

COMMITTEE AGENDA

Audit Committee

Notice is hereby given pursuant to the provisions of the Local Government Act, 1999, that the next Meeting of the Audit Committee will be held online via Zoom on

Tuesday 15 March 2022 6.30pm

for the purpose of considering the items included on the Agenda.

Chief Executive Officer

MEMBERS

Presiding Member D Powell (Presiding Member)
Councillor M Rabbitt
Councillor M Broniecki
Independent Member N Handley
Independent Member A Martin

ACKNOWLEDGEMENT

Ngadlurlu tampinhi, ngadlu Kurna yartangka inparrinhi. Ngadlurlu parnuku tuwila yartangka tampinhi.

*Ngadlurlu Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku tampinhi. Parnuku yaitya, parnuku tapa purruna yalarra puru purruna.**

We would like to acknowledge this land that we meet on today is the traditional lands for the Kurna people and that we respect their spiritual relationship with their country.

We also acknowledge the Kurna people as the traditional custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna people today.

*Kurna Translation provided by Kurna Warra Karrpanthi

ORDER OF BUSINESS

ITEM

PAGE NO

1. ADMINISTRATIVE MATTERS

1.1 APOLOGIES

Nil

1.2 LEAVE OF ABSENCE

Nil

1.3 CONFLICT OF INTEREST

Members to advise if they have any material, actual or perceived conflict of interest in any Items in this Agenda and a Conflict of Interest Disclosure Form (attached) is to be submitted.

1.4 MINUTES

1.4.1 Minutes of the Ordinary Audit Committee Meeting held Tuesday, 15 February 2022

1.5 DEFERRED / ADJOURNED ITEMS

Nil

2. REPORTS

2.1	Proposed Financial Targets for Long Term Financial Plan 2022-2032	5
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2.3	External Audit Agreed Actions Status Update	27
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3. OTHER BUSINESS

NEXT MEETING

Tuesday 17 May 2022 - 6.30pm

Council Chambers, 181 Unley Road Unley

DECISION REPORT

REPORT TITLE: PROPOSED FINANCIAL TARGETS FOR LONG TERM FINANCIAL PLAN 2022-2032

ITEM NUMBER: 2.1

DATE OF MEETING: 15 MARCH 2022

AUTHOR: ALEX BROWN

JOB TITLE: MANAGER FINANCE AND PROCUREMENT

ATTACHMENTS: 1. PROPOSED FINANCIAL TARGETS AND KEY ASSUMPTIONS - LONG TERM FINANCIAL PLAN 2022-2032

1. **EXECUTIVE SUMMARY**

Council is required to develop and adopt a Long-Term Financial Plan (LTFP) as a component of its suite of Strategic Management Plans in order to ensure its long-term financial sustainability. The LTFP provides the financial parameters to guide the development of Council's Draft Annual Business Plan and Budget.

The Administration has updated the LTFP with the 2020-21 financial year results and reviewed the forward forecast in preparation of the Draft 2022-23 Annual Business Plan and Budget. Administration is seeking the Audit Committee's views on the suitability of key assumptions and support of the financial targets for the LTFP and Draft 2022-23 Annual Business Plan and Budget.

A summary of the Long Term Financial Plan, key assumptions, and proposed financial targets is included in Attachment 1.

Attachment 1

2. **RECOMMENDATION**

That:

1. The report be received.

The Long-Term Financial Plan 2022-2032 key financial targets as set out below, be adopted.

Indicator	Key Financial Target
Operating Surplus (excluding equity accounts businesses)	> 5.0%
Net Financial Liabilities	< 80%

3. **RELEVANT CORE STRATEGIES/POLICIES**

4. Civic Leadership

4.1 We have strong leadership and governance.

Section 122(1)(a) of the *Local Government Act (1999)* requires Council to develop and adopt a long term financial plan for a period of at least 10 years.

4. **BACKGROUND**

The Long-Term Financial Plan (LTFP) is a component of Council's Strategic Management Plans and must be consistent with Council's other strategic management plans, particularly the Asset Management Plans.

In accordance with the *Local Government (Financial Management) Regulations 2011*, the LTFP must address the following items:

- A Summary of proposed operating and capital investment activities;
- Estimates and target ranges for each year with respect to the operating ratio, net financial liabilities ratio and an asset renewal funding ratio; and
- A Statement setting out the purpose of the LTFP, the basis upon which it has been prepared, and the key conclusions which may be drawn from the estimates and proposals, is contained within the document.

Recent changes to the *Local Government Act (1999)* following the Local Government Reforms require additional information to be incorporated within the published LTFP. The revised *Act* requires Council to:

- outline the council's approach to funding services and infrastructure of the council; and
- set out the council's projected total revenue for the period to which the long-term financial plan relates; and
- outline the intended sources of that total revenue (such as revenue from rates, grants and other fees and charges).

This additional information will be incorporated within the full LTFP document presented to Council for adoption following the adoption of the Annual Business Plan and Budget.

The City of Unley's draft LTFP has been prepared based upon information available from a range of sources including:

- Community Plan 2033
- 4 Year Delivery Plan 2021-2025
- The Asset Management Plans
- Current and future levels of service
- Projected rating strategies
- Available indices such as CPI, LGPI etc
- CEO KPI's

5. **DISCUSSION**

The Administration has commenced work on the revision of the Long-Term Financial Plan to ensure long term financial sustainability and to provide the financial parameters for the drafting of Council's 2022-23 Annual Business Plan and Budget.

The Audit Committee has a responsibility to review and make recommendations to the Council regarding the assumptions, financial indicators and targets in the LTFP, including financial sustainability of the Council and any risks in relation to the adoption of the LTFP and Annual Budget.

It is deemed appropriate to engage with the Committee at this early stage of preparation, particularly with respect to the establishment of key planning assumptions, financial targets and ratios.

The LTFP has been updated to reflect the most current information including forecasts for Adelaide CPI and interest rates.

A summary of the Long Term Financial Plan, key assumptions, and proposed financial targets, is included in Attachment 1.

Attachment 1

The following key financial targets are proposed for the 2022-2032 LTFP, noting that the targets remained unchanged from the previous review in 2021:

Indicator	Draft 2022-2032 LTFP Key Financial Target
Operating Surplus (excluding equity accounts businesses)	> 5.0%
Net Financial Liabilities	< 80%
Asset Renewal Funding (based on the Asset Management Plans)	= > 100%

The proposed key assumptions are scheduled below:

Item		Assumption
Rates	Increase from valuations	Forecast Adelaide CPI 2.25%*
	Increase from new developments	0.5%
Fees and charges		Adelaide CPI on average, noting some fees and charges may vary from this due to specific reasons, including larger step changes in previous years
Grants, subsidies and other income		CPI for recurrent funding/income (unless advised otherwise)
Employee Costs		In line with the enterprise agreements, then Adelaide CPI
Contractors, materials and other expenditure		Forecast Adelaide CPI
Depreciation		Indexed with an allowance for new capital projects
Variable interest rate	2022-23	2.0%
	2023-24 and beyond	2.5% then climbing at 0.5% per annum until it reaches 4% and holds
Operating Projects		\$1.75M in Year 1 based on the proposed draft budget, then from Year 2 based on \$1.0M indexed with allowance for Elections every 4 years
New Assets		\$3.0M until 2025-26, then indexed in line with CPI
Asset Renewals		Presently in line with the Asset Management Plans (ie. Asset Renewal Funding Ratio at 100%)

* Note: Adelaide CPI for the March Quarter will be known on 27 April 2022. The CPI assumption for the LTFP will be reviewed at that time.

In addition, the Council's LTFP is affected by several other external and internal factors for which assumptions will require further consideration, these include:

External Influences

- Local Government Price Index
- The Landscape Levy (previously the Natural Resources Management Levy)
- Waste disposal costs
- Utility Costs
- Increased compliance costs through new/amending legislation
- State and Federal Government Policy
- Broader economic environment

Internal Influences

- Enterprise Bargaining Agreements
- Treasury Management Policy and borrowing decisions
- Service and Process Improvement Review projects
- Risk Management
- Asset sustainability and service levels
- The CEO KPI's

The LTFP will be reviewed following the adoption of the 2022-23 Annual Business Plan and Budget. The review will consider the implications of Council's future strategies, including the On Street Parking Strategy, and incorporate the latest forecast of Capital Renewal estimates based on Council's Asset Management Plans.

The review will also consider the ongoing implications of the COVID-19 pandemic on income sources, and price pressures on contractors and materials. For example, the LTFP assumes revenue from on street parking control, impacted by the cancellation of the 2021 Royal Show and work from home arrangements in January and February 2022, will recover in the 2022-23 financial year.

6. ANALYSIS OF OPTIONS

Option 1 – The Long-Term Financial Plan key financial targets as set out below, be adopted.

1. The report be received.
2. The Long-Term Financial Plan 2022-2032 key financial targets as set out below, be adopted.

Indicator	Key Financial Target
Operating Surplus (excluding equity accounts businesses)	> 5.0%
Net Financial Liabilities	< 80%
Asset Renewal Funding (based on the Asset Management Plans)	= > 100%

The proposed key financial targets are unchanged from those adopted in 2021. After considering the financial results for 2020-21, and the latest forecasts for the economic indicators, Administration recommends no change to the existing key financial targets.

Option 2 – Recommends the following financial targets for the draft 2022-2032 Long Term Financial Plan.

1. The report be received.
2. The Long-Term Financial Plan 2022-2032 key financial targets be revised as follows:
 - 2.1 Operating Surplus Ratio (excluding equity accounted businesses)
 - 2.2 Net Financial Liabilities Ratio
 - 2.3 Asset Renewal Funding Ratio

The Audit Committee, following its review of the assumptions and key targets, may recommend alternative key financial targets to those that have been proposed.

7. RECOMMENDED OPTION

Option 1 is the recommended option.

8. POLICY IMPLICATIONS

8.1 Financial/Budget

- The Long Term Financial Plan provides the financial parameters for Council's consideration of the Draft 2022-23 Annual Business Plan and Budget. It also aids Council with monitoring and managing the long term financial sustainability of the City of Unley's operations, service delivery and ongoing asset management.

9. REPORT AUTHORISERS

Name	Title
Nicola Tinning	General Manager, Business Support & Improvement

City of Unley

Draft 2022-2032 Long Term Financial Plan

**Key assumptions and
financial targets**



Introduction

The purpose of this presentation is to provide an overview of the draft 2022-2032 Long Term Financial Plan which will inform Council's consideration of the Draft 2022-23 Annual Business Plan and Budget.

Administration have updated the LTFP with the 2020-21 financial year results and reviewed the forward forecast in preparation of the Draft 2022-23 Annual Business Plan and Budget.

Session Objectives

Administration is seeking **Audit Committee's advice regarding the suitability of the key assumptions and financial targets** in the draft 2022-2032 Long Term Financial Plan within the context of the current economic environment.

Feedback received will also inform Council's consideration of the Draft 2022-23 Annual Business Plan and Budget.

Economic Indicators

Key considerations:

- **Adelaide CPI between 2-3%**
SA Treasury forecast Adelaide CPI to be 2.25% for 2022-23, then 2.5% for 2023-24 and 2024-25.
- **Local Government Price Index remains moderate**
The South Australian Centre for Economic Studies (SACE) forecast LGPI of 1.6% for the next two years
- **Interest rates remain low**
The RBA have advised they will not increase in the cash rate until inflation is sustainably within in the 2-3% rate.
- **Employment growth to remain weak**
SA Treasury forecast employment growth to hold at 1.25% for the next three years. Note: City of Unley has negotiated 2 year enterprise agreements ending 2022-23.

	2022-23 Projection	2023-24 Projection	2024-25 Projection
Adelaide CPI	2.25%	2.5%	2.5%
Employment	1.25%	1.25%	1.25%
LG Price Index	1.6%	1.6%	

Note: Adelaide CPI for the March Quarter will be known on the 27 April 2022. The CPI assumption for the LTFP will be reviewed at that time.

Key Assumptions

Item		Assumption
Rates	Increase from valuations	Forecast Adelaide CPI 2.25%* * Adelaide CPI for the March Quarter will be known on the 27 April 2022. The CPI assumption for the LTFP will be reviewed at that time.
	Increase from new developments	0.5%
Fees and charges		Adelaide CPI on average, noting some fees & charges may vary from this due to specific reasons, including larger step changes in previous years
Grants, subsidies & other income		CPI for recurrent funding/income (unless advised otherwise)
Employee Costs		In line with the enterprise agreements, then Adelaide CPI
Contractors, materials & other expenditure		Forecast Adelaide CPI
Depreciation		Indexed with allowance for new capital
Variable interest rate	2022-23	2.0%
	2023-24 & beyond	2.5% then climbing at 0.5% per annum until it reaches 4% and holds
Operating Projects		\$1.75M for 2022-23 based on draft budget, then from Year 2, \$1.0M indexed with allowance for Elections every 4 years
New Assets		\$3.0M until 2025-26, then indexed in line with CPI
Asset Renewals		Presently in line with the Asset Management Plans (ie. Asset Renewal Funding Ratio at 100%)

Proposed Key Financial Indicators

Financial Indicator	Proposed Target
Operating Surplus Ratio This ratio is a measure of the ability to cover operational costs and have revenues available for capital funding, repayment of debt or consider the provision of new services.	5% or greater
Net Financial Liabilities Ratio This ratio is a measure of the significance of the net amount owed by Council at the end of a financial year compared with income for the year.	Less than 80%
Asset Renewal Funding Ratio This ratio represents the level of capital expenditure on the renewal of assets relative to the level of such expenditure identified as warranted in Council's Asset Management Plans.	100% average over 10 years

Next Steps

Feedback from the Audit Committee will be incorporated into an update on the Long Term Financial Plan as part of the Annual Business Plan and Budget.

Key Dates for the LTFP and Business Plan and Budget

Audit Committee considers Long Term Financial Plan (LTFP)

This evening

Council Workshops on Business Plan and Budget

Next week

- Long Term Financial Plan
- Draft Budget position
- Project Bids

Council considers draft BP&B for Public Consultation

April Council Meeting

Public Consultation

Friday 29 April – Friday 20 May

Audit Committee consulted on the draft BP&B & updated LTFP

May Audit Committee Meeting

Council Workshop to consider feedback and rates

Monday 31 May

Council considers BP&B for Adoption and Declares Rates

June Council Meeting

INFORMATION REPORT

REPORT TITLE: STRATEGIC RISK REGISTER
ITEM NUMBER: 2.2
DATE OF MEETING: 15 MARCH 2022
AUTHOR: LIDA CATALDI
JOB TITLE: PRINCIPAL RISK MANAGEMENT OFFICER
ATTACHMENTS: 1. STRATEGIC RISK REGISTER

1. **EXECUTIVE SUMMARY**

The Executive Management Team (EMT) reviews the Strategic Risk Register on a quarterly basis, which includes the monitoring of the progress of treatment plans implemented to manage each risk.

The most recent review was conducted via a desktop review during February 2022, and the revised document is now provided to the Audit Committee for information.

2. **RECOMMENDATION**

That:

1. The report be received.

3. **RELEVANT CORE STRATEGIES/POLICIES**

4. Civic Leadership

4.1 We have strong leadership and governance.

4.3 Our business systems are effective and transparent

4. **BACKGROUND**

The Executive Management Team (EMT) reviewed the Strategic Risk Register via a desktop review during February 2022. During this review, EMT updated the status of the treatment plans and revised timeframes where required. Completed treatment plans were entered into the 'existing controls' section where appropriate.

5. **DISCUSSION**

The review undertaken by the EMT for each Strategic Risk included a review of the treatment plans including the target completion dates, and the transfer of completed treatment plans to the 'Existing Controls' section.

The review process identified that the existing identified strategic risks remain relevant, and actions intended to further mitigate risks are progressing.

A new 'Emerging Risk' was identified during the review:

1. The potential for delay in the delivery of projects by contractors and consultants due to various constraints regarding capacity and shortage of materials.

The identified 'Emerging Risk' from November 2021, which related to SA Health COVID-19 Test Trace and Isolate Plan, has been incorporated into the Operational Risk Register and categorised as Global Risks, with EMT as the Risk Owner.

A full copy of the current Strategic Risk Register is provided as Attachment 1.

Attachment 1

6. **REPORT AUTHORISERS**

Name	Title
Alex Brown	Manager Finance and Procurement
Nicola Tinning	General Manager, Business Support & Improvement

STRATEGIC RISK REGISTER

This Review – Desktop Review during February 2022 by:

- Peter Tsokas - Chief Executive Officer
- Megan Berghuis - General Manager City Services
- Nicola Tinning - General Manager Business Support and Improvement
- Claude Malak - General Manager City Development
- Kathryn Goldy - Executive Manager Office of the CEO

Last Reviewed: 16 November 2021 by:

Peter Tsokas

Megan Berghuis

Nicola Tinning

Claude Malak

Kathryn Goldy (Acting Exec Manager OCEO)

Strategic Risk Register

1 Event Description: Failure to maintain financial sustainability			
Responsible Managers: CEO, EMT, CFO		Community Plan Theme: CIVIC LEADERSHIP & ECONOMIC PROSPERITY	
Negative Contributory Factors: <ul style="list-style-type: none"> Forecasting tools are not relevant or out of date Long Term Financial Plan is not maintained or not appropriate for business needs Financial resources to deliver required services are inadequate Financial capacity to meet service delivery demands Financial resources are not managed in line with treasury management policy Debt levels and debt management strategies are not in line adopted targets or are not sustainable Inadequate project management practices Impact of pandemic on local economy and Council's operating results over time Changes to market in cemetery operations (CPCA) Ambitious expectations of Council deliverables 		Risks: <ul style="list-style-type: none"> Financial Maladministration & Corruption Inability to delivery community expectations into the future Financial sustainability is compromised Reputational Damage Legislative Compliance (Financial) are not met Inter-generational equity is not achieved insufficient project funding Failure to deliver on plans and strategies Limitations to service delivery options Service level reduction Centennial Park Subsidiary becoming unviable Decision Making not aligned to Strategic Management Plans 	
Likelihood: Possible	Consequence: Major	Inherent Risk Rating:	HIGH
Existing Controls/Mitigating Practices: <ul style="list-style-type: none"> Endorsed Community Plan, Four Year Delivery Plan and Annual Operating Plans Comprehensive budget development process that meets legislative requirements (including cost estimates & consultation). Long Term Financial Plan in place with adopted financial targets; reviewed annually Adoption and application of the Better Practice Model – Internal Financial Controls Prudential Management Framework Treasury Management Plan Owners Executive has been established and Board representation for Centennial Park Quarterly Reporting from subsidiaries to owner Councils Infrastructure & Asset Management Policy & Plans are linked to the long-term financial plan Quarterly budget review process Regular Financial reporting and budget monitoring Qualified and experience finance human resources Oversight from the Audit Committee External Audit Defined and agreed levels of service Development of an Annual Operating Plan which specifies core activities, service levels, and measures Continued corporate performance reporting on external grants to Council (CEO KPI) Centennial Park Charter 			
Control Effectiveness:	Majority Effective	Risk Tolerance up to:	MEDIUM
Likelihood: Rare	Consequence: Major	Residual Risk Rating:	MEDIUM

Treatment Plan:	Responsibility:	Target Completion Date:	Comment
EMT Focus Area: Project Planning and Management – principles of project planning and management are used to effectively manage resources, risk and delivery			
1 Revised project management framework	• GMCD	• March April 2022	This has progressed, the framework has been reviewed by GMCD and is being finalised for EMT to review
2 Provide training on revised project management framework to relevant staff	• GMCD/GMBSI	• March May 2022	
3 Implement Project Management Framework	• GMCD	• March June 2022	

Strategic Risk Register

2	Event Description: Inability to meet the needs and expectations of the community		
Responsible Managers: CEO, EMT, Managers		Community Plan Theme: COMMUNITY LIVING & CIVIC LEADERSHIP	
Negative Contributory Factors: <ul style="list-style-type: none">Community Plan is out of date or not relevantAnnual Business Plan and Budget process is not aligned with Community Plan and 4 Year Delivery PlanResourcing is not aligned to 4 Year Delivery PlanLong Term Financial Plan is inadequateConduct is inconsistent with Code of Conduct/ ValuesSystems and processes don't appropriately capture information regarding community needsInfrastructure & Asset Management Plans are inadequateLegislative movement of responsibilitiesDisengaged Elected MembersExpectations of Elected Members lack of alignment with the Council roleFour-year election cycles		Risks: <ul style="list-style-type: none">Dissatisfied community (public outrage)Reputational damage (negative media)Instability of staff (people leaving a negative environment)Organisational culture is significantly negatively affectedNegative perception of performance of the Council (Elected Body)	
Likelihood: Possible		Consequence: Major	Inherent Risk Rating: HIGH
Existing Controls/Mitigating Practices: <ul style="list-style-type: none">Community Plan 2033Annual Business Plan and Budget4-year Delivery PlanAnnual Operating PlanLong Term Financial PlanStrategies, Policies and ProceduresInfrastructure & Asset Management PlansCorporate Performance ReportCEO KPIsRole Clarity Framework for service deliveryOrganisational culture and valuesCorporate Reporting FrameworkRole clarity and Position Descriptions aligned to service delivery		<ul style="list-style-type: none">Consultation processes (YourSay, website, social media)Customer Experience FrameworkCustomer satisfaction surveysCustomer Service Standards (external and internal)Community Engagement Framework and PolicyService ReviewsCommunication ChannelsBusiness Continuity Plan & Emergency Management PlanRegular Elected Member briefings, workshops and trainingEconomic Development StrategyCustomer Service Charter Principles (Achieve Together Project)Operational Risk RegisterBusiness Continuity Plan	
Control Effectiveness:		Majority Effective	Risk Tolerance up to: MEDIUM
Likelihood: Rare		Consequence: Major	Residual Risk Rating: MEDIUM

Treatment Plan:	Responsibility:	Target Completion Date:	Comment
EMT Focus Area: Customer First Culture – The organisation has a consistent customer first approach in the delivery of service:			
1 Design and implement training across the organisation to reinforce customer service focus and core competencies. (19/20, noting potential implementation over two years)	• GMBSI	• Jun 2020 (design) - COMPLETED • Sept December 2022	The training program will be considered as part of the Corporate Training Program
EMT Focus Area: Understanding our Purpose – Our people understand their role in 4-year Delivery Plan			
EMT Action			
2 Use current quarterly reporting to keep Council informed if the organisation is compromised in its ability to deliver Council's strategic objectives due to additional unplanned decisions of Council	• EMT	• Nov 2022 COMPLETED	To be implemented for the second quarter reporting to Council

Strategic Risk Register

3	Event Description: Ineffective decision making that lacks transparency		
Responsible Managers: CEO, EMT, Managers		Community Plan Theme: CIVIC LEADERSHIP	
Negative Contributory Factors: <ul style="list-style-type: none"> Inappropriate conduct of staff/Elected Members Inaccurate information Ill-informed decision makers Lack of role clarity and decision making (elected members) Deficient policies and procedures Noncompliance with legislative obligations/requirements Internal control failures Inappropriate delegations Lack of governance framework Lack of plans to respond to events that impact service delivery (from Risk 6) 		Risks: <ul style="list-style-type: none"> Reputational damage /risk (from risk 6 – to be deleted) Scrutiny by regulatory bodies (ICAC/Ombudsman) Financial impact/cost Loss of confidence in council Staff attraction and retention 	
Likelihood: Likely	Consequence: Catastrophic (Reputation)	Inherent Risk Rating:	HIGH
Existing Controls/Mitigating Practices: <ul style="list-style-type: none"> Legislative obligations (eg. Code of Conduct, Policies etc) External regulatory framework in place Policies and Procedures Delegation of Authority (Legislative and Financial) Elected Members briefings and workshops Expert advice provided by skilled staff Elected Members development program implemented to enhance role clarity Reinforce processes and education for Elected Member requests with staff 		<ul style="list-style-type: none"> Elected Members training programs Independent Members selection and training processes in place Agreed and Endorsed Meeting procedures Risk Management Framework Internal Controls Framework Reporting Quality Control Quality and experienced governance human resources 	
Control Effectiveness:	Majority Effective	Risk Tolerance up to:	MEDIUM
Likelihood: Unlikely	Consequence: Catastrophic	Residual Risk Rating:	MEDIUM

Treatment Plan:	Responsibility:	Target Completion Date:	Comment
1 Delegation review and training (understanding roles, responsibilities, and delegation of authority)	<ul style="list-style-type: none"> EMOCEO 	<ul style="list-style-type: none"> Dec 2022 	<p>We are mindful of the anticipated changes associated with the LG Reforms implementation. A detailed review has not been undertaken at this time.</p> <p>Significant work has been completed to ensure delegations for the Planning and Development Act (PDI) under Instruments A, B, C and D, have been prepared and issued. Whilst structured training has not been delivered, advice and guidance has been provided to staff, most notably in relation to PDI Act Delegations.</p> <p>Implementation of the LG Reforms will be a staggered approach through until mid-2022. Substantial changes to any delegations in response to reforms will be actioned as required with a full delegations review and training to be completed by the end of 2022.</p>

Strategic Risk Register

4	Event Description: Inability to manage legislative and regulatory compliance obligations		
Responsible Managers: CEO, EMT, Managers		Community Plan Theme: CIVIC LEADERSHIP	
Negative Contributory Factors: <ul style="list-style-type: none"> Other levels of government assigning new/different responsibilities Increasing compliance and reporting obligations Changing legislative obligations Local Government Reform agenda Not monitoring external environment and trends Reallocation of responsibilities via legislative changes Four Year election cycles 		Risks: <ul style="list-style-type: none"> Failure to meet compliance obligation Reputational damage Loss of confidence in Council ICAC investigation Unreasonable Customer expectations Negative Media exposure Financial Sustainability Negatively impact on service delivery & levels Negative impact on organisational culture 	
Likelihood: Possible	Consequence: Major	Inherent Risk Rating:	HIGH
Existing Controls/Mitigating Practices: <ul style="list-style-type: none"> Strategic Planning framework and documents (e.g. Community Plan, Annual Plan etc) Long Term Financial Plan/Annual Business Plan & Budget Policies and Procedures Internal Controls Risk management framework Delegations External liaison and relationship management Audit Committee External/Internal Audit Appropriately trained and experienced staff Access to suitably qualified service providers for support (e.g. legal advice) Access to LGA resources & opportunity to influence outcomes Collaboration between Councils ERA 			
Control Effectiveness:	Majority Effective	Risk Tolerance up to:	MEDIUM
Likelihood: Possible	Consequence: Major	Residual Risk Rating:	HIGH
Treatment Plan:		Responsibility:	Target Completion Date:
1	Preparation for LG Reform	• EMT	• Ongoing
2	Investigate development and implementation of Legislative Compliance register	• EMOCEO	• Dec 2022
		The Local Research and Development Fund has granted funding to the LGA for a project to develop a legislative compliance register. This work is progressing and Unley will wait for a centrally developed register given the complexity associated with this project.	

Strategic Risk Register

5	Event Description	Workforce not appropriately skilled or engaged		
Responsible Managers: CEO, EMT, Managers		Community Plan Theme: CIVIC LEADERSHIP		
Negative Contributory Factors: <ul style="list-style-type: none"> inability to attract appropriate staff Inappropriately skilled staff Negative organisational culture Lack of contemporary working conditions Limited access to ongoing training and development No career progression opportunities Lack of workforce planning Job doesn't meet staff expectations Unsatisfactory relationship with Elected Members Poor recruitment practices Ineffective knowledge management Lack of appropriate staff turnover Out-dated systems and processes Pandemic related disruption and distraction 		Risks: <ul style="list-style-type: none"> Unnecessary high staff turnover Failure to deliver plans and strategies Community expectations not met Reputational damage Inability to retain the right staff / Loss of corporate knowledge 		
Likelihood: Possible		Consequence: Major		Inherent Risk Rating: HIGH
Existing Controls/Mitigating Practices: <ul style="list-style-type: none"> Recruitment strategies and practices Well established brand Active management and development of organisational culture (OCI) Appropriate employment conditions Continuous Improvement Working from Home Framework Purpose statements for work areas that are aligned to organisation's purpose Digital Workplace through the Internet Calendar with key corporate processes and deadlines Continuous Improvement – training and suite of tools (learn on the job) 		<ul style="list-style-type: none"> Documented job descriptions documented and reviewed Corporate Values Development planning process (PDR) Review of PDR process Relevant resources and tools Digital Strategy and BS&S Capability Align the labour budget to reflect the priority areas determined by Council Recognition Guidelines Organisational structure reviewed On-line climate survey tool to provide regular interim measure between OCI surveys Internal Communications and latest news via emails, the intranet (Aquaria) and staff newsletter - the U 		
Control Effectiveness:		Majority Effective		Risk Tolerance up to: MEDIUM
Likelihood: Unlikely		Consequence: Major		Residual Risk Rating: MEDIUM
Treatment Plan:		Responsibility:	Target Completion Date:	Comment
EMT Focus Area – Employee Engagement – Our people collaborate for success and are valued, engaged and recognised for their achievement				
1	Establish and implement an internal communication framework and plan that conveys what will be communicated, to who, when and how	<ul style="list-style-type: none"> GMBSI/EMOCEO 	<ul style="list-style-type: none"> June-2022 June 2023 	The Internal Communication Framework will be finalised next financial year. The delay has been a resourcing issue. Internal communication continues in the absence of a framework and continues to be a priority of importance of EMT. The recent communication focus of EMT has been COVID related.

Strategic Risk Register

6	Event Description: Inability to respond to climate change		
Responsible Managers: CEO, EMT		Community Plan Theme: ENVIRONMENTAL STEWARDSHIP	
Negative Contributory Factors ("root" causes / how and why the event arises): <ul style="list-style-type: none"> • Extreme weather events • Increased urban infill • State Government Planning Reforms • Lack of recyclables market • Increased waste production by the community 		Risks: <ul style="list-style-type: none"> • Canopy reduced – (out of Council's control) • Reputational impact – as community has strong 'green' focus • Heat-Island effect • Public Health implications and risks • Reduction in quality of life now and future • Increased costs • Impacts to rate-payers • Impact to local flora and fauna • Loss of enviable amenities • Unley does not become a desirable place to live • Loss of productivity of operations due to extreme weather events 	
Likelihood: Almost Certain	Consequence: Major	Inherent Risk Rating:	EXTREME
Existing Controls/Mitigating Practices: <ul style="list-style-type: none"> • Canopy Action Plan • Tree Strategy • Budget allocation to support target canopy cover • Brown Hill Keswick Creek subsidiary & delivery of Stormwater Management Plan • Strategic Plan and objectives • Re-use water (dam and aquifer) • Long Term Financial Plan • Financial incentives for Canopy on private land • Water Sensitive Urban Design • Waste management plan • Public Health Plan • Asset Management Plans • Alternative Energy initiatives • Cycling and walking network • Climate & Energy Plan for Council Operations 			
Control Effectiveness:	Majority Effective	Risk Tolerance up to:	MEDIUM
Likelihood: Unlikely	Consequence: Major	Residual Risk Rating:	MEDIUM

Treatment Plan:	Responsibility:	Target Completion Date:	Comment
CEO KPI 2019/2020 – Environment - Continue to implement policies, strategies and projects to drive improved environmental sustainability across the City The Council has established a number of policies and strategies to maintain and enhance our urban environment and strengthen the City's resilience to climate change. The ongoing implementation of strategy through a diverse range of key projects will demonstrate the Council's leadership to our community:			
1 New Waste Management Contract	• GMCD	• April 2022	Progressing in line with plan and timeframe endorsed by Council
2 Heatwave Action Plan	• EMT	• Jun 2021 – recommendations received • Implementation for upcoming season – Sept 2022	Council received the recommendations in June. These recommendations have been consulted with internal stakeholders and is being finalised for EMT endorsement.

Strategic Risk Register

Emerging Risks: *What keeps you awake at night??*

February 2022

- The potential for delay in the delivery of projects by contractors and consultants due to various constraints regarding capacity and shortage of materials.



Appendix

Definitions of Control Effectiveness Ratings	
1. Ineffective	During the period, the control has not been implemented as described. Urgent management action is required to implement the described control processes.
2. Requires significant improvement	During the period, the control has been implemented as described, but with significant deficiencies in the consistency or effectiveness of implementation. Significant management action required to implement processes to improve the effectiveness of the control.
3. Partially effective	During the period, the control has been implemented as described, but with some deficiencies in the consistency and/or effectiveness in which it has been applied.
4. Majority effective	During the period, the control has been implemented as described and in the majority of cases has been consistently and/or effectively applied. There is potential to enhance the effectiveness of the control, but only with minor adjustments.

INFORMATION REPORT

REPORT TITLE:	EXTERNAL AUDIT AGREED ACTIONS STATUS UPDATE
ITEM NUMBER:	2.3
DATE OF MEETING:	15 MARCH 2022
AUTHOR:	MORGAN KRIS
JOB TITLE:	TEAM LEADER - FINANCIAL ACCOUNTING
ATTACHMENTS:	NIL

1. **EXECUTIVE SUMMARY**

Council must ensure that appropriate policies, practices, and procedures of internal control are maintained in order to assist the Council to carry out its activities in an effective and efficient manner.

The internal controls are subject to an annual audit and any opportunities for improvement are brought to the attention of Council, the Audit Committee, and management via the auditors Audit Completion Report. The Audit report identifies any internal control deficiencies or findings and offers recommendations for improvement.

The interim audit conducted in May 2021 identified that 92 controls of the total 100 controls reviewed were operating effectively. It was identified that improvements could be made on 8 controls to enhance their effectiveness.

This report serves to inform the Audit Committee on Administration's progress in implementing the recommendations of the Auditors findings as identified during the 2020-21 Interim Audit.

The Audit Committee was advised at its last meeting on 7 December 2021 that five (5) of the eight (8) controls that required improvement have been completed. Administration continues to progress the improvements of the three (3) remaining controls.

2. **RECOMMENDATION**

That:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES/POLICIES**

4. Civic Leadership

4.3 Our business systems are effective and transparent.

4. **BACKGROUND**

In accordance with section 125 of the *Local Government Act 1999* (the Act), Council must ensure that appropriate policies, practices, and procedures of internal control are implemented and maintained in order to assist the Council to carry out its activities in an efficient and orderly manner to achieve its objectives; ensure adherence to management policies; safeguard assets; and to secure the accuracy and reliability of Council records.

The Audit Committee has a responsibility under the Act and its Terms of Reference to review the adequacy of the accounting, internal control, reporting and other financial management systems and practices of the Council on a regular basis.

As a part of Council's 2020-21 audit, the external auditors, Galpins, undertook an assessment of 100 internal financial controls and provided its findings in its Management Letter. This advice was presented to the Audit Committee at its meeting held on 11 May 2021.

Galpins reported that overall, the Council demonstrated a high level of compliance with the internal control framework consistent with the principles within the Better Practice Model.

It was identified that the majority of key internal controls reviewed were operating effectively. In total, 100 core controls were reviewed, with 92 controls deemed to be operating effectively and eight (8) controls identified for which improvements could be made to further enhance their effectiveness. These have been rated and assessed as medium or low risk.

A summary of the results of the review is provided in the following table:

Business cycles	Controls Reviewed	Operating Effectively			2021 Findings			
		2021	2020	2019	H	M	L	BP
Purchasing & Procurement/Contracting	10	8	6	3	-	2	-	-
Fixed Assets	16	15	14	13	-	1	-	-
General Ledger	11	9	9	9	-	2	-	-
Accounts Payable	13	12	10	10	-	1	-	-
Credit Cards	5	3	5	5	-	1	1	-
Rates / Rates Rebates	10	10	8	8	-	-	-	-
Payroll	19	19	16	15	-	-	-	-
Receipting	5	5	4	4	-	-	-	-
Banking	5	5	5	5	-	-	-	-
Debtors	6	6	6	6	-	-	-	-
Total	100	92	83	78	-	7	1	-

The Audit Committee was advised at its last meeting on 7 December 2021 that 5 of the 8 controls that required improvement had been completed.

5. **DISCUSSION**

Administration continues to progress the improvements on the three (3) remaining controls. Two (2) of the control improvements will take longer than a year to improve their effectiveness. However, work is progressing in both areas.

The following table summarises the progress to date of the three (3) remaining controls:

Finding No.	Finding	Progress
2.1.2	Instances of payments without a purchase order / purchase orders issued after the date of the invoice	Ongoing improvement: Procurement refresher training was delivered to Council employees by LGA Procurement in June 2021. This has been supported by continuing the education on the requirement and purpose of issuing purchase orders, and monitoring compliance across the organisation by the Finance and Procurement Team.
2.2.1	Assets included in Technology One are not linked and/or reconciled to the GIS system	Ongoing improvement: The matching of assets in the Asset Management System to the GIS System is an ongoing project until the current asset revaluation cycle is completed. Following the revaluation of bridges, stormwater and recycled assets, these asset classes are now matched between the two systems.
2.3.1	Finance modules in TechOne with potentially excessive number of user IDs allocated to them	On track for completion: The testing of the new system administration structure is now complete. It will be replicated in the production environment once system upgrades are in place. This work is on track to be completed by the beginning of the new financial year.

The Council's auditors will be updated on the status of the actions as part of the 2021-22 interim audit being conducted this month (March 2022).

6. REPORT AUTHORISERS

Name	Title
Alex Brown	Manager Finance and Procurement
Nicola Tinning	General Manager, Business Support & Improvement

INFORMATION REPORT

REPORT TITLE:	2021-22 INTERNAL AUDIT PLAN STATUS UPDATE
ITEM NUMBER:	2.4
DATE OF MEETING:	15 MARCH 2022
AUTHOR:	LIDA CATALDI
JOB TITLE:	PRINCIPAL RISK MANAGEMENT OFFICER
ATTACHMENTS:	1. INTERNAL AUDIT STATUS UPDATE

1. **EXECUTIVE SUMMARY**

This report provides the Audit Committee with an update on the 2021-22 Internal Audit Plan.

2. **RECOMMENDATION**

That:

1. The report be received.
-

3. **RELEVANT CORE STRATEGIES/POLICIES**

4. Civic Leadership

4.1 We have strong leadership and governance.

4.3 Our business systems are effective and transparent.

4. **BACKGROUND**

The Internal Audit Plan for the 2021-22 financial year was presented to the Audit Committee at its meeting on 10 August 2021.

The current Internal Audit Plan included the following projects:

- Petty Cash – complete
- Cash Handling – complete
- Credit Cards
- Procurement Sourcing – Recurring Spend
- Infringement and Expiation Review

5. **DISCUSSION**

The following provides a status update on the remaining Internal Audits for 2021-22:

- Credit Cards – This audit has been scoped and Administration is presently seeking quotes from external firms to undertake the audit. The audit is expected to be completed this financial year, with the report to be presented at the Audit Committee Meeting in August 2022.
- Procurement Sourcing – Recurring Spend – This audit has been scoped and Administration is presently seeking quotes from external firms to undertake the audit. The audit is expected to be completed this financial year, with the report to be presented at the Audit Committee Meeting in August 2022.
- The Infringement and Expiation Review has been deferred. A business process review of the area is nearing completion and the recommendations include system and process improvements. Discussions with the Manager Development and Regulatory Services have commenced to determine an appropriate time to undertake the internal audit. It is likely that it will occur when the changes have been implemented for at least 8 to 12 months. This should allow sufficient time for the new processes to be imbedded.

The current internal audit plan status update is provided in Attachment 1.

Attachment 1

An Internal Audit Plan for 2022-23 financial year is presently being developed in consultation with the Executive Management Team and other relevant staff and will be presented to the Audit Committee Meeting in May 2022.

6. **REPORT AUTHORISERS**

Name	Title
Alex Brown	Manager Finance and Procurement
Nicola Tinning	General Manager, Business Support & Improvement

Internal Audit 2021/2022 Status Update	Category	Linkage to Strategic Risk	Teams	Status update
Staff Reimbursements/Petty Cash To assess the management of staff reimbursement including petty cash are aligned with relevant policies and procedures including applicable Internal Financial Controls	Governance / Internal Financial Controls	4. Inability to manage legislative and regulatory compliance obligations	<ul style="list-style-type: none"> • Finance • All staff 	COMPLETED AC0063/21– 7 December 2021
Cash Handling To assess the management of cash handling processes across a sample of venues are aligned with relevant policies and procedures including applicable Internal Financial Controls. The scope will also include the review of security controls, banking processes and extend to the bank reconciliation process.	Governance / Internal Financial Controls	4. Inability to manage legislative and regulatory compliance obligations	<ul style="list-style-type: none"> • Customer Experience • Libraries • Community Centres • Swim Centre 	COMPLETED AC0072/22 – 15 February 2022
Credit Cards To assess the credit card usage is aligned with relevant policies and procedures – including applicable Internal Financial Controls.	Governance / Internal Financial Controls	4. Inability to manage legislative and regulatory compliance obligations	<ul style="list-style-type: none"> • Finance • Credit Card Holders 	External resourcing – Procurement process underway for an accounting firm to complete the Internal Audit. Report scheduled for August 2022

<p>Procurement Sourcing – Recurring Spend</p> <p>Review of procurement methods for services and supplies purchased on a regular or reoccurring basis to assess alignment with existing policies and procedures.</p>	<p>Governance / Internal Financial Controls</p>	<p>4. Inability to manage legislative and regulatory compliance obligations</p>	<ul style="list-style-type: none"> • All Business Units • Procurement staff 	<p>External resourcing - Procurement process underway for an accounting firm to complete the Internal Audit.</p> <p>Report scheduled for August 2022</p>
<p>Infringement & Expiations review</p> <p>To assess the adequacy of the system, and procedures in place for the management of infringements & Expiations issued and waived.</p>	<p>Governance / Internal Financial Controls</p>	<p>4. Inability to manage legislative and regulatory compliance obligations</p>	<ul style="list-style-type: none"> • Regulatory Services 	<p>DEFFERED</p> <p>The Infringement and Expiation Review has been deferred. A business process review of the area is nearing completion and the recommendations include system and process improvements. Discussions with the Manager Development and Regulatory Services have commenced to determine an appropriate time to undertake the internal audit. It is likely that it will occur when the changes have been implemented for at least 8 to 12 months. This should allow for sufficient time to the news processes to be imbedded.</p>

Strategic Risks	Residual Risk Rating
1. Failure to maintain financial sustainability	MEDIUM
2. Inability to meet the needs and expectations of the community	MEDIUM
3. Ineffective decision making that lacks transparency	MEDIUM
4. Inability to manage legislative and regulatory compliance obligations	HIGH
5. Workforce not appropriately skilled or engaged	MEDIUM
6. Inability to respond to climate change	MEDIUM

DECISION REPORT

REPORT TITLE:	AUDIT COMMITTEE WORKPLAN 2022
ITEM NUMBER:	2.5
DATE OF MEETING:	15 MARCH 2022
AUTHOR:	LIDA CATALDI
JOB TITLE:	PRINCIPAL RISK MANAGEMENT OFFICER
ATTACHMENTS:	1. AUDIT COMMITTEE WORKPLAN 2022 2. AUDIT COMMITTEE WORKPLAN 2021

1. **EXECUTIVE SUMMARY**

This report provides the Audit Committee with a draft Audit Committee Workplan (the Workplan) for the 2022 calendar year.

A copy of the proposed workplan is provided as Attachment 1 to this Report.

Attachment 1

2. **RECOMMENDATION**

That:

1. The report be received.
 2. The Audit Committee Workplan as set out in Attachment 1 to this report (Item 2.5, Audit Committee Meeting, 15/03/2022) be adopted.
-

3. **RELEVANT CORE STRATEGIES/POLICIES**

4. Civic Leadership
- 4.1 We have strong leadership and governance.

4. **BACKGROUND**

The Audit Committee's function is to monitor the risk management and internal control environment of Council operations. The Audit Committee also has the responsibility to oversee Council's internal and statutory audit responsibilities and functions as set out under section 126 of the *Local Government Act 1999*.

The proposed Workplan has been developed to set out the Audit Committee's activities for the 2022 calendar year. It will be monitored and updated at each meeting, to ensure that the Committee delivers its role as set out in the Audit Committee Terms of Reference.

5. DISCUSSION

Under the Committee's terms of reference, the Audit Committee has an important independent role in assisting the Council in monitoring the following areas:

- Financial Reporting and Sustainability
- Risk Management and Internal Controls
- Internal Audit and Compliance
- External Audit
- Governance

The proposed Workplan has been developed to include activities across these areas, timed to align with the financial reporting framework and the scheduled meetings of the Committee. This document will assist with the preparation of the annual report of the Presiding Member of the Audit Committee to Council.

A copy of the proposed Workplan is provided as Attachment 1 to this Report.

Attachment 1

Review and feedback on the proposed Workplan are sought from the Committee.

The following provides a status update on the items that have been carried forward from the 2021 Audit Committee Workplan:

- The Internal Financial Controls Self-Assessment report has been delayed due to the large schedule of work within the Finance and Procurement Team. A total of 141 controls were selected for the 2021 internal financial controls self-assessment process. 52 of 141 selected controls have completed the full self-assessment process (both self-assessment and the review processes). The remaining 89 selected controls have been self-assessed, but the review process has not yet been completed. The completed internal financial controls self-assessment report will be presented to the Audit Committee at its May 2022 meeting.
- The scope of the Internal Audits on Credit Cards and the Procurement Sourcing – Recurring Spend have been prepared. Administration is presently seeking quotes from external firms to undertake the audits. These audits are expected to be completed this financial year, with the reports to be presented at the Audit Committee Meeting in August 2022.

- The Infringement and Expiation Review has been deferred. A business process review of the area is nearing completion, and the recommendations include system and process improvements. Discussions with the Manager Development and Regulatory Services have commenced to determine an appropriate time to undertake the internal audit. It is likely that it will occur when the changes have been implemented for at least 8 to 12 months. This should allow sufficient time for the new processes to be imbedded.

A copy of the completed 2021 Audit Committee Workplan is provided as Attachment 2 to this report for information only.

Attachment 2

6. ANALYSIS OF OPTIONS

Option 1 –

1. The Report be received.
2. The Audit Committee Workplan as set out in Attachment 1 to this report (Item 2.5, Audit Committee Meeting, 15/03/2022) be adopted.

The proposed Audit Committee workplan has been developed to assist the Audit Committee to fulfil its responsibilities as outlined within the terms of reference for the Committee.

Option 2 –

1. The Report be received.
2. Subject to the amendments set out below, the Audit Committee Workplan as set out in Attachment 1 to this report (Item 2.5, Audit Committee Meeting, 15/03/2022) be adopted.
 - 2.1 Insert amendments required
 - 2.2 etc

Under this option, the Audit Committee would approve the Workplan subject to amendments detailed above. This option enables Administration to proceed with the Workplan and progress work for the forthcoming meetings.

Option 3 –

1. The Report be received.
 2. The Audit Committee Workplan as set out in Attachment 1 to this report (Item 2.5, Audit Committee Meeting, 15/03/2022) be further amended to incorporate:
 - 2.1 *Insert amendments required*
 - 2.2 *etc*
- and returned to the Audit Committee for review.

The Audit Committee may consider that further work is required for the Workplan. This Option requests further development of the documents and that they be returned to the Audit Committee at the next meeting.

7. RECOMMENDED OPTION

Option 1 is the recommended option.










8. REPORT CONSULTATION

Audit Committee Workplan has been developed in consultation with relevant staff.



















9. REPORT AUTHORISERS

Name	Title
Alex Brown	Manager Finance and Procurement
Nicola Tinning	General Manager, Business Support & Improvement

Audit Committee Workplan 2022

Audit Committee Workplan 2022					
	15 February 2022	15 March 2022	17 May 2022	16 August 2022	18 October 2022
Financial					
Long Term Financial Plan (Key assumptions and Targets)					
2022-23 Annual Business Plan and Budget (consultation)					
Brown Hill Keswick Creek (presentation)					
Centennial Park Cemetery Authority (confidential presentation)					
External Audit					
External Audit – Interim Report					
Agreed Actions Status Update on the External Audit			Incorporated within External Audit Interim Report		
General Purpose Financial Statements 2021-22					

Audit Committee Workplan 2022















	15 February 2022	15 March 2022	17 May 2022	16 August 2022	18 October 2022
Internal Audit					
Internal Audit Plan 2021-22 – Update					
Internal Audit Plan 2022-23					
Agreed Actions Status Update on the Internal Audit (6 monthly)					
Internal Financial Controls – Self Assessment Report - 2021					
Internal Audit – Cash Handling Report					
Internal Audit – Credit Cards					
Internal Audit – Procurement					
Risk Management					
Strategic Risk Register					
Operational Risk Register (Full Register)					
Operational Risk Register (High & Extreme Residual Risk)				Incorporated within the full register review (above)	
Audit Committee Workplan			As required	As required	As required

Audit Committee Workplan 2022

	15 February 2022	15 March 2022	17 May 2022	16 August 2022	18 October 2022
Additional Reports					
<i>Presiding Member of the Audit Committee's Report is scheduled to be presented to Council at the 28 March 2022 meeting.</i>					
<i>Distribution of the following will occur once the reports have been presented to Council:</i> <ul style="list-style-type: none"> Quarterly Budget Review Quarterly Performance Review 					
Any Completed Internal Audits will be added to the Agenda where necessary					

Audit Committee Workplan 2021						
	9 February 2021	11 May 2021	10 August 2021	27 October 2021	10 November 2021	7 December 2021
Financial						
Long Term Financial Plan (consultation)	😊					
2021-22 Annual Business Plan and Budget (consultation)		😊				
External Audit - Agreed Actions Status Update	😊		😊			😊
Brown Hill Keswick Creek (presentation)		😊				
Centennial Park Cemetery Authority (confidential presentation)						<i>Postponed – first meeting in 2022</i>
External Audit						
External Audit – Interim Report		😊				
General Purpose Financial Statements FY20/21				😊		
Internal Audit						
Internal Audit Plan 2021			😊			
Internal Financial Controls – Self Assessment Report FY20/21						<i>Postponed – first meeting in 2022</i>
Internal Audit – Petty Cash						😊
Internal Audit – Cash Handling						<i>Postponed – first meeting in 2022</i>

Audit Committee Work Plan

	9 February 2021	11 May 2021	10 August 2021	27 October 2021	10 November 2021	7 December 2021
Risk Management						
Strategic Risk Register						
Operational Risk Register (Full Register)						<i>Postponed – first meeting in 2022</i>
Operational Risk Register (High & Extreme Residual Risk)						
Audit Committee Workplan						
Summary of the revised Business Continuity Plan						
Additional Reports						
Unsolicited Proposal Policy						
Waste Collection & Processing Tender (Confidential Prudential & Probity Report)						
Waste Collection & Processing Tender (Confidential Probity Report)						
The Presiding Member of the Audit Committee's Report was presented to Council at the 22 March 2021 meeting.						
Distribution of the following will occur once the reports have been presented to Council:						
<ul style="list-style-type: none"> Quarterly Budget Review Quarterly Financial Performance Review 						
Any Completed Internal Audits will be added to the Agenda where necessary						