



**CITY OF VINCENT**

# **MINUTES**

**Audit and Risk Committee**

**3 September 2025**

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**MINUTES OF CITY OF VINCENT  
AUDIT AND RISK COMMITTEE  
HELD AT THE E-MEETING AND ADMINISTRATION AND CIVIC CENTRE  
244 VINCENT STREET, LEEDERVILLE  
ON WEDNESDAY, 3 SEPTEMBER 2025 AT 4:15 PM**

<b>PRESENT:</b>	<b>Mr George Araj</b>	<b>Independent External Member (Chair) (attended electronically)</b>
	<b>Mr Conley Manifis</b>	<b>Independent External Member (attended electronically)</b>
	<b>Mr Baptiste Isambert</b>	<b>Independent External Member</b>
	<b>Cr Ron Alexander</b>	<b>North Ward</b>
	<b>Cr Alex Castle</b>	<b>North Ward</b>
	<b>Cr Jonathan Hallett</b>	<b>South Ward</b>
	<b>Mayor Alison Xamon</b>	<b>Presiding Member</b>
<b>IN ATTENDANCE:</b>	<b>Jay Naidoo</b>	<b>A/Chief Executive Officer</b>
	<b>Lisa Williams</b>	<b>A/Executive Director Community &amp; Business Services</b>
	<b>Emma Simmons</b>	<b>Chief Audit Executive</b>
	<b>Main Bhuiyan</b>	<b>Manager Financial Services</b>
	<b>Anthony Wishart</b>	<b>Executive Manager Information and Communication Services</b>
	<b>Carrie Miller</b>	<b>Corporate Strategy &amp; Governance Officer</b>

## **1 INTRODUCTION AND WELCOME**

The Presiding Member, George Araj, declared the meeting open at 4:15pm and read the following Acknowledgement of Country statement:

“The City of Vincent would like to acknowledge the Traditional Owners of the land, the Whadjuk people of the Noongar nation and pay our respects to Elders past, present and emerging”.

## **2 APOLOGIES / MEMBERS ON APPROVED LEAVE OF ABSENCE**

Nil

## **3 DECLARATIONS OF INTEREST**

Conley Manifis declared an impartiality interest. The extent of his interest is that his company is contracted by the Office of the Auditor General to complete external audits.

## **4 CONFIRMATION OF MINUTES**

### **COMMITTEE DECISION**

**Moved: Mr Manifis, Seconded: Mayor Xamon**

**That the minutes of the Audit and Risk Committee held on 2 July 2025 be confirmed.**

**CARRIED (6-0)**

**For:** Mr Araj, Mr Manifis, Mr Isambert, Cr Castle, Cr Hallett and Mayor Xamon

**Against:** Nil

## 5 BUSINESS ARISING

### 5.1 ANNUAL SELF ASSESSMENT

TRIM Ref: D25/54125

Author: Emma Simmons, A/Executive Manager Corporate Strategy & Governance

Authoriser: David MacLennan, Chief Executive Officer

Attachments: 1. ARC Self Assessment Evaluation - 2025   
2. ARC Performance Evaluation Process [↓](#) 

#### RECOMMENDATION:

That the Audit and Risk Committee recommends to Council that it:

1. NOTES the findings from the Annual Self-Assessment 2025 at Attachment 1; and
2. APPROVES the proposed actions arising from the self-assessment, as outlined in this report.

#### COMMITTEE DECISION ITEM 5.1

Moved: Cr Hallett, Seconded: Mr Manifis

That the recommendation be adopted.

**CARRIED (6-0)**

**For:** Mr Araj, Mr Manifis, Mr Isambert, Cr Castle, Cr Hallett and Mayor Xamon

**Against:** Nil

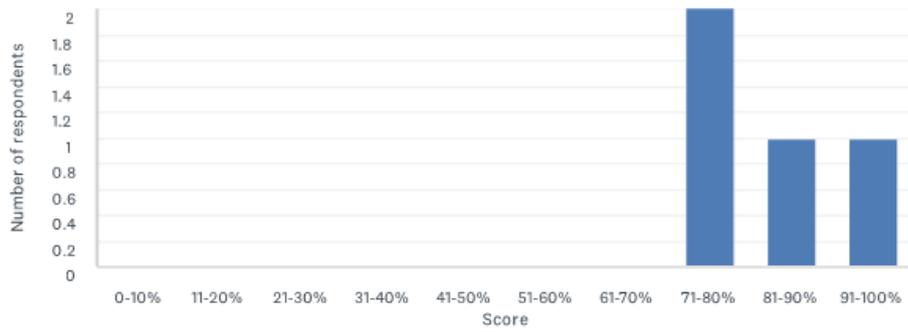
#### NOTE:

- The Mayor will brief new Council Members on the skills required for the Audit & Risk Committee before nominations are made.
- The Audit & Risk Committee will undertake an annual self-assessment, with the supporting survey to be conducted every two years.
- A skills matrix for Committee members is to be developed to guide future appointments.

## Audit and Risk Committee Self-Assessment

### Quiz Summary

AVERAGE SCORE  
85% • 68/80 PTS



#### STATISTICS

Lowest Score	Median	Highest Score
73%	83%	100%

Mean: 85%

Standard Deviation: 12%

### Question Ranking

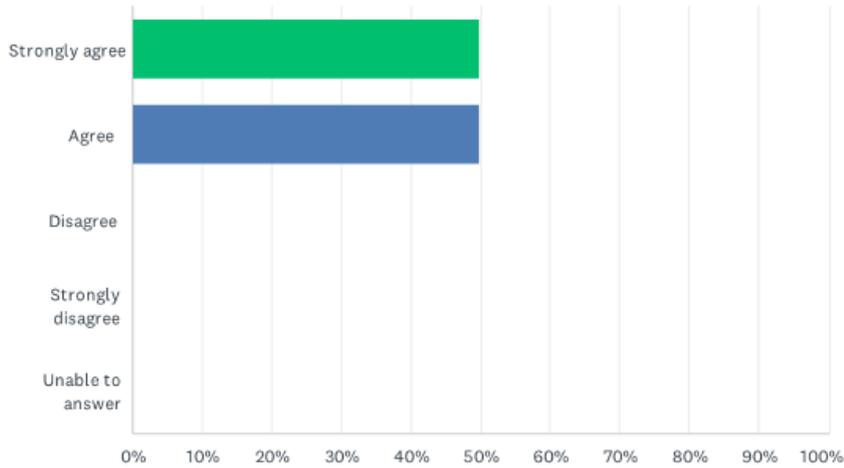
## Audit and Risk Committee Self-Assessment

QUESTIONS (20)	DIFFICULTY	AVERAGE SCORE
<b>Q4</b> The ARC has considered its future skill requirements, including those resulting from changes to City's strategic plan, risk profile, technology or regulation.	1	75%
<b>Q2</b> The ARC has the relevant information to perform their responsibilities as outlined in the Terms of Reference.	2	81%
<b>Q13</b> The agenda and papers are distributed to ARC members with sufficient time for review in advance of meetings.	2	81%
<b>Q16</b> During the past twelve months, the ARC adequately addressed all of its responsibilities as detailed in its Terms of Reference and Work Plan.	2	81%
<b>Q20</b> Please rate the effectiveness of the ARC's oversight of Ethics and Compliance	2	81%
<b>Q1</b> The ARC has adequate understanding of its responsibilities as laid out in the Terms of Reference.	6	88%
<b>Q3</b> The ARC has an appropriate mix of skills and experience to fulfil its duties. Note: This means that the ARC collectively, possesses sufficient knowledge of governance, assurance, audit, risk management, financial management & sustainability, legislation, compliance and internal controls.	6	88%
<b>Q5</b> The ARC members have received appropriate training and professional development during the past year.	6	88%
<b>Q6</b> ARC members comply with the City's Code of Conduct and have no conflicts of interest.	6	88%
<b>Q8</b> ARC meetings are well run and productive.	6	88%
<b>Q9</b> The frequency of meetings is appropriate to discharge the ARC's Duties and Responsibilities.	6	88%
<b>Q11</b> Discussions on papers tabled are carried out by the ARC in a constructive manner.	6	88%
<b>Q12</b> The ARC agenda and supporting papers are of sufficient clarity and quality to make informed decisions.	6	88%
<b>Q19</b> Please rate the effectiveness of the ARC's oversight of the Risk Management and Internal Controls	6	88%
<b>Q10</b> The ARC maintains a productive working relationship with the CEO and management.	15	94%
<b>Q14</b> ARC minutes of meeting are appropriately maintained and are of good quality.	15	94%
<b>Q17</b> Please rate the effectiveness of the ARC's oversight of Financial Reporting & External Audit (OAG)	15	94%
<b>Q18</b> Please rate the effectiveness of the ARC's oversight of the Internal Audit Activities	15	94%
<b>Q7</b> The Committee Chair plays an active role in effectively running the meetings.	19	100%
<b>Q15</b> The ARC promptly reports to the Council any matters which require the attention of the Council.	19	100%

Audit and Risk Committee Self-Assessment

Q1 The ARC has adequate understanding of its responsibilities as laid out in the Terms of Reference.

Answered: 4 Skipped: 0



QUIZ STATISTICS

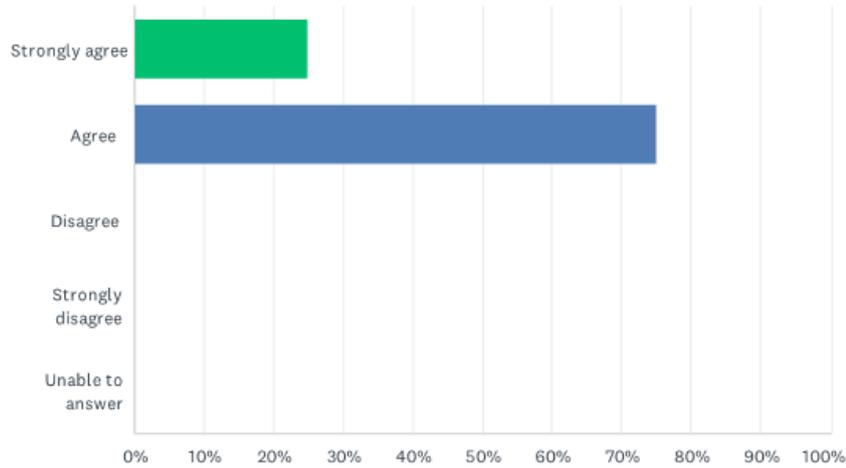
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 6/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q2 The ARC has the relevant information to perform their responsibilities as outlined in the Terms of Reference.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

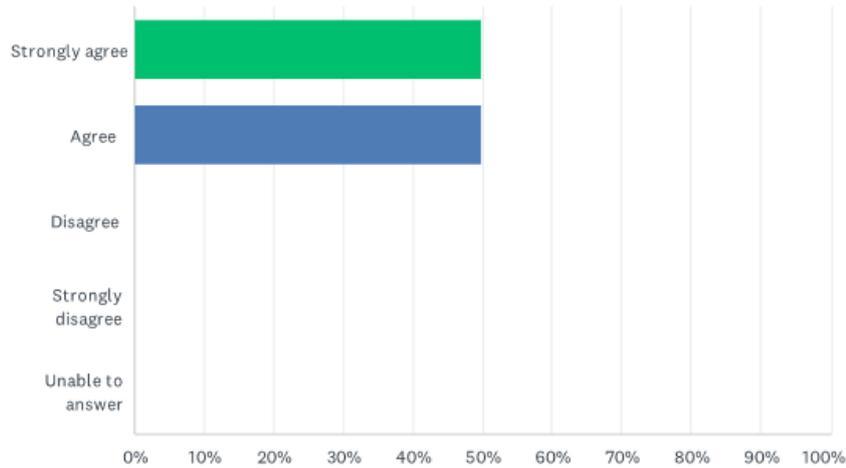
Percent Correct 25%	Average Score 3.3/4.0 (81%)	Standard Deviation 0.50	Difficulty 2/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	25.00%	1
Agree	3/4	75.00%	3
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q3 The ARC has an appropriate mix of skills and experience to fulfil its duties. Note: This means that the ARC collectively, possesses sufficient knowledge of governance, assurance, audit, risk management, financial management & sustainability, legislation, compliance and internal controls.

Answered: 4 Skipped: 0

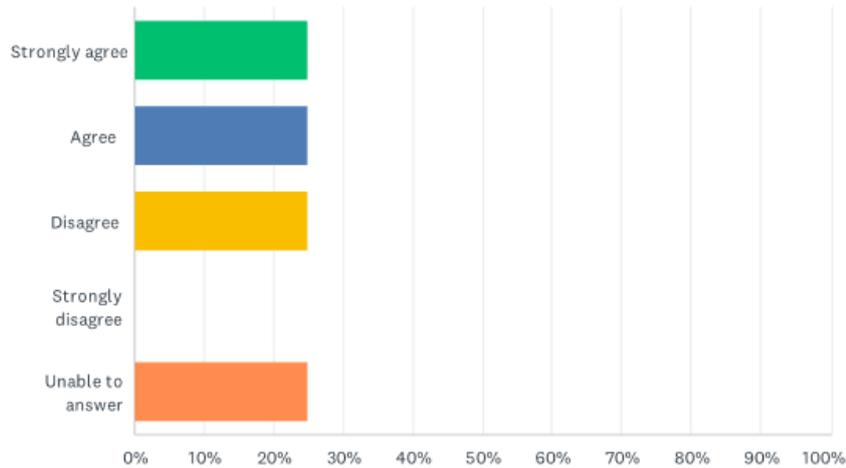


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Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 6/20
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Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q4 The ARC has considered its future skill requirements, including those resulting from changes to City’s strategic plan, risk profile, technology or regulation.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

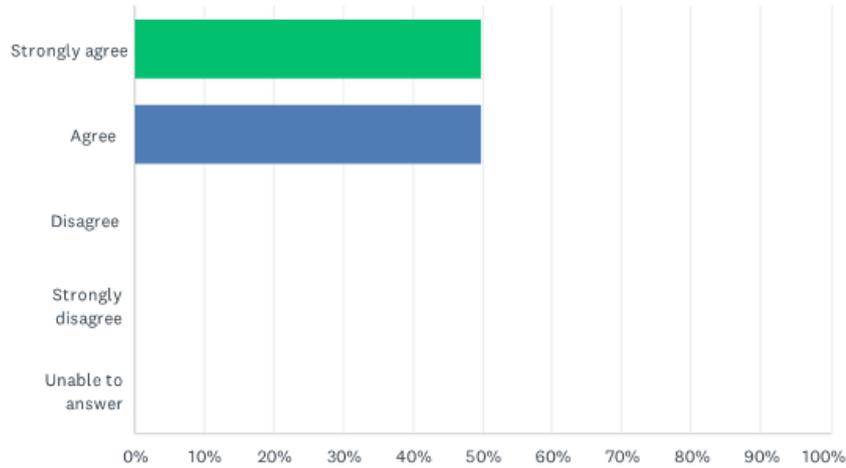
Percent Correct 25%      Average Score 3.0/4.0 (75%)      Standard Deviation 1.00      Difficulty 1/20

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	25.00%	1
Agree	3/4	25.00%	1
Disagree	2/4	25.00%	1
Strongly disagree	1/4	0.00%	0
Unable to answer	--	25.00%	1
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q5 The ARC members have received appropriate training and professional development during the past year.

Answered: 4 Skipped: 0



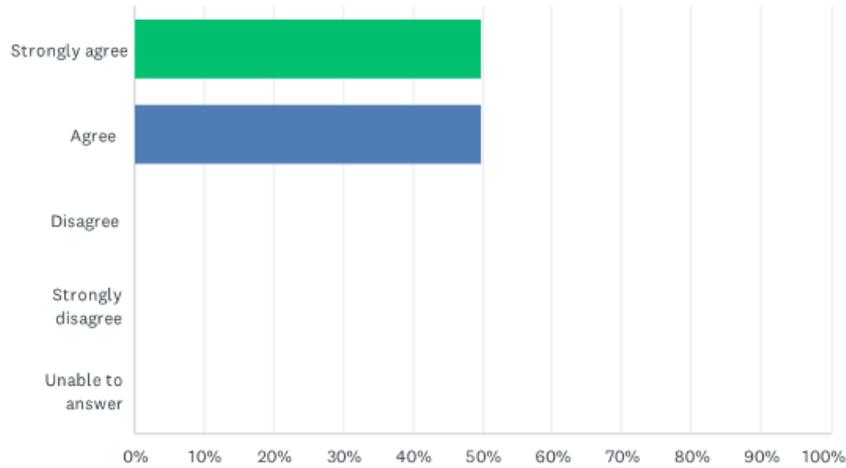
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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

### Q6 ARC members comply with the City's Code of Conduct and have no conflicts of interest.

Answered: 4 Skipped: 0



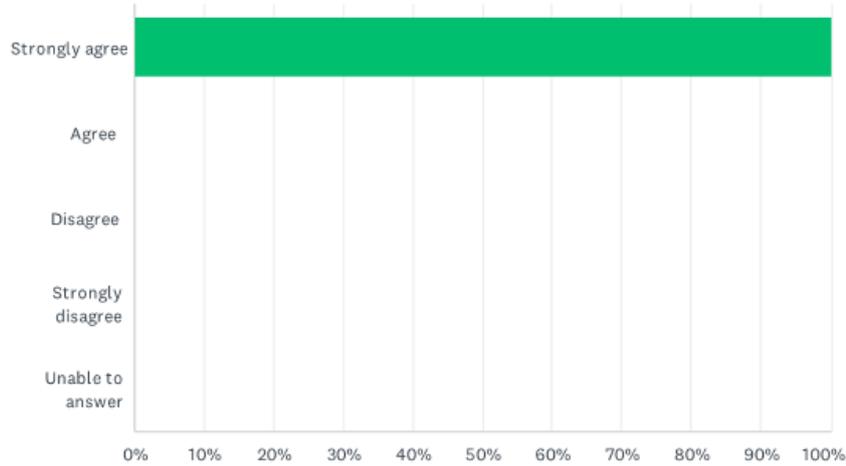
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Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

### Q7 The Committee Chair plays an active role in effectively running the meetings.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

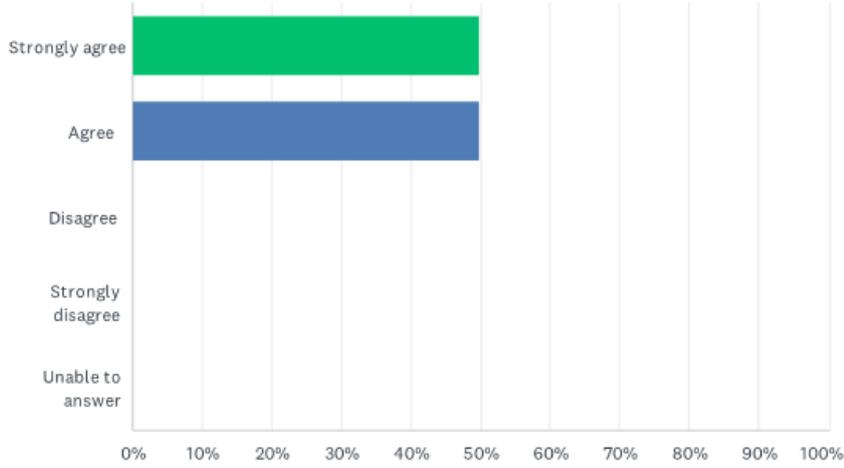
Percent Correct 100%	Average Score 4.0/4.0 (100%)	Standard Deviation 0.00	Difficulty 19/20
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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	100.00%	4
Agree	3/4	0.00%	0
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q8 ARC meetings are well run and productive.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

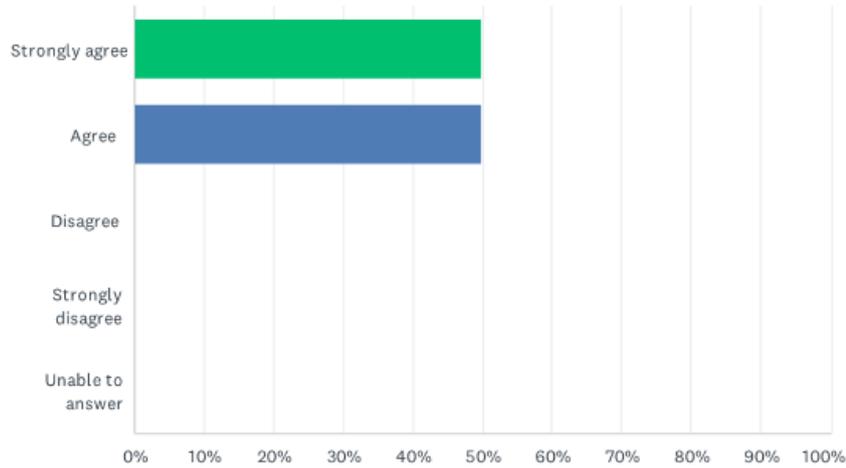
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Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q9 The frequency of meetings is appropriate to discharge the ARC's Duties and Responsibilities.

Answered: 4 Skipped: 0

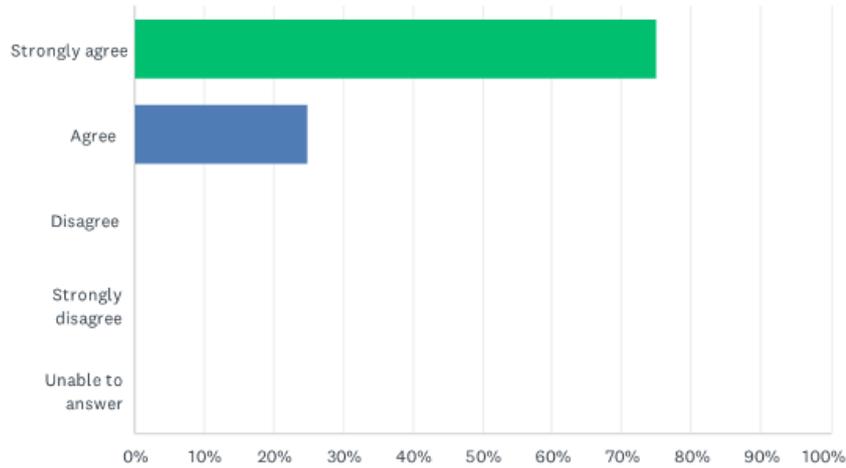


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Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q10 The ARC maintains a productive working relationship with the CEO and management.

Answered: 4 Skipped: 0



QUIZ STATISTICS

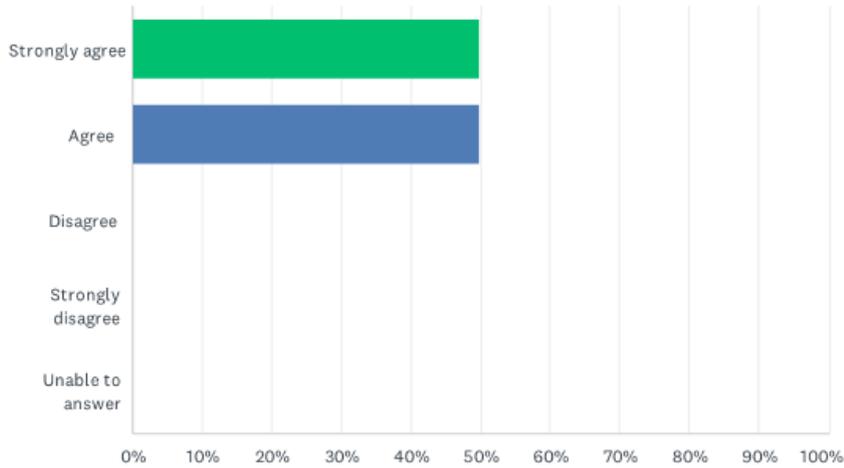
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	75.00%	3
Agree	3/4	25.00%	1
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q11 Discussions on papers tabled are carried out by the ARC in a constructive manner.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

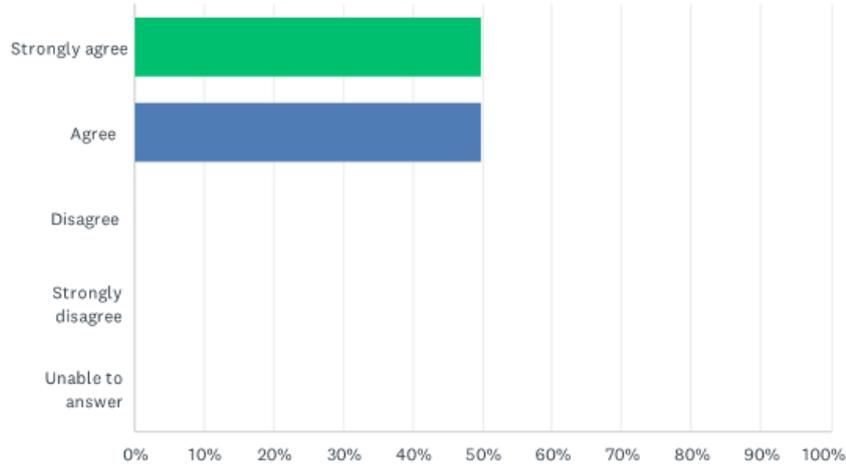
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Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q12 The ARC agenda and supporting papers are of sufficient clarity and quality to make informed decisions.

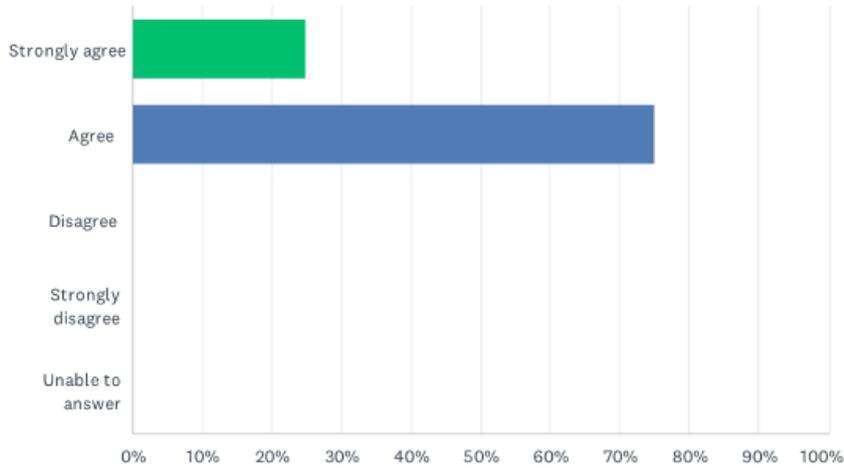
Answered: 4 Skipped: 0



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Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

**Q13 The agenda and papers are distributed to ARC members with sufficient time for review in advance of meetings.**

Answered: 4 Skipped: 0

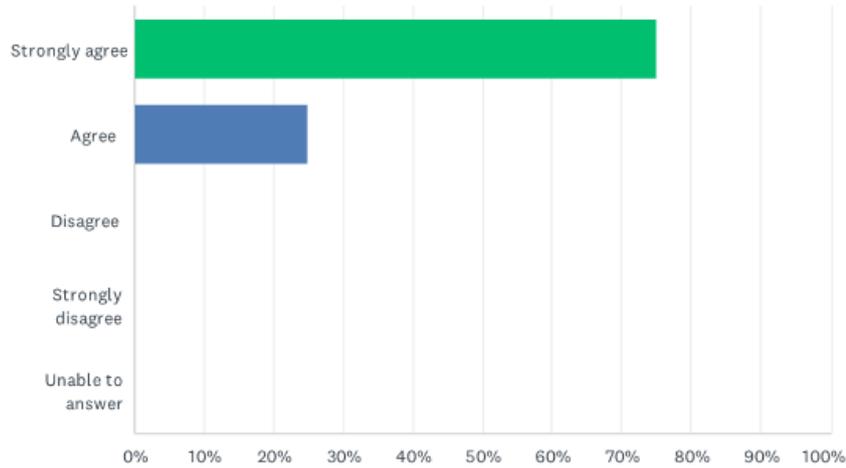


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ANSWER CHOICES	SCORE	RESPONSES	
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Agree	3/4	75.00%	3
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

Q14 ARC minutes of meeting are appropriately maintained and are of good quality.

Answered: 4 Skipped: 0



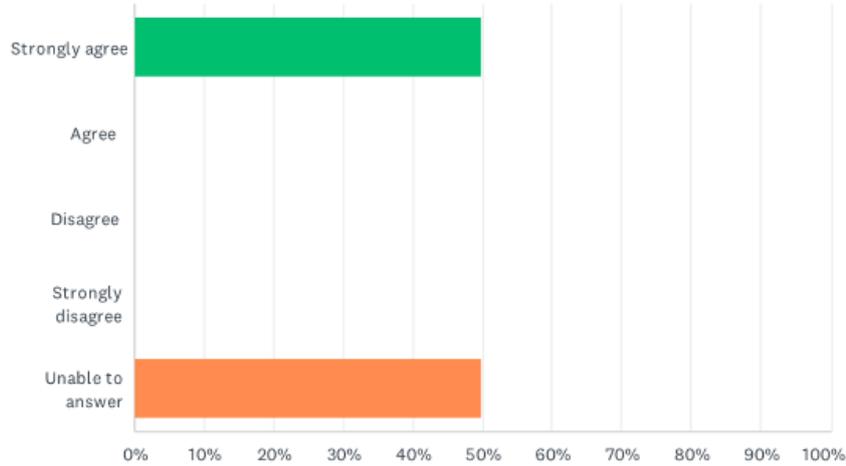
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ANSWER CHOICES	SCORE	RESPONSES	
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Agree	3/4	25.00%	1
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

**Q15 The ARC promptly reports to the Council any matters which require the attention of the Council.**

Answered: 4 Skipped: 0

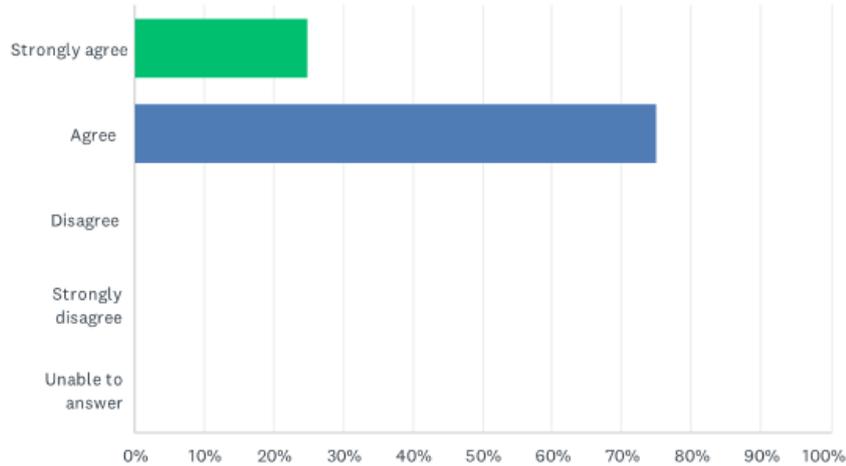


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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	0.00%	0
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	50.00%	2
<b>TOTAL</b>			<b>4</b>

Audit and Risk Committee Self-Assessment

**Q16 During the past twelve months, the ARC adequately addressed all of its responsibilities as detailed in its Terms of Reference and Work Plan.**

Answered: 4 Skipped: 0



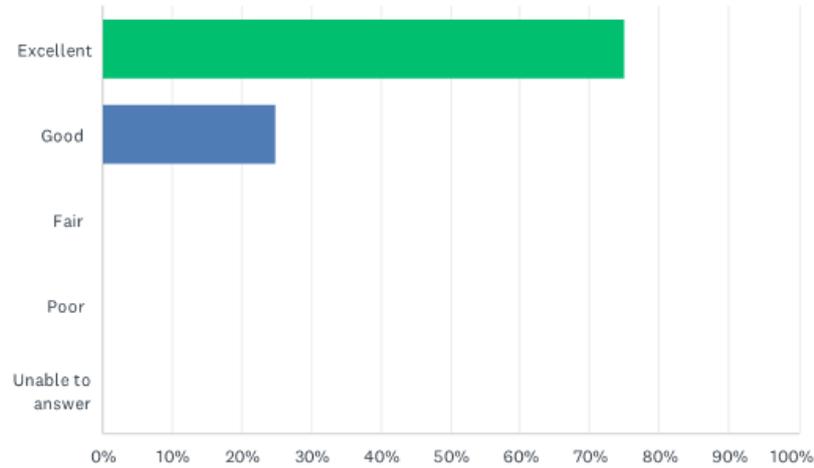
**QUIZ STATISTICS**

Percent Correct 25%      Average Score 3.3/4.0 (81%)      Standard Deviation 0.50      Difficulty 2/20

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	25.00%	1
Agree	3/4	75.00%	3
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

### Q17 Please rate the effectiveness of the ARC's oversight of Financial Reporting & External Audit (OAG)

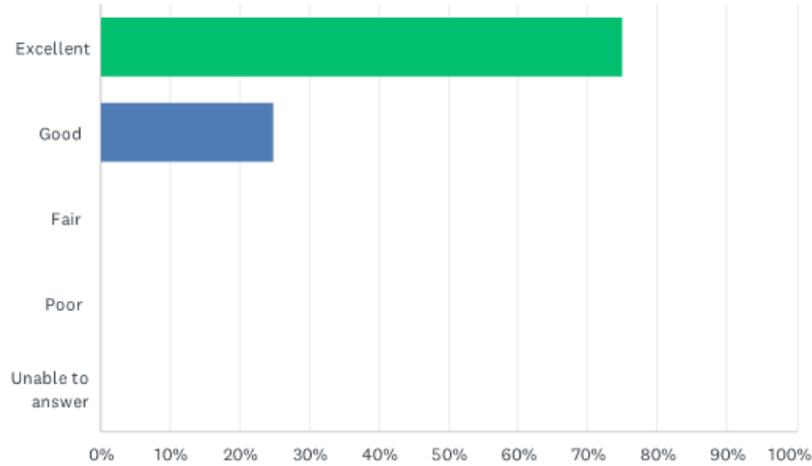
Answered: 4 Skipped: 0



QUIZ STATISTICS			
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	4/4	75.00%	3
Good	3/4	25.00%	1
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

### Q18 Please rate the effectiveness of the ARC's oversight of the Internal Audit Activities

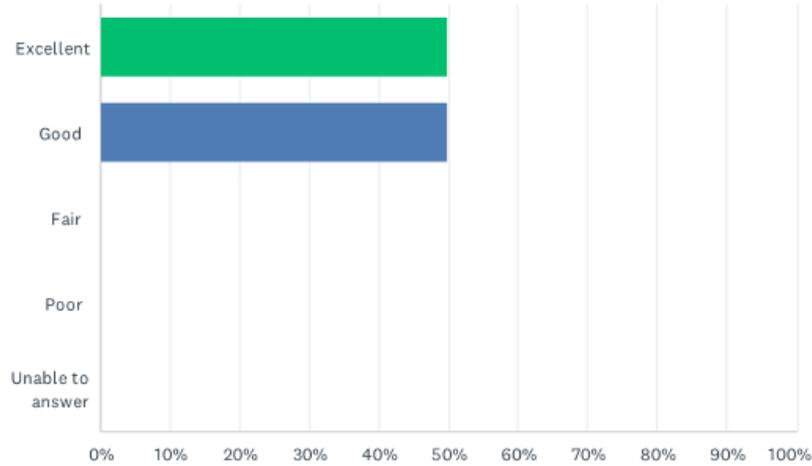
Answered: 4 Skipped: 0



QUIZ STATISTICS			
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
ANSWER CHOICES	SCORE	RESPONSES	
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Good	3/4	25.00%	1
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

### Q19 Please rate the effectiveness of the ARC's oversight of the Risk Management and Internal Controls

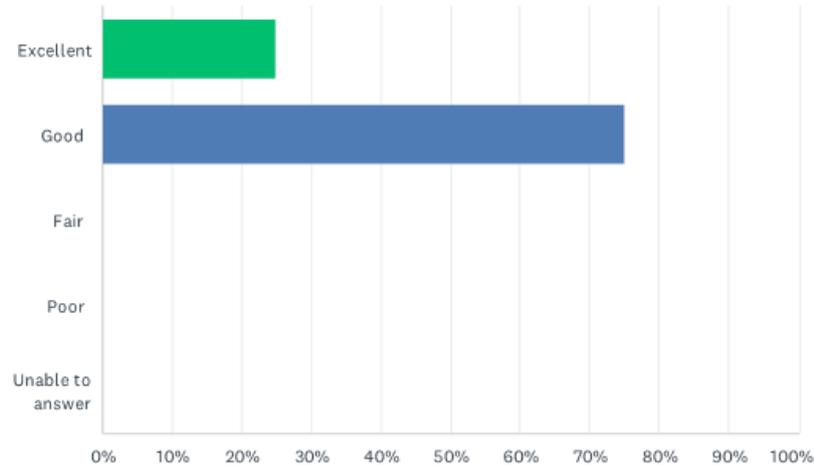
Answered: 4 Skipped: 0



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Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 6/20
ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	4/4	50.00%	2
Good	3/4	50.00%	2
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

## Q20 Please rate the effectiveness of the ARC's oversight of Ethics and Compliance

Answered: 4 Skipped: 0



QUIZ STATISTICS			
Percent Correct 25%	Average Score 3.3/4.0 (81%)	Standard Deviation 0.50	Difficulty 2/20
ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	4/4	25.00%	1
Good	3/4	75.00%	3
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

Open Ended Questions

Q1 Provide further comments on the overall effectiveness of the ARC

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	ARC overall quite effective with meaningful conversations addressing key risks.	2/1/2025 10:38 AM
2	I think the ARC works well	12/18/2024 10:16 AM

Open Ended Questions

Q2 List any areas that require attention or improvement in the coming year

Answered: 3 Skipped: 0

#	RESPONSES	DATE
1	How do we address changes coming to Local Government Act Tranche 2	2/1/2025 10:38 AM
2	Ensuring that key people are able to attend scheduled meetings	12/19/2024 4:15 PM
3	NA	12/18/2024 10:16 AM

Open Ended Questions

### Q3 List any areas that the ARC does particularly well

Answered: 2 Skipped: 1

#	RESPONSES	DATE
1	Transparency about risks (current and upcoming) and how we mitigate those	2/1/2025 10:38 AM
2	Discusses as relevant the papers presented	12/18/2024 10:16 AM

Open Ended Questions

**Q4 Is there a need currently for an External Assessment of the ARC and its members?**

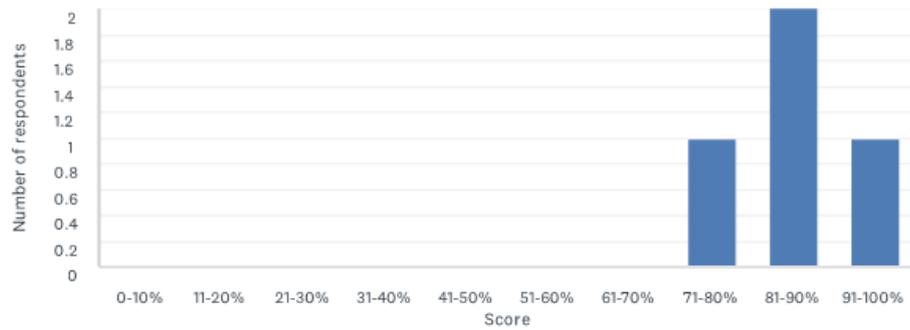
Answered: 3 Skipped: 0

#	RESPONSES	DATE
1	Not at this stage but would make sense to do it in the next 3 years.	2/1/2025 10:38 AM
2	I don't think so	12/19/2024 4:15 PM
3	No	12/18/2024 10:16 AM

## Audit and Risk Committee - Management Assessment

### Quiz Summary

AVERAGE SCORE  
85% • 68/80 PTS



#### STATISTICS

Lowest Score  
71%

Median  
87%

Highest Score  
94%

Mean: 85%

Standard Deviation: 10%

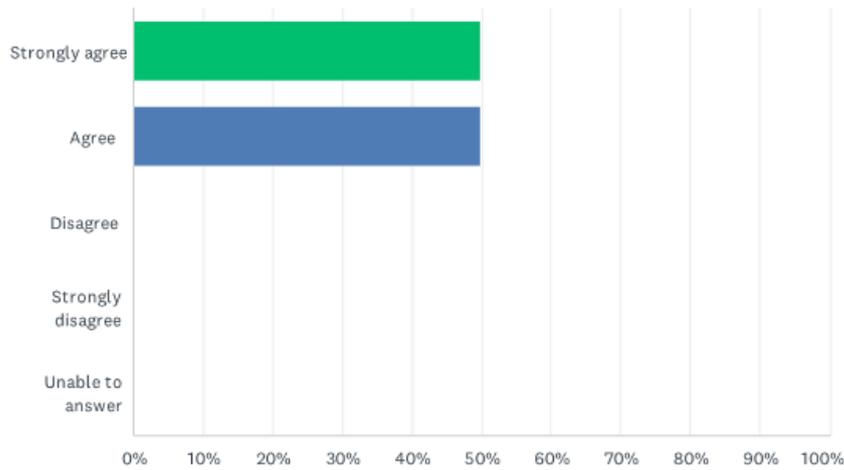
### Question Ranking

## Audit and Risk Committee - Management Assessment

QUESTIONS (20)	DIFFICULTY	AVERAGE SCORE
<b>Q4</b> The ARC has considered its future skill requirements, including those resulting from changes to City's strategic plan, risk profile, technology or regulation.	1	75%
<b>Q5</b> The ARC members have received appropriate training and professional development during the past year.	1	75%
<b>Q20</b> Please rate the effectiveness of the ARC's oversight of Ethics and Compliance	3	81%
<b>Q11</b> Discussions on papers tabled are carried out by the ARC in a constructive manner.	4	83%
<b>Q1</b> The ARC has adequate understanding of its responsibilities as laid out in the Terms of Reference.	5	88%
<b>Q2</b> The ARC has the relevant information to perform their responsibilities as outlined in the Terms of Reference.	5	88%
<b>Q6</b> ARC members comply with the City's Code of Conduct and have no conflicts of interest.	5	88%
<b>Q8</b> ARC meetings are well run and productive.	5	88%
<b>Q12</b> The ARC agenda and supporting papers are of sufficient clarity and quality to make informed decisions.	5	88%
<b>Q13</b> The agenda and papers are distributed to ARC members with sufficient time for review in advance of meetings.	5	88%
<b>Q14</b> ARC minutes of meeting are appropriately maintained and are of good quality.	5	88%
<b>Q15</b> The ARC promptly reports to the Council any matters which require the attention of the Council.	5	88%
<b>Q16</b> During the past twelve months, the ARC adequately addressed all of its responsibilities as detailed in its Terms of Reference and Work Plan.	5	88%
<b>Q17</b> Please rate the effectiveness of the ARC's oversight of Financial Reporting & External Audit (OAG)	5	88%
<b>Q3</b> The ARC has an appropriate mix of skills and experience to fulfil its duties. Note: This means that the ARC collectively, possesses sufficient knowledge of governance, assurance, audit, risk management, financial management & sustainability, legislation, compliance and internal controls.	15	94%
<b>Q7</b> The Committee Chair plays an active role in effectively running the meetings.	15	94%
<b>Q9</b> The frequency of meetings is appropriate to discharge the ARC's Duties and Responsibilities.	15	94%
<b>Q10</b> The ARC maintains a productive working relationship with the CEO and management.	15	94%
<b>Q18</b> Please rate the effectiveness of the ARC's oversight of the Internal Audit Activities	15	94%
<b>Q19</b> Please rate the effectiveness of the ARC's oversight of the Risk Management and Internal Controls	15	94%

**Q1 The ARC has adequate understanding of its responsibilities as laid out in the Terms of Reference.**

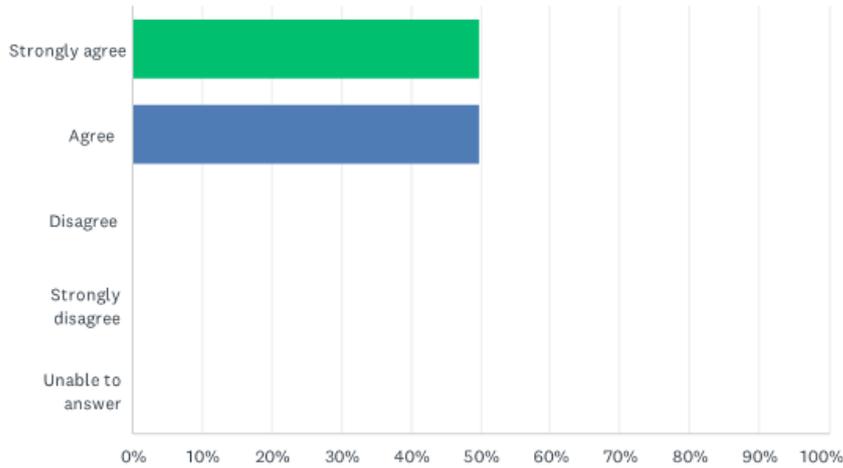
Answered: 4 Skipped: 0



QUIZ STATISTICS			
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>
#	UNABLE TO ANSWER	DATE	
	There are no responses.		

Q2 The ARC has the relevant information to perform their responsibilities as outlined in the Terms of Reference.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

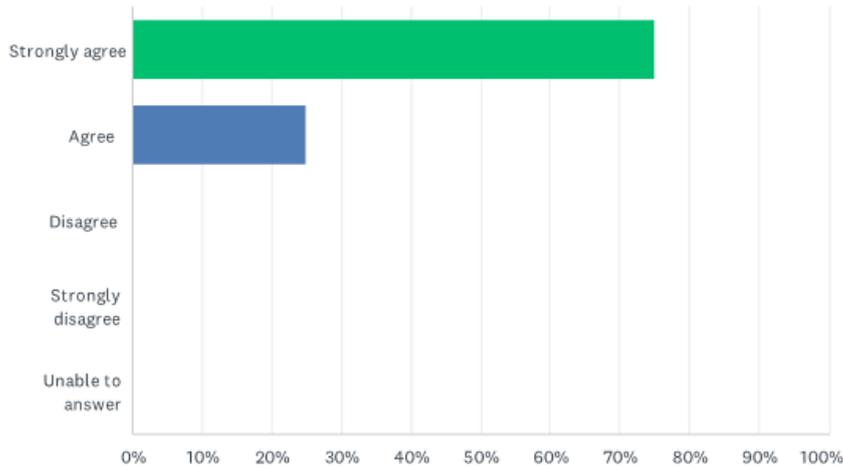
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

Q3 The ARC has an appropriate mix of skills and experience to fulfil its duties. Note: This means that the ARC collectively, possesses sufficient knowledge of governance, assurance, audit, risk management, financial management & sustainability, legislation, compliance and internal controls.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

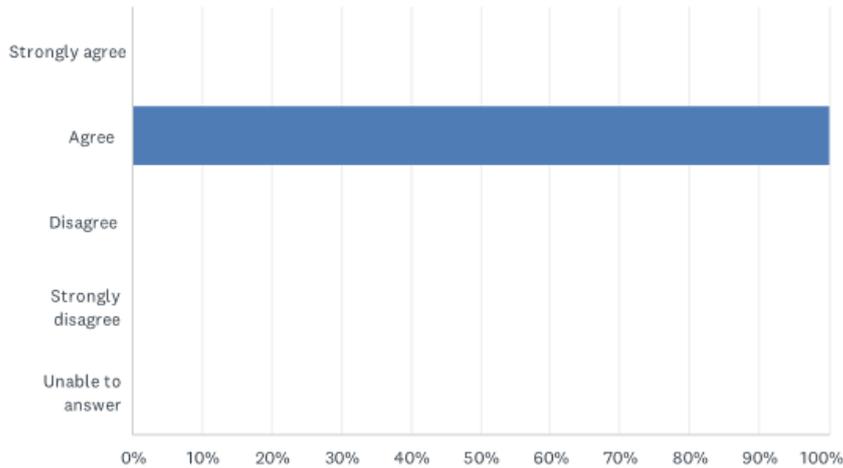
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
------------------------	--------------------------------	----------------------------	---------------------

ANSWER CHOICES	SCORE	RESPONSES
✓ Strongly agree	4/4	75.00% 3
Agree	3/4	25.00% 1
Disagree	2/4	0.00% 0
Strongly disagree	1/4	0.00% 0
Unable to answer	--	0.00% 0
<b>TOTAL</b>		<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

Q4 The ARC has considered its future skill requirements, including those resulting from changes to City’s strategic plan, risk profile, technology or regulation.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

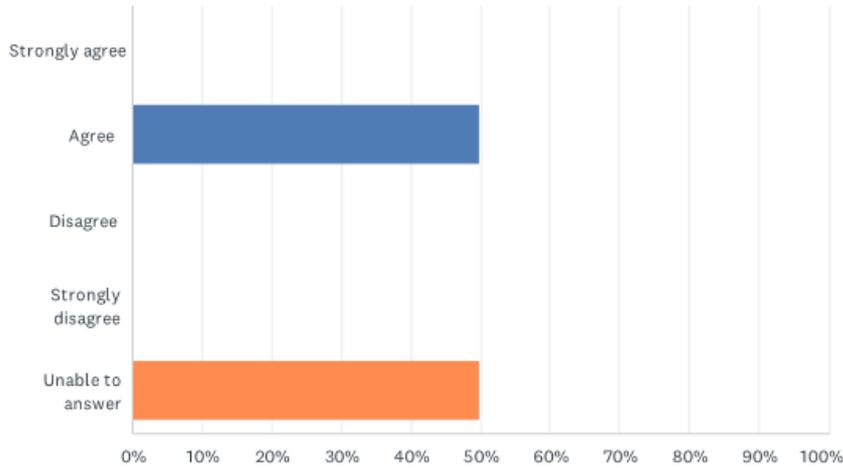
Percent Correct 0%	Average Score 3.0/4.0 (75%)	Standard Deviation 0.00	Difficulty 1/20
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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	0.00%	0
Agree	3/4	100.00%	4
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q5 The ARC members have received appropriate training and professional development during the past year.

Answered: 4 Skipped: 0



#### QUIZ STATISTICS

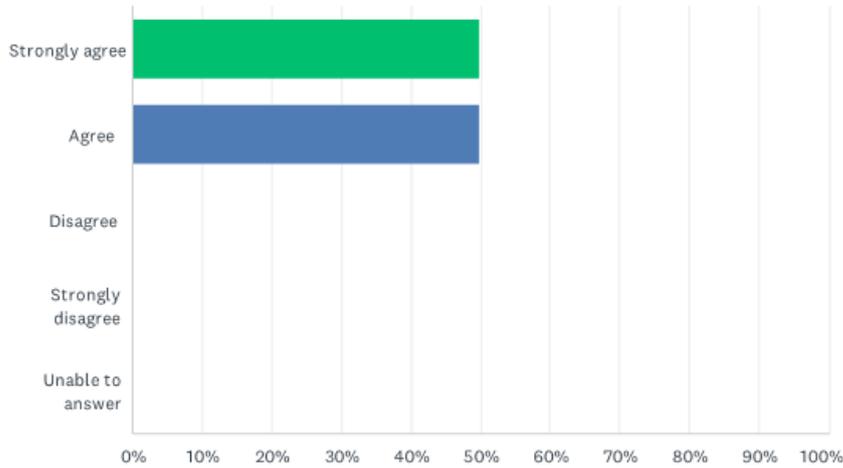
Percent Correct 0%	Average Score 3.0/4.0 (75%)	Standard Deviation 0.00	Difficulty 1/20
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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	0.00%	0
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	50.00%	2
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
1	This is best answered by voting members of the ARC	6/10/2025 12:58 PM
2	Not aware of training offered	6/6/2025 3:12 PM

**Q6 ARC members comply with the City's Code of Conduct and have no conflicts of interest.**

Answered: 4 Skipped: 0



QUIZ STATISTICS			
Percent Correct	Average Score	Standard Deviation	Difficulty
50%	3.5/4.0 (88%)	0.58	5/20

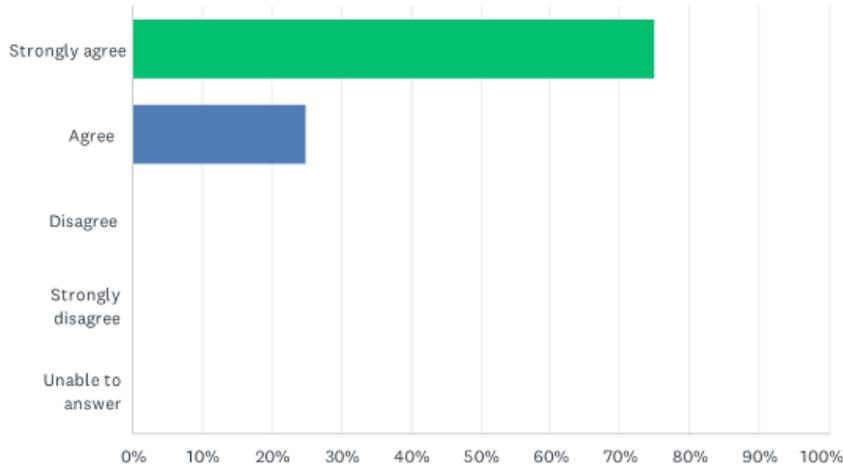
ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q7 The Committee Chair plays an active role in effectively running the meetings.

Answered: 4 Skipped: 0



#### QUIZ STATISTICS

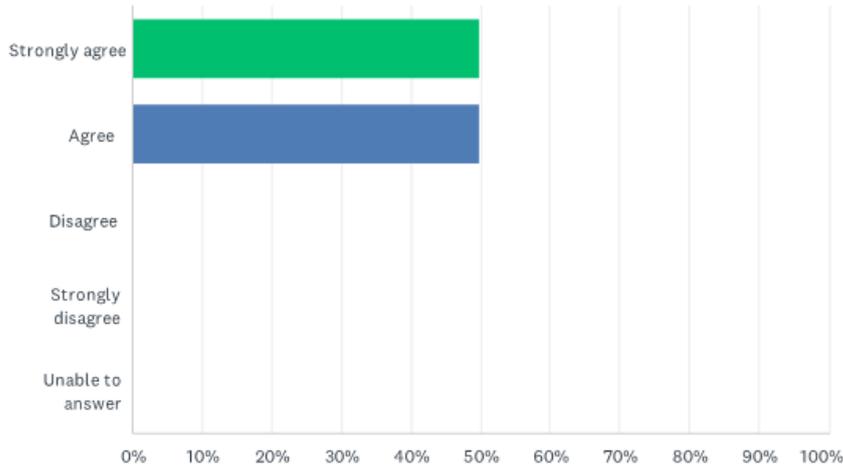
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
------------------------	--------------------------------	----------------------------	---------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	75.00%	3
Agree	3/4	25.00%	1
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q8 ARC meetings are well run and productive.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

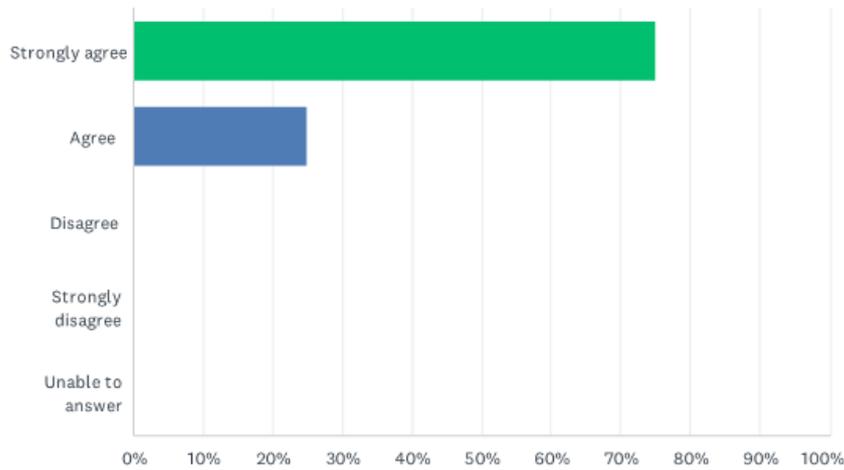
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
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ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q9 The frequency of meetings is appropriate to discharge the ARC's Duties and Responsibilities.

Answered: 4 Skipped: 0



#### QUIZ STATISTICS

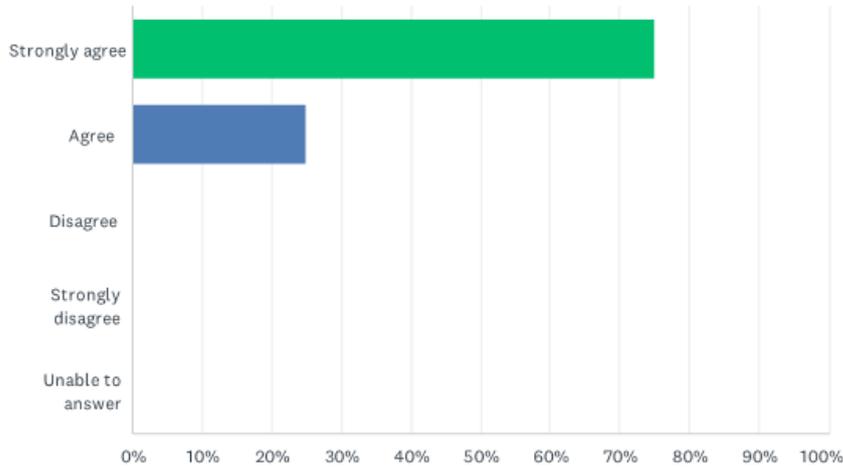
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
------------------------	--------------------------------	----------------------------	---------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	75.00%	3
Agree	3/4	25.00%	1
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q10 The ARC maintains a productive working relationship with the CEO and management.

Answered: 4 Skipped: 0



#### QUIZ STATISTICS

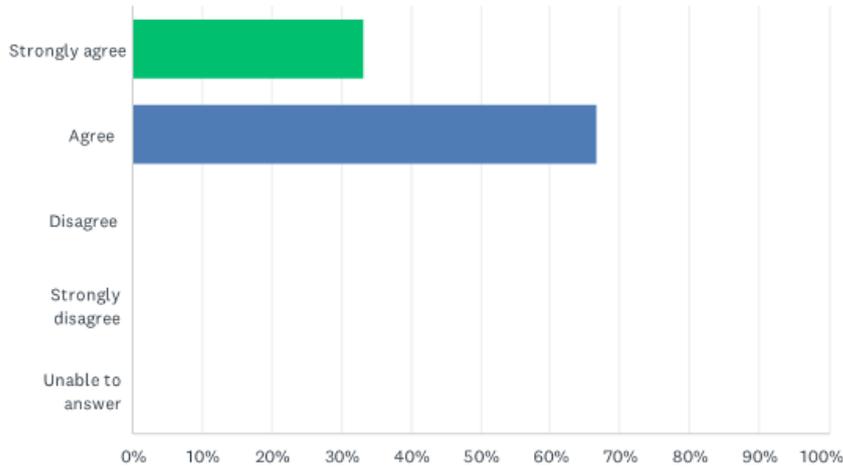
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
------------------------	--------------------------------	----------------------------	---------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	75.00%	3
Agree	3/4	25.00%	1
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

**Q11 Discussions on papers tabled are carried out by the ARC in a constructive manner.**

Answered: 3 Skipped: 1



**QUIZ STATISTICS**

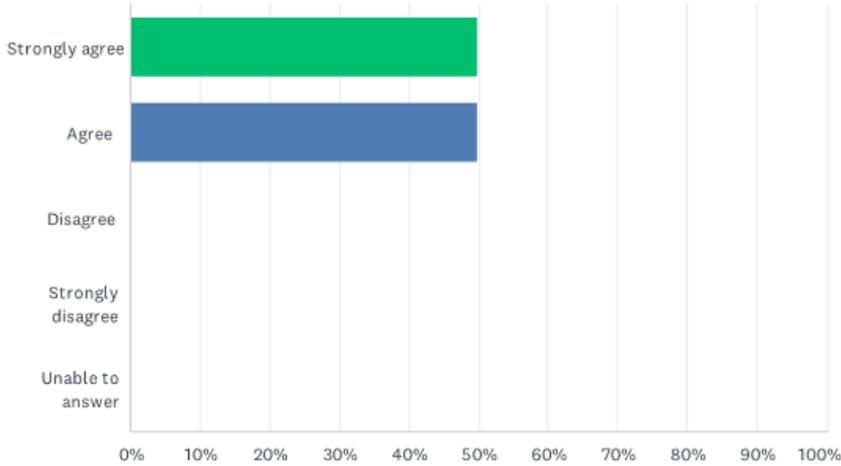
Percent Correct 25%	Average Score 3.3/4.0 (83%)	Standard Deviation 0.58	Difficulty 4/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	33.33%	1
Agree	3/4	66.67%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>3</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

**Q12 The ARC agenda and supporting papers are of sufficient clarity and quality to make informed decisions.**

Answered: 4 Skipped: 0



QUIZ STATISTICS			
Percent Correct	Average Score	Standard Deviation	Difficulty
50%	3.5/4.0 (88%)	0.58	5/20

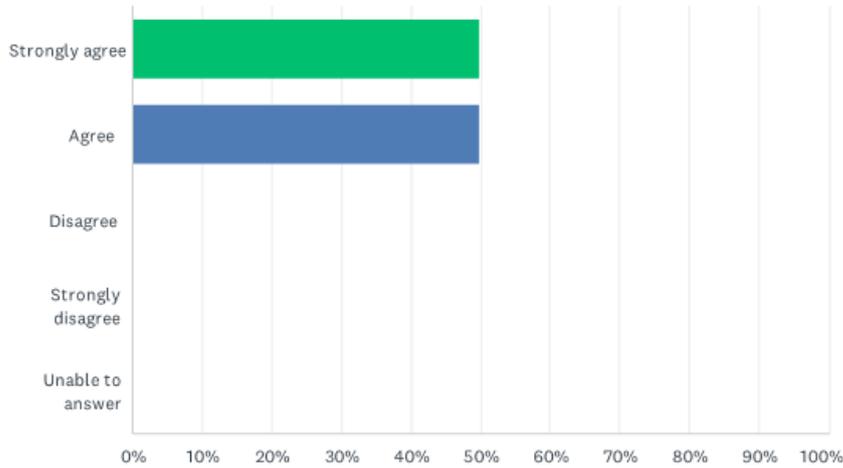
ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

**Q13 The agenda and papers are distributed to ARC members with sufficient time for review in advance of meetings.**

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

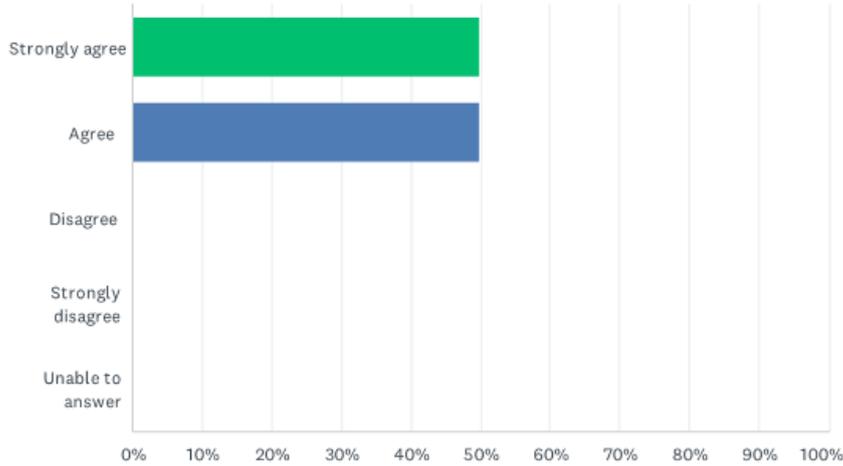
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

Q14 ARC minutes of meeting are appropriately maintained and are of good quality.

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

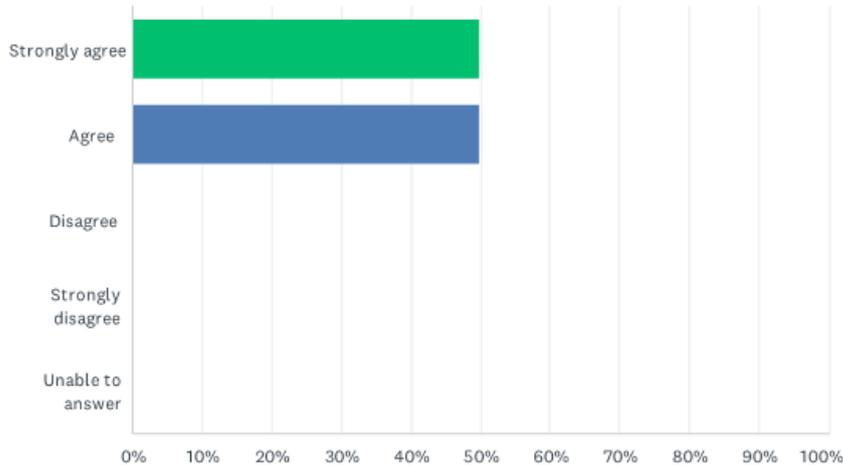
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

**Q15 The ARC promptly reports to the Council any matters which require the attention of the Council.**

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

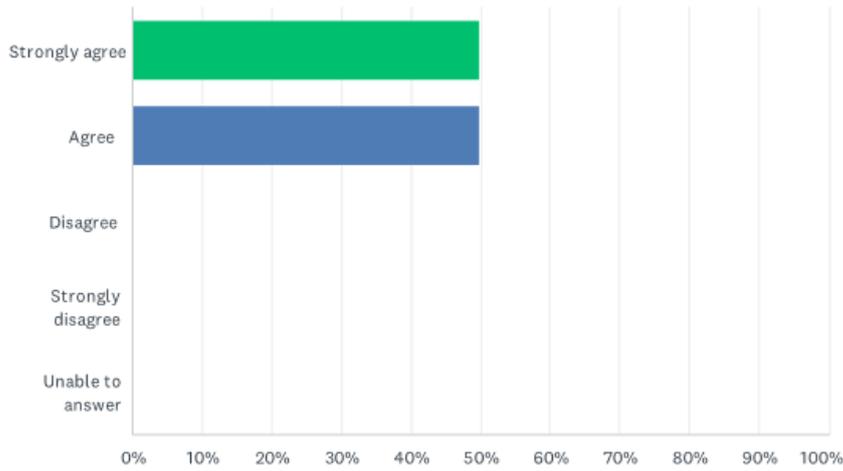
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

**Q16 During the past twelve months, the ARC adequately addressed all of its responsibilities as detailed in its Terms of Reference and Work Plan.**

Answered: 4 Skipped: 0



**QUIZ STATISTICS**

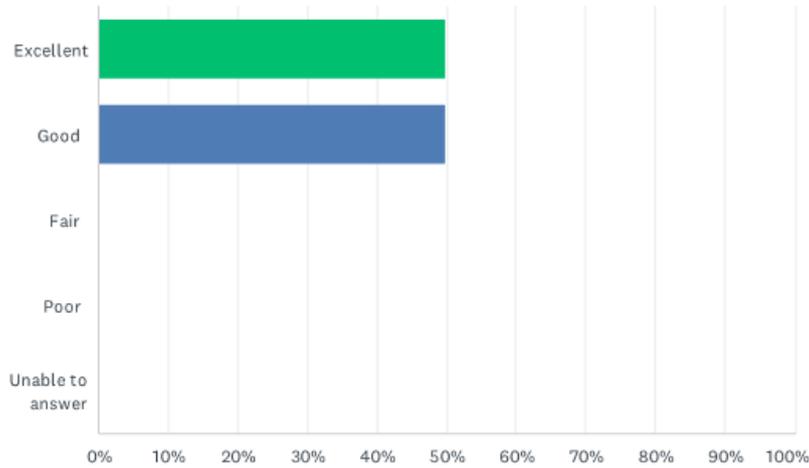
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Strongly agree	4/4	50.00%	2
Agree	3/4	50.00%	2
Disagree	2/4	0.00%	0
Strongly disagree	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q17 Please rate the effectiveness of the ARC's oversight of Financial Reporting & External Audit (OAG)

Answered: 4 Skipped: 0



#### QUIZ STATISTICS

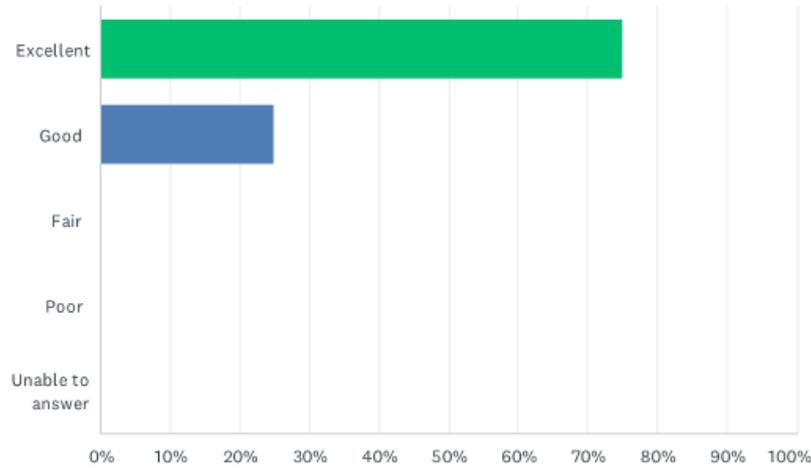
Percent Correct 50%	Average Score 3.5/4.0 (88%)	Standard Deviation 0.58	Difficulty 5/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	4/4	50.00%	2
Good	3/4	50.00%	2
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q18 Please rate the effectiveness of the ARC's oversight of the Internal Audit Activities

Answered: 4 Skipped: 0



#### QUIZ STATISTICS

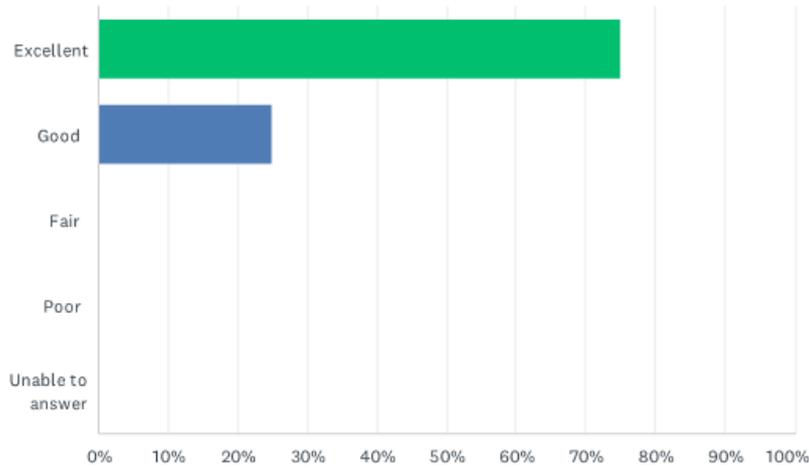
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
------------------------	--------------------------------	----------------------------	---------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	4/4	75.00%	3
Good	3/4	25.00%	1
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

### Q19 Please rate the effectiveness of the ARC's oversight of the Risk Management and Internal Controls

Answered: 4 Skipped: 0



#### QUIZ STATISTICS

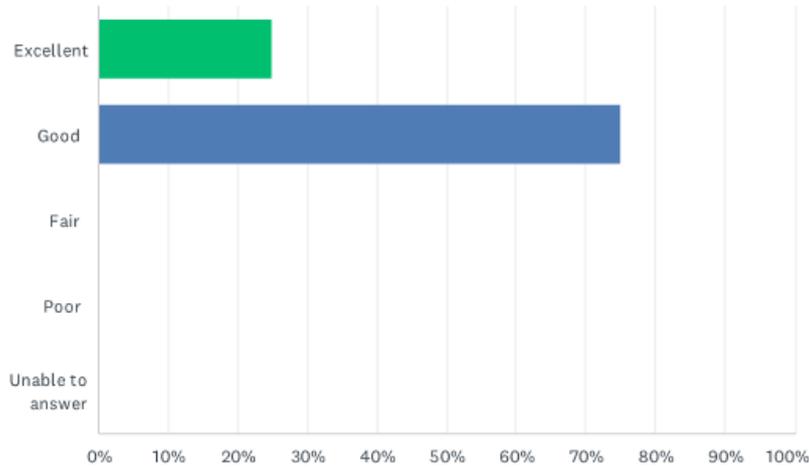
Percent Correct 75%	Average Score 3.8/4.0 (94%)	Standard Deviation 0.50	Difficulty 15/20
------------------------	--------------------------------	----------------------------	---------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	4/4	75.00%	3
Good	3/4	25.00%	1
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

## Q20 Please rate the effectiveness of the ARC's oversight of Ethics and Compliance

Answered: 4 Skipped: 0



### QUIZ STATISTICS

Percent Correct 25%	Average Score 3.3/4.0 (81%)	Standard Deviation 0.50	Difficulty 3/20
------------------------	--------------------------------	----------------------------	--------------------

ANSWER CHOICES	SCORE	RESPONSES	
✓ Excellent	4/4	25.00%	1
Good	3/4	75.00%	3
Fair	2/4	0.00%	0
Poor	1/4	0.00%	0
Unable to answer	--	0.00%	0
<b>TOTAL</b>			<b>4</b>

#	UNABLE TO ANSWER	DATE
	There are no responses.	

## Q21 Provide further comments on the overall effectiveness of the ARC

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	The ARC plays an important role in challenging administration to strengthen governance and internal controls. It has provided valuable support and guidance, contributing to the ongoing improvement of the City's risk, compliance, and governance frameworks.	6/12/2025 9:29 AM
2	Good balance	6/6/2025 3:12 PM
3	The OAG has listed City of Vincent as a Best Practice Entity which reflects well on the oversight of the ARC and senior management	6/4/2025 4:11 PM

Audit and Risk Committee - Management Assessment

Q22 List any areas that require attention or improvement in the coming year

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	There is an opportunity to enhance the Committee's involvement in shaping Internal Audit Plan. Greater input from the Committee on priority audit areas, in line with its advisory role under the Terms of Reference, would help ensure internal audit resources are directed to where they can provide the most value and assurance.	6/12/2025 9:29 AM
2	Understanding role of Audit Committee member and role of Council member	6/6/2025 3:12 PM

Audit and Risk Committee - Management Assessment

Q23 List any areas that the ARC does particularly well

Answered: 2 Skipped: 2

#	RESPONSES	DATE
1	The ARC provides robust oversight of audit findings and risk management processes and consistently challenges the administration in a constructive and solutions-focused manner. Its commitment to improving governance, transparency, and accountability is particularly effective.	6/12/2025 9:29 AM
2	Good focus on business	6/6/2025 3:12 PM

## Q24 Is there any need currently for an External Assessment of the ARC and its members?

Answered: 3 Skipped: 1

#	RESPONSES	DATE
1	There is no immediate need for an external assessment of the ARC or its members at this time, as the Committee is functioning effectively and fulfilling its responsibilities under the Terms of Reference. However, a future external review could be beneficial to support continuous improvement and benchmark performance against sector best practice.	6/12/2025 9:29 AM
2	No	6/6/2025 3:12 PM
3	No.	6/4/2025 4:11 PM



# CITY OF VINCENT

## Audit and Risk Committee Performance Evaluation Process

Date of Approval by ARC:	29 February 2024
Version:	1
CM Reference	D24/96319

**Version Control**

<b>Version No.</b>	<b>Date</b>	<b>Author/Reviewer</b>	<b>Details/Reason</b>

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## 1. Purpose

The City of Vincent's (the City) Audit and Risk Committee (ARC) is required by its Council-approved Terms of Reference (ToR) to conduct an annual self-assessment of its performance. The focus of the self-assessment will be to:

- Ensure that the ARC complies with its ToR; and
- Identify opportunities to improve the ARC's performance.

This document, *Audit and Risk Committee Performance Evaluation Process*, describes the steps that the ARC will follow when evaluating its performance.

This document supports and should be read in conjunction with the ARC ToR.

## 2. Process

An ARC Performance Evaluation (Evaluation) is typically carried out using a self-assessment approach with results being reported to the City Council. At the discretion of the Council, an independent third party may be appointed to conduct an External Assessment of the ARC (every 3 – 5 years as recommended by the WA OAG).

### 2.1 Applicable Criteria

The Evaluation will incorporate the following criteria relating to the Terms of Reference of the ARC

#### General criteria:

- Powers
- Membership
- Chairperson
- Meetings
- Reporting

#### Specific duties and responsibilities for the BAC:

- Financial Reporting & External Audit (OAG)
- Internal Audit Activities
- Risk Management and Internal Control
- Ethics and Compliance

In addition, the Evaluation will also include:

- Obtaining input from the City's management team members (CEO and direct reports) who attend ARC meetings.
- Open ended feedback to be collected from the members of the Committees.

## 2.2 Evaluation Process

The Evaluation will follow a 7-step approach as follows.

Steps	Responsibility
<b>Step 1</b> – Notify the ARC of the Evaluation at least 30 days before commencement.	Council Support Officer
<b>Step 2</b> – Circulation of the self-assessment questionnaire to members of the ARC, while considering the timelines set out in section 2.4 of this document.	Council Support Officer
<b>Step 3</b> – Obtain feedback from the City’s management on areas of strength and areas of improvement relating to the ARC.	Executive Manager Corporate Strategy and Governance
<b>Step 4</b> – Consolidate and anonymise results from the members of the ARC and management.	Senior Governance Project Officer
<b>Step 5</b> – Submit consolidated and anonymised results from the members of the ARC and management to ARC Chair.	Senior Governance Project Officer
<b>Step 6</b> – Hold meeting to discuss Evaluation results and agree on any action plans that may be required.	ARC Chair
<b>Step 7</b> – Prepare a report summarising the results of the Evaluation to the Council, along with any agreed action plans.	Executive Manager Corporate Strategy and Governance

## 2.3 Self-Assessment Questionnaire

The Self-Assessment Questionnaire will comprise of a series of statements consistent with the Applicable Criteria in section 2.1 of this Guidance. Members of the Committees will be asked to rate their agreement with each statement using the following scale:

Score	1	2	3	4	N/A
Rating	Strongly Disagree	Disagree	Agree	Strongly Agree	Unable to answer

The Self-Assessment Questionnaire for the ARC can be found in Attachment 1 of this document.

## 2.4 Evaluation Timing

Evaluations should be completed at **within two months of the start of the upcoming calendar year**. Members of the ARC should be provided with **10 working days** to complete the self-assessment questionnaire. An illustrative timeline is as follows:

- December: Council Support Officer notifies ARC of upcoming Evaluation.

- January of the following year: Evaluations are provided to ARC members and are completed.
- February of the following year: Discussion of the Evaluation outcome and required actions.

## 2.5 Confidentiality and Anonymity

The Executive Manager Corporate Strategy and Governance and Senior Governance Project are required, at all times, to maintain the confidentiality and anonymity of the Evaluation results. The individual results from members of the ARC and individual feedback from management should not be shared with anyone without Council approval.

## 2.6 Reporting Results & Monitoring Action Plans

Results of the Evaluation will be reported to the ARC and Council in a way which shows the Applicable Criteria in section 2.1 of this Guidance, the resulting average score for the criteria and the range of scores assigned (highest and lowest), and a summary of any comments from ARC Members. This is illustrated as follows:

Illustrative scoring for an Applicable Criteria:

Criteria	Average Score by ARC Member 1	Average Score by ARC Member 2	Average Score by ARC Member 3
Meetings	3.8	4.7	4.5

Illustrative consolidation of scores for an Applicable Criteria:

Criteria	Average Score (All ARC Members)	Lowest Score Assigned	Highest Score Assigned	Comments from ARC Members
Meetings	4.3	3.8	4.7	-

The report will also include a summary of management's feedback and any agreed action plans (action, action owner, and due date).

Action plans resulting from the Evaluation will be tracked as relevant agenda items for the ARC.

### 3 Document Information

#### 3.1 References

Document	Date / Version
Audit and Risk Committee Terms of Reference	Dec 2023
Audit Committees: A Guide To Good Practice (AICD, AASB, IIA)	Third Edition, 2017
OAG Western Australian Public Sector Audit Committees – Better Practice Guide	June 2020

#### 3.2 Review

This document will be reviewed by the Executive Manager Corporate Strategy and Governance for ongoing suitability at least every two years and, where required, recommend changes to the ARC Chair.

## Attachment 1 – ARC Self-Assessment Questionnaire

The Self-Assessment Questionnaire to be used for the Evaluation is as follows:

### PART 1 – GENERAL CRITERIA

#	Statement	Score (1 – 4 or N/A)	Comments/Actions
<b>Powers</b>			
1	The ARC has adequate understanding of its responsibilities as laid out in the Terms of Reference.		
2	The ARC has the relevant information to perform their responsibilities as outlined in the Terms of Reference.		
<b>Composition</b>			
3	The ARC has an appropriate mix of skills and experience to fulfil its duties. <i>Note: This means that the ARC collectively, possesses sufficient knowledge of governance, assurance, audit, risk management, financial management &amp; sustainability, legislation, compliance and internal controls.</i>		
4	The ARC has considered its future skill requirements, including those resulting from changes to City's strategic plan, risk profile, technology or regulation.		
5	The ARC members have received appropriate training and professional development during the past year.		
6	ARC members comply with the City's Code of Conduct and have no conflicts of interest.		
<b>Chairperson</b>			
7	The Committee Chair plays an active role in effectively running the meetings.		
<b>Meetings</b>			

#	Statement	Score (1 – 4 or N/A)	Comments/Actions
8	ARC meetings are well run and productive.		
9	The frequency of meetings is appropriate to discharge the ARC's Duties and Responsibilities.		
10	The ARC maintains a productive working relationship with the CEO and management.		
11	Discussions on papers tabled are carried out by the ARC in a constructive manner.		
12	The ARC agenda and supporting papers are of sufficient clarity and quality to make informed decisions.		
13	The agenda and papers are distributed to ARC members with sufficient time for review in advance of meetings.		
14	ARC minutes of meeting are appropriately maintained and are of good quality.		
<b>Reporting</b>			
15	The ARC promptly reports to the Council any matters which require the attention of the Council.		

**PART 2 – SPECIFIC DUTIES AND RESPONSIBILITIES**

#	Statement	Score (1 – 4 or N/A)	Comments/Actions
<b>General</b>			
16	During the past twelve months, the ARC adequately addressed all of its responsibilities as detailed in its Terms of Reference and Work Plan.		
<b>Please rate the effectiveness of the ARC's oversight of the following areas*:</b>			
17	Financial Reporting & External Audit (OAG)		
18	Internal Audit Activities		
19	Risk Management and Internal Control		
20	Ethics and Compliance		

*\*Detailed responsibilities of the ARC are listed in Annexure 1 of the ARC ToR.*

**PART 3 – OPEN ENDED QUESTIONS**

- Provide further comments on the overall effectiveness of the ARC.
- List any areas that require attention or improvement in the coming year.
- List any areas that the ARC does particularly well.
- Is there a need currently for an External Assessment of the ARC and its members?

## 5.2 OAG REPORTS ISSUED TO STATE & LOCAL GOVERNMENT ENTITIES

**TRIM Ref:** D25/62434

**Authors:** Nathan Stokes, Executive Manager Human Resources  
Main Bhuiyan, Manager Financial Services  
Emma Simmons, A/Executive Manager Corporate Strategy & Governance  
Mona Wong, Senior Land and Legal Advisor

**Authoriser:** David MacLennan, Chief Executive Officer

**Attachments:** Nil

### RECOMMENDATION:

That the Audit Committee RECEIVES:

1. The Local Government Management of Purchasing Cards – Larger Metropolitan Entities report from the Office of the Auditor General for the Local Government sector.
2. The Administration of Personal Leave report tabled for the State Government
3. The Fraud Risks in Land Transactions by DevelopmentWA tabled.

### COMMITTEE DECISION ITEM 5.2

Moved: Cr Hallett, Seconded: Mr Isambert

That the recommendation be adopted.

**CARRIED (6-0)**

**For:** Mr Araj, Mr Manifis, Mr Isambert, Cr Castle, Cr Hallett and Mayor Xamon

**Against:** Nil

### NOTE:

- Report authors are to be invited to the next Audit & Risk Committee meeting to discuss their findings.
- **Purchasing Cards (OAG):** The Committee noted the City's full evaluation of the OAG recommendations, with each requirement tested against the City's credit card procedures and assessed as compliant (including policy clarity, issuance, reconciliation, accountability, reporting and transparency).
- **Personal Leave (OAG):** The Committee requested a more detailed evaluation of the City's compliance against the specific OAG recommendations, similar in format to the Purchasing Card review. This is to include how existing and planned controls (random audits, new Leave Management Procedure, training, and system checks) address each OAG finding, with a report back to the November Audit & Risk Committee. Consideration will also be given to adding HR leave management actions to the Audit Log.

- **Land Transactions (OAG):** Further input is required from the Senior Land and Legal Advisor. The next meeting is to include an explanation of processes for major and minor land transactions, and how compliance with relevant legislative requirements is assured.
- Any gaps or new actions arising from the OAG reports are to be added to the Audit Log for ongoing monitoring.

### 5.3 AUDIT COMMITTEE - FORWARD AGENDA 2025

TRIM Ref: D25/77285

Author: Alexandra Harris, Governance Officer

Authoriser: David MacLennan, Chief Executive Officer

Attachments: 1. Audit Committee Forward Agenda 2025 [↓](#) 

#### RECOMMENDATION:

That the Audit and Risk Committee recommends to Council that it NOTES the Audit and Risk Committee Forward Agenda at Attachment 1.

#### COMMITTEE DECISION ITEM 5.3

Moved: Cr Castle, Seconded: Mr Manifis

That the recommendation be adopted.

**CARRIED (6-0)**

**For:** Mr Araj, Mr Manifis, Mr Isambert, Cr Castle, Cr Hallett and Mayor Xamon

**Against:** Nil

#### NOTE:

- Development of the next three-year Internal Audit Plan will be delayed to allow for finalisation of the existing Year 3 Program, and will be included in forward planning for early next year.
- A private meeting with the internal auditor, has been completed.

# Audit Committee Forward Agenda 2025

Standing Items	26 February 2025	March (no meeting scheduled)
<ul style="list-style-type: none"> <li>Review and update of Audit Committee Forward Agenda 2025</li> <li>Review status of pending action items from the last meeting</li> <li>Review audit log - internal &amp; external audit recommendations</li> <li>Review of the internal audit activities, progress against plan, and internal audit reports issued during the period</li> <li>Review of the City's Corporate Risk Register</li> <li>Review the City's Fraud Risk Register</li> <li>Briefing by CAE on performance audits or OAG reports carried out for the state government or other LGAs along with any action plans put in place by the City</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of Audit Committee Forward Agenda 2025</li> <li>Training and professional development session determined by Committee Chair.</li> <li>Entry Meeting – OAG</li> <li>Briefing by CEO on the City's Strategy, progress of key initiatives, and external events impacting the City (e.g., new regulation, macro-economic factors, etc.)</li> <li>Review of the City's Fraud and Corruption Prevention Policy</li> <li>Local Government Statutory Compliance Audit Return 2023 – Annual Review</li> </ul> <p>Note: Reports and recommendations to <b>11 March 2025 OMC</b></p>	
April (no meeting scheduled)	May (no meeting scheduled)	June (no meeting scheduled)
2 July 2025	August (no meeting scheduled)	3 September 2025
<ul style="list-style-type: none"> <li>Meet privately with the external auditor (OAG) without management present to discuss any matters deemed appropriate</li> <li>Meet privately (without management present) with the CAE to discuss any matters deemed appropriate.</li> <li>Briefing by CEO on the City's Strategy, progress of key initiatives, and external events impacting the City (e.g., new regulation, macro-economic factors, etc.)</li> <li>Review of the City's Risk Management Framework</li> <li>Note the City's submission to the Public Sector Commission's Integrity and Conduct Annual Collection (EEO Response Report)</li> </ul> <p>Note: Reports and recommendations <b>15 July 2025 OMC</b></p>		<ul style="list-style-type: none"> <li>Annual acknowledgement of the City's Code of conduct, evaluation of member independence &amp; committee performance.</li> <li>Results of the ARC Self-Assessment Survey and key improvement areas</li> <li>Internal auditor in camera sessions</li> <li>Review adequacy of procedures for the confidential, anonymous submission by employees regarding possible fraud or irregularities</li> <li><b>Outcome of deep dive into Asset Risk Register and Asset Management Risk</b></li> </ul> <p>Note: Reports and recommendations to <b>7 October 2025 OMC</b></p>
October (no meeting scheduled)	12 November 2025	December (no meeting scheduled)
	<ul style="list-style-type: none"> <li>Exit Meeting – OAG</li> <li>Annual financial report for year end 30 June 2025</li> <li>Meet privately (without management present) with the CAE to discuss any matters deemed appropriate. Meet privately with the internal audit service provider every six months</li> <li>Review and recommend to Council the proposed annual Internal Audit Plan for next 3 years.</li> <li>Briefing by CEO on the City's Strategy, progress of key initiatives, and external events impacting the City (e.g., new regulation, macro-economic factors, etc.)</li> <li>Outcomes of the Business Continuity Tabletop Exercise</li> <li>Year 1 Implementation Report for the City Integrity Framework, including outcomes from the Public Sector Commission's Integrity Framework Self-Assessment Tool</li> <li><b>Outcome of deep dive into Asset Risk Register and Asset Management Risk</b></li> </ul> <p>Note: Reports and recommendations to <b>9 December 2025 OMC</b></p>	

**CATEGORIES:**

1. Committee Operations
2. Financial Reporting & External Audit (OAG)
3. Internal Audit Activities
4. Risk Management & Internal Control
5. Ethics and Compliance
6. Other Matters

D25/14626

#### **5.4 MONTHLY REVIEW OF THE CITY'S CORPORATE RISK REGISTER AND OUTCOMES OF DEEP DIVE REVIEWS**

**TRIM Ref:** D25/81975

**Authors:** Dee Ahrens, Senior Governance & Risk Officer  
Emma Simmons, A/Executive Manager Corporate Strategy & Governance

**Authoriser:** David MacLennan, Chief Executive Officer

**Attachments:**

1. Corporate Risk Register - Confidential
2. Deep Dive Review - ID 8 - Confidential
3. Risk Appetite and Tolerance Statements  
4. Risk Rating Alignment to Appetite and Tolerance  

#### **RECOMMENDATION:**

That the Audit Committee recommends to Council that it:

1. RECEIVES the City's Corporate Risk Register at Attachment 1; and Deep Dive Reviews at Attachment 2
2. APPROVES the risk management actions for the high and extreme risks; and
3. NOTES alignment of Corporate Risks to risk appetite and tolerance ratings

#### **COMMITTEE DECISION ITEM 5.4**

**Moved: Mr Manifis, Seconded: Cr Hallett**

**That the recommendation be adopted.**

**CARRIED (6-0)**

**For:** Mr Araj, Mr Manifis, Mr Isambert, Cr Castle, Cr Hallett and Mayor Xamon

**Against:** Nil

#### **NOTE:**

- Information is to be provided to the November Audit & Risk Committee meeting on how high-risk food checks are ranked and how this balances with community expectations for broader inspections.
- The expected content of the Aging Workforce Plan (ID13) is to be clarified when it is brought back for discussion.
- Risk owners or drivers are to attend meetings to answer questions arising from deep dive discussions.
- The Committee noted that two medium risks (IDs 11 and 12) relating to the polyphagus shothole borer are currently outside Council's risk appetite. A six-month deep dive into the financial impacts is to be presented next year. It was further noted that many aspects of this risk are outside the City's direct control, and that consideration should be given to tolerance levels and descriptors when Council next reviews its risk appetite and tolerance statements.
- The Committee discussed community engagement and reputation risk in relation to the underground power project. It was confirmed that engagement is tailored to project needs and will continue to be reviewed.

# RISK APPETITE & TOLERANCE STATEMENTS

<b>Legislation / local law requirements</b>	Regulation 17 of the <i>Local Government (Audit) Regulations 1996</i> .
<b>Relevant delegations</b>	Nil.
<b>Related policies, procedures and supporting documentation</b>	<a href="#">Risk Management Policy</a> – establishes the risk management responsibilities of Council and Administration and determines quantitative and qualitative assessment criteria. <a href="#">Risk Management Procedure</a> – defines the systems and processes of the City's Risk Governance.

## INTRODUCTION

Risk appetite refers to the amount and type of risk that the City is willing to accept or retain in order to achieve its objectives. Risk tolerance, on the other hand, is the specific threshold or level of risk that the City considers acceptable.

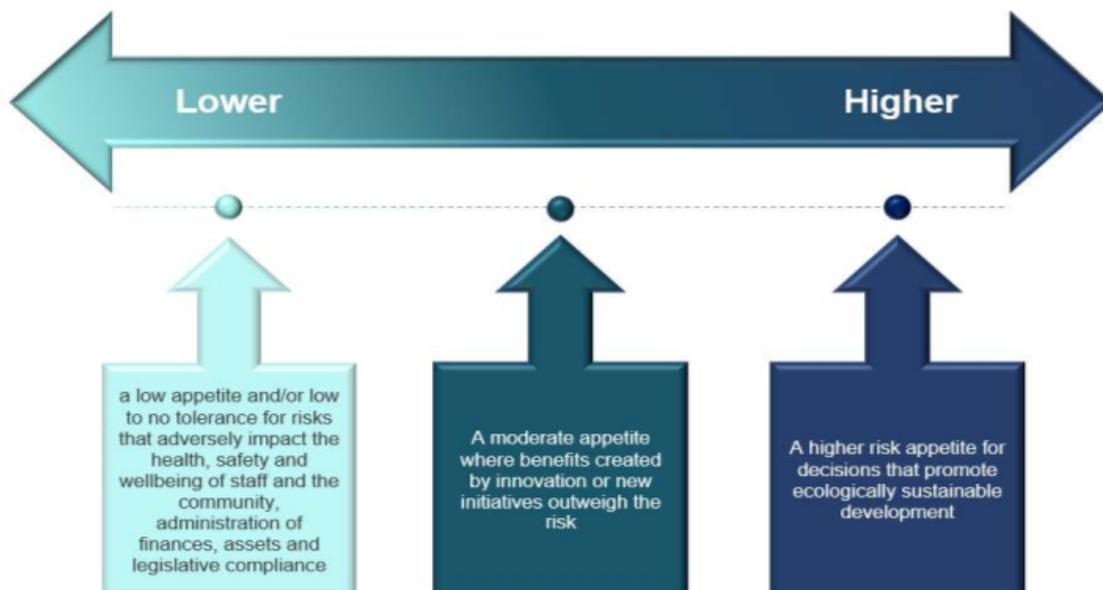
The following statements set boundaries for decision making, ensuring a balance between risk-taking and risk avoidance, and establishes the quantitative and qualitative criteria that determines, classifies, and manages the City's risks.

## STATEMENT

*The community want us to be a Council and an organisation that is clever, creative, and courageous willing to push the operational boundaries and willing to think and act as an enabler.*

*We put this into practice in our everyday work and decision making by understanding and managing the risks in being clever and creative but still taking action to meet our strategic goals.*

*The City seeks to minimise its exposure to key risks relating to people, financial operational and regulatory and compliance responsibilities, while still taking action. We will ensure appropriate measures to mitigate our risks are in place.*



# RISK APPETITE & TOLERANCE STATEMENTS

## Detailed Statements and Descriptors

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<b>Financial Sustainability</b>		
<i>Financially Volatile Decisions</i>	The City has a <b>low appetite</b> for risk in decision making that impacts financial volatility and sustainability	These are for those decisions not specifically considered below:  Based on risk consequence criteria - Risk of loss more than \$100,000 (0.035% - 0.17% of operating budget)
<i>Decisions causing Budget Deficiency</i>	The City has a <b>low tolerance</b> for decisions or actions that result in material deficiency in achievement of budgeted: Surplus Balance sheet ratios Profit and loss ratios Rate of return on investments	Based on risk consequence criteria - Risk of loss or missing budget more than \$100,000 (0.035% - 0.17% of operating budget)
<b>Financial Investment &amp; Growth</b>		
<i>Sustainable financial investments</i>	The City has a <b>moderate risk appetite</b> for investments; investments must support strategic initiatives and financial sustainability. Investments must be aligned with the values and principles of the City.	Investments need to be in line with the City's Corporate Business Plan and Strategic Community Plan.
<i>Forwards, hedges, and derivatives</i>	The City has <b>no tolerance</b> for investments in forwards, hedges, and derivatives.	Organisations often use financial instruments to manage the risk in commodity and foreign currency. These can be very risky if not appropriately utilised; and the City has chosen not to use these instruments.
<i>Debt for growth</i>	The City has a <b>moderate appetite</b> to take on risk to fund growth.	This ties into the investment appetite; however specifically considers the use of debt funding. Based on the consequence table, a moderate risk would be in

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<p><i>Specific ratios – No specific rating given as these are set parameters that the City has determined that it must operate within. Rations (and thresholds) are determined by the State Government.</i></p>	<p>The City’s debt to service ratio must always be above 5. Total Liabilities <b>are never</b> to exceed Total Assets Proposals supporting debt funding <b>must</b> be supported by a cash flow analysis that is financially sustainable</p>	<p>the vicinity \$100,001 to \$250,000 (0.17% - 0.43% of operating budget).  The debt to service ratio measures the City’s ability to pay its debt. It is calculated by the annual operating surplus (before depreciation and interest), divided by the debt service cost, and is currently 5.092.  Financial sustainability for debt funding will need to consider:  Free cash flow for monthly, capital or balloon payments Interest cover – refer above for the level of financial risk acceptable Cost of not undertaking project – i.e., repairs and maintenance of the current solution Future cost of new project once implemented – i.e., for a community centre, insurance, licences etc</p>
<p><b>Business collaboration</b></p>		
<p><i>Commercially viable collaboration</i></p>	<p>The City has a <b>moderate risk appetite</b> to being more commercially adept and to explore avenues to identify cost efficiency drivers, collaboration with business partners to deliver on objectives through commercially viable arrangements and partnerships.</p>	<p>Within the boundaries of the appetite stated above in respect to investments being within the City’s Corporate plans and strategies, the City is willing to consider proposals to use partnerships and contracts to facilitate meeting the City’s objectives, where consistent with legislative requirements (<i>Local Government Act 1995</i>). Suggestions would include using outside service providers to deliver current services provided by the City more efficiently, i.e., Waste Collection; or working collaboratively with an Arts organisation to set up a</p>

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
		festival. Other projects may include working with developers.
<i>3<sup>rd</sup> party Partner (Contractor) failure</i>	The City has a <b>low risk appetite</b> for third party partner (contractors) failure.	The City utilises many outside organisations in delivering on its mandate. This low appetite means that even minor or insignificant breaches in contracts or delays in delivery of products and services will be taken seriously. Accordingly, third party risk must be considered before entering into any contract, including reputation of third party, financial viability, audit clauses etc.
<b>Procurement</b>		
<i>Procurement failure</i>	The City has a <b>low risk appetite</b> for procurement failures that lead to poor value for money or financial loss, poor quality of service; incorrect or substandard products or delayed delivery; wastage of funds or services.	This ties into the above point; and thereby requires appropriate procedures in the procurement process to ensure the required outcomes for the City and appropriate enquiry and planning prior to purchases. Note, appropriate delegations must exist to support this.
	The City has <b>zero tolerance</b> for procurement decisions that endanger our staff and community.	Procurement decision making must consider the risk of injury or harm to the staff & community of Vincent. An example of this would be allowing the Beatty Park pool to use unregulated or unauthorised chemicals.
<b>Asset &amp; Environment management &amp; sustainability</b>		
<i>Sustainable future for our community</i>	The City supports investments, activities and developments that result in a sustainable future for our community while meeting the current needs of our residents.	There is often a payoff. Proposals need to consider the risks and rewards based on the promises made to the community. This has been envisaged with the City's

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
	It recognises that this may at times involve accepting some degree of risk and is comfortable with this, subject to always ensuring that potential benefits and risks are fully understood before planning is approved and that appropriate measures to mitigate risk are established.	Project Management Framework implementation and future actions.
<i>Ecologically sustainable decisions</i>	The City has a <b>high risk appetite</b> for ecologically sustainable decisions and a <b>high risk appetite</b> for decisions that promote ecologically sustainable development.	Activities that favour environmentally conscious actions will more likely be approved than those that don't.
<i>Protecting and preserving the environment</i>	The City is committed to protecting and preserving the environment and has a <b>low risk appetite</b> for activities that would significantly degrade the environment	The City will act swiftly against actions that are detrimental to the environment.
<i>Resource wastage</i>	The City has a <b>low risk appetite</b> for irresponsible use of its resources.	
<i>Activities against ratepayer values &amp; ethics</i>	The City has a <b>very low risk appetite</b> for investments and activities that do not align with the City's values.	The City has set its vision, purpose and guiding values based on the interpretation of those of the community it serves. When entering into new projects, investments and proposals, these values must be considered as one of the key consideration sets.
<i>Activities, structures, projects that present health risk for the community</i>	The City has a <b>low risk appetite</b> for activities, structures and projects that threaten the health of its community.	The City is committed to ensuring the health and wellbeing of its residents, this must be considered within the activities, projects, and new builds it approves or invests in. Activities that do not align with this will only be approved in exceptional circumstances. An example might be the approval of a Neo-Nazi festival to

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
		occur within the City's park space. A multi residential building with no nearby open space may be another example.
<b>Values and Behaviours</b>		
<i>Behaviour or conduct against City values</i>	The City is an equal opportunity employer that employs skilled and experienced employees in positions with clearly defined roles and responsibilities; it has a <b>low risk appetite</b> for actions and behaviours that threaten the people and organisational capacity.	This sets the City's view on the criticality of its employees and the City culture; accordingly, staff must be selected based on appropriate due diligence and fit for purpose considerations including against the City values. Behaviours and actions of current staff must be measured against their job performance criteria and against the values.
<i>Low individual and team performance</i>	The City places high importance on its values and a culture of integrity in conduct, performance excellence, innovation, equality and diversity, dignity and respect, collegiality, and cultural sensitivity. It has a <b>low risk appetite</b> for behaviour or conduct which does not meet these standards.	Refer above.
<b>Human Resource</b>		
<i>Behaviour reducing cultural diversity &amp; awareness</i>	The City has a <b>low risk appetite</b> for practices and behaviours that result in a workforce that is not diverse and culturally aware, be this through recruitment or day to day workplace activities.	Activities and actions to involve and include staff from diverse backgrounds considering culture, age, gender, experience sets etc.
<i>Harm of staff, clients, partners, or visitors</i>	The City has a <b>very low risk appetite</b> for risk in practices or behaviours that lead to the harm of staff, clients, partners, or visitors in its premises or when undertaking work related activities (within its control and responsibility).	The City's continued focus on OH&S matters, staff and contractor induction support this appetite. All new activities and projects should further consider the impact on the City's community.

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>Breach of code of conduct, ethics, and Law</i>	The City has <b>no appetite</b> for conduct that is unlawful, unethical, or otherwise breaches the Code of Conduct or reflects misconduct / serious misconduct.	The City's continued program to educate employees on Code of Conduct, accountability and ethical decision making, performance management and misconduct support this appetite.
<b>Health and Safety</b>		
<i>Inadequate &amp; untimely reporting of breach &amp; near-miss incidents</i>	The City has a <b>low appetite</b> for health and safety risk, and in particular a <b>very low tolerance</b> for inadequate or untimely remedy and reporting of breach incidents, or near misses.	The City's continued focus on OH&S matters, staff and contractor induction support this level of appetite and tolerance.
<i>Negligent &amp; deliberate violations of health &amp; safety requirements</i>	The City has <b>no tolerance</b> for negligent, deliberate, or purposeful violations of health and safety requirements.	
<b>Business Service</b> - The City acknowledges that in order to be innovative and nimble that some degree of risk taking is inevitable, however these risks must be considered in light of maintaining continuity of services to our stakeholders.		

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>Disruption to the operation of the business</i>	The City has a very <b>low tolerance</b> for risks that may result in disruption to the operation of the business. Including loss of statutory services, operational continuity, loss, or lack of documentation of corporate knowledge. These risks will be mitigated and controlled to where the cost of control is equal to the marginal cost of the risk.	Interruption to services has been included in the Consequence criteria. A very low tolerance would be considered where “ <i>Failure of assets / disruption which results in inconvenience but no material service interruption (resolved within one day).</i> ” So, where there is a disruption, for example the phone lines are down, then a solution needs to be found within one day. The cost of this control must also be considered in the action sought.
<i>Loss or lack of documentation of corporate knowledge</i>	The City has a very <b>low risk tolerance</b> for loss or lack of documentation of corporate knowledge.	In order for the City to continue to provide services to its stakeholders to the degree required, the City must continue to maintain adequate systems and processes that support maintenance of all corporate knowledge.
<b>Governance</b> - The City is committed to best practice governance and practices and behaviours that support ethical, consistent, and informed decision making, compliance with legislation, regulation, and internal and external reporting requirements.		
<i>Breaches in regulations, professional standards, and ethics</i>	The City has a <b>very low risk appetite</b> for any breaches in regulations, professional standards, and ethics.	There is a low, but not zero appetite for breaches. An example would be the submission of a BAS late due to resource constraints within the City. See specific examples below
<i>Bribery or Fraud</i>	The City has <b>no tolerance</b> for bribery or fraud.	The City’s Code of Conduct, Fraud and Corruption Prevention Plan, and Accountable and Ethical Decision Making Program, detail behaviour standards and handling of unethical fraudulent, dishonest, illegal, or corrupt behaviour. The City will investigate all allegations and take action to the full extent of its capacity.

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
<i>Less than better practice for Governance, Due diligence, Accountability and Sustainability</i>	The City has a <b>low risk tolerance</b> for less than better practice decision making for governance, due diligence, accountability, and sustainability, as measured by accepted industry standards and practices.	The City's Governance Framework (Framework) supports this tolerance level by defining the systems, policies, processes, and a methodology for ensuring accountability and openness in the conduct of City business. The Framework describes the principles and key roles that guide Council in its decision-making and demonstrates to the community the processes which the City uses to achieve its strategic priorities and undertake its service delivery.
<i>A breach in Delegated Authority</i>	The City has a <b>very low risk tolerance</b> for breach in delegated authority.	
<i>Poor Project or Change Management</i>	The City has <b>low risk tolerance</b> for incidents or impacts which are generated by poor project management or change management practices.	The risk consequence level will need to be considered.
Information & Systems management		
<i>Information security preservation</i>	The City has a <b>very low appetite</b> for information security risk.	Information security is the preservation of the confidentiality, integrity, and availability of information: Confidentiality – information is disclosed only to authorised entities. Integrity – information has been created, amended, or deleted only by authorised individuals. Availability – systems and information are accessible and useable by authorised entities when required.
<i>Threats to personal information</i>	The City has <b>no appetite</b> for threats to breaches of personal information.	The City will: <ul style="list-style-type: none"> <li>• Only use personal information provided by an individual for the purposes for which it was collected and for any other authorised use.</li> </ul>

# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
		<ul style="list-style-type: none"> <li>Only disclose personal information to third parties (including other authorities) where authorised. Take all necessary measures to prevent unauthorised access or disclosure of personal information.</li> </ul>
<i>Deliberate misuse of information</i>	The City has <b>no appetite</b> for the deliberate misuse of information.	The City's Code of Conduct and IT Acceptable Use Procedure detail behaviour standards and breach handling.
<i>Systems change and development</i>	The City has a <b>moderate risk appetite</b> for systems change and development where it is within approved strategy, budget, and security procedures.	Systems improvement through change and development comes with an inherent risk factor, accordingly there must be an acknowledgement that for changes to occur some risk must be taken, however appropriate controls and procedures should be in place to manage this risk.
<p><b>Community Services</b> The City seeks to create a connected community where the City's residents can interact with the built environment and nature to create a vibrant and inclusive place to live, work and play. The City recognises that its purpose is tied to the needs and expectations of its community and in particular the rate payers. In order to meet these needs a certain level of collaboration and co-operation with these stakeholders is beneficial and necessary.</p>		
<i>Community Engagement and Increased Participation</i>	The City has a <b>high appetite</b> for risks that will drive strong community engagement and increased participation.	The City wishes to match its community desire for high levels of engagement, and this is acknowledged to come with more risk. An example is the BMX track, which was highly desired by the community, but has associated risks.
<i>Constructive Community Consultation</i>	The City has a <b>high risk appetite</b> to engage in community consultation to deliver on our strategic objectives. This collaboration cannot be to the detriment of ensuring an efficient and effective decision-making process in the spirit	This point was important in driving the high engagement and participation in delivery of the City's objectives. But this should not be used as a lever to

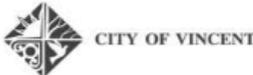
# RISK APPETITE & TOLERANCE STATEMENTS

Risk Category	Risk Appetite / Tolerance Statement	Descriptor /clarification
	of sustainability and achievement of objectives. (See sustainability above)	hinder progress or unnecessarily delay decision making.
<i>Activity risking long-term values or reputation of Council</i>	The City has <b>zero risk appetite</b> in any activity that will put its long-term values or reputation at risk.	
<i>Failure to meet customer commitments and/or provide appropriate advice and address regulatory concerns</i>	The City has a <b>very low risk appetite</b> for operational risks arising from failure to meet customer commitments and/or appropriateness of advice.	The City must provide appropriate advice to stakeholders and meet its commitments.  The City will promptly take action to address ratepayer/customer complaints and regulatory concerns.
<i>Negotiate with Regulators, State &amp; Federal Government Agencies</i>	The City has a <b>high risk appetite</b> to consult and negotiate with regulators, State & Federal Government Agencies to achieve the City's objectives.	
<i>Leasing of Community Facilities</i>	The City has a <b>moderate risk appetite</b> for financial loss in respect to the use of the City's community facilities provided the use is: <ul style="list-style-type: none"> <li>• in the community interest; and</li> <li>• satisfies a recognised community purpose</li> </ul>	This is to ensure we are considering the needs of our community together with the financial impacts of decision making.

# RISK APPETITE & TOLERANCE STATEMENTS

Strategic Risk Categories	
<b>Finance, procurement &amp; contracts</b>	Risks relating to ensuring reliability and timeliness of financial and other information; as well as ensuring the financial sustainability and viability of the City. Risk of failures in the City's procurement and contract engagement and management processes resulting in business loss or disruption.
<b>Asset Management &amp; sustainability, environment management</b>	Risks associated with investing in, developing and maintaining the City's infrastructure to ensure reliability and to meet its Vision and strategy. Risk of the City's current activities compromising the ability for the future residents meeting their needs. This refers to social and environmental needs. Consideration of both physical and investment actions.
<b>OH&amp;S, employment practices</b>	Risks relating to strategies and systems to maintain a workforce and partnerships that are productive, safe, and diverse as well as an effective and accountable organisational environment. Risks include workforce capability and capacity, including staff, volunteers, contractors, and subcontractors.
<b>Business service disruption:</b>	Risks or events that could cause disruption to services or operations; and/or impair or enhance the delivery of the program or project on time and within budget, or the quality of its outcomes; events that could lead to damage to your reputation, assets or compromise the security of sensitive information.
<b>Governance, misconduct &amp; fraud:</b>	Risks resulting in failure to meet regulatory, compliance and accountability requirements; inadequate or unclear definition of roles and responsibilities; lack of effective and transparent decision-making processes; inadequate control and procedural frameworks; the robustness of any third-party systems and processes.
<b>Information &amp; systems management:</b>	Risks that jeopardise information being authentic, appropriately classified, properly secured, and managed in accordance with legislative and operating requirements. Technology solutions must support strong internal control processes and the development of robust system and process solutions for the management and protection of information assets; and align technology, systems, processes and culture with business strategy and goals.
<b>Community services:</b>	Risks or events that hinder the City's ability to meet the current and changing expectations of the ratepayers and community; including ratepayers'/customers' expectations of providing efficient, considerate, and cost-effective services; building positive and collaborative relationships and outcomes for the City.

# RISK APPETITE & TOLERANCE STATEMENTS

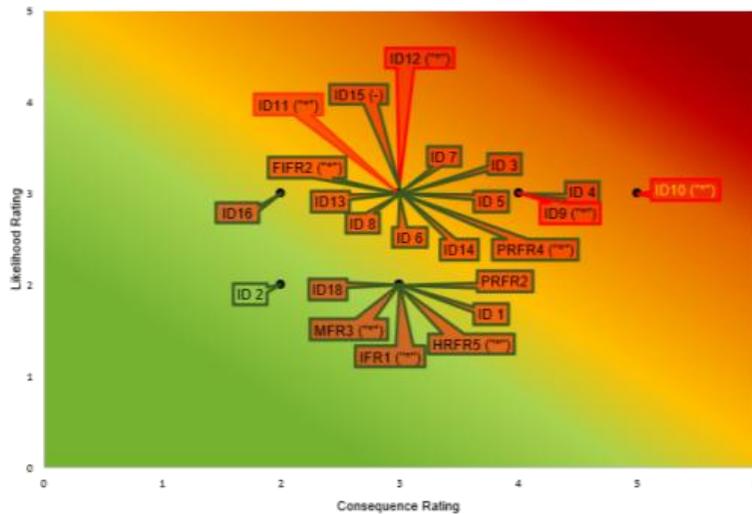


OFFICE USE ONLY	
<b>Responsible Officer</b>	Executive Manager Corporate Strategy and Governance
<b>Initial Council Adoption</b>	17/03/2020
<b>Previous Title</b>	N/A
<b>Reviewed / Amended</b>	12/12/2023 OMC Item 12.4
<b>Next Review Date</b>	12/2025 In accordance with clause 4 of the Risk Management Policy, Statements are to be review within three months of each ordinary local government election.

*City of Vincent Risk Appetite and Tolerance Statements - D23/205561*

# Corporate Risk Rating Alignment to Appetite and Tolerance

Corporate Risk Register - Heat Map - Residual Ratings

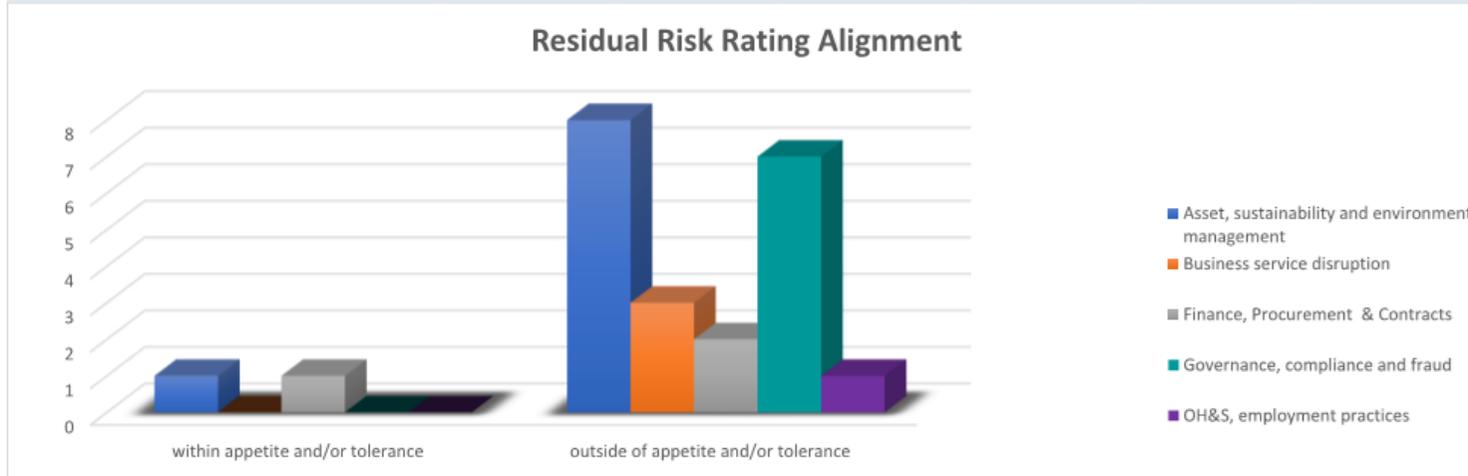


ID Key	Risk Title
ID 1	Supplier / contract management
ID 2	Financial stability, sustainability & reporting
ID 3	Procurement
ID 4	Inadequate asset management
ID 5	Aging / unsafe assets (Leederville Oval grandstand)
ID 6	Aging / unsafe assets (Beatty Park grandstand)
ID 7	Service delivery - Industry Education and Enforcement Health Services
ID 8	Management of Vincent Underground Power Project (VUPP)
ID 9	Reduced Urban Tree Canopy Coverage (* December 2024)
ID 10	Increased Safety Hazards from Tree Limb Failures (* December 2024)
ID 11	Long-term financial impacts of PSHB (* December 2024)
ID 12	Reputational Damage due to PSHB (* December 2024)
ID 13	Safety and security practices for staff
ID 14	Disaster Recovery Plan & Business Continuity Management for BPLC
ID 15	Cyber Security
ID 16	Business Continuity through workforce retention
ID 18	Corporate governance / legislative compliance
ID FIFR2	Fraudulent Invoicing (* October 2024)
ID HRFR5	Fraudulent deception in recruitment and selection processes (* October 2024)
ID IFR1	Fraudulent disclosure of confidential information (* October 2024)
ID MFR3	Sale of Council Land or Assets (* October 2024)
ID PRFR2	Fraudulent procurement practices (* October 2024)
ID PRFR4	Fraudulent contract management by employee (* October 2024)

Legend	Residual rating within appetite and/or tolerance	Residual rating outside of appetite and/or tolerance	Post RMA rating within appetite and/or tolerance	Post RMA rating outside of appetite and/or tolerance	***	new risk (introduced in the last 12 months)	-**	risk rating has decreased in last 6 months	+**	risk rating has increased in last 6 months
	[Green Box]	[Red Box]	[Green Box with Border]	[Red Box with Border]	[Box with ***]		[Box with -**]		[Box with +**]	

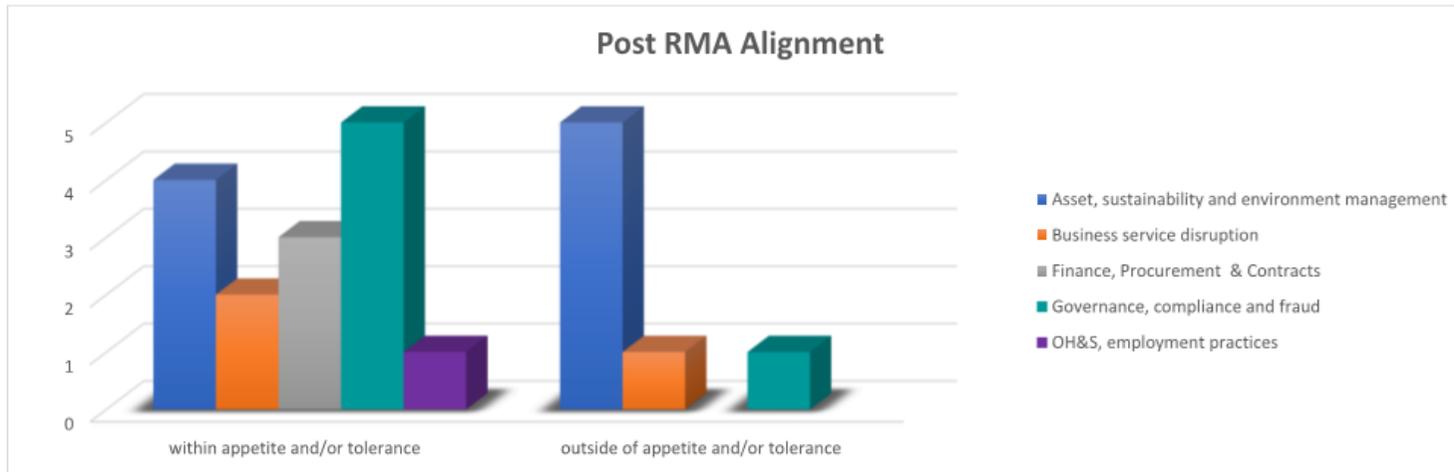
Residual rating alignment is detailed below:

Residual Rating Alignment	Asset, sustainability, and environment management	Business service disruption	Finance, Procurement & Contracts	Governance, compliance, and fraud	OH&S, employment practices	Grand Total
within appetite and/or tolerance	1	0	1	0	0	2
outside of appetite and/or tolerance	8	3	2	7	1	21
	<b>9</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>23</b>



Post RMA alignment is detailed below:

Post RMA Alignment	Asset, sustainability, and environment management	Business service disruption	Finance, Procurement & Contracts	Governance, compliance, and fraud	OH&S, employment practices	Grand Total
within appetite and/or tolerance	4	2	3	6	1	16
outside of appetite and/or tolerance	5	1		1		7
	<b>9</b>	<b>3</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>23</b>



## 5.5 REVIEW OF THE CITY'S AUDIT LOG

TRIM Ref: D25/81979

Author: Dee Ahrens, Senior Governance & Risk Officer

Authoriser: David MacLennan, Chief Executive Officer

Attachments: 1. Audit Log - Confidential

### RECOMMENDATION:

That the Audit Committee recommends to Council that it:

1. NOTES the status of the City's Audit Log at Attachment 1;
2. APPROVES closure of action items noted within this report and at Attachment 1.

### COMMITTEE DECISION ITEM 5.5

Moved: Mr Manifis, Seconded: Mr Isambert

That the recommendation be adopted.

**CARRIED (6-0)**

**For:** Mr Araj, Mr Manifis, Mr Isambert, Cr Castle, Cr Hallett and Mayor Xamon

**Against:** Nil

### NOTE:

- Audit Action EA:2024/14 *Excessive Leave Balances* is to remain open. The Executive Manager Human Resources is to attend the next Audit & Risk Committee meeting to provide assurances to the Committee in relation to the proposal to close out this action, and an interim update is to be presented in six months to demonstrate whether leave balances are trending down. Closure will only be considered once the Committee is satisfied with the assurances provided and the supporting trend data.
- Internal audits are to consider all closed actions to ensure they have been properly addressed.

## **6 GENERAL BUSINESS**

The Chair requested an item of General Business be considered to discuss the status of the current Year 3 Internal Audit Program. It was noted that four audits are included in the Year 3 Plan, one has been completed and the remaining three have stalled.

### **COMMITTEE DECISION**

**Moved: Mayor Xamon, Seconded: Mr Manifis**

**That the motion be now put to discuss the Year 3, Internal Audit Plan progress.**

**CARRIED UNANIMOUSLY (7-0)**

### **NOTE:**

- Requests that action plans with agreed deadlines be developed between the internal auditor and the relevant director or manager for all outstanding audits.
- Requests that a tracking dashboard be created and presented at each Audit & Risk Committee meeting, to provide status updates on internal audit progress (scoping, planning, reporting, final report, action items).

## **7 NEXT MEETING**

Wednesday 12 November 2025.

## **8 CLOSURE**

There being no further business the meeting closed at 5:36pm.

These Minutes were confirmed at the 12 November 2025 meeting of the Audit Committee as a true and accurate record of the Audit Committee meeting held on 3 September 2025.

Signed: Mr George Araj

Dated