



Audit, Risk and Improvement Committee

AGENDA

Tuesday 1 July 2025

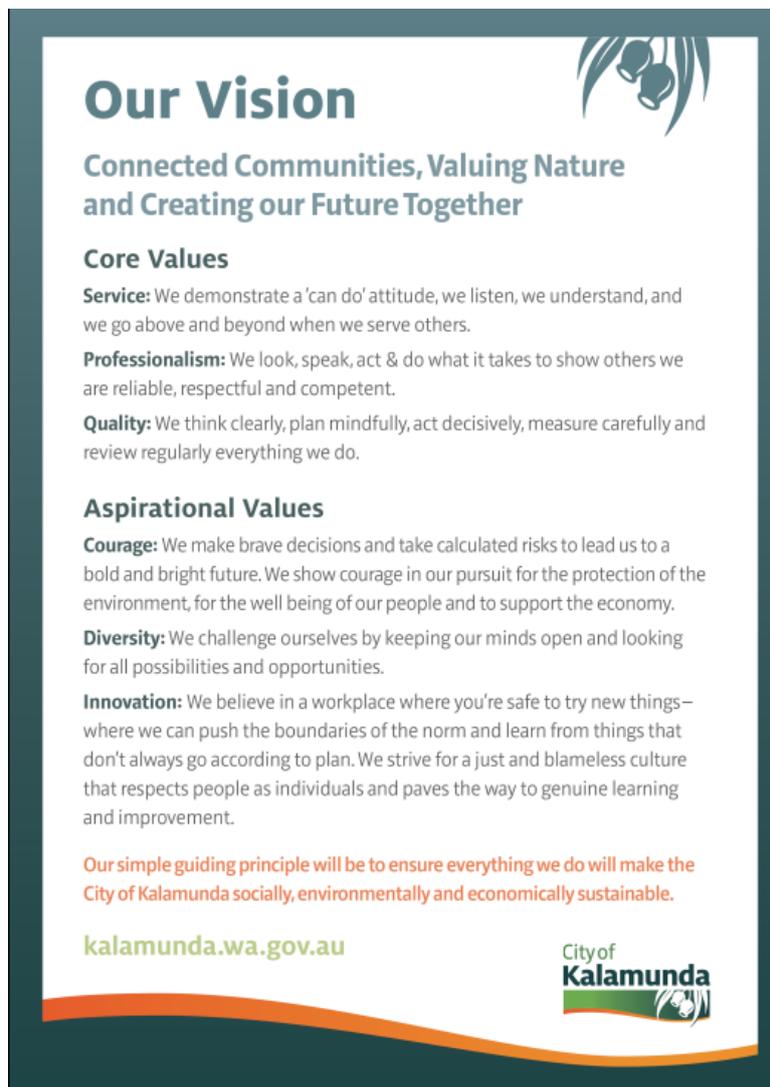
NOTICE OF MEETING AUDIT, RISK AND IMPROVEMENT COMMITTEE

Dear Councillors

Notice is hereby given that the next meeting of the Audit, Risk and Improvement Committee will be held in the Council Chambers, Administration Centre, 2 Railway Road, Kalamunda on **Tuesday 1 July 2025 at 6.30pm.**



Anthony Vuleta
Chief Executive Officer
26 June 2025



Our Vision

Connected Communities, Valuing Nature and Creating our Future Together

Core Values

Service: We demonstrate a 'can do' attitude, we listen, we understand, and we go above and beyond when we serve others.

Professionalism: We look, speak, act & do what it takes to show others we are reliable, respectful and competent.

Quality: We think clearly, plan mindfully, act decisively, measure carefully and review regularly everything we do.

Aspirational Values

Courage: We make brave decisions and take calculated risks to lead us to a bold and bright future. We show courage in our pursuit for the protection of the environment, for the well being of our people and to support the economy.

Diversity: We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities.

Innovation: We believe in a workplace where you're safe to try new things—where we can push the boundaries of the norm and learn from things that don't always go according to plan. We strive for a just and blameless culture that respects people as individuals and paves the way to genuine learning and improvement.

Our simple guiding principle will be to ensure everything we do will make the City of Kalamunda socially, environmentally and economically sustainable.

kalamunda.wa.gov.au

City of Kalamunda

INFORMATION FOR THE PUBLIC ATTENDING COUNCIL MEETINGS

Welcome to this evening's meeting. The following information is provided on the meeting and matters which may affect members of the public.

If you have any queries related to procedural matters, please contact a member of staff.

Audit, Risk and Improvement Committee Meeting Procedure

1. Audit, Risk and Improvement Committee has a membership of all Councillors.
2. The Committee makes recommendations only to Full Council (held on the fourth Tuesday of each month at 6.30pm)
3. All other arrangements are in general accordance with Council's Audit, Risk and Improvement Committee Terms of Reference February 2013.

Acknowledgement of Traditional Owners

We wish to acknowledge the traditional custodians of the land we are meeting on, the Whadjuk Noongar people. We wish to acknowledge their Elders' past, present and future and respect their continuing culture and the contribution they make to the life of this City and this Region.

Emergency Procedures

Please view the position of the Exits, Fire Extinguishers and Outdoor Assembly Area as displayed on the wall of Council Chambers.

In case of an emergency follow the instructions given by City Personnel.

We ask that you do not move your vehicle as this could potentially block access for emergency services vehicles.

Please remain at the assembly point until advised it is safe to leave.

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- 1. Official Opening**
- 2. Attendance, Apologies and Leave of Absence Previously Approved**
- 3. Public Question Time**
- 3.1. Questions Taken on Notice at Previous Meeting**
- 3.2. Public Question Time**

A period of not less than 15 minutes is provided to allow questions from the gallery on matters relating to the functions of Council. For the purposes of Minuting, these questions and answers will be summarised.

- 4. Petitions/Deputations**
- 5. Confirmation of Minutes from Previous Meeting**

That the Minutes of the Ordinary Council Meeting held on 18 March 2025, as published and circulated, are confirmed as a true and accurate record of the proceedings.

Statement by Presiding Member

"On the basis of the above Motion, I now sign the Minutes as a true and accurate record of the meeting of 18 March 2025"

- 6. Announcements by the Member Presiding Without Discussion**
- 7. Matters for Which the Meeting may be Closed**

- 7.1 City of Kalamunda – Interim Management Letter - 30 June 2025
City of Kalamunda – Interim Management Findings - 30 June 2025

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (f) - "a matter that if disclosed, could be reasonably expected to - (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; (ii) endanger the security of the local government's property; or (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety".*

- 7.2 ICT Governance Internal Audit Report May 2025

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (f) - "a matter that if disclosed, could be reasonably expected to - (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; (ii) endanger the security of the local government's property; or (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety".*

- 8. Disclosure of Interest**

8.1. Disclosure of Financial and Proximity Interests

- a. Members must disclose the nature of their interest in matter to be discussed at the meeting. (Section 5.56 of the *Local Government Act 1995*.)
- b. Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting. (Section 5.70 of the *Local Government Act 1995*.)

8.2. Disclosure of Interest Affecting Impartiality

- a. Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the member or employee had given or will give advice.

9. Reports to Council

9.1. Interim Audit Findings - Annual Financial Report - Year Ending 30 June 2025

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items

Directorate Corporate Services

Business Unit Corporate Services

File Reference

Applicant N/A

Owner N/A

Attachments {attachment-list-do-not-remove}

- Confidential Attachments
1. City of Kalamunda – Interim Management Letter 30 June 2025
 2. City of Kalamunda – Interim Management Letter Findings 30 June 2025

Reason for Confidentiality: Local Government Act 1995 (WA) Section 5.23 (2) (f) - "a matter that if disclosed, could be reasonably expected to - (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; (ii) endanger the security of the local government's property; or (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety".

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
✍ Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person’s rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal.

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with the Interim Management Letter 2025 (Confidential Attachment 1) and the findings of the Interim Audit undertaken by the Office of the Auditor General (OAG) for year ending 30 June 2025 (Confidential Attachment 2).
2. The Interim Audit for the financial year ending 30 June 2025 was undertaken by the Office of the Auditor General (OAG), in accordance with Auditing Standards.
3. It is recommended that Council accepts the Interim Management Letter - (Confidential Attachment 1) and Interim Management Letter Findings - (Confidential Attachment 2).

BACKGROUND

4. On 28 October 2017, the *Local Government Amendment (Auditing) Act 2017* was proclaimed, giving the Auditor General the mandate to audit Western Australia's 139 local governments and regional councils.
5. This proclamation allowed for the Auditor General to conduct performance audits of local government entities from 28 October 2017 either by themselves or by engaging external audit consultants. Since the 2018/19 financial year, the City's audit has been performed by the OAG.
6. The OAG prepared a planning summary, detailing their approach and methodology, for conducting the audit of the annual financial report for the year ending 30 June 2025, which in summary included the following:
 - a) Introduction
 - b) Audit Approach
 - c) Significant Risks and Other Audit Issues
 - d) Audit Emphasis and Significant Items of the Financial Report
 - e) Information Systems Audit Approach
 - f) Environmental, Social and Governance

- g) Internal Audit
- h) Management Representation Letter
- i) Related Entities
- j) Reporting Protocols
- k) Timelines for Provision of Information
- l) Audit Evidence – Specific Audit Requirements
- m) Audit Team
- n) Other Audit Activities

DETAILS AND ANALYSIS

7. On 27 February 2025, the City met with the OAG to discuss the audit plan. The interim audit field work was carried out between 13 – 28 March 2025, with Confidential Attachment 2 representing the outcome of the interim audit.
8. The OAG identified six findings from the Interim Audit, with two rated significant, three rated moderate and one rated minor. The details of these findings are outlined in Confidential Attachment 2. Importantly, the two items rated as significant and one as moderate item have been addressed since the interim audit.
9. The final component of the fieldwork for the 2024/2025 financial year's audit will be conducted between 1st and 30th October 2025 with the findings brought to an Audit, Risk and Improvement Committee meeting once available.

APPLICABLE LAW

10. Sections 6.4, 7.9 and 7.12 of the *Local Government Act 1995*
Local Government Amendment (Auditing) Act 2017
11. Regulation 51 of the *Local Government (Financial Management) Regulations 1996*.

APPLICABLE POLICY

12. Nil.

STAKEHOLDER ENGAGEMENT

13. The City worked closely with the Auditors throughout the Audit process.

FINANCIAL CONSIDERATIONS

- 14. The 2024/2025 Budget included a provision for the cost of having the accounts and the Annual Financial Report audited by an externally appointed registered auditor. It is estimated the cost for the audit will be \$105,000.00

SUSTAINABILITY

Social Implications

- 15. Nil.

Economic Implications

- 16. Nil.

Environmental Implications

- 17. Nil.

RISK MANAGEMENT

- 18.

Issues identified in the interim audit report are not rectified in a timely fashion leading to a breakdown of controls.		
Consequence	Likelihood	Rating
Moderate	Possible	Medium
Action/Strategy		
Employ suitably skilled staff. Maintain controls and compliance with policy and legislation. Ensure effective internal audit program. Management oversight.		

- 19.

Risk: Audit recommendations are not implemented in a timely fashion.		
Consequence	Likelihood	Rating
Moderate	Unlikely	Low
Action/Strategy		
Internal Audit Plan developed and reviewed annually. Monitoring and review of the implementation of audit recommendations and reporting to the Council.		

CONCLUSION

20. The interim audit fieldwork was carried out in accordance with the audit plan prepared by OAG on 13 to 28 March 2025.
21. A total of six items were identified during the audit fieldwork. Two items were rated as significant, three moderate and one minor risk rating. The City is progressively working to address these issues. Importantly, the two items rated as significant and one moderate item have been addressed since the interim audit.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council ACCEPT the findings of the Interim Audit undertaken for the financial year ending 30 June 2025 contained in Confidential Attachment 2.

9.2. Internal Audit Report - Information, Communications and Technology Governance

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	
Directorate	Corporate Services
Business Unit	Corporate Services
File Reference	
Applicant	N/A
Owner	N/A
Attachments	{attachment-list-do-not-remove}
Confidential Attachments	1. ICT Governance Internal Audit Report May 2025

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (f) - "a matter that if disclosed, could be reasonably expected to - (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law; (ii) endanger the security of the local government's property; or (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety".*

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STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with details of the Internal Audit Report conducted on Information and Communication Technology (ICT) Governance for 1 January 2024 to 31 December 2024:
2. The internal audit was completed in accordance with the provisions of the *Local Government Act 1995*, associated regulations, and *Australian Accounting Standards*. The internal audits have identified several improvement opportunities the City of Kalamunda (the City) is committed to implementing.
3. It is recommended that Council receive the details of the ICT Governance Internal Audit Report conducted for the period of 1 January 2024 to 31 December 2024.

BACKGROUND

4. The Internal Audit program is delivered in line with the City's three year Strategic Internal Audit Plan (the Plan) which contains a mix of compliance, financial and performance / operational audits.

The City has appointed William Buck as the internal auditor. Work undertaken by William Buck will include:

- a. Reviewing the recommendations from the previous internal and external audits.
 - b. Providing input into the setting of the strategic internal audit plan;
 - c. Undertaking financial, compliance and operational audits.
 - c. Attendance and presentation of internal audit reports to the Audit, Risk and Improvement Committee; and
 - d. Client liaison and engagement.
5. Internal Audit is a core element of the City's risk management and governance framework. The relationship between Internal Audit and the City can be summarised using the "Three Lines of Defence model illustrated below.



6. Broadly, Internal Audit reviews are focused on:
- a. Compliance Audits: Focused primarily on the entity's (or their suppliers') compliance with legislation, regulations, directions, policies, plans, and procedures.
 - b. Financial Audits: Focused primarily on practices and activities relating to the accounting and reporting of financial transactions including budget commitments, approvals, and the receipt and disbursement of funds, as well as the reliability and integrity of financial information and the safeguarding of the City assets.
 - c. Performance (Operational) Audits: Focused primarily on an audit of all or a part of an entity's activities to assess the economy, efficiency and effectiveness and focuses on:
 - i. the adequacy of an internal control structure or specific internal controls to ensure due regard for economy and effectiveness;
 - ii. the extent to which resources have been managed economically and efficiently; and
 - iii. the extent to which activities have been effective in achieving organisational objectives.

DETAILS AND ANALYSIS

7. The Internal Audit Review undertaken in this report was ICT Governance.

ICT Governance Audit

The objective of this audit was to assess the effectiveness of the City's Information and Communications Technology ("ICT") Governance based

on existing international standards and better practices. The focus was on:

- a) assessing the governance internal controls within the City
- b) assessing the clarity of its objectives and framework
- c) understanding the comprehensiveness of benefit delivery, its strategic alignment, and the adequacy of governance as specified in the Scope.

8. **ICT Governance Audit Scope**

The scope of this audit covered the following areas:

Section A - ICT Governance Framework and Decision-Making

1. Review the City's ICT governance framework to ensure it is aligned with business goals and objectives.
2. Verify that governance policies, procedures, roles, and responsibilities are clearly defined and maintained.
3. Assess governance decision-making structures, including committees, reporting lines, and accountability mechanisms.

Section B - Governance Benefits Delivery and Investment Strategy

4. Review ICT acquisitions and investments. Assess how it is aligned with business objectives.
5. Assess whether benefits realisation is measured post implementation (i.e., monitoring mechanisms for tracking ICT project value etc).
6. Review ICT asset management processes.
7. Assess if ICT Performance is measured using Key Performance Indicators, Service Level Agreements, or better practices.

The scope covered the period from 1 January 2024 to 31 December 2024.

9. The results of the ICT Governance Audit identified three findings as medium risk and one finding as low risk.

These findings are detailed in Confidential Attachment 1.

APPLICABLE LAW

10. *Local Government Act 1995*
Local Government (Financial Management) Regulations 1996
Local Government (Functions and General) Regulations 1996

APPLICABLE POLICY

11. Nil.

STAKEHOLDER ENGAGEMENT

12. Internal Audit findings were discussed with relevant business unit managers and have been reviewed by the City’s Executive Management Team.

FINANCIAL CONSIDERATIONS

13. The cost of the Internal Audit program is provisioned within the City’s annual budget. Monitoring and review of internal controls within the Internal Audit program will reduce the risk and likely exposure of potential loss to the City.

SUSTAINABILITY

Social Implications

14. Nil.

Economic Implications

15. Nil.

Environmental Implications

16. Nil.

RISK MANAGEMENT

17.	Risk: Internal Audit fails to identify material non-compliance or control deficiencies.		
	Consequence	Likelihood	Rating
	Moderate	Unlikely	Low
	Action/Strategy		
	Internal Audit Plan developed and reviewed annually. Internal Audit working papers reviewed by External Auditors. Key controls are evaluated for the identified processes.		

18.	Risk: Audit recommendations are not implemented in a timely fashion.		
	Consequence	Likelihood	Rating
	Moderate	Unlikely	Low
	Action/Strategy		
	Internal Audit Plan developed and reviewed annually. Monitoring and review of the implementation of audit recommendations and reporting to the Council.		

CONCLUSION

- 19. The Internal Audit assessed the City’s overall control effectiveness as adequate.
- 20. The City monitors the status of Internal Audit recommendations arising from each Internal Audit Review. Recommendations are monitored and the majority of recommendations are completed within the agreed timelines and the remaining are progressed in accordance with resourcing and risk.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council RECEIVE the Information, Communications and Technology Governance Internal Audit Report conducted for the period of 1 January 2024 to 31 December 2024.

- 10. Motions of Which Previous Notice has been Given**
- 11. Questions by Members Without Notice**
- 12. Questions by Members of Which Due Notice has been Given**
- 13. Urgent Business Approved by the Presiding Member or by Decision**
- 14. Meeting Closed to the Public**
- 15. Closure**