Executive Officer	✓	✓	✓	✓
Anita Curnow	Director City Infrastructure	✓	✓	✓	✓
Sue Vujcevic	Director Business Transformation	✓	✓	✓	✓
Eamonn Fennessy	Director Community	✓	✓	✓	X
Joseph Tabacco	Director Place and Environment	✓	✓	✓	✓
Yvonne Callanan	Manager Governance and Strategy	✓	✓	✓	✓
Simon Rennie	Chief Financial Officer	O	✓	O	O
Jemma Wightman	Chief Financial Officer (from May 2023)	✓	O	✓	✓
Glenn Johnston	Acting Unit Manager Finance	O	✓	O	O
Robert Raiskums	Manager Information Technology	✓	✓	✓	✓
Brian Harris	Manager People and Safety	✓	✓	✓	✓
Trisha Love	Manager Organisational Performance	O	O	✓	O
Sophie Barison	Unit Manager Integrity, Risk and Resilience	✓	✓	✓	✓

Key

✓ = In attendance

X = Apology

O = not required

4. Internal Audit

4.1 Internal audit contract

A key responsibility of the Committee is to monitor Council's internal audit program. The internal audit function of Council is supported by the engagement of independent Internal Audit professionals to provide analysis and recommendations aimed at improving Council's governance, risk, and management controls. Representatives from Crowe attended each Committee meeting and presented the audit results for each audit they had undertaken, responded to questions, and provided and welcomed advice from the Committee. Crowe is Council's internal auditor until September 2024 when an extension option will be considered.

4.2 Internal Audit plan 2022-23

A three year Strategic Internal Audit Plan rolling plan is in place. The Committee reviews the plan annually and the following 2022-23 Internal Audit plan below (table 3) was approved by the committee in June 2022. The committee monitors the delivery of the plan at each meeting.

Table 3 – Internal audit plan

Internal audit project	Jul. 22	Aug. 22	Sept. 22	Oct. 22	Nov. 22	Dec. 22	Jan. 23	Feb 23	Mar. 23	Apr. 23	May 23
Internal Audit Support											
Development of three year strategic internal audit rolling plan									■	■	
Annual review of SIAP									■		
Preparation and attendance and Audit and Risk Committee			▲			▲			▲		
Annual Internal Audit Program											
Conflict of Interest	■		▲								
Child Safe Standards		■	■			▲					
Cyber Security - Essential 8			■	■		▲					
Follow Up					■	■			▲		
Immunisation management					■	■			▲		
Payroll								■	■		
Procurement (above threshold)/Tendering								■	■		
Public Health & Wellbeing Act Compliance									■	■	

Key

■ Audit field work and report writing

▲ Denotes Audit Committee Meeting to which the Internal Audit Report was presented

Final internal audit reports were reviewed and discussed by the Committee at each of the 4 meetings. The status of Internal and External Audit recommendations was reported to the Committee at each committee meeting and off track audit actions were explained and extensions requested.

In addition to the above 8 audits, in October 2022 a further two audits were completed. A Safety Process Audit was completed to utilise the 'Capacity to Respond' audit not utilised in 2021-22 year and an additional audit was completed by BDO (in addition to the above internal audit plan) who were appointed to complete an end- to-end review of payroll processes and internal controls.

4.3 Internal audit reports reviewed

At the completion of each audit, Crowe issue an audit report. The report contains an unbiased assessment of the effectiveness of Council's processes. It includes an overall audit rating, audit findings, and a list of recommendations.

A total of 12 internal audits reports were presented to the Audit and Risk Committee during the reporting period (the Management of Contaminated Land audit and the Cash Handling audit were completed late 2021-22 and presented in September 2022).

Table 4 – 2022/23 Internal Audits completed and summary of findings

Audit Title and Committee Meeting Date Report was Presented		Summary of Findings
1	Management of Contaminated Land 6 September 2022	Crowe Australasia completed a Management of Contaminated Land audit and found that the current controls in place to manage contaminated land maintained by Council needed strengthening. Findings were identified which related to: <ul style="list-style-type: none"> - Contaminated land register - Policy and guidelines improvement - Defining management roles and responsibilities - A centralised register for statutory obligations
2	Cash Handling 6 September 2022	Crowe Australasia completed a Cash Handling audit and found that the current controls in place over the cash handling practices maintained by Council needed to be strengthened. Findings were identified which relate to: <ul style="list-style-type: none"> - Cash Handling Operating Procedures - Pathways system user access - End of day Cash Count - Cash discrepancies - Audit Process - End of day Procedures - Petty Cash - Physical security
3	Management of Conflict of Interest 6 September 2022	Crowe Australasia completed a Management of Conflict-of-Interest audit and found that the current controls in place over the management of conflict of interest needed strengthening. Findings were identified which related to: <ul style="list-style-type: none"> - Training and Awareness - Sports Ground Seasonal Tenancy Allocations - Roads Unit - Management Reporting and Review
4	Safety Process 20 December 2022	Crowe Australasia completed a Safety Process Standards audit and found that the current controls in place over safety processes maintained by Council needed strengthening. Findings were identified which related to: <ul style="list-style-type: none"> - Heavy Vehicle Safety Framework - Workplace Audit and Inspection Program - Suitability of Traffic Management Plans - Review of Safe Work Procedures - Monitoring of work sites
5	Child Safe Standards 20 December 2022	Crowe Australasia completed a Child Safe Standards audit and found that the current controls in place over the management of child safe practices need strengthening. Findings were identified which related to: <ul style="list-style-type: none"> - Governance practices - Child Safety and Wellbeing Policy and Procedures

		<ul style="list-style-type: none"> - Training and Awareness - Incident reporting - Monitoring and Evaluation
6	<p>Cyber Security – Essential 8</p> <p>20 December 2022</p>	<p>Crowe Australasia completed a Cyber Security audit and concluded that the current controls in place over cyber security practices can be further strengthened. Findings were identified which related to:</p> <ul style="list-style-type: none"> - Restricting administrative privileges - Patch Operating Systems - Improvement opportunities in cyber security governance - Multi-factor authentication - Patch applications - Application control
7	<p>Follow Up</p> <p>14 March 2023</p>	<p>Crowe Australasia completed a Follow up of closed action items and concluded that of 38 recommendations only 2 required further action.</p>
8	<p>Immunisation Management</p> <p>14 March 2023</p>	<p>Crowe Australasia completed an Immunisation Management audit and were satisfied with the current controls in place. Findings were identified which related to:</p> <ul style="list-style-type: none"> - Informed consent process - Customer Service feedback - Management reporting - Strategic planning - Staff training
9	<p>Payroll Management</p> <p>6 June 2023</p>	<p>Crowe Australasia completed a Payroll Management audit and concluded that the current controls in place over the payroll function need to be strengthened.</p> <ul style="list-style-type: none"> - Findings were identified which related to: - Policies and procedures - Termination and Manual entry processes - Segregation of Duties - Payroll Checklists - Reporting
10	<p>Payroll End- to-End Review</p> <p>6 June 2023</p>	<p>BDO completed an End-to-End Payroll Review and identified areas for improvement including:</p> <ul style="list-style-type: none"> - Access to payroll shared folder and iChris system - Access to the online banking system - Policies and procedures - Payroll team structure and capability - Team Dynamics - Change Management - High volume of cumbersome manual procedures - Shared payroll email address - Education and training
11	<p>Procurement (above the threshold) and management of Panels</p> <p>6 June 2023</p>	<p>Crowe Australasia completed a Procurement – above the threshold/tendering audit and concluded that the current controls <i>in place</i> would benefit from further strengthening. Findings were identified which related to:</p> <ul style="list-style-type: none"> - Conflict of Interest - Tender threshold non-compliance reporting - Tender evaluation process
12	<p>Public Health & Wellbeing Act Compliance</p>	<p>Crowe Australasia completed a Public Health & Wellbeing Act Compliance audit and concluded that the current controls <i>in place</i> can be further strengthened.</p> <p>Findings were identified which related to:</p>

	6 June 2023	<ul style="list-style-type: none"> - Operating Framework - Peer Review Process - Management of Conflict of Interest - Annual Inspections - Follow-up Inspections - Customer Complaints - Management Reporting
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4.4 Implementation of audit recommendations

The Committee continued to encourage management to implement Internal Audit recommendations in a timely manner to ensure that better practices and controls in Council's services are achieved.

In order to monitor progress of audit actions, an Audit Actions progress report is provided to the Committee at each meeting. The report records the recommendations from Internal Audits completed by Crowe as well any External Audits completed by VAGO. The report outlines the number of open, closed and off-track actions. In most cases the organisation was able to implement audit actions in a timely manner. Any exceptions were highlighted and explained to the committee in the Audit Actions progress report.

The total number of new recommendations raised by Crowe and BDO during 2022/23 was 107 – many of these recommendations contained multiple sections.

5. External Audit

In August 2021 the Victorian Auditor General's Office (VAGO) appointed RSD Audit to complete external audits of Merri-bek City Council. Phil Delahunty assumed the lead role as Partner of RSD Audit for the Audit and Risk Committee meetings from August 2021 until December 2022 at which time Josh Porker replaced him.

RSD Audit's approach focuses on key financial reporting risks. This involves understanding of significant financial reporting processes and a combination of internal control testing and substantive audit procedures to assess the residual risk of material error.

The VAGO Closing Report 30 June 2022 and Final Management Letter 2021/22 was presented to the Committee at its meeting of 6 September 2022.

6. Oversight of annual financial reports

During the year, the Audit and Risk Committee considered the accounts for the year ended 30 June 2022 in the meeting held 6 September 2022. This work was undertaken by the Committee in a timely manner so that final clearance of all financial statements was received within the deadline imposed under the Local Government Act.

7. Duties and responsibilities

Annual Assessment against the Committee Charter

The Committee are required to undertake an annual assessment of its performance against the Audit and Risk Committee Charter and incorporate this into the Annual Committee Performance Report in accordance with the Charter and section 54(4a) of the Local Government Act 2020. The 2022-23 work plan is aligned to the 2021 Audit and Risk Committee Charter.

In the reporting period, the Committee dealt with all matters scheduled for consideration in the 2022-23 work plan with the exception of Assessing adequacy of Council process to manage insurable risk, which has been delayed from the 6 June 2023 to 5 September 2023 meeting so that the outcome of the insurance renewal process (which is finalised on 30 June 2023) can be reported to the committee.

The review of the Audit and Risk Performance Report 2022-23 was brought forward (from the September 2023 meeting) to enable the Chair to present to a Councillor Briefing and to align the presentation of the 2023-24 Strategic Internal Audit Plan prior to the commencement of the new financial year as required by the Charter.

Appendix 1 shows the 2022-23 workplan with exceptions highlighted in blue.

8. Overall assessment of Merri-bek City Council's risk, control and compliance framework

The Committee's overall assessment is that Council has continued to maintain a strong internal control environment and its management of strategic and operational risk, financial and compliance is effective. The organisation has continued to work well with the committee and has demonstrated a high level of commitment to being open to audit findings, genuine in addressing any issues or improvement opportunities, and consistent in the fulfilment of its commitments.

It is the independent view of the Committee that the governance culture of Merri-bek City Council is supporting the development of a robust risk, control and compliance framework which continues to strengthen and adapt to changes in Merri-bek City Council's operations.

APPENDIX 1- COMMITTEE ASSESSMENT AGAINST THE CHARTER

Merri-bek City Council Audit and Risk Committee Work Plan 2022-2023

Action	Frequency	Audit and Risk Committee Charter Reference	Title of Report / Section of Agenda where action is addressed	6 September 2022	20 December 2022	14 March 2023	6 June 2023
Assess Council’s policy framework and procedures to ensure: - the embedding of the governance principles - the strengthening of Council’s policy framework - policies are reviewed as per schedule	Quarterly	4.1.3	Committee Work Plan				
Business Transformation				<input checked="" type="checkbox"/>			
City Infrastructure					<input checked="" type="checkbox"/>		
Community						<input checked="" type="checkbox"/>	
Place and Environment							<input checked="" type="checkbox"/>
Monitor Council processes for compliance of Council policies and procedures	Quarterly	4.1.1	Committee Work Plan	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review Register of Delegations	Annually	4.1.3	Committee Work Plan				<input checked="" type="checkbox"/>

Review report on Gifts, Benefits and Hospitality	Biannually	4.1.3	Committee Work Plan		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
Review report on Councillor Expenses	Biannually	4.1.3	Committee Work Plan	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Review Report on Interstate and Overseas Travel	Biannually	4.1.3	Committee Work Plan	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Review CEO credit card transactions (complete list)	Biannually	4.1.3	Committee Work Plan	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Review the Procurement Framework (with a focus on probity and transparency of policies, processes, and procedures).	Annually	4.1.2	Procurement Framework			<input checked="" type="checkbox"/>	
Monitor improvements in financial management through a 3-year Financial Management Improvement Plan.	Quarterly	4.1.4	Finance Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review the CEO Employment Matters Policy and Terms of Reference for CEO Employment Matters Advisory Committee and ensure compliance with the Act	Annually	4.1.5	Committee Work Plan	<input checked="" type="checkbox"/>			
Monitor work by the Council to mitigate and plan for climate change risk	Quarterly	4.1.6	Climate Risk & Resilience	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Monitor Council's controls for unusual transactions above acceptable risk	Quarterly	4.2.2	Financial Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Monitor Council's commercial interests including compliance with relevant laws and regulations	Annually	4.3	Committee Work Plan	<input checked="" type="checkbox"/>			

Review management reports on any breakdowns in key controls	Quarterly	4.2.1	Risk Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review systems and controls implemented to monitor compliance with legislation and regulations through internal audit and external audit reporting.	Quarterly	4.3.1, 4.3.2	Memorandums of Audit Planning and Audits Completed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review Council's procedures to receive, retain and treat complaints through a report on: - Complaints Handling framework and performance; - Public Interest Disclosure framework and handling.	Annually	4.3.3	Risk Management				<input checked="" type="checkbox"/>
An overview of Council's handling of complaints and public interest disclosures	Quarterly	4.3.3	Risk Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
An overview of Council's handling of accounting, internal accounting controls or auditing matters or other matters likely to affect the Council or its compliance with relevant legislation and regulations.	Quarterly	4.3.3	Financial Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Obtain assurance that adverse trends are identified and review management's plans to deal with these.	Quarterly	4.3.4	Recent Reports and Publications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Monitor actions arising from Audit and Risk Committee meetings and the Recent Reports and Publications report	Quarterly		Business Actions Progress	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Review management disclosures in financial reports on the effect of significant compliance issues	Quarterly	4.3.5	Financial Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Committee members will complete Personal Interest Returns.	Biennially	4.3.6	Committee Work Plan	(Not applicable in 2022-23 because PIR's were completed in 2021-22)			
Committee members will confirm the understanding of their obligations following the biennial review of the Committee Charter.	Biennially	4.3.6	Committee Work Plan	(Not applicable in 2022-23 because this occurred when the Charter was reviewed and signed in 2021-22)			
Receive assurance that Council has appropriate systems and procedures in place for collecting and analysing information and data to measure performance against the Council Plan through a report on annual Council Plan implementation.	Annually	4.4.1	Committee Work Plan		<input checked="" type="checkbox"/>		
Review the process for the management and governance of the use of data, information, and knowledge through a report from the Chief Information Officer. This includes the controls covering the public release of information.	Annually	4.4.2; 4.4.11	Committee Work Plan		<input checked="" type="checkbox"/>		
Review any changes in accounting policies and procedures and the methods of applying them ensuring they are in accordance with the stated financial	Annually	4.4.3	Financial Management		<input checked="" type="checkbox"/>		

reporting framework disclosures with management.							
<p>Review the mid-year and end of year VAGO report:</p> <ul style="list-style-type: none"> - assess significant estimates and judgements in financial reports by asking management and VAGO about the processes used in making material estimates and judgements and the basis for these. - Review the appropriateness of accounting policies and disclosures to present a true and fair view; - Review the process for the consolidation of financial information of Council related entities into the financial reports of the Council. - Assess whether a comprehensive process has been established for the purposes of legislative disclosure reporting requirements. - Seek the external auditor's independent opinion on management's technical compliance with accounting standards; proper application of the accounting principles; clarity in financial disclosure practices as used or proposed in the financial report. 	Biannually	4.5.5; 4.4.6; 4.4.7; 4.4.8; 4.4.10	VAGO	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	

Recommend to the Council whether the financial report including the performance statement should be approved based on the Committee's assessment of them.	Annually	4.4.9	Finance Management	<input checked="" type="checkbox"/>			
Monitor Management Financial and performance reporting	Quarterly	4.4	Finance Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Monitor improvement in risk management through a 3-year Risk Management Improvement Plan	Quarterly	4.5.1	Risk Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Receive an annual risk report, which provides: <ul style="list-style-type: none"> · the risk profile for Council · an overview of the Enterprise Risk Management Framework and implementation strategy · an overview of the processes for identification and control of risks in accordance with risk appetite · an overview of management of each strategic risk · An overview of key risks, the status and the effectiveness of the risk management systems, to ensure that identified risks are monitored and new risks are identified, mitigated and reported. · Seek assurance that the Business 	Annually	4.5.2; 4.5.3; 4.5.4. 4.5.5	Risk Management		<input checked="" type="checkbox"/>		

Continuity Plan is in place, current and active (through testing).							
Report on significant litigation and claims	Quarterly	4.5.5	Risk Management	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Assess adequacy of Council process to manage insurable risks.	Annually	4.5.6	Risk Management				<input type="checkbox"/>
Seek assurance that the Business Continuity Plan is in place, current and active (through testing).	Annually	4.5.7	Risk Management				<input checked="" type="checkbox"/>
Seek assurance that the Disaster Recovery Plan is in place, current and active (through testing).	Annually	4.5.7	Risk Management	<input checked="" type="checkbox"/>			
Receive an annual Fraud Risk report, which provides: <ul style="list-style-type: none"> · an overview of fraud risks identified and the action to establish and implement treatment plans. · the Fraud and Theft Incident Register (as an attachment); · Actions arising from Fraud Reviews; · An overview of fraud prevention and detection activities undertaken. 	Annually	4.5.8; 4.5.9; 4.5.10; 4.5.11	Risk Management	<input checked="" type="checkbox"/>			
CEO reporting to the Committee of all suspected and actual frauds, thefts, and material breaches of legislation.	Quarterly	4.5.9	Section 3B of the agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

To increase staff awareness of activities that amount to Fraud, report on completion rate of Fraud awareness training.	Annually	4.5.11	Risk Management	<input checked="" type="checkbox"/>			
Review of Internal Audit Contract & Contractor Performance	Annually	4.6.1	Committee Work Plan			<input checked="" type="checkbox"/>	
Review strategic annual internal audit plan to ensure it addresses key risks through the Annual Internal Audit Plan report.	Annually	4.6.3	Memorandums of Audit Planning and Audits Completed			<input checked="" type="checkbox"/>	
At the commencement of each meeting, the Chair is to seek assurance that there have been no obstructions to the work by the internal auditor.	Quarterly	4.6.4	Section 3B of the agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review and approve Memorandum of Audit Planning	Quarterly	4.6.5	Memorandums of Audit Planning and Audits Completed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Provide the opportunity for audit committee members to meet with the internal auditors without management being present	Quarterly	4.6.6	Pre-meeting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Critically review internal audit reports completed since previous meeting	Quarterly	4.6.7	Memorandums of Audit Planning and Audits Completed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review internal audit progress against Strategic Annual Internal Audit Plan	Quarterly	4.6.8	Memorandums of Audit Planning and Audits Completed	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review outstanding audit actions	Quarterly	4.6.9	Audit Action Progress Report	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Follow up reviews on previous audit actions	Annually	4.6.10	Memorandums of Audit Planning and Audits Completed			<input checked="" type="checkbox"/>	
External auditor to outline external audit plan, including proposed audit strategies and how they might relate to identified risk areas.	Annually	4.7.1	VAGO			<input checked="" type="checkbox"/>	
At the commencement of each meeting, the Chair is to seek assurance that there have been no obstructions to the work by the external auditor.	Quarterly	4.7.2	Section 3B of the agenda	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Upon completion of external audit, confirm if there have been any significant resolved or unresolved disagreements with management.	As required	4.7.2	Section 3B of the agenda				
Review outcomes of external audit, including findings and recommendations.	Annually	4.7.3	VAGO				<input checked="" type="checkbox"/>
Review external audit management letters	Annually	4.7.4	VAGO	<input checked="" type="checkbox"/>			
Meet with external auditor in absence of management 15 minutes before each meeting (as required).	Quarterly	4.7.5	Pre-Meeting	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Review other VAGO reports for impacts on Council through the Recent Reports and Publications Report.	Quarterly	4.7.6	Recent Reports and Publications	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Review the processes for the identification, nature, extent, and reasonableness of related-party transactions.	Annually	4.8.1	Financial Management				<input checked="" type="checkbox"/>
Review of the Committee Charter	Biennially		Committee Work Plan	(Not applicable in 2022-23 because Charter was reviewed in 2021-22)			
Set Committee Meeting schedule	Annually		Committee Work Plan		<input checked="" type="checkbox"/>		
Review Committee Work Plan	Annually		Committee Work Plan				<input checked="" type="checkbox"/>
Committee Member Induction	As required						
Assessment of Committee & Committee Member Performance	Biennially		Committee Work Plan	<input checked="" type="checkbox"/>			
Performance of the Committee against its Charter	Annually	4.3.8	Committee Work Plan	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Prepare an Audit and Risk Report (describing activities and including findings and recommendations) and provide to the CEO for reporting to Council.	Biannual			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	
Provide Audit and Risk Committee Minutes to Council	Quarterly		Summary of Audit and Risk Committee Minutes	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>