

# minutes

## Audit Committee

MEETING HELD ON **7 AUGUST 2017**

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## CITY OF JOONDALUP

MINUTES OF THE AUDIT COMMITTEE MEETING HELD IN CONFERENCE ROOM 2,  
JOONDALUP CIVIC CENTRE, BOAS AVENUE, JOONDALUP ON MONDAY  
7 AUGUST 2017.

### ATTENDANCE

#### Committee Members

Cr Russell Poliwka	<i>Deputy Presiding Member</i>
Cr Sophie Dwyer	
Cr Tom McLean, JP	
Cr John Chester	<i>Deputising for Cr Logan</i>
Cr Philippa Taylor	<i>Deputising for Cr Jones</i>

#### Officers

Mr Garry Hunt	Chief Executive Officer
Mr Mike Tidy	Director Corporate Services
Mr Brad Sillence	Manager Governance
Ms Christine Robinson	Manager Executive and Risk Services
Mr Roney Oommen	Manager Financial Services
Mr Peter McGuckin	Internal Auditor
Mr John Byrne	Governance Coordinator
Mrs Lesley Taylor	Governance Officer

#### Guest

Mr Greg Goodwin	Partner, Audit and Assurance - Moore Stephens
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### DECLARATION OF OPENING

The Deputy Presiding Member declared the meeting open at 5.47pm.

**DECLARATIONS OF INTEREST****Disclosures of Financial / Proximity Interest**

Nil.

**Disclosures of interest affecting impartiality**

Elected Members (in accordance with Regulation 11 of the *Local Government [Rules of Conduct] Regulations 2007*) and employees (in accordance with the Code of Conduct) are required to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making process. The Elected Member/employee is also encouraged to disclose the nature of the interest.

<b>Name/Position</b>	<b>Mr Garry Hunt, Chief Executive Officer.</b>
<b>Item No./Subject</b>	Item 3 - Confidential - Chief Executive Officer's Credit Card Expenditure (January – March 2017).
<b>Nature of interest</b>	Interest that may affect impartiality.
<b>Extent of Interest</b>	The Chief Executive Officer is the card holder.

<b>Name/Position</b>	<b>Mr Garry Hunt, Chief Executive Officer.</b>
<b>Item No./Subject</b>	Item 4 - Confidential - Chief Executive Officer's Credit Card Expenditure (April – June 2017).
<b>Nature of interest</b>	Interest that may affect impartiality.
<b>Extent of Interest</b>	The Chief Executive Officer is the card holder.

**APOLOGIES/LEAVE OF ABSENCE****Apologies**

Mayor Troy Pickard.  
Cr Nige Jones.  
Cr John Logan.

**Leave of Absence Previously Approved:**

Cr Christine Hamilton-Prime      14 July to 21 August 2017 inclusive;  
Cr John Logan                              10 September to 17 September inclusive;  
Cr Mike Norman                            10 September to 22 September inclusive;  
Cr Sophie Dwyer                            23 September to 8 October 2017 inclusive.

**CONFIRMATION OF MINUTES**

MINUTES OF THE AUDIT COMMITTEE HELD ON 7 MARCH 2017.

**MOVED Cr McLean, SECONDED Cr Dwyer that the minutes of the meeting of the Audit Committee held on 7 March 2017 be confirmed as a true and correct record.**

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Crs Chester, Dwyer, McLean, Poliwka and Taylor.

**ANNOUNCEMENTS BY THE PRESIDING MEMBER WITHOUT DISCUSSION**

Nil.

**IDENTIFICATION OF MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC**

In accordance with Clause 5.2 of the City's *Meeting Procedures Local Law 2013*, this meeting was not open to the public.

**PETITIONS AND DEPUTATIONS**

An overview was provided by Mr Greg Goodwin from Moore Stephens with respect to its audit approach prior to finalisation of the City's 2016-17 accounts and annual financial report.

**REPORTS****ITEM 1            EFFICIENCY AND COST SAVING OPPORTUNITIES**

<b>WARD</b>	All
<b>RESPONSIBLE DIRECTOR</b>	Mr Garry Hunt Office of the CEO
<b>FILE NUMBER</b>	103906, 101515
<b>ATTACHMENTS</b>	Nil.
<b>AUTHORITY / DISCRETION</b>	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

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**PURPOSE**

For the Audit Committee to note the City's recent efficiency and cost saving opportunities.

**EXECUTIVE SUMMARY**

Since July 2013 the City has been undertaking more focused reviews of activities in order to identify areas to reduce costs by eliminating and identifying waste and improving efficiency and effectiveness throughout the City's operations.

*It is therefore recommended that the Audit Committee NOTES the City's recent efficiency and cost saving opportunities.*

**BACKGROUND**

The Chief Executive Officer initiated an extensive program of review to be undertaken on a number of the City's activities in order to identify opportunities for increasing efficiencies, reducing waste and reducing the costs of the services.

Service reviews, process mapping and continuous improvement is a long established practice at the City, where improvements plans are implemented following reviews of existing service levels. Since 2005 the City has had a policy framework that aligns the City's performance management systems and practices with the principles of the Business Excellence Framework. This is a practical methodology for continuous improvement across all management aspects of the organisation, and better practice in the provision of services to the community.

As part of the annual budget process Managers are required to assess assumptions on which estimates and / or proposals are based for customers, volumes, legislative change and significant cost changes. Proposals for any changes (resources, service levels, internal restructuring and processes) are to include the impacts to the 'business as usual' budget estimate.

These annual reviews are aimed at the following outcomes:

- Identifying the service drivers (statutory, financial, operational) and reviews what is currently delivered.
- Considering desirable service levels – what should be delivered (within budgeting realities) while maintaining customer needs and process improvement focus.
- Reviewing and recommending how the service would be best delivered (delivery model).

The intent of the service review program (and business as usual reviews) is to guide the City in demonstrating effectiveness and efficiency of services provided. The reviews are aimed at identifying opportunities for:

- service and activity improvements
- assisting longer-term financial sustainability
- ensuring value for money and operational efficiency
- service level adjustments
- considering alternative modes of service delivery
- improved utilisation of available resources.

## **DETAILS**

### Compliance and Regulatory Services

From mid 2015 a computer software system (named JEM) has been developed in-house as an aid to mobile workforce crews and employees in accessing corporate data held primarily within one of the City's corporate systems. The system has been developed as a web-based application and is well suited for any mobile device with access to a web browser, and was written in such a way to avoid impinging on any intellectual property rights.

The system is modular with a range of business function specific modules such as people enquiry, property enquiry, animal enquiry, asset enquiry, work orders, vehicle tracking and pool inspections. Significant use is made of spatial and map-based data with search and display via a map-based interface. The system also accesses mobile device features when available, including GPS location of the device and the ability to make telephone calls.

The roll-out of mobility devices now includes swimming pool inspections.

This change has increased the productivity of swimming pool inspectors as the number of inspections has increased, which has also reduced the number of non-complying swimming pools. It is estimated that the additional capacity this system has created equates to having one additional swimming pool inspector to the value of \$86,410.

\$32,680 was required to purchase licences, hardware, configuration of the City's corporate system and training. This cost has been recovered by increasing swimming pool inspections for 2016-17 by 98 cents per swimming pool owner (2.85% increase).

The efficiency gains equates to approximately two hours and 13 minutes each working day (valued at approximately \$510 per day). These efficiency gains also include staff from outside of the Compliance and Regulatory Services Business Unit.

The benefits to date include the following:

- Some tasks that were undertaken within the office can now occur onsite such as:
  - Inspection reports emailed immediately to owner/s.
  - Immediate uploading of inspection results and photographs to the City's corporate system.
  - Scheduling of return inspection dates.
- Bulk processing of correspondence.
- Saving on administration costs for printing and postage of inspection notices.
- Automatic alerts for inspections that have not been confirmed / arranged.
- Automatic alerts for temporary fences that have not been replaced.
- An additional two hours per day for inspections.

### Leisure and Cultural Services

Efficiency gains have been made at the City's leisure centres when dealing with the monthly direct debit option (which is a choice for members to pay their membership fees).

This process was undertaken once a month by a Senior Leisure Officer and took between one and one and half hours. With the introduction of additional swim activities, this process occurred a minimum of an additional two times per month. Additional time by an Administration Officer would be required if Financial Services advised of any declined payments. Additionally, it had been discovered through an external audit of the City's financial processes that this process was deemed to not meet Payment Card Industry Data Security Standard compliance.

Integrated Payment Software has now been implemented which has substantially reduced the time taken to process direct debits to 10 minutes by the Senior Leisure Officer. This software also transfers information directly to the City's Municipal account, which removes the need for other staff to undertake this process.

The resources saved include:

Resource	Hours Per Month	Monthly Saving	Annual Saving
Membership Administration	4	\$138	\$6,643
Senior Leisure Officer Administration	6	\$271	\$19,518
Learn to Swim Administration	8	\$277	\$26,573
<b>TOTAL</b>	<b>18</b>	<b>\$686</b>	<b>\$52,734</b>

Other efficiency gains include:

- A report is issued indicating the amount of money that should have been received by the bank and the actual settled funds. This saves the requirement to retrospectively account for declined payments that could take up to five days to be received.
- Financial Services no longer have to adjust cash flow (due to declined payments) as live settled funds are now known.
- The software automatically calculates any customers' accounts into arrears, adds the decline fee and sends the initial communication to the customer notifying them of the declined payment as well as the reason the bank has indicated for the decline.



- The software automatically blocks customers from accessing the facility, which allows for a quicker response in receiving money owed.

**Legislation / Strategic Community Plan / policy implications**

**Legislation** *Local Government Act 1995.*  
*Local Government (Audit) Regulations 1996.*

**Strategic Community Plan**

**Key theme** Governance and Leadership.

**Objective** Corporate capacity.

**Strategic initiative** Continuously strive to improve performance and service delivery across all corporate functions.

**Risk management considerations**

The review of the City's activities will improve the effective and efficient allocation of resources and service levels. Cost efficiency targets are essential to ensure the City's *20 Year Strategic Financial Plan* and *Strategic Community Plan* is achievable.

**Financial / budget implications**

Not applicable.

**Regional significance**

Not applicable.

**Sustainability implications**

Not applicable.

**Consultation**

Not applicable.

**COMMENT**

Not applicable.

**VOTING REQUIREMENTS**

Simple Majority.

**MOVED** Cr Dwyer, **SECONDED** Cr McLean that the Audit Committee **NOTES** the City's recent efficiency and cost saving opportunities.

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Crs Chester, Dwyer, McLean, Poliwka and Taylor.

## ITEM 2 EXECUTIVE AND RISK SERVICES PROGRAM 2017-18

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<b>WARD</b>	All
<b>RESPONSIBLE DIRECTOR</b>	Mr Garry Hunt Office of the CEO
<b>FILE NUMBER</b>	49586, 101515
<b>ATTACHMENTS</b>	Attachment 1 Executive and Risk Services Program 2017-18 Attachment 2 Completed Work Program 2016-17
<b>AUTHORITY / DISCRETION</b>	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

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### PURPOSE

For the Audit Committee to note the *Executive and Risk Services Program 2017-18*, which includes the *Internal Audit Program*.

### EXECUTIVE SUMMARY

The *Executive and Risk Services Program* sets out the program of audits to guide audit activity, the work of the Internal Auditor and other monitoring and reviewing activities to be undertaken.

The *Internal Audit Program* section allows for Chief Executive Officer and other unspecified management requests, specialist advice and investigations. This section is subject to change and modification during the year on the authorisation of the Chief Executive Officer.

*It is therefore recommended that the Audit Committee NOTES the Executive and Risk Services Program for 2017-18 forming Attachment 1 to this Report.*

### BACKGROUND

With the establishment of the Executive and Risk Services business unit in July 2013 the City has been repositioning itself in order to gain a better understanding of the risks it is exposed to and develop strategies to combat those risks.

This is due in some part to changes to the reporting regime of the Corruption and Crime Commission and the Public Sector Commission, as well as local government being identified as high risk for fraud and misconduct.

The main services of Executive and Risk Services are as follows:

- *Internal Audit Program* – provides an independent and objective review of City operations and systems; and provides assurance that risk management, controls and compliance processes are effective.
- *Risk Management Program* – for the City to remain committed to ensuring that effective risk management remains central to all its operations while delivering a wide and diverse range of services to its residents and visitors.
- *Service Review Program* – ensures the integrity of data and information; as well as identifying areas to reduce costs by eliminating and identifying waste and improving efficiency and effectiveness throughout the City's operations.

## DETAILS

The program incorporates the following areas:

- 1 *Internal Audit Program* – sets out the internal audit activity to be carried out by the City's Internal Auditor (who reports directly to the Chief Executive Officer for assigned activities). This section is established in consultation between the Chief Executive Officer and the Internal Auditor and where appropriate includes input from Directors to address areas that present risks to the City's operations.

The main focus for this program will be to prioritise and undertake reviews of the insights of data analytics on procurement and finance data, which is a recommendation from the fraud and misconduct risk assessment. These findings will better prioritise and direct internal audit activities to those areas of operational risk.

This program is subject to change and modification during the year on the authorisation of the Chief Executive Officer.

- 2 *Risk Management Program* – sets out the activities to assist in the raising of awareness and provision of ongoing education to minimise risk exposure at the City.
- 3 *Service Review Program* – sets out the reviews to be carried out by the City's Business Performance Analyst (who reports directly to the Chief Executive Officer for assigned activities). This section is established in consultation between the Chief Executive Officer and the Business Performance Analyst and where appropriate includes input from Directors or Managers to identify areas to reduce costs by eliminating and identifying waste and improving efficiency and effectiveness throughout the City's operations. This program will align to the requirements of the *Local Government Amendment (Auditing) Bill 2016* and will also use the insights of data analytics to help identify operational efficiency and cost saving opportunities.

This program is subject to change and modification during the year on the authorisation of the Chief Executive Officer.

- 4 *Data Analytics Program and Local Government Benchmarking Program* – this will allow for targeted audits and reviews for the *Internal Audit Program* and *Service Review Program*, as well as comparative benchmarking with local governments from Western Australia, New South Wales, Queensland, South Australia and New Zealand.

### **Legislation / Strategic Community Plan / policy implications**

**Legislation** Regulation 6 of the *Local Government (Financial Management) Regulations 1996*.  
*Local Government (Audit) Regulations 1996*.

### **Strategic Community Plan**

**Key theme** Governance and Leadership.

**Objective** Corporate capacity.

**Strategic initiative**

- Demonstrate accountability through robust reporting that is relevant and easily accessible by the community.
- Continuously strive to improve performance and service delivery across all corporate functions.

**Key theme** Financial Sustainability.

**Objective** Effective management.

**Strategic initiative** To conduct business in a financially sustainable manner.

**Policy** Not applicable.

### **Risk management considerations**

Internal audit is an independent appraisal service, and audit activity is an important element of risk management and a contributor to the mitigation of risk.

Monitoring and reviewing activities will provide evidence of the appropriateness and effectiveness of systems and procedures in regard to risk management, internal control and legislative compliance, as required by the *Local Government (Audit) Regulations 1996*.

Aligning the internal audit and monitoring and reviewing activities to ISO:9001 (Quality Management System) and the data analytics program will also assist with risk mitigation strategies to ensure the City conducts business in a financially sustainable manner.

### **Financial / budget implications**

Not applicable.

**Regional significance**

Not applicable.

**Sustainability implications**

Not applicable.

**Consultation**

Not applicable.

**COMMENT**

Internal audit activity focuses on areas of risk including financial and non-financial systems and compliance with legislation, regulations, policies and best practice. Recommendation Action Plans are developed and agreed with management for audit recommendations and follow-ups conducted to ensure that they are implemented as agreed.

The *Service Review Program* focuses on improving efficiency and effectiveness throughout the City's operations and will follow the method of identifying target services, assessing and identifying opportunities, prioritising opportunities and developing recommendations, and monitoring and tracking progress.

Insights gained from the data analytics program will allow for an evidence based approach to prioritise areas for audit and review, as well as assisting to quantify potential savings for improvement/cost saving opportunities.

The completed work program for 2016-17 is attached for information (Attachment 2 refers).

**VOTING REQUIREMENTS**

Simple Majority.

**MOVED Cr Chester, SECONDED Cr McLean that the Audit Committee NOTES the Executive and Risk Services Program for 2017-18 forming Attachment 1 to this Report.**

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Crs Chester, Dwyer, McLean, Poliwka and Taylor.

*Appendix 1 refers*

To access this attachment on electronic document, click here: [Attach1agnAUDIT170807.pdf](#)

**Disclosure of interest affecting impartiality**

<b>Name/Position</b>	<b>Mr Garry Hunt, Chief Executive Officer.</b>
<b>Item No./Subject</b>	Item 3 - Confidential - Chief Executive Officer's Credit Card Expenditure (January – March 2017).
<b>Nature of interest</b>	Interest that may affect impartiality.
<b>Extent of Interest</b>	The Chief Executive Officer is the card holder.

### **ITEM 3      CONFIDENTIAL - CHIEF EXECUTIVE OFFICER'S CREDIT CARD EXPENDITURE (JANUARY – MARCH 2017)**

<b>WARD</b>	All
<b>RESPONSIBLE DIRECTOR</b>	Mr Mike Tidy Corporate Services
<b>FILE NUMBER</b>	09882
<b>ATTACHMENTS</b>	Attachment 1      Chief Executive Officer's Credit Card Expenditure – Quarter Ended 31 March 2017  <i>(Please Note:      The report and attachment is confidential and will appear in the official Minute Book only)</i>
<b>AUTHORITY / DISCRETION</b>	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

This report is confidential in accordance with Section 5.23(2)(a) of the *Local Government Act 1995*, which also permits the meeting to be closed to the public for business relating to the following:

- *a matter affecting an employee.*

A full report was provided to Elected Members under separate cover. The report is not for publication.

**MOVED Cr McLean, SECONDED Cr Dwyer that the Audit Committee NOTES the report on the corporate credit card usage of the Chief Executive Officer for the quarter ended 31 March 2017.**

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Crs Chester, Dwyer, McLean, Poliwka and Taylor.

**Disclosure of interest affecting impartiality**

<b>Name/Position</b>	<b>Mr Garry Hunt, Chief Executive Officer.</b>
<b>Item No./Subject</b>	Item 4 - Confidential - Chief Executive Officer's Credit Card Expenditure (April – June 2017).
<b>Nature of interest</b>	Interest that may affect impartiality.
<b>Extent of Interest</b>	The Chief Executive Officer is the card holder.

## **ITEM 4      CONFIDENTIAL - CHIEF EXECUTIVE OFFICER'S CREDIT CARD EXPENDITURE (APRIL – JUNE 2017)**

<b>WARD</b>	All
<b>RESPONSIBLE DIRECTOR</b>	Mr Mike Tidy Corporate Services
<b>FILE NUMBER</b>	09882
<b>ATTACHMENT</b>	Attachment 1    Chief Executive Officer's Credit Card Expenditure – Quarter Ended 30 June 2017  <i>(Please Note:    The report and attachment is confidential and will appear in the official Minute Book only)</i>
<b>AUTHORITY / DISCRETION</b>	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

This report is confidential in accordance with Section 5.23(2)(a) of the *Local Government Act 1995*, which also permits the meeting to be closed to the public for business relating to the following:

- *a matter affecting an employee.*

A full report was provided to Elected Members under separate cover. The report is not for publication.

**MOVED Cr Dwyer, SECONDED Cr McLean that the Audit Committee NOTES the report on the corporate credit card usage of the Chief Executive Officer for the quarter ended 30 June 2017.**

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Crs Chester, Dwyer, McLean, Poliwka and Taylor.

**ITEM 5                      CONFIDENTIAL - INVESTIGATION INTO SUPPLIER  
PAYMENT ACTIVITIES**

<b>WARD</b>	All
<b>RESPONSIBLE DIRECTOR</b>	Mr Mike Tidy Corporate Services
<b>FILE NUMBER</b>	106236, 101515
<b>ATTACHMENTS</b>	Nil.
<b>AUTHORITY / DISCRETION</b>	Information - includes items provided to Council for information purposes only that do not require a decision of Council (that is for 'noting').

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This report is confidential in accordance with Section 5.23(2)(a) of the *Local Government Act 1995*, which also permits the meeting to be closed to the public for business relating to the following:

- a matter if disclosed, could reasonably expected to impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with an contravention or possible contravention of the law.

A full report was provided to Elected Members under separate cover. The report is not for publication.

**MOVED Cr Chester, SECONDED Cr Dwyer that the Audit Committee NOTES the report on the investigation into Supplier payment activities.**

**The Motion was Put and**

**CARRIED (5/0)**

**In favour of the Motion:** Crs Chester, Dwyer, McLean, Poliwka and Taylor.



**URGENT BUSINESS**

Nil.

**MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil.

**REQUESTS FOR REPORTS FOR FUTURE CONSIDERATION**

Nil.

**CLOSURE**

There being no further business, the Deputy Presiding Member declared the meeting closed at 6.44pm; the following Committee Members being present at that time:

Cr Tom McLean, JP  
Cr Russell Poliwka  
Cr John Chester  
Cr Sophie Dwyer  
Cr Philippa Taylor

## Executive and Risk Services Program 2017-18

### Services and Service Levels

Service	Objective	Service Level
Internal audit and risk mitigation	To report to the Audit Committee	<ul style="list-style-type: none"> <li>Provision of reports to allow the Audit Committee to oversee internal / external auditing, risk management, internal control and compliance functions of the City.</li> </ul>
	To undertake activities listed in the Annual Internal Audit Program	<ul style="list-style-type: none"> <li>Provision of an independent and objective review of City operations and systems – provides assurance that risk management, controls and compliance processes are effective.</li> </ul>
	Coordination of raising awareness and ongoing education of risk management responsibilities	<ul style="list-style-type: none"> <li>To enhance awareness of risk and promote a positive risk culture that embeds risk management across the City's systems and processes.</li> </ul>
Monitoring and/or reviewing activities	Implementation of the Service Review Program	<ul style="list-style-type: none"> <li>Reviewing the City's performances to minimise risk exposure (to inform risk management decision making at the executive and managerial level).</li> </ul>
	Undertake business, financial and operational analysis	<ul style="list-style-type: none"> <li>Reviewing the City's performances to improve efficiency and effectiveness.</li> <li>To provide confidence and integrity of data and/or information.</li> </ul>
Quality Management System	To development, implement and maintain the City's Quality Management System (ISO9000:2015)	<ul style="list-style-type: none"> <li>Provision of advice, guidance and training on the application and use of the Quality Management System.</li> <li>Oversight of the Quality Management System within established areas.</li> <li>Implementation of the Quality Management System within new areas.</li> </ul>

**NOTE:** The Internal Audit Program assist the Chief Executive Officer to comply with section 17 of the *Local Government (Audit) Regulations 1996* – review the appropriateness and effectiveness of a local government’s systems and procedures in relation to risk management, internal control and legislative compliance.

Joondalup 2022 Key Theme and Objective	Actions and Projects	Informing Plan or Legislation	Project Milestone	
<p><b>Governance and Leadership</b></p> <p><b>Corporate Capacity</b> For the community to have confidence and trust in the City that it can deliver services effectively and transparently</p> <p><u>Strategic Initiatives</u> Demonstrate accountability through robust reporting that is relevant and easily accessible by the community</p> <p>Continuously strive to improve performance and service delivery across all corporate functions</p>	Internal Audit Program	Local Government Act 1995	Q1 – Q4	Audit Committee Requests and Reports
		Local Government (Audit) Regulations 1996	Q1 – Q4	Development of an overall Fraud, Corruption and Misconduct Control Framework for the City
		Corruption, Crime and Misconduct Act 2003	Q1 – Q4	Review outcomes of data analytics performed by Deloitte to prioritise and inform the audit plan to examine potential areas where fraudulent activity may exist
		Q1 – Q4	Respond to referrals from external agencies (including the Corruption and Crime Commission and Public Sector Commission) that may require investigation and reporting as required by legislation	
		Q1 – Q4	Ongoing review of employees’ and elected members’ gift registers	
		Q1 – Q4	Audit follow-up (implementation of agreed recommendations)	
		Q1	Complete the annual audit of compliance of the Information Protection Agreement between the City and VicRoads	
		Q1	Coordinate the completion of the annual Integrity and Conduct Survey and ensure its submission to the Public Sector Commission by the stipulated deadline	
		Q3	Coordinate the completion of the annual Compliance Audit Return and ensure its submission to the Department of Local Government and Communities by 31 March 2018	

Joondalup 2022 Key Theme and Objective	Actions and Projects	Informing Plan or Legislation	Project Milestone	
<p><b>Governance and Leadership</b></p> <p><b>Corporate Capacity</b> For the community to have confidence and trust in the City that it can deliver services effectively and transparently</p> <p><u>Strategic Initiatives</u> Demonstrate accountability through robust reporting that is relevant and easily accessible by the community</p> <p>Continuously strive to improve performance and service delivery across all corporate functions</p>	<p>Risk Management Program</p> <p>(Raising awareness and providing ongoing education to minimise risk exposure)</p>	<p>Local Government Act 1995</p> <p>Local Government (Audit) Regulations 1996</p>	Q1 – Q4	Implementation of electronic system to enhance the integration of risk management processes
			Q1 – Q2	Strategic Risk Register – finalise allocation of risk owners, treatment owners and the ratings of inherent and residual risks
			Q1 – Q4	Strategic Risk Register – monitor risks and report issues of concern to the Chief Executive Officer
			Q4	Strategic Risk Register – annual reporting to the Chief Executive Officer of the status of the register
			Q1 – Q4	Project Risk Registers – monitor risks and report issues of concern to the Chief Executive Officer
			Q3 – Q4	Business Unit Risk Registers – undertake risk management workshops for the development of the 2018/19 registers to identify risk owners, treatment owners and the ratings of inherent and residual risks

**NOTE:** The Service Review Program assist the Chief Executive Officer to comply with section 17 of the *Local Government (Audit) Regulations 1996* – review the appropriateness and effectiveness of a local government’s systems and procedures in relation to risk management, internal control and legislative compliance.

Joondalup 2022 Key Theme and Objective	Actions and Projects	Informing Plan or Legislation	Project Milestone	
<b>Financial Sustainability</b> <b>Effective Management</b> To conduct business in a financially sustainable manner  <u>Strategic Initiative</u> Seek out efficiencies and regional collaborations to reduce service delivery costs	Service Review Program	Local Government Act 1995	Q1	Finalise Performance Review of Procurement and Contract Management
	Business, financial and operational analysis	Local Government (Audit) Regulations 1996	Q1 – Q4	Undertake Performance Reviews to review the efficiency and effectiveness of the City’s performance, including the identification of risks (as directed by the Chief Executive Officer or from outcomes of data analytics)
	Data Analytics Program	20-Year Strategic Financial Plan	Q1 – Q4	Audit Committee Requests and Reports
	Local Government Benchmarking Program		Q1 – Q4	Australasian Local Government Performance Excellence Program <ul style="list-style-type: none"> <li>• Finalise analysis of the 2015/16 data using the final report and online comparative tool</li> <li>• Identify areas using the 2015/16 data where further analysis and review could improve business performance</li> <li>• Participate in the second year of the program for 2016/17 data</li> </ul>

**Review of Event Risk Management Plans/Project Risk Assessments**

- ANZAC Day
- Australia Day Citizenship Ceremony
- Craigie Leisure Centre Christmas Party
- Defeat the Beat
- Dogs Day Out
- Little Feet Festival
- Kaleidoscope
- Joondalup Festival
- Music in the Park Concerts x 3
- Shepherd's Bush Park BMX Track
- Twilight Markets
- Urban Couture
- Valentine's Concert
- Youth Music Event
- Admiral Park Floodlight Upgrade
- Black Spot Program 2016/17
- Chichester Park Clubroom Redevelopment
- Heathridge Park Master Plan
- Hepburn Avenue / Glenggary Drive Roundabout
- Ocean Reef Road / Joondalup Drive Intersection
- Ocean Reef Road Duplication
- Robertson Road Cycleway Path Upgrade
- Sorrento Foreshore Parking Improvements
- Whitfords Nodes Stairway

**Internal Audits / Reviews**

- Credit Cards and Trade Cards
- Graffiti Bonus Payment
- Pre-Paid Debit Card Protocol
- VicRoads Information Protection Agreement
- Cash and Cheque Collection Service

**Legislative Requirements**

- Chief Executive Officer Review of Systems for Risk Management, Internal Control and Legislative Compliance
- Completion of 2016 Compliance Audit Return
- Completion of 2016 Public Sector Commission Integrity and Conduct Survey

**Other**

- Development of Fraud, Corruption and Misconduct Control Policy
- Oversight of implementation of recommendations following external review of the City's approach to financial modelling
- Oversight of external review of Joondalup Performing Arts and Cultural Facility Business Case and Financing Strategy
- Participation in Australasian Local Government Performance Excellence Program for 2015-16 (first year of three)
- Delivery of insights from data analytics program undertaken by Deloitte

**NOTE:** Does not include activities commenced in 2016-17 that are still ongoing.