

# MINUTES

## Audit, Risk and Governance Committee Meeting

13 September 2022

Committee Members

Here within are the Minutes of the Audit, Risk and Governance Committee Meeting held Tuesday 13 September 2022 in the City of South Perth Council Chamber, corner Sandgate Street and South Terrace, South Perth.

*As this Committee does not hold Delegated Powers or Duties in accordance with Section 5.23 of the Local Government Act 1995 the meeting was not open to the public.*



MIKE BRADFORD  
CHIEF EXECUTIVE OFFICER

15 September 2022

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# Audit, Risk and Governance Committee Meeting - Minutes

## 1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chair declared the meeting open at 6.02pm and welcomed everyone in attendance.

## 2. ATTENDANCE

### Elected Members

Mayor (Deputy Chair)  
Manning Ward  
Manning Ward (Chair)  
Mill Point Ward  
Mill Point Ward  
Moresby Ward  
Moresby Ward

Greg Milner  
Councillor Andrè Brender-A-Brandis  
Councillor Blake D'Souza  
Councillor Mary Choy  
Councillor Ken Manolas  
Councillor Jennifer Nevard  
Councillor Stephen Russell

### External Members

Mr Aswin Kumar  
Ms Shona Zulsdorf

### Officers

Chief Executive Officer  
Director Corporate Services  
Director Development and Community Services  
A/Director Infrastructure Services  
Manager Governance  
Senior Governance Officer  
Governance Officer

Mr Mike Bradford  
Mr Garry Adams  
Ms Vicki Lummer  
Mr Steve Atwell  
Ms Bernadine Tucker  
Ms Christine Lovett  
Mr Morgan Hindle

### Observer

Como Ward

Councillor Carl Celedin

### 2.1 APOLOGIES

- Councillor Glenn Cridland

### 2.2 APPROVED LEAVE OF ABSENCE

Nil.

### 3. DECLARATIONS OF INTEREST

Nil.

### 4. CONFIRMATION OF MINUTES

#### 4.1 AUDIT, RISK AND GOVERNANCE COMMITTEE MEETING HELD: 14 June 2022

##### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Mayor Greg Milner

**Seconded:** Ms Shona Zulsdorf

That the Minutes of the Audit, Risk and Governance Committee Meeting held 14 June 2022 be taken as read and confirmed as a true and correct record.

**CARRIED (9/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Nil.

### 5. PRESENTATIONS

Nil.

### 6. BUSINESS ARISING FROM PREVIOUS MEETING

Nil.

## 7. REPORTS

### 7.1 ANNUAL POLICY REVIEW

File Ref: D-22-11995  
Author(s): Bernadine Tucker, Manager Governance  
Reporting Officer(s): Garry Adams, Director Corporate Services

#### Summary

The Terms of Reference of the Audit, Risk and Governance Committee include responsibility for reviewing the City's policies. The annual review of a number of City policies are now presented for the consideration of the Committee and referral to Council for adoption.

#### Officer Recommendation

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

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

1. Notes that the following policies having been reviewed with 'no changes' except for updating the year of the City of South Perth Community Strategic Plan where required being proposed:

- P102 Community Funding Program
- P104 Community Awards
- P105 Cultural Services and Activities
- P106 Use of City Reserves and Facilities
- P107 Access and Inclusion
- P108 Honorary Freeman of the City
- P110 Support of Community and Sporting Groups
- P112 Community Advisory Groups
- P113 Community Gardens
- P116 Installation, use and Management of Closed Circuit Television (CCTV) and other Monitoring Technology
- P117 Library Services and Programs
- P118 Library Collection Development
- P119 City of South Perth Local History Collection
- P204 Chemical Use
- P206 Urban Forest
- P208 Ecologically Sustainable Building Design
- P354 Stormwater Drainage Requirements for Proposed Buildings
- P361 Street Addressing
- P402 Alfresco Dining
- P403 Charity Clothing Bins on City Managed Land
- P610 Collier Park Village – Financial Arrangements
- P630 Workplace Health and Safety
- P637 Employee Separation Payments
- P639 CEO Recruitment, Performance and Termination
- P648 Motor Vehicles

- P665 Use of Council Facilities
- P668 Mayoral Portraits
- P669 Elected Member Continuing Professional Development
- P673 Audio Recording of Council Meetings
- P674 Management of Corporate Records
- P675 Legal Representation
- P677 State Administrative Tribunal
- P687 Development of Council Owned Land
- P689 Application for Planning Approval Applicants Responsibility
- P692 Sustainability
- P693 Retiring Elected Member Gift
- P695 Risk Management
- P696 Related Party Transactions
- P697 Financial Hardship Assistance
- P698 Attendance at Events

2. Adopts the following revised policies with minor amendments in **Attachment (a)**:

- P103 Stakeholder Engagement
- P202 Energy Conservation
- P203 Ground Water Management
- P205 Tree Preservation
- P207 Natural Areas
- P209 Shade Structure
- P211 Water Sensitive Urban Design
- P212 Waste Management
- P213 Phytophthora Management
- P311 Subdivision Approval – Early Release from Conditions
- P353 Crossings/Crossovers
- P356 Electricity Substations
- P357 Right-of-Way (ROW) Maintenance and Development
- P358 House Numbers on Kerbs
- P401 Graffiti Management
- P501 Paths – Provision and Construction
- P502 Cycling Infrastructure
- P510 Traffic Management Warrants
- P511 Road Thoroughfare Infrastructure Management
- P605 Purchasing
- P607 Tenders and Expressions of Interest
- P611 Pre-Qualified Supplier Panels
- P613 Capitalisation & Valuation of Fixed Assets
- P624 Media Communications
- P625 Equal Employment Opportunity

3. Adopts the following revised policies with major amendments in **Attachment (b)**:

- P101 Public Art & Art Collections
- P210 Street Verges
- P603 Investment of Surplus Funds
- P672 Agenda Briefings, Concept Forums and Workshops
- P680 Electronic Agendas
- P688 Asset Management

4. Revokes the following policy in **Attachment (c)**:
  - P661 Complaints
5. Adopts the following new policies in **Attachment (d)**:
  - P601 Strategic Financial Management – Preparation of Long Term Financial Plan
  - P701 Variations to Contract

### Amendment

**Moved:** Councillor Mary Choy  
**Seconded:** Councillor Ken Manolas

That the following polices are removed from the Policy Review:

- P624 Media Communications
- P625 Equal Employment Opportunity
- P101 Public Art & Art Collections
- P672 Agenda Briefings, Concept Forums and Workshops
- P680 Electronic Agendas
- P661 Complaints
- P601 Strategic Financial Management – Preparation of Long Term Financial Plan
- P701 Variations to Contract

### Reasons for change

I know we have had a workshop on this already and it has also come to this Committee and to Council previously but given the enormous amount of policies that we have to go through and the amount of time that we have to dedicate to them. I have suggested previously that we get them in batches over the course of the year rather than all at once around the March period to decide on. I feel that there are some changes that still need to be made and some improvements that need to be made in these policies that I have pulled out and I would like us to give them the time and due consideration as one of the most important things that Council can do is to review our polices and to do it diligently and I feel that I am just doing my due diligence. I just feel comfortable if I can please have these removed.

**The amendment was put and declared CARRIED and formed part of the substantive motion (8/1)**

**For:** Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Mayor Greg Milner

**Amended substantive motion and COMMITTEE RECOMMENDATION****Moved:** Ms Shona Zulsdorf**Seconded:** Mayor Greg Milner

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

1. Notes that the following policies having been reviewed with 'no changes' except for updating the year of the City of South Perth Community Strategic Plan where required being proposed:

- P102 Community Funding Program
- P104 Community Awards
- P105 Cultural Services and Activities
- P106 Use of City Reserves and Facilities
- P107 Access and Inclusion
- P108 Honorary Freeman of the City
- P110 Support of Community and Sporting Groups
- P112 Community Advisory Groups
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- P116 Installation, use and Management of Closed Circuit Television (CCTV) and other Monitoring Technology
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- P361 Street Addressing
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- P610 Collier Park Village – Financial Arrangements
- P630 Workplace Health and Safety
- P637 Employee Separation Payments
- P639 CEO Recruitment, Performance and Termination
- P648 Motor Vehicles
- P665 Use of Council Facilities
- P668 Mayoral Portraits
- P669 Elected Member Continuing Professional Development
- P673 Audio Recording of Council Meetings
- P674 Management of Corporate Records
- P675 Legal Representation
- P677 State Administrative Tribunal
- P687 Development of Council Owned Land
- P689 Application for Planning Approval Applicants Responsibility
- P692 Sustainability
- P693 Retiring Elected Member Gift
- P695 Risk Management
- P696 Related Party Transactions
- P697 Financial Hardship Assistance
- P698 Attendance at Events



2. Adopts the following revised policies with minor amendments in **Attachment (a)**:

- P103 Stakeholder Engagement
- P202 Energy Conservation
- P203 Ground Water Management
- P205 Tree Preservation
- P207 Natural Areas
- P209 Shade Structure
- P211 Water Sensitive Urban Design
- P212 Waste Management
- P213 Phytophthora Management
- P311 Subdivision Approval – Early Release from Conditions
- P353 Crossings/Crossovers
- P356 Electricity Substations
- P357 Right-of-Way (ROW) Maintenance and Development
- P358 House Numbers on Kerbs
- P401 Graffiti Management
- P501 Paths – Provision and Construction
- P502 Cycling Infrastructure
- P510 Traffic Management Warrants
- P511 Road Thoroughfare Infrastructure Management
- P605 Purchasing
- P607 Tenders and Expressions of Interest
- P611 Pre-Qualified Supplier Panels
- P613 Capitalisation & Valuation of Fixed Assets

3. Adopts the following revised policies with major amendments in **Attachment (b)**:

- P210 Street Verges
- P603 Investment of Surplus Funds
- P688 Asset Management

**CARRIED (9/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Nil.

In line with contemporary organisational models, the policy framework aligns policies and delegations to the City's Strategic Directions.

During the review process, policies are considered by the custodian business unit having the relevant technical expertise in relation to the policy content and subsequently by the Executive Management Team (EMT) representing each of the City's Directorates.

The policy review centres on the continuing relevance of the policy and the need to update it in light of any change in the legislative or operating environment. The policy review may identify a need to revise the policy, or it may determine that no change is needed. The nature of the change, whether minor or major, is noted in the Comment section below.

## 7.1 Annual Policy Review

Minor changes usually consist of minor typographical or grammatical corrections or revisions due to minor legislative amendments. Major change will consist of significant revision to the content of the policy due to changes in the operational environment or because of more substantial legislative change.

All Policies that have been listed with 'no changes' will have the year of the City of South Perth Community Strategic Plan 2021-2031 updated as per Council Resolution Number 1221/259 from its meeting held 14 December 2021. These Policies can be found on the City of South Perth [website](#).

The Director Development and Community Services advises that the City's Planning Policies are not considered in this review. As Council has been previously advised, the City's Strategic Planners will review all of the existing local planning policies as part of the preparation of the policy framework for draft Local Planning Scheme 7. This will take place later this year and early 2023. Where appropriate policies will also be reviewed as required in line with amendments to planning legislation and ongoing implementation requirements.

At its meeting held 22 March 2022 Council carried the Committee's recommendation to defer the Annual Policy Review report to the next Audit, Risk and Governance Committee meeting. Given the feedback provided, a workshop was scheduled for 16 May 2022, however due to COVID it had to be cancelled and given the number of workshops scheduled it was not possible to reschedule it prior to the next Committee meeting being 14 June 2022.

A workshop was held 2 August 2022 where the policies were presented and discussed. Following the workshop some further amendments have been made and they are now submitted for consideration.

It should also be noted that the following policies have been removed from this review and will be considered separately at a future meeting:

### **P609 Management of City Property**

Given the reason to hold a Councillor Briefing as per Council's resolution (0822/118) from its meeting held 23 August 2022 to clarify the remit over licence agreements and the apparent interchangeability between lease and licence terms and conditions this policy has been removed to be further discussed at that briefing.

### **P649 Mayoral Vehicle**

This policy requires further amendments to clearly articulate the requirements.

### **P694 Fraud and Corruption Prevention**

This policy has been removed so it can be aligned to the Fraud and Corruption Control Framework that is being developed.

## **Comment**

### **Minor Changes**

The Policies listed below are considered to have only minor administrative changes. These policies are included in **Attachment (a)**.

P103	Stakeholder Engagement
P202	Energy Conservation
P203	Ground Water Management
P205	Tree Preservation
P207	Natural Areas

## 7.1 Annual Policy Review

P209	Shade Structure
P211	Water Sensitive Urban Design
P212	Waste Management
P213	Phytophthora Management
P311	Subdivision Approval – Early Release from Conditions
P353	Crossings/Crossovers
P356	Electricity Substations
P357	Right-of-Way (ROW) Maintenance and Development
P358	House Numbers on Kerbs
P401	Graffiti Management
P501	Paths – Provision and Construction
P502	Cycling Infrastructure
P510	Traffic Management Warrants
P511	Road Thoroughfare Infrastructure Management
P605	Purchasing
P607	Tenders and Expressions of Interest
P611	Pre-Qualified Supplier Panels
P613	Capitalisation & Valuation of Fixed Assets
P624	Media Communications
P625	Equal Employment Opportunity

### Major Changes

The policies listed below and at **Attachment (b)** are considered to have major changes to content. The content changes have been highlighted. A small summary explaining the changes has been provided.

#### **P101 Public Art & Art Collections**

Additional wording has been added to P101 to reflect the City's current practice that involves seeking advice from a suitably qualified art valuer when considering decision-making about decommissioning of artworks. Additionally, it is recommended that P101 be amended to clarify that the Arts Advisory Group is not a 'decision-making' body, but an advisory group who make recommendations to the City/Council. The revised wording for P101 is more compatible with the Advisory Group's Terms of Reference. Furthermore, amendments have been made to incorporate several references to the City's new Public Art Masterplan and make provision for community representatives onto the City's Arts Advisory Group.

#### **P210 Street Verges**

The Infrastructure Reinstatement Requirements section of this policy has been removed as it is duplicated in Policy P511 Road Thoroughfare Infrastructure Management.

#### **P603 Investment of Surplus Funds**

This policy has a slight amendment to allow a minimum of 70% instead of 80% of the portfolio to be invested in Standard & Poor rating A-1, and a maximum of 30% instead of 20% in Standard & Poor rating A-2 short term. The amendment will allow the City greater flexibility to achieve better investment returns because the smaller A-2 banks typically offer better returns than the larger A-1 banks. A-1 banks are defined as follows "**has strong capacity to meet its financial commitments**. It is rated in the highest category by Standard & Poor's. Within this category, certain obligors are designated with a plus sign (+). This indicates that the obligor's capacity to meet its financial commitments is extremely strong".

A-2 banks are defined as “**has satisfactory capacity to meet its financial commitments**. However, it is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than obligors in the highest rating category”.

#### **P672 Agenda Briefings, Concept Forums and Workshops**

This policy has been amended to include a paragraph in relation to the submission of notices of motions from Councillors. It provides a timeframe and reasoning behind it.

#### **P680 Electronic Agendas**

The Data Usage section in this policy has been updated following a move from Telstra to Optus where the shared data plan is larger. The Treatment of the Device on Cessation of Service has also been amended to align with the Management Practice M643 ICT Asset Management and Disposal.

The Acceptance of Terms of Use of Device has also been removed as when elected members are sworn in to office they required to read out and sign Form 7 – Declaration by elected member of council as per the Local Government (Constitution) Regulations 1998 which covers off on observing the code of conduct.

#### **P688 Asset Management**

Following the workshop held 2 August 2022 this policy has been amended, all amendments to this policy better reflect:

- A commitment by the City and continual improvement in the management of asset management
- A stronger directive to set strategic direction for asset management
- Improved communication throughout the organisation
- Referencing ISO 55001
- A stronger framework of asset management within the objectives listed

#### **Policy to be revoked**

The policy listed below and at **Attachment (c)** is recommended to be revoked for the reasons detailed:

#### **P661 Complaints**

The City’s Councillor Code of Conduct guides decisions, actions and behaviours of council members, elected and unelected committee members and candidates in the local government elections, with all complaints received being managed in accordance with policy P699 Councillor Code of Conduct.

The City values complaints as they provide feedback on our operations which allows us to continuously improve. The City’s Employee code of Conduct sets standards of behaviour that employees, volunteers, contractors and agency staff are to observe in relation to their conduct. The code is based on the City’s values being Accountable, Respectful, Supportive and Unified. Administrative complaints received in relation to services provided by the City and or alleged behaviour of employees, volunteers and/or contractors will be processed in accordance with legislative requirements, the City’s Customer Service Charter and best practice guidelines provided by Ombudsman WA.

It is therefore recommended that the complaints management policy be revoked.

**New Policies**

**P601 Strategic Financial Management – Preparation of Long Term Financial Plan**

This policy has been developed as per Council’s resolution from its meeting held 22 March 2022.

**P701 Variations to Contract**

This policy has been developed as per Council’s resolution from its meeting held 22 March 2022 and has been amended following the workshop held 2 August 2022.

Both these policies can be found in **Attachment (d)**.

**Consultation**

The policies are considered by the custodian business unit having the relevant technical expertise in relation to the policy content and subsequently by the Executive Management Team (EMT) representing each of the City’s Directorates.

**Policy and Legislative Implications**

The reviewed and new policies are consistent with the *Local Government Act 1995*, relevant legislation and guidelines and other City documents.

**Financial Implications**

Nil.

**Key Risks and Considerations**

<b>Risk Event Outcome</b>	<b>Legislative Breach</b> Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	Yearly review of all policies.

### Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

### Attachments

7.1 (a):	Revised policies with minor amendments
7.1 (b):	Revised policies with major amendments
7.1 (c):	Revoked policy
7.1 (d):	New policies

## 7.2 HONORARY FREEMAN OF THE CITY NOMINATION

*This item is considered **confidential** in accordance with section 5.23(2)(b) of the Local Government Act 1995 as it contains information relating to "the personal affairs of any person"*

File Ref: D-22-30123  
 Author(s): Patrick Quigley, Manager Community, Culture and Recreation  
 Reporting Officer(s): Vicki Lummer, Director Development and Community Services

### Summary

This report presents a nomination for a local resident who has made an exceptional and meritorious contribution to the City of South Perth community over a long period to receive the title of Honorary Freeman of the City. This report outlines the nomination that has been made and the selection criteria required to be met.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Councillor Blake D'Souza  
**Seconded:** Mayor Greg Milner

The Audit, Risk and Governance Committee recommends to Council that the nominee listed in **Confidential Attachment (a)**, is bestowed the title of Honorary Freeman of the City.

**Absolute Majority required**

**CARRIED (9/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Nil.

### 7.3 AUDIT REGISTER PROGRESS REPORT

File Ref: D-22-33032  
Author(s): Rose Jordan, Integrated Planning Advisor  
Reporting Officer(s): Garry Adams, Director Corporate Services

#### Summary

This report provides an update on the progress of actions included in the Audit Register. The Audit Register includes all open audit findings that have previously been accepted by the Audit, Risk and Governance Committee.

#### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Councillor Blake D'Souza

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

1. Notes the progress recorded against each item within the Audit Register in **Confidential Attachment (a)**; and
2. Approves the findings marked as Complete (100%) in the Audit Register, to be registered as closed and no longer reported to the Committee.

**CARRIED (9/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Nil.

#### Background

The confidential Audit Register lists internal and external audit findings and describes the progress of implementing improvements and percentage completion. This report is prepared for noting the progress and completion of findings since the last meeting.

#### Comment

It is important to note that the Audit Register contained in **Confidential Attachment (a)** counts actions and totals by "Finding #". Each finding may have more than one "Recommendation" and associated "Agreed Management Action", previously counted as **one** action. This can mean that some Recommendations within an Action will be completed (100%) and some will not. Only when all assigned Recommendations/Agreed Management Actions are marked as 100% complete will the Audit, Risk and Governance Committee (ARGC) approve the Finding for closure.



### 7.3 Audit Register Progress Report

The Audit Register has been formatted to ensure clarity as below:

1. Each finding that has more than one agreed management action is represented with double lines around that entire finding;
2. Each finding that is to be closed (100% for all agreed actions) is represented by a purple “Closed Tally” column on the right and numbered; and
3. All findings that are being recommended for closure by the ARGC (100%) are filtered to the end of the register.

The ARGC is requested to recommend to Council to note the progress and officer comments. In addition, it is recommended all findings marked as complete (100%) in the Audit Register be registered as closed. All closed items will not form part of the Audit Register report for future meetings.

It is requested to note the Audit Register in **Confidential Attachment (a)**.

A review of the Strategic Internal Audit Plan (SIAP) by management and the City’s Internal Auditor, Paxon has been undertaken.

The new SIAP was presented at the Audit, Risk and Governance Committee Meeting held on 8 March 2022. Progress against this Plan has been limited due to staff availability (caused by resignations and illness) and the availability of the contractor.

It should be noted that Finding #65 which contains 3 Management Actions, had the first Action completed on 27 August 2021, however, this finding will not be considered closed until all 3 Actions are completed.

#### **Consultation**

Nil.

#### **Policy and Legislative Implications**

The Internal Audit function is considered a business improvement process that will assist in compliance with Regulation 5 of the Local Government (Financial Management) Regulation 1996 (CEO’s duties as to financial management) and Regulation 17 of the Local Government (Audit) Regulations 1996 (CEO to review certain systems and procedures).

#### **Financial Implications**

The Internal Audit function (Paxon) had a budget of \$40,000 for the 2021/22 financial year, and it is anticipated that a budget of a similar amount is to be adopted each year. Officers’ effort to undertake the improvements and report on progress has not been estimated.

The External Audit function (WA Auditor General) has a budget of \$65,000 for the audit work undertaken during the 2021/22 financial year.

### Key Risks and Considerations

<b>Risk Event Outcome</b>	<p><b>Legislative Breach</b></p> <p>Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision-making bodies within the collective organisation.</p>
<b>Risk rating</b>	Medium
<b>Mitigation and actions</b>	<p>Quarterly reporting of progress on the Audit Register to the ARGC and Council. In the report, Officer comments on action taken and progressive completion of Actions are noted. Actions which are 100% complete are closed out and reported back to the ARGC. There is no future reporting on closed out actions.</p>

### Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

### Attachments

7.3 (a): Audit Register - 13 September 2022 (*Confidential*)

## 7.4 2021/22 CORPORATE BUSINESS PLAN 4TH QUARTER UPDATE

File Ref: D-22-33033  
Author(s): Rose Jordan, Integrated Planning Advisor  
Reporting Officer(s): Garry Adams, Director Corporate Services

### Summary

This report provides an update on the progress of the Corporate Business Plan and Integrated Planning and Reporting Framework since the adoption of the Strategic Community Plan 2020-2030 and Corporate Business Plan 2020-2024, as well as the progress of the projects and activities described in the reports.

It is recommended the Audit, Risk and Governance Committee notes the progress recorded against each project/activity contained within the 2021/22 Corporate Business Plan Quarter 4 Report and notes the results for all Measures of Success (key performance indicators) contained within the Corporate Business Plan Measures of Success Report.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Mayor Greg Milner

That the Audit, Risk and Governance Committee:

1. Notes the progress recorded against each project/activity within the Corporate Business Plan as described in the report contained within **Attachment (a)**; and,
2. Notes the results recorded against each Measure of Success within the Corporate Business Plan as described in the Key Performance Indicator report contained within **Attachment (b)**.

**CARRIED (9/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Nil.

### Background

In 2019/20, the City completed a minor (desktop) review of the Strategic Community Plan (SCP) 2017-2027 to produce the SCP 2020-2030 which was endorsed by Council at its meeting held 26 May 2020, along with approval to start the next major review in early 2020/21.

Following the 2020-2030 SCP endorsement, the Corporate Business Plan (CBP) 2020-2024 was finalised and endorsed by Council at its meeting held 23 June 2020. Some minor updates to the plan were recommended to Council from the 8 September 2020 Audit, Risk and Governance Committee (ARGC) meeting and were subsequently endorsed by Council at its meeting held 22 September 2020.

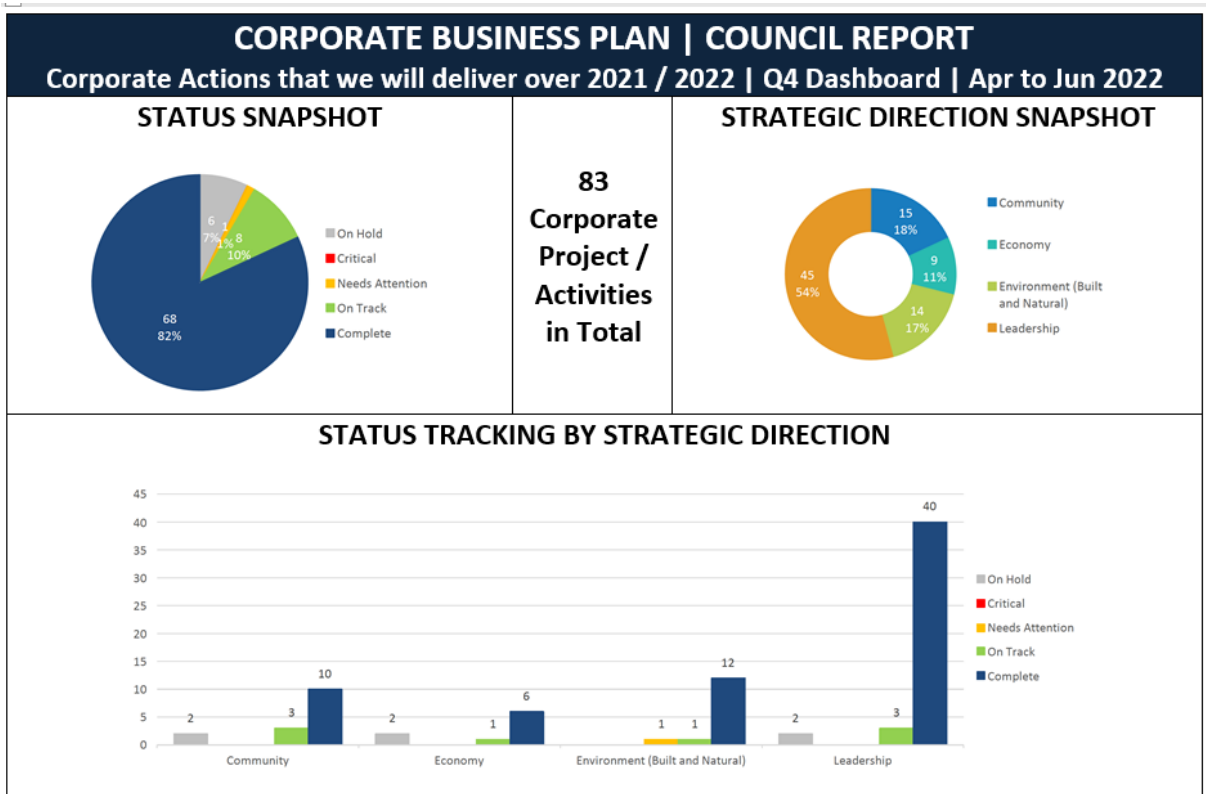
The CBP is an important part of the City’s Integrated Planning and Reporting (IPR) Framework, and is the document that guides the implementation of the City’s SCP. The CBP translates the aspirations and strategies of the SCP into operational priorities and indicates how they will be resourced over a four-year period, outlining in detail the projects, services, actions, operations and performance measures required to ensure delivery of the SCP.

**Comment**

It should be noted that this is the last progress report for the 2020-2024 Corporate Business Plan. In Quarter 1 of the 2022-2023 financial year, the CBP will be reset to align with the revised Strategic Community Plan 2021-2031. Outstanding projects and activities that have not been completed will be considered in business planning, along with new projects and activities to reset the plan. New annual Actions will be developed for reporting by the Business Unit Managers. It is expected that the revised CBP will go to the November 2022 ARGC meeting.

The dashboard (shown in the screenshot below) has been designed within the “My Performance Planning” System module, which went live into production during Quarter 1 2020/21. This module is now used by the City to record and report on all annual planned actions within the CBP. It is worth noting that 82% of the 83 annual planned actions have been completed. This is the blue section in the dashboard.

**The City of South Perth’s Corporate Business Plan Report - Quarter 4 Dashboard**



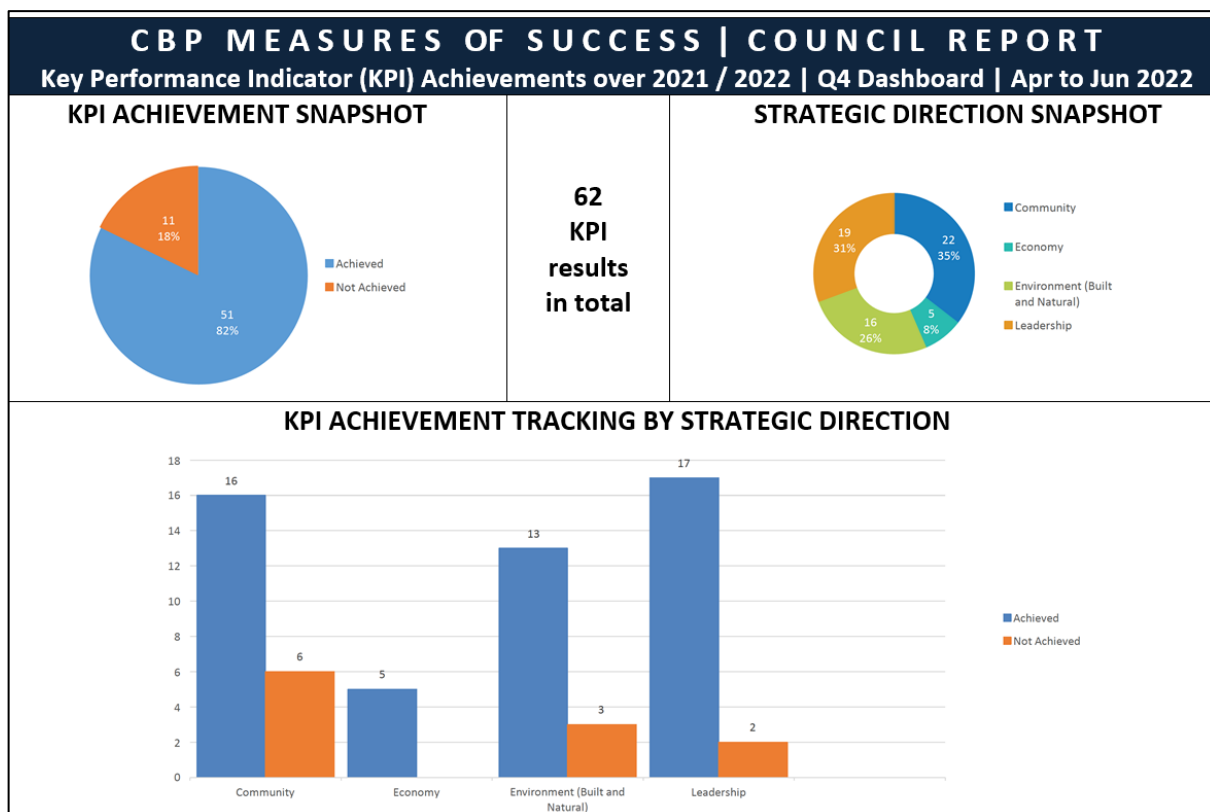
Colour coding is used to improve readability. The colours used under the Strategic Direction header are aligned to that of the SCP and CBP being: **blue** = Community; **teal** = Economy; **green** = Environment; and **orange** = Leadership.

In terms of the Status and % Complete headers, the colours used are traditional traffic lights, being: On Track = **green**; On Hold = **grey**; Critical = **red**; Complete = **blue**; and

Needs Attention = **orange**.

Through further 1System module implementation, the information shown in the dashboard and represented in the detailed line by line report may be changed to improve readability and to ensure a focus on continuous improvement.

### The City of South Perth's CBP Measures of Success Report – Quarter 4 KPI Dashboard



Reporting of key performance indicators (KPIs) in the City's 1System Performance Planning module was implemented in January 2022. Reporting in the module has delivered efficiencies in managing the progress of KPIs and running the Publisher reports which contain the dashboard and full report.

The Q4 report shows 51 (82%) achievement of the 62 KPIs. The remaining 11 (18%) KPIs which are not achieved have been mainly impacted by Covid and staff shortages or are on hold. There will be a revision of the KPIs when the CBP is reset in Q1 of the 2022-2023 financial year.

The CBP progress report and Measures of Success (KPI) report is reported quarterly to the ARGC, reviewed annually by officers and reported yearly to the Community through the Annual Report.

The attached reports are presented for information, with a description of the progress as well as officer comments.

All completed (100%) items in the reports will not be reported on in future periods. All outstanding projects/activities for 2020/21 have been considered in the development of the annual review for 2021/22.

**Consultation**

Nil.

**Policy and Legislative Implications**

Local Government (Administration) Regulations 1996.

**Financial Implications**

All projects and activities listed in the CBP 3<sup>rd</sup> Quarter Update are fully funded within the 2021/22 Annual Budget.

**Key Risks and Considerations**

<b>Risk Event Outcome</b>	<b>Reputational Damage</b> Deals with adverse impact upon the professional reputation and integrity of the City and its representatives whether those persons be appointed or elected to represent the City. The outcome can range from a letter of complaint through to a sustained and co-ordinated representation against the City and or sustained adverse comment in the media.
<b>Risk rating</b>	Medium
<b>Mitigation and actions</b>	Performance management by: <ol style="list-style-type: none"> <li>1. Annual business planning with business units to identify new actions for the financial year. (Failing to plan is planning to fail);</li> <li>2. Monitor progress of the Strategic Community Plan (SCP) through <ol style="list-style-type: none"> <li>a. Quarterly reporting of the Corporate Business Plan (CBP) Actions;</li> <li>b. Quarterly KPI reporting of CBP measures of success; and</li> </ol> </li> <li>3. Implementation of Audit findings for business improvement in accordance with the Audit Register Progress Report.</li> </ol>

**Strategic Implications**

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

**Attachments**

<b>7.4 (a):</b>	CBP 2021-2022 Action Progress Report to Quarter 4
<b>7.4 (b):</b>	CBP 2021-2022 Measures of Success (KPIs) Quarter 4 Report

## 7.5 TERMS OF REFERENCE - AUDIT, RISK AND GOVERNANCE COMMITTEE

File Ref: D-22-33733  
Author(s): Bernadine Tucker, Manager Governance  
Reporting Officer(s): Garry Adams, Director Corporate Services

### Summary

This report provides an update on the Terms of Reference for the Audit, Risk and Governance Committee.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Ms Shona Zulsdorf  
**Seconded:** Councillor Blake D'Souza

That the Audit, Risk and Governance Committee notes that an updated Terms of Reference for the Audit, Risk and Governance Committee will be presented following amendments to the Local Government (Audit) Regulations 1996.

**CARRIED (9/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Nil.

### Background

At its meeting held 14 December 2021, Council adopted the Terms of Reference for the Audit, Risk and Governance Committee as per the Committee's recommendation.

At the Audit, Risk and Governance Committee meeting held 8 March 2022 questions were raised at the end of the meeting in regard to the scope of the Terms of Reference and as such officers, proposed updates in accordance with the Audit in Local Government Local Government Operational Guidelines produced by the Department of Local Government, Sport and Cultural Industries (Department).

Officers requested feedback from elected members and external members regarding the proposed updated Terms of Reference in early April with a follow up reminder in early May with four responses being received.

Due to the budget process and the Department announcing a range of local government reforms, the Terms of Reference were not presented to the 14 June 2022 Audit, Risk and Governance Committee.



### Comment

On 6 July 2022 the Department of Local Government, Sport and Cultural Industries announced that the package of local government reforms was finalised. Part of the reform will impact Audit Committees and as such, until the full extent of the reform is known, and changes to the Local Government (Audit) Regulations 1996 are gazetted, it is recommended that no changes to the Terms of Reference be made. This approach will ensure that any amendments to the Terms of Reference will align with new legislation.

### Consultation

Consultation will take place with elected members and external members once the full extent of the reforms are known.

### Policy and Legislative Implications

*Local Government Act 1995*

Local Government (Audit) Regulations 1996

### Financial Implications

Nil.

### Key Risks and Considerations

<b>Risk Event Outcome</b>	<p><b>Legislative Breach</b></p> <p>Refers to failure to comply with statutory obligations in the manner in which the City, its officers and Elected Members conduct its business and make its decisions and determinations. This embraces the full gamut of legal, ethical and social obligations and responsibilities across all service areas and decision making bodies within the collective organisation</p>
<b>Risk rating</b>	Low
<b>Mitigation and actions</b>	Process in place to review Government Gazette to ensure legislative changes are not missed.

### Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2021-2031](#):

Strategic Direction:	Leadership
Aspiration:	A local government that is receptive and proactive in meeting the needs of our community
Outcome:	4.3 Good governance
Strategy:	4.3.1 Foster effective governance with honesty and integrity and quality decision making to deliver community priorities

### Attachments

Nil.

## 7.6 1SYSTEM PROJECT UPDATE

*This item is considered **confidential** in accordance with section 5.23(2)(c) of the Local Government Act 1995 as it contains information relating to "a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting"*

File Ref: D-22-41902  
 Author(s): Jeff Jones, 1System Project Manager  
 Reporting Officer(s): Garry Adams, Director Corporate Services

### Summary

This is the 16<sup>th</sup> report to the Audit, Risk and Governance Committee (ARGC) providing an update on the 1System Project. Phase 1, 2 and 3A were delivered on time, on scope, on quality and on (under) budget. This report describes delivery of Phase 3B, the largest phase due to it being Citywide and will provide online services to the Community through a Customer Portal.

The Go-Live for Phase 3B, Compliance (Planning and Building Applications), Animals, Infringements, Enterprise Cash Receipting (ECR) and Sundry Debtors is due to go live at a date to be confirmed in late November or early December 2022 and Phase 3C Rates in June 2023.

This financial year we will also upgrade to the latest release 2022B, Phase 3B will be aligned to the same time we go live with release 2022B to minimise system testing of the modules in Phase 3B.

### Officer Recommendation AND COMMITTEE RECOMMENDATION

**Moved:** Mayor Greg Milner  
**Seconded:** Councillor Blake D'Souza

That the Audit, Risk and Governance Committee notes the progress of the 1System Project and the adjustment to timelines.

**CARRIED (9/0)**

**For:** Mayor Greg Milner, Councillors André Brender-A-Brandis, Mary Choy, Blake D'Souza, Ken Manolas, Jennifer Nevard and Stephen Russell, Mr Aswin Kumar and Ms Shona Zulsdorf.

**Against:** Nil.

## 8. OTHER RELATED BUSINESS

Nil.

## 9. CLOSURE

The Presiding Member declared the meeting closed at 7.06pm.

These Minutes were confirmed at the next Audit, Risk and Governance Committee Meeting yet to be determined.

Signed: \_\_\_\_\_

Presiding Member at the meeting at which the Minutes were confirmed.