



SNOWY MONARO
REGIONAL COUNCIL

Minutes

(Full Committee Discussions Version)

Audit Risk And Improvement Committee Meeting

9 December 2024

**AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING
HELD IN COMMITTEE ROOM, 81 COMMISSIONER STREET, COOMA**

ON MONDAY 9 DECEMBER 2024

MINUTES

Notes:

1.	OPENING OF THE MEETING	3
2.	APOLOGIES.....	3
3.	DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST	3
4.	ADOPTION OF MINUTES OF PREVIOUS MEETING	3
4.1	Audit Risk And Improvement Committee Meeting 16 September 2024.....	3
4.2	Extraordinary Audit Risk And Improvement Committee Meeting 4 November 2024	4
5.	BUSINESS ARISING.....	4
5.1	Audit Recommendations Update	4
5.2	ARIC Resolution Updates.....	5
6.	PRESENTATIONS.....	6
7.	STANDARD AGENDA ITEMS	6
7.1	STANDARD REPORTS	6
7.1.1	Emerging Corporate Risks	6
7.1.3	ICT Cyber Security Update.....	7
7.1.4	Delivery Program Progress Report	8
7.2	FINANCE REPORTS.....	8
7.2.1	External Auditors Engagement Closing Report	8
7.2.2	Noting the 2023/24 Financial Statements	10
7.2.3	2025/26 Budget Development Planning Update	10
7.2.4	Monthly Funds Management Report – August to October 2024	11
8.	SPECIAL AGENDA ITEMS	11
8.1	AUDIT REPORTS.....	11
8.1.1	Internal Auditor Update	11
8.2	OTHER REPORTS	12
8.2.1	Development of Integrated Planning and Reporting Documents	12

8.2.2	Review of Risk Management Framework	13
8.2.3	Review of Risk Tolerances	14
8.2.4	Annual Plan and Audit Plan	14
9.	GENERAL BUSINESS	15
9.1	2025 Meeting Dates	15
10.	NEXT MEETING	15

**MINUTES OF THE AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING
HELD IN COMMITTEE ROOM, 81 COMMISSIONER STREET, COOMA**

**ON MONDAY, 9 DECEMBER 2024
COMMENCING AT 10:00 AM**

PRESENT:

Voting Attendees: Michael Quirk, Independent Member (Chair)
Andrew Cox, Independent Member
Kylie McRae, Independent Member

Non-Voting Attendees: Councillor Luke Williamson, Council Member
Stephen Dunshea, Chief Executive Officer

Guests: Andrew Thaler, Councillor
David Rawlings, Chief Strategy Officer
Paul Fitzsimons, Internal Auditor
Simon Rennie, Acting Chief Financial Officer
Sue Prichard, Director - Financial Audit - Audit Office of NSW
Scott Goudie, ICT Coordinator
Gina McConkey, Strategy Coordinator

1. OPENING OF THE MEETING

The Chair opened the meeting at 10:04 AM

2. APOLOGIES

An apology for the meeting was received from Shannon Buckley.

An apology for the in-camera session was given by Andrew Cox.

3. DECLARATIONS OF PECUNIARY INTERESTS/CONFLICT OF INTEREST

Nil

4. ADOPTION OF MINUTES OF PREVIOUS MEETING

4.1 AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING 16 SEPTEMBER 2024

COMMITTEE RECOMMENDATION

ARIC278/24

That the minutes of the Audit Risk And Improvement Committee Meeting held on 16 September 2024 are confirmed as a true and accurate record of proceedings.

Moved Mr Cox

Seconded Mr Quirk

CARRIED

4.2 EXTRAORDINARY AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING 4 NOVEMBER 2024

RECOMMENDATION

THAT the minutes of the Extraordinary Audit Risk And Improvement Committee Meeting held on 04 November 2024 are confirmed as a true and accurate record of proceedings.

COMMITTEE RECOMMENDATION

ARIC279/24

THAT the minutes of the Extraordinary Audit Risk And Improvement Committee Meeting held on 04 November 2024 be included in the next agenda for ARIC.

Moved Mr Quirk

Seconded Mr Cox

CARRIED

5. BUSINESS ARISING

5.1 AUDIT RECOMMENDATIONS UPDATE

Record No: 124/682

COMMITTEE RESOLUTION

ARIC280/24

That:

- 1) The Audit, Risk and Improvement Committee receive the audit recommendations audit report
- 2) Agree to the removal of the following recommendation: OB01-05 Develop and implement an economic development and investment attraction strategy that targets realisation of benefits from major regional developments and supply chains (e.g. the SAP) locally to the Council area.
- 3) Agree to the removal of the following recommendation: OB01-03 Refine and strengthen the nature of engagement and advocacy with the NSW Government regarding the impact of the SAP development and contributed assets, including consideration of the additional growth factor in the rate peg applied to Council in future years to fund the increase in depreciation and other whole of life costs.
- 4) That management review the risks attached to the items marked as extreme risks and provide an update on what is to be done to ameliorate the risks.

Moved Mr Quirk

Seconded Mr Cox

CARRIED

Cr Thaler: Requested that a copy of the business papers be emailed to him so he could follow along.

Chair: Advised would leave to Chief Strategy Officer and that it was thought there was a policy position on this issue.

Chair: To take on notice.

Cr Thaler: Advised that felt that as can attend and listen to the meeting he should be able to get access to the papers.

Ms McRae: Self Assessment against the standards 2018 – This item could be potentially closed. Have not seen evidence that this has been materially progressed. Given the resourcing issues facing Council do not see that this is a priority.

Mr Cox: Extreme risk item “Identified risks in facilities group be added to the risk register in consultation with the Risk Officer”. Would not see how that could be very hard to do and it’s been three years.

Mr Rawlings: Advise that they are holding off as waiting for the risk officer role to be filled.

Mr Fitzsimmons: Advised that has looked at this area. Tools are there, but due to the resourcing work not being done to record the issues in the register.

Mr Cox: Second extreme one: “Develop and implement a economic development investment attraction strategy”, is that really an extreme risk.

Mr Rawlings: Advised does not consider those to really be an extreme risk. Advised that changed resources mean that will have to look at how deal with the issue.

Chair: Raised that the two items to be discussed indicate that the SAP is becoming a significant risk.

Mr Rawlings: Advised does not see it as a significant risk as the water/sewer aspects are funded. Waste is already an issue that needs dealing with, so not relating to SAP development particularly.

Chair: Asked if the development would put pressure on the infrastructure to be provided by Council.

Mr Rawlings: Advised, it would but water and sewer upgrades are in place and funded for the short term.

Chair: Asked what is the timeframe around closing the Jindabyne Landfill and creating a transfer station.

Mr Rawlings: Advised that EPA is good at targeting funding towards needs, so good chance of gaining some funding. Probably going to take 5 years to build a facility.

Chair: Asked if legislative compliance register been shelved.

Mr Rawlings: Advised that not shelved, but as there are insufficient resources for undertaking improvement works it is talking a long time to carry out this project.

Chair: Noted that ARIC had discussion on policy compliance and that the fact that do not have compliance register compliance has to be an increased risk. Valuable to have more regular updates to ARIC as to where that project is going.

5.2 ARIC RESOLUTION UPDATES

Record No: I24/683

COMMITTEE RECOMMENDATION	ARIC281/24
That the Audit, Risk and Improvement Committee note the information in the ARIC resolution updates report.	
Moved Mr Quirk	Seconded Ms McRae
	CARRIED

Ms McRae: Noted that many estimated completion dates have passed and no new completion dates have been included.

Chair: Not sure of the value getting out of it at present. May be necessary to make additional resolutions and minute them. Note that at September requested report on asset management and Towards Excellence programs for this meeting, but they are not included.

6. PRESENTATIONS

Nil. Presentation provided as part of item 7.2.1.

7. STANDARD AGENDA ITEMS

7.1 STANDARD REPORTS

7.1.1 EMERGING CORPORATE RISKS

Record No: I24/678

COMMITTEE RECOMMENDATION	ARIC282/24
That	
1) A critical focus for Council needs to be addressing the asset management and customer service risks that have been previously reported.	
2) That are report come back to ARIC on the volumes and themes of customer service requests.	
Moved Mr Quirk	Seconded Ms McRae
	CARRIED

Mr Cox: Asked what are the themes of the code of conduct complaints lodged.

Mr Rawlings: Advised that general complaints about the behaviour of councillors.

Mr Cox: Asked if Council had self-reported the complaints to the Office of Local Government (OLG).

Mr Rawlings: Council has not referred, but OLG was aware of them through their current monitoring.

Chair: Appears progress in some areas has slowed.

Mr Rawlings: Advised that with the CRM, while data has been collected it has not yet been reviewed. Information from Towards Excellence is showing that customer contacts is a significant issue for how to deal with those. Just having CRM in place is not going to solve the problem. Will be a challenge as it will need to put resources in, and a need to identify where those resources are to come from.

Chair: Asset management and customer services are two key items that have been addressed in the past, but unless we have a real clear focus on it, don't think things are going to change. Suggested that ongoing ARIC has a focus on those two areas. Customer service is a long journey and need a holistic approach, as with asset management.

Mr Cox: Is there a summary on the customer complaints and themes, how much they have increased.

Chair: There is a items for update on customer service standards 2 meetings ago, in 2 meetings should have an update on how performing.

7.1.2 CORPORATE PROJECTS ARIC REPORT

Record No: I24/630

COMMITTEE RECOMMENDATION	ARIC283/24
That ARIC note Corporate Projects ARIC Report.	
Moved Mr Quirk	Seconded Mr Cox
	CARRIED

Mr Rawlings: Slowly getting legacy projects off the books. Effort has been put into getting merger funded projects finalised. Need to ensure that new projects are fully scoped so that do not get more surprises.

Chair: At a future meeting can a full listing of projects and status so that ARIC can get a concept of the dollar risk, process risk, etc.

7.1.3 ICT CYBER SECURITY UPDATE

Record No: I24/687

COMMITTEE RECOMMENDATION	ARIC284/24
That ARIC note the ICT Cyber Security Update.	
Moved Mr Quirk	Seconded Mr Cox
	CARRIED

Mr Goudie: No successful cyber-attacks detected. Some items found, but remediated before they became activated. Penetration testing has been performed. External weaknesses have been remediated. Cyber-security training resulting in click-through rates declining. More education to be done. Seeing that the reporting tool is not being utilised enough.

Undertaking essential 8 maturity level assessment.

Chair: Noted that there will be an increased risk for the foreseeable future, it is not a matter about how well you are protected, but when you are going to get hit. Can only build your defences as best you can.

Mr Goudie: Having active monitoring systems in place is a key component in achieving that.

Chair: Office of Local Government Framework for Cyber – Have we reviewed that?

Mr Goudie: Have not yet reviewed that to see what will be required.

Achieving mandatory 25 is in the operational plan. So will include reporting on that to ARIC.

Cr Williamson: What level of positive assurance we seek concerning our cybersecurity and what is scope? Do we do physical protection testing?

Mr Goudie: Use external agency to attack the system. There are some physical systems in place.

Cr Williamson: What arrangements in place for in the event that have adverse attack?

Mr Goudie: Have response procedures in place. Also use third parties to assist in response and have replication services in place.

Cr Williamson: Could Council manage media and assure the community?

Mr Goudie: Those matters are part of the procedures.

Mr Dunshea: Meeting with insurers, will raise the potential for opportunity for and event test.

7.1.4 DELIVERY PROGRAM PROGRESS REPORT

Record No: 124/685

COMMITTEE RECOMMENDATION	ARIC285/24
That ARIC note the delivery program progress report.	
Moved Mr Quirk	Seconded Ms McRae
CARRIED	

Chair: Preparation of the LEP has been pushed out. Does this mean work on DCP will be antiquated before new LEP finalised?

Ms McConkie: Yes, except for the Jindabyne DCP. Sill collecting issues from current DCPs so have a log of issues to be considered in development of the combined DCP.

Chair: How realistic is it that LEP will be done by 2027, as this is a big piece of work.

Ms McConkey: Staff currently working on third revision of the settlement strategy based on new statistical data.

Chair: What is the estimated life of the Jindabyne landfill?

Mr Rawlings: Estimates currently around 5-7 years by reconfiguring the site and changed management.

Cr Williamson: Had been raised with Cr Williamson that Council have closed the Bombala landfill and that we were transferring waste to the Jindabyne landfill.

Mr Rawlings: While unaware of the facts, would seem strange.

Cr Williamson: Does not understand why not going into Bombala landfill as that site has capacity.

Mr Dunshea: Advised would see information from the chief officer on the matter to provide advice to the councillor.

7.2 FINANCE REPORTS

7.2.1 EXTERNAL AUDITORS ENGAGEMENT CLOSING REPORT

Record No: 124/635

COMMITTEE RECOMMENDATION	ARIC286/24
That the Audit, Improvement and Risk Committee receive and note the attached documents and commend the efforts of the Finance Team in delivering the plans.	
Moved Mr Quirk	Seconded Ms McRae
CARRIED	

Ms Pritchard: Significant work done by staff to improve information on roads. Testing found no continuing material misstatements, so went to technical review committee and had that qualification removed. RFS qualification remove based on a change in materiality, as now based on asset, when previously based on expenditure.

Material errors in roads and water mains, but appropriately entered into the financial statements. Discontinuance of aged care also correctly recorded.

Lodged one month late, but one month earlier than previous year. Still a large amount of errors and work to still to be done by Council in fixing up the books and records going forwards. Some issues with quality and timeliness of financial information. A large amount of changes from the initial statements. A number of versions provided. Numerous version of the cash flow also provided. Felt there should be more of a focus on making sure reconciliations up to date at all times.

Three areas to be reported on in the management letter:

- Work in progress: Significant amount of work in progress. Not a detail review done of those balances. Requested additional work be done. Additional \$22million in WIP transferred. Should be more detailed review going forward.
- IPP&E: While able to remove qualification, still more work to be done in relation to the books and records there. Focus this year on roads. Still a number of categories that have not been subjected the revaluation recently, so recommending should be reviewed going forward.
- Sewer Tariff Rate: Undercharged commercial users. Only one of the two tariff components charged.

Did an additional test to compare payments made by Council to payroll records and ASIC records. Found some records where possibly there may be conflicts of interest with some staff. No conflicts of interest register that could be compared back to. Discussed with management. Management advised they were satisfied no conflicts there, but will recommend improvements.

Ms McRae: Do they have a sense of why so many version and level of error.

Ms Pritchard: Was substantial changeover of staff and that played into it. There was a substantial amount of work done to get from where last year to where at this year. Team has done really well to get where are this year, but do not want to give impression there is not further work to do.

Cr Williamson: Did assessment of conflict of interests extend to councillors as well as staff?

Ms Pritchard: Did include councillors. High level assessment.

Cr Williamson: Do you think it was likely that Council exceeded its unrestricted cash during the year?

Ms Pritchard: The testing done did not indicate that. The number of different variations provided gave more concern that potentially that might occur if not regularly assessed. However, understand that management do assess it and it may be an issue with the reconciliation.

Cr Williamson: Understanding that accounts did not include RFS assets and is that noted in the management letter?

Ms Pritchard: Will be noted in the management letter. There is a PAC inquiry on the treatment and who should own the RFS assets current. Waiting on the outcomes of that inquiry.

Chair: ASIC cross check, were people identified as with potential conflicts KMP?

Ms Pritchard: No KMP were included on the list. Did discuss the ones found and management satisfied there were no conflicts. More the documentation around those potential conflicts.

Chair: AASB13 – What is the likely impact for SMRC?

Ms Pritchard: More likely to impact large asset based where the is the potential they could be used for other purposes. Unlikely to significantly impact.

Chair: Where is next year's engagement plan up to?

Ms Pritchard: Have not yet commenced that process.

Chair: Noted the impact of the revaluations and the requirements for ARIC to touch base on aspects of the engagement plan.

7.2.2 NOTING THE 2023/24 FINANCIAL STATEMENTS

Record No: I24/636

COMMITTEE RECOMMENDATION	ARIC287/24
That ARIC note the 2023-24 audited financial statements and commend the effort of the CFO and his team in delivering them in the shape they have been delivered.	
Moved Mr Quirk	Seconded Ms McRae
	CARRIED

Ms McRae: Asked in the past for a view of Council's unrestricted cash position to be provided to ARIC. Know it is done in the QBR process, but September, not in the papers. Can it be emailed out separately?

Chair: How is process for this year's financial statements looking?

Mr Rennie: Consider to be on the path back up. Finished earlier than last year. Level of errors above what expected, but still a vast improvement. Need to keep current team in place for next year to complete things on time and schedule. Putting thing in place already, but will still be tight. Work to be done on the asset capitalisation process. New resource being engaged, which will be crucial to getting the work done.

Chair: How are the revaluations tracking?

Mr Rawlings: Collecting the condition data at the moment. Will also be getting a 10 year program of works developed.

7.2.3 2025/26 BUDGET DEVELOPMENT PLANNING UPDATE

Record No: I24/637

COMMITTEE RECOMMENDATION	ARIC288/24
That ARIC note the 2025/26 budget development planning update.	
Moved Mr Quirk	Seconded Mr Cox
	CARRIED

Chair: How confident is the CFO in achieving the timeframes?

Mr Rennie: Ledger restructure going well. Into second test of structure. Back end will be clean and logical. Front end will look much the same. Processes are currently wasting a lot of time. Will automate that, allowing for more analysis time. Ability to drive scenarios is what slows down the process.

Chair: The report shows the draft budget December – January. Does this mean all of the annual service plan and activity based costing has been completed?

Mr Rennie: No, that will be the start of the process. The draft is planned to be completed by the end of January. Are working on annual services plans.

7.2.4 MONTHLY FUNDS MANAGEMENT REPORT – AUGUST TO OCTOBER 2024

Record No: I24/639

COMMITTEE RECOMMENDATION	ARIC289/24
That the committee note the information on investments.	
Moved Mr Quirk	Seconded Mr Cox
	CARRIED

8. SPECIAL AGENDA ITEMS

8.1 AUDIT REPORTS

8.1.1 INTERNAL AUDITOR UPDATE

Record No: I24/686

COMMITTEE RECOMMENDATION	ARIC290/24
That ARIC receive the reports from the Internal Auditor.	
Moved Mr Quirk	Seconded Mr Cox
	CARRIED

Mr Fitzsimons: So far this financial year have completed procurement, accounts payable and the risk management framework review. Commenced payroll/workforce audit. Have been through and reviewed the outstanding recommendations from audit. All within time or complete. Seems to be on track.

Conscious that ARIC will have to attest to the level of assurance as to how comfortable they are with the level for service provide by the CRJO. Expected that this will be impacted by the volume of work to be done and the level of resources available to do it.

Ms McRae: Why are internal audit tracking actions when management are already tracking the items? Seems like a duplication of effort when already being tracked centrally.

Has concerns about how will achieve some aspects of the scope for the payroll audit. How will assure that payroll complies with all legal and regulatory functions. Concerned about the resource impacts of verifying all termination payments.

Mr Fitzsimons: Will be looking at size of risk and test against processes and systems.

Ms McRae: Change wording to focus on that the scope is to test the processes.

Chair: Terminations should be a sampling process.

Mr Fitzsimons: If terminations proved to be a resourcing issue, will look to move to sampling process.

Cr Williamson: If there are a large number of people exiting the organisation, what is anything this committee should consider in discovering the root causes of that and what might be done about it? More curious as to what is the root cause and if there is any risk that needs to be managed in that regard.

Mr Fitzsimons: If all the terminations came from one area or manager would expect to see some analysis. If comes from across the organisation would see that just as BAU.

Mr Cox: Indicated that audit being asked for is an operational audit, however what is proposed is a compliance audit.

Mr Cox: Does the current audit replicate the work done previously?

Mr Fitzsimons: Was raised at last ARIC, was requested that full audit be undertaken, which is what is in the current scope.

Ms McRae: In relation to audit plan, where is it?

Mr Fitzsimons: Still waiting on management's input into that. Normally would look at risk registers and pick from there, but not in a position to do that. Aware management has had other issue they are dealing with.

Ms McRae: Noted has been promised for 6-9 months. Not good enough.

Chair: New standards make this a critical part of internal audit, that needs to be built in.

Ms McRae: Also needs to be a strategic plan, a business plan for internal audit, not just a four year internal audit plan. A business plan aligning it to organisational strategy and looking at the assurance needs of Council.

Mr Cox: Is there opportunity for the ARIC members to contribute to the process?

Chair: Issue is whether CRJO is going to commit the resources, which is an issue for Council.

Mr Dunshea: Indicated that would raise the issue of the internal audit function at the next general managers forum to discuss the way forward.

Chair: Advised that would be welcome and would be valuable for ARIC to see some movement either in resourcing or otherwise in the new year. Internal audit does not meet the Internal Audit standards.

Ms McRae: Similarly risk management is not meeting the standards, which is one of the reasons that the internal audit is slipping.

Mr Dunshea: Noted that proposed meeting with the Council's insurers due to the concerns about risk.

Cr Williamson: At start of conversation it was advised that the audit plan was waiting on input from management. What are we doing about organising that input in a prompt and helpful manner.

Mr Dunshea: Will have a discussion with Paul at the end of the meeting and will provide what required.

8.2 OTHER REPORTS

8.2.1 DEVELOPMENT OF INTEGRATED PLANNING AND REPORTING DOCUMENTS

Record No: I24/677

COMMITTEE RECOMMENDATION	ARIC291/24
That the information on the development of the strategic plans of Council be noted.	

Moved Mr Cox	Seconded Ms McRae	CARRIED
---------------------	--------------------------	----------------

Chair: Noted that it is a critical time for the IP&R with the new CSP coming in. Does SMRC anticipate taking parts from the regional CSP and adding to it for SMRC?

Ms McConkie: Document is set up to have a region wide front end, then separate sections for each Council. Will add in additional data that Council has.

Chair: Where up to with asset management planning?

Ms McConkie: Just finalising scope to review asset policy using external resources. Will be doing a full revamp of the policy and asset management strategy. Current plans are basic. To increase maturity need additional outside support, particularly to have a ten year focus as opposed to just looking at the next year.

Chair: Council has to have critical focus on asset management, as have to take a reality check on what we can do with our assets. That would appear to be a real challenge.

Ms McConkie: Still a lot of gaps, such as with identifying critical assets. Lot of work that needs to be done. Will not get 100% correct in next cycle, but will be a significant improvement.

Mr Rawlings: Noted as we have gone around a full revaluation process with the extent of problems from poor data from previous councils less likely to occur going forward.

Ms McConkie: Last area is open spaces and recreation. Have a person currently out collecting information. Last year focused on improving the roads data to feed into the revaluation.

Cr Williamson: Asset register, do we have one or several?

Ms McConkie: We have one. After the merger were operating 3-4 years on the former systems. Merged in 2020 with Civica Authority system.

Cr Williamson: What is situation in term of financial systems? Do we have a single system or do we still have several?

Mr Rennie: Council has never had separate systems since has put in Authority.

Ms McConkie: 12 months after the merger was consolidated into Tech 1 system. Then when went to Civica Authority.

Cr Williamson: Does that mean that when produce quarterly budget reports does that mean it is a matter of pressing a button and those accounts get produced?

Mr Rennie: Use the one system.

Chair: There has been a history of challenges at merged councils of getting two systems talking and merged into one.

Ms McRae: Noted that a number of other councils she is a ARIC member on have similar issues with asset registers.

Ms McConkie: Identified that there were three different approaches under the old councils. Since 2020 have been doing data cleansing.

8.2.2 REVIEW OF RISK MANAGEMENT FRAMEWORK

COMMITTEE RECOMMENDATION	ARIC292/24	
That the status of the risk management within Council be noted as not within acceptable risk levels set by Council.		
Moved Mr Quirk	Seconded Mr Cox	CARRIED

Mr Dunshea: Can give assurances that the councillors are very aware that the risks are outside acceptable levels and part of the instructions from the councillors was to elevate that to priority no. 1. In the first week one of the actions was to contact the insurers to seek assistance to do whatever immediate work that we can. We are not going to achieve everything, but want to make sure that this is in a much better position and on a positive trajectory, in terms of its risk management practices, policies, procedure and particularly its culture before he moves on.

Has raised this with the executive and Manager Safety. Communication to the staff will carry the message that a line in the sand has been drawn in terms of risk management.

Chair: Advised that is good to hear. There are three legs to the integrity framework and need to try and get all three of them up to a reasonable standard in a very, very short time.

Mr Cox: What happened to the Palladin work that was being done.

Mr Rawlings: Some work had been done before resources were diverted to work health and safety improvements. Will bring together the draft documents that have been created and look to meld those into a document.

8.2.3 REVIEW OF RISK TOLERANCES

Record No: I24/679

COMMITTEE RECOMMENDATION	ARIC293/24	
That the information be noted.		
Moved Mr Quirk	Seconded Mr Cox	CARRIED

Ms McRae: Has Council had an opportunity to review risk tolerances? Is the risk tolerance reported to councillors, how are they educated on risk tolerances?

Mr Rawlings: At this stage it is only done through the risk table in each report, which shows current risk, future risk and whether within tolerance. Has not been explicitly discussed. Needs to be brought into the development of the delivery program, because the resourcing has to be there to support the risk tolerance. At the moment there is a mismatch between resourcing and what the expectations of what risk tolerances should be.

8.2.4 ANNUAL PLAN AND AUDIT PLAN

Record No: I24/641

COMMITTEE RECOMMENDATION	ARIC294/24	
That the Audit, Risk and Improvement Committee adopt the work plan for the period January 2025 to December 2025.		
Moved Mr Quirk	Seconded Mr Cox	CARRIED

Chair: This is basically the ARIC work plan for next year.

Ms McRae: Should not be referred to as an audit plan, as it is not an audit plan. Noted that a column is labelled 'audit plan', which is incorrect.

Chair: Noted that the plan is much the same as the current year's plan. Noted that while important that have the plan, equally important to ensure that we meet it and not drop reports. While the plan covers the basics, there is a lot more diverse things that now need to be covered under the new requirements.

9. GENERAL BUSINESS

9.1 2025 MEETING DATES

Record No: I24/690

COMMITTEE RECOMMENDATION	ARIC295/24	
That the ARIC note and approve the 2025 Meeting Dates.		
Moved Mr Quirk	Seconded Mr Cox	CARRIED

Chair: Adviseed that this will be his last meeting as chair of ARIC. Would like to thank ARIC colleagues. Thank Mr Rawlings and his team. Also thank other staff for their support as well. Wishes the ARIC well.

Cr Thaler: Can we have the meeting dates circulated to councillors in advance?

Mr Dunshea: Subject to adoption of dates will be added to the councillors diaries.

10. NEXT MEETING

Monday, 10 March 2025.

There being no further business the Chair declared the meeting closed at 12:30pm.

CHAIRPERSON

The above minutes of the Audit Risk And Improvement Committee Meeting of Snowy Monaro Regional Council held on 9 December 2024 were confirmed by Committee at a duly convened meeting on 1 January 2026 at which meeting the signature hereon was subscribed.

