



# Attachments

Audit And Risk Management Committee Meeting

Tuesday, 8 August 2023



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# Agenda Item 5.1.1 - Attachment 1

Minutes of the Audit And Risk Management Committee  
Meeting held 9 May 2023



# Published Minutes

Audit And Risk Management Committee Meeting

Tuesday, 9 May 2023

Date:	Tuesday 9 May 2023
Time:	9:00am
Location:	Council Chambers, Onslow Shire Complex, Second Avenue, Onslow
Distribution Date:	Friday 12 May 2023



**Shire of Ashburton  
Audit And Risk Management Committee Meeting**

The Chief Executive Officer recommends the endorsement of these minutes at the next Audit And Risk Management Committee Meeting.

K Donohoe  
Chief Executive Officer  
12 May 2023

These minutes were confirmed by Council as a true and accurate record of proceedings at the Audit And Risk Management Committee Meeting held on Tuesday, 9 May 2023.

Presiding Member \_\_\_\_\_

Date \_\_\_\_\_

**Disclaimer**

*The Shire of Ashburton warns anyone who has an application lodged with Council must obtain, and should only rely on, written confirmation of the outcomes of the application following the Council meeting, and any conditions attaching to the decision made by Council in respect of the application. No responsibility whatsoever is implied, or accepted, by the Shire of Ashburton for any act, omission, statement, or intimation occurring during a Council meeting.*

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## 1 Declaration Of Opening

The Presiding Member declared the meeting open at 9:10am.

### 1.1 Acknowledgement Of Country

As representatives of the Shire of Ashburton Council, we respectfully acknowledge the local Indigenous people, the traditional custodians of this land where we are meeting upon today and pay our respects to them and all their elders both past, present and emerging.

## 2 Announcement Of Visitors

Nil

## 3 Attendance

### 3.1 Present

Elected Members:	Cr K White	Shire President (Presiding Member), Onslow Ward
	Cr M Lynch	Deputy Shire President, Tom Price Ward
	Cr M Gallanagh	Pannawonica Ward
	Cr L Rumble JP	Paraburdoo Ward
	Cr A Sullivan	Paraburdoo Ward
	Cr J Richardson	Tableland Ward
	Cr A Smith	Tom Price Ward
	Cr T Mladenovic	Tom Price Ward
Employees:	K Donohoe	Chief Executive Officer
	C McGurk	Director Community Development
	T Dayman	Acting Director Corporate Services
	R Miller	Director Infrastructure Services
	J Bray	Manager Governance
	A Furfaro	Governance Officer
	N Cochrane	Council Support Officer
	D Weerasingha	Internal Auditor



## Audit And Risk Management Committee Meeting Minutes

9 May 2023

Guests:	Nil
Members of Public:	There were no members of the public in attendance at the commencement of the meeting.
Members of media:	There were no members of the media in attendance at the commencement of the meeting.

**3.2 Apologies**

Nil

**3.3 Approved Leave Of Absence**

Cr R De Pledge

Ashburton Ward

9 May 2023 to 9 May 2023

**4 Declaration By Members****4.1 Due Consideration By Councillors To The Agenda**

Councillors noted they have given due consideration to all matters contained in this agenda.

**4.2 Declaration Of Interest**

A member who has an Impartiality, Proximity or Financial interest in any matter to be discussed at this meeting must disclose the nature of the interest either in a written notice, given to the Chief Executive Officer, prior to the meeting, or at the meeting immediately before the matter is discussed.

A member who makes a disclosure in respect to an interest must not preside at the part of the meeting which deals with the matter, or participate in, or be present during any discussion or decision-making process relative to the matter, unless the disclosing member is permitted to do so under Section 5.68 or Section 5.69 of the *Local Government Act 1995*.

The following declarations of interest are disclosed –

Nil

## **5 Confirmation Of Minutes**

### **5.1 Confirmation Of Previous Minutes**

#### **5.1.1 Minutes Of The Audit And Risk Management Committee Meeting Held On 4 April 2023**

##### **Committee Decision**

**Moved** Cr M Lynch

**Seconded** Cr T Mladenovic

**That the Minutes of the Audit And Risk Management Committee Meeting held 4 April 2023 (Item 5.1.1 Attachment 1) be confirmed as a true and accurate record.**

**Carried 8/0**

## 6 Public Agenda Items

### 6.1 2021-2022 Annual Report

<b>File Reference</b>	FM09
<b>Applicant or Proponent(s)</b>	Not Applicable
<b>Author</b>	T Dayman, Acting Director Corporate Services
<b>Authorising Officer</b>	T Dayman, Acting Director Corporate Services
<b>Previous Meeting Reference</b>	Nil
<b>Disclosure(s) of interest</b>	Author – Nil
	Authorising Officer – Nil
<b>Attachments</b>	<ol style="list-style-type: none"> <li>1. 2021-2022 Annual Report</li> <li>2. 2021-2022 Audit Report</li> <li>3. 2021-2022 Auditors Report</li> <li>4. Auditors Report Management Letter A</li> <li>5. Auditors Report Management Letter B</li> </ol>

#### Report Purpose

Council is required to accept the annual report no later than 31 December after that financial year or if not available, no later than 2 months after the auditor's report becomes available.

The purpose of this report is to provide Audit and Risk Management Committee with a copy of the 2021-2022 Annual Report, Audited Financial Statements, and the Auditors General Independent Auditor's report and Auditors Report, including auditors' findings and recommendations.

The Audit and Risk Management Committee is requested to endorse and recommend to Council to accept the Annual Report, Financial Statements and Auditors Report for the period ending 30 June 2022.

#### Background

In accordance with Section 5.54(1) of the *Local Government Act 1995* Council is required to prepare and accept the annual report for each financial year no later than 31 December after that financial year.

If the auditor's report is not available in time for the annual report for a financial year to be accepted by the 31 December after that financial year, the annual report is to be accepted by the local government no later than 2 months after the auditor's report becomes available.

As defined within the Audit and Risk Management Committee Terms of Reference, the role of the Committee is to provide guidance and assistance to Council in fulfilling its governance and oversight responsibilities in relation to key areas including review the Shire's draft annual financial report and consider and recommend the Shire's annual financial report to Council for adoption.

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 9 regional councils.

## Audit And Risk Management Committee Meeting Minutes

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In April 2021 Council received correspondence from the Office of the Auditor General of the appointment of RSM to conduct the shires annual financial audit for a 3-year period, commencing with the audit for the year ended 30 June 2021.

**Comments**

On behalf of the Office of Auditor General, RSM conducted an onsite visit to conduct the 2022 audit at the Tom Price Administration Officer from the 24 October 2022 to the 14 October 2022. Remaining testing of the statement of financial position was conducted remotely.

The Office of Auditor General and RSM auditors conducted an exit meeting via teleconference on the 18 April 2023 with the Shire's Audit and Risk Committee Chairperson, Chief Executive Officer, and Acting Director Corporate Services in attendance.

On the 18 April 2023, the Office of Auditor General issued the Auditor General's auditor's report, together with the audited annual financial report, which was forward to the Chief Executive Officer, Shire President, and the Minister for Local Government, as required under the Act.

Two (2) Management letters of findings was received from the Office of Auditor General being.

1. Findings identified during the audit; and
2. Findings indemnified during in the information system audit.

These findings and recommendations have been reviewed by management, and management comments are provided for within the report addressing each finding raised.

While a number of matters raised have been addressed, where there are matters that may or are outstanding, will be added to the Shire's Audit log to ensure that they are progressed, and status update provided to the committee and Council.

Council is required to accept the annual report by the 18 June 2023 being within 2 months of the reports becoming available. Once accepted and as soon as practical, the Chief Executive Officer is required to give local public notice it its availability and publish the annual report of the Shire's official website within 14 days.

In accordance with Section 5.27(2) of the *Local Government Act 1995*, a general meeting of electors is to be held on a day not more than 56 days after the local government accepts the annual report for the previous financial year.

It is proposed that the Electors general meeting is held on the 13 June 2022 in Tom Price.

It is recommended that the Audit and Risk Management Committee recommend Council adopts the 2021-2022 Annual Report, Financial Statements and Auditors report for the period ending 30 June 2022.

**Consultation**

Executive Leadership Team

Office of Auditor General

RSM Australia

Finance Team

Governance Team

Media and Communication Team

**Strategic Community Plan**

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.2 Appropriate, sustainable, and transparent management of community funds
Strategy	4 Ensure financial transactions are accurate and timely.

**Council Policy**

Nil

**Financial Implications**Current Financial Year

Advertising, printing costs are included in the 2022-2023 Annual Budget

Future Financial Year(s)

Nil

**Legislative Implications***Local Government Act 1995*

## 5.54. Acceptance of annual reports

- 1) Subject to subsection (2), the annual report for a financial year is to be accepted\* by the local government no later than 31 December after that financial year.

\* Absolute majority required.

- 2) If the auditor's report is not available in time for the annual report for a financial year to be accepted by 31 December after that financial year, the annual report is to be accepted by the local government no later than 2 months after the auditor's report becomes available.

## 5.55. Notice of annual reports

The CEO is to give local public notice of the availability of the annual report as soon as practicable after the report has been accepted by the local government.

## 5.55A. Publication of annual reports

The CEO is to publish the annual report on the local government's official website within 14 days after the report has been accepted by the local government.

## 5.27. Electors' general meetings

- 1) A general meeting of the electors of a district is to be held once every financial year.
- 2) A general meeting is to be held on a day selected by the local government but not more than 56 days after the local government accepts the annual report for the previous financial year.
- 3) The matters to be discussed at general electors' meetings are to be those prescribed.

Audit And Risk Management Committee Meeting Minutes

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**Risk Management**

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Minor (2)	Rare (1)	Minor (2)	Moderate (5-9)	Audit and Risk Committee recommend the acceptance of the 2021-2022 Annual Report and Financial Statements.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

**Voting Requirements**

Absolute Majority

**Officer Recommendation**

That with respect to the 2021-2022 Annual Report and Financial Statements, the Audit and Risk Management Committee recommends that Council,

1. Accepts the Auditors Report for the year ending 30 June 2022, as provided for in Attachment 3, 4 and 5, and notes the findings and recommendations,
2. Accepts the Annual Report, Financial Statements and Audit Report for the year ended 30 June 2022 as provided for in Attachment 1 and 2, and
3. Holds a general meeting of electors on the 13 June 2023, at the Clem Thompson Sports Pavilion, Tom Price.

**Committee Decision**

**Moved**

**Cr T Mladenovic**

**Seconded**

**Cr L Rumble JP**

**That with respect to the 2021-2022 Annual Report and Financial Statements, the Audit and Risk Management Committee recommends that Council,**

1. **Accepts the Auditors Report for the year ending 30 June 2022, as provided for in Attachment 3, 4 and 5, and notes the findings and recommendations,**
2. **Accepts the Annual Report, Financial Statements and Audit Report for the year ended 30 June 2022 as provided for in Attachment 1 and 2, and**
3. **Holds a general meeting of electors on the 13 June 2023, at the Clem Thompson Sports Pavilion, Tom Price.**

**Carried By Absolute Majority 8/0**

## 6.2 Audit Log Status Update

<b>File Reference</b>	CM52
<b>Applicant or Proponent(s)</b>	Not Applicable
<b>Author</b>	D Weerasingha, Internal Auditor
<b>Authorising Officer</b>	T Dayman, Acting Director Corporate Services
<b>Previous Meeting Reference</b>	Ordinary Council Meeting 04 April 2023 - Item 6.1 – 055/2023
<b>Disclosure(s) of interest</b>	Author – Nil
	Authorising Officer – Nil
<b>Attachments</b>	1. Internal Audit and Financial Audit Log as at 27 April 2023

### Report Purpose

Council is required to review the Audit Log actions.

The purpose of this report is to provide Council oversight of the implementation of actions resulting from internal audits and external reviews.

Council is requested to receive the Audit Log status updates.

### Background

The Chief Executive Officer (CEO) is required to ensure adequate systems and processes are established for the effective management and control of the Shire.

Internal audits and external reviews are examples of methods Council may use to ensure sound management of the Shire is occurring.

Following the finalisation of an internal audit and/or external review, recommendations are included in the Audit Log to ensure progress monitored and recorded.

### Comments

The Shire of Ashburton has previously undertaken internal audits and external reviews of financial and other processes and systems.

This report provides an update on the implementation of the recommendations from those audits and reviews.

A progress update is provided to the Audit and Risk Management Committee to ensure oversight of the implementation of recommendations as a result of an internal audit and/or external review. Full details of the outstanding actions as shown in Attachment 1.

## Audit And Risk Management Committee Meeting Minutes

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Internal Audits

A summary of the progress on the implementation of internal audit recommendations is provided in the following table.

Internal Audit	Total Actions	Not Started		In Progress		Completed	
		27 Apr	30 Mar	27 Apr	30 Mar	27 Apr	30 Mar
Review of 2019 FMR	4	0	0	4	4	0	0
Procurement Systems and Controls	23	2	2	7	8	14	13
Risk Management Practices	19	3	3	12	12	4	4
Grants Management	11	10	10	0	0	1	1
Records Management 21	15	2	3	8	7	5	5
Records Management 22	32	11	12	7	14	14	6
Cybersecurity	23	8	8	15	15	0	0
Business Continuity	26	23	23	3	3	0	0
Building Permits	26	8	14	0	5	18	7
Contract Management	17	0	0	7	7	10	10
Fraud and Corruption	27	19	19	4	4	4	4
Payroll and HR	8	5	5	3	3	0	0
<b>Total</b>	<b>231</b>	<b>91</b>	<b>99</b>	<b>70</b>	<b>82</b>	<b>70</b>	<b>50</b>

20 recommendations have been completed since last reported to the Audit and Risk Management Committee on 4 April 2023.

Financial Audits

A summary of the progress on the implementation of financial audit recommendations is provided in the following table.

Financial Year Ended	Total Actions	Not Started		In Progress		Completed	
		27 Apr	30 Mar	27 Apr	30 Mar	27 Apr	30 Mar
30 June 2016	1	0	0	0	0	1	1
30 June 2017	1	0	0	0	0	1	1
30 June 2018	1	0	0	0	0	1	1
30 June 2019	4	0	0	1	1	3	3
30 June 2020	5	2	2	1	1	2	2
30 June 2021	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Total</b>	<b>12</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>8</b>	<b>8</b>

No recommendations have been completed since last reported to the Audit and Risk Management Committee on 4 April 2023.

Resourcing issues have prevented satisfactory progress of addressing the recommendations from these audits and reviews from occurring.



**Consultation**

The relevant members of the Executive Leadership Team and Middle Management Group were consulted on the progress of the outstanding actions on the Audit Log.

Moore Australia has been provided updates to the Audit Log and verified evidence provided to close actions.

**Strategic Community Plan**

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

**Council Policy**

Nil

**Financial Implications**Current Financial Year

Nil

Future Financial Year(s)

Nil

**Legislative Implications**

In accordance with regulation 17 of the *Local Government (Audit) Regulations 1996*, the CEO is to review the appropriate and effectiveness of a local government's systems and procedures in relation to:

- Risk management,
- Internal control, and
- Legislative compliance.

The CEO is to report to the Audit and Risk Management Committee, the results of each review.

## Audit And Risk Management Committee Meeting Minutes

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**Risk Management**

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Compliance failures if areas identified for improvement are not addressed.	Possible (3)	Major (4)	High (10-16)	Implement process improvements as a result of internal audits/external reviews and provide regular progress reporting to the Audit and Risk Management Committee.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be high.

**Voting Requirements**

Simple Majority

**Officer Recommendation**

That with respect to Audit Log Status Update, the Audit and Risk Management Committee recommends that Council, receives the updated Audit Log.

**Committee Decision**

**Moved** Cr T Mladenovic

**Seconded** Cr M Lynch

**That with respect to Audit Log Status Update, the Audit and Risk Management Committee recommends that Council, receives the updated Audit Log.**

**Carried 8/0**

**6.3 2020 Regulation 17 Review Status Update**

<b>File Reference</b>	GV32
<b>Applicant or Proponent(s)</b>	Not Applicable
<b>Author</b>	J Bray, Manager Governance
<b>Authorising Officer</b>	T Dayman, Acting Director Corporate Services
<b>Previous Meeting Reference</b>	Ordinary Council Meeting 8 March 2022 - Item 9.3 – (020/2022) Ordinary Council Meeting 8 September 2020 - Item 9.2
<b>Disclosure(s) of interest</b>	Author – Nil
	Authorising Officer – Nil
<b>Attachments</b>	1. 2020 Regulation 17 Review Status Update

**Report Purpose**

The purpose of this report is to provide a progress update on the findings of the Chief Executive Officer's review of systems and processes relating to legislative compliance, risk management and internal controls undertaken in accordance with regulation 17 of the *Local Government (Audit) Regulations 1996*.

The Audit and Risk Management Committee is requested to receive the final status update on the 2020 Regulation 17 Review.

**Background**

Regulation 17 of the *Local Government (Audit) Regulations 1996* requires the Chief Executive Officer to conduct a review of systems and procedures relating to legislative compliance, risk management and internal controls on a triennial basis.

AMD Chartered Accountants was engaged to undertake a review of the appropriateness and effectiveness of risk management, internal controls, and legislative compliance at the Shire, in accordance with the regulation 17 of the *Local Government (Audit) Regulations 1996*, for the period ended 30 June 2020.

At its meeting held 8 September 2020, Council received the Regulation 17 Review.

**Comments**

Since the receipt of the Regulation 17 Review Report in 2020, a number of status update reports have been presented to the Audit and Risk Management Committee on the progress of matters raised in the review.

The last status update report was presented to the Audit and Risk Management Committee and Council on 8 March 2022.

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Of the 11 matters raised in the review, six of these have been closed. The five remaining outstanding matters relate to:

- Risk Register
- Contract Management
- Risk Management Policies and Procedures
- Fuel Card/Fuel Usage
- Complaints Handling Procedure.

Full details on the matters raised and their progress updates are shown in Attachment 1.

The Shire is commencing a new Regulation 17 Review in May 2023. As such, a final status update is provided on the basis that the outstanding matters from the 2020 Regulation 17 Review will be considered as part of the upcoming review. No further updates on the 2020 review are proposed to be presented.

**Consultation**

The Director Community Development, Manager Communities, Manager Governance, Manager Regulatory Services and Fleet Manager have provided updates on the outstanding items.

**Strategic Community Plan**

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

**Council Policy**

Nil

**Financial Implications**Current Financial Year

Nil

Future Financial Year(s)

Nil

**Legislative Implications**

Regulation 17 of the *Local Government (Audit) Regulations 1996* requires the Chief Executive Officer to conduct a review of systems and procedures relating to legislative compliance, risk management and internal controls on a triennial basis.

## Audit And Risk Management Committee Meeting Minutes

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**Risk Management**

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Failure to address areas for improvement identified in the Regulation 17 Review.	Possible (3)	Minor (2)	Moderate (5-9)	Continue to progress outstanding actions.

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be medium.

**Voting Requirements**

Simple Majority

**Officer Recommendation**

That with respect to the 2020 Regulation 17 Review – Status Update, the Audit and Risk Management Committee recommends that Council,

1. Receives the Status Update as detailed in Attachment 1, and
2. Notes that no further updates on the 2020 Regulation 17 Review will be presented to the Audit and Risk Management Committee as the outstanding matters will be considered as part of the Regulation 17 Review commencing in May 2023.

**Committee Decision**

**Moved** Cr A Sullivan

**Seconded** Cr A Smith

**That with respect to the 2020 Regulation 17 Review – Status Update, the Audit and Risk Management Committee recommends that Council,**

1. **Receives the Status Update as detailed in Attachment 1, and**
2. **Notes that no further updates on the 2020 Regulation 17 Review will be presented to the Audit and Risk Management Committee as the outstanding matters will be considered as part of the Regulation 17 Review commencing in May 2023.**

**Carried 8/0**

**6.4 Internal Audit Roadmap 2023-2026**

<b>File Reference</b>	CM53
<b>Applicant or Proponent(s)</b>	Not Applicable
<b>Author</b>	D Weerasingha, Internal Auditor
<b>Authorising Officer</b>	T Dayman, Acting Director Corporate Services
<b>Previous Meeting Reference</b>	Nil
<b>Disclosure(s) of interest</b>	Author – Nil
	Authorising Officer – Nil
<b>Attachments</b>	1. Internal Audit Roadmap 2023-2026

**Report Purpose**

The purpose of this report is to establish an effective internal audit function by setting a roadmap with a time plan. This roadmap also identifies important concepts and core principles of internal audit, in compliance with the risk management and internal audit requirements outlined in:

- The *Local Government Act 1995* and related Regulations;
- The Operational Guidelines provided by the Department of Local Government, Sport, and Cultural Industries (DLGSC);
- The International Professional Practice Framework of the Institute of Internal Auditors - International and Australia;
- Various other Acts and Regulations related to local government;
- Industry Best Practices, including those recommended by the Office of the Auditor General-WA and others; and
- International Standards (ISO).

Audit and Risk Management committee is requested to review and recommend Internal Audit Roadmap 2023-2026 to Council.

Council is requested to receive and adopt the Internal Audit Roadmap 2023-2026.

**Background**

Previous Regulation 17 Reviews have highlighted that Shire doesn't have an Internal Auditor/function. As response to this finding management had agreed to establish an Internal Audit function internally. As per the Organisational Structure, the position "Internal Auditor" has been created and recruited with effect from 15 February 2023. As per the position description, the Internal Auditor is to autonomously conduct the Internal Audit function.

This Internal Audit Roadmap 2023-2026 has considered the recent past and ongoing discussions of requirements in risk management and expectations of establishing the Internal Audit function as a drive to risk management, internal audits and process improvements.

**Comments**

The Internal Audit Roadmap 2023-2026 identifies as follows.

Internal Audit Core Principles and Concepts

- The Internal Audit function is established in compliance with the International Professional Practice Framework of the Institute of Internal Auditors, both in Australia and internationally, as well as with various other statutory and best practices
- In the three lines of defence model of governance and risk management, Internal Audit function is considered to be the 3<sup>rd</sup> line of defence.
- The Internal Audit function is an independent function that operates separately from operational responsibilities and management.
- If the Internal Audit function or an Internal Auditor report to an Operational Manager or Internal Auditor involved with the design and implementation of operational controls, the independence of Internal Audit is impaired. In such cases, Internal Auditors may not be objective enough to provide an independent opinion.
- The Internal Audit function will administratively report to the Chief Executive Officer or a delegate and functionally report to the Audit and Risk Management Committee. (DLGSC Operational Guideline 9).
- Internal auditors can only be involved in a consultative capacity to support management for any management responsibility to preserve the independence of the Internal Audit function.
- Any concern about the independence of the Internal Audit function will be directly discussed with relevant staff, managers, directors, and the Chief Executive Officer. In the absence of a solution, the concerns will be discussed with the Audit and Risk Management Committee in a confidential meeting annually or as appropriate.
- The Internal Audit function has direct access to the Audit and Risk Management Committee and any information required for audit purposes over Shire.
- The implementation and operation of risk management is a responsibility of management. Internal Auditors can assist management in managing risk in a consultative capacity.
- Fraud risk management is a responsibility of management, and not of Internal Auditors. It is not assumed that Internal Auditors have knowledge of managers who primarily manage operational functions, nor is it assumed that they have the skills required to mitigate fraud risk. The role of Internal Auditors is to assess and consult on the implementation of effective fraud risk management throughout Shire. However, if auditors find any indications of unusual activity, they must report them appropriately as part of their internal audit function. Additionally, Internal Auditors may investigate incidents of fraud and provide factual findings as necessary.
- For an effective Internal Audit function based on the risk profile, risk management must be implemented and operated by management. In the absence of an effective risk management function, Internal Audit will base its perceived risk assessment on available information for audit topic selection. However, in such cases, Internal Audit cannot guarantee the effective mitigation of risks, and it will not have a risk-based approach to prioritize areas and resources, which in turn means that it will not be effective or value-added.

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- The formal documents for establishing the Internal Audit function, including the Internal Audit Charter and Strategic Internal Audit Plan, will be established within the timeframe mentioned in the Roadmap. (June-August 2023)
- An annual internal performance review on the quality of internal audit work will be provided to the Audit and Risk Management Committee.

Time Plan Summary

- Management Responsibility – establish risk management by the end of August 2023 – minimum need to update existing risk registers – last updated 2019.
- Internal Audit Responsibility – assess the control environment of Shire by the end of May 2023.
- Internal Audit Responsibility – establish Internal Audit Charter June to August 2023.
- Internal Audit Responsibility – establish Strategic Internal Audit Plan with outsourcing requirements for 2023-2024 (with the view up to 2026) June to August 2023.
- Commence 2023-2024 internal audits by September 2023.

Internal Audit Progress Update

The following works have been progressed during the period February-April 2023:

- Regulation 17 Review scope approved by Chief Executive Officer – to be completed by August 2023.
- Financial Management Review 2023 commenced – to be completed by June 2023.
- Review of Risk Management Framework.
- Review of Fraud Risk Policy.
- Review of Cybersecurity Framework.
- Other consultations include Integrity Snapshot and improvements in relations to the Audit Log.

**Consultation**

This Internal Audit Roadmap 2023-2026 has been discussed with Manager Governance, Acting Director Corporate Services, Executive Leadership Team and the Chief Executive Officer considered any views agreed.

**Strategic Community Plan**

Shire of Ashburton Strategic Community Plan 2022-2032

Strategic Objective	4. Performance - We will lead the organisation, and create the culture, to deliver demonstrated performance excellence to the community.
Strategic Outcome	4.6 Visionary community leadership with sound, diligent and accountable governance
Strategy	3 Deliver best practice governance and risk management.

**Council Policy**

Nil



**Financial Implications**Current Financial Year

Nil

Future Financial Year(s)

Each financial year the Strategic Internal Audit Plan will identify the budget requirements for process, training, outsourcing (where required) and logistics.

A budget request of \$50,000 has been included for internal audit in the draft 2023/2024 Annual Budget, which will be presented to Council for consideration.

**Legislative Implications**

Section 7.1A of the *Local Government Act 1995* requires the local government to establish an audit committee. The *Local Government (Audit) Regulations 1996* prescribe the functions of the audit committee and the local government's obligations to ensure an effective Internal Audit function.

**Risk Management**

Risk has been assessed against the Shire of Ashburton Risk Management Framework.

Theme	Risk	Likelihood	Consequence	Inherent Risk Rating	Risk Treatment
Compliance	Increased exposure to fraud, inadequate risk management, non-compliance with legislation, inefficient use of resources, limited accountability and transparency, reputational damage. Insert risk identified. This needs to relate to the decision presented to Council.	Almost Certain (5)	Catastrophic (5)	Extreme (17-25)	Establish an operate effective Risk Management Framework ISO31000.  Establish an effective internal audit function in compliance with the International Professional Practice Framework and regulatory requirements. Insert plans to mitigate the risk (ie. What controls are in place and what actions/treatments will reduce the chance of this risk occurring).

Based on the inherent risk rating and risk treatments, the residual risk to the Shire is considered to be low.

**Voting Requirements**

Simple Majority

**Officer Recommendation**

That with respect to Internal Audit Roadmap 2023-2026, the Audit and Risk Management Committee recommends that Council, receives and adopts the Internal Audit Roadmap 2023-2026.

**Committee Decision****Moved** Cr T Mladenovic**Seconded** Cr A Smith

That with respect to Internal Audit Roadmap 2023-2026, the Audit and Risk Management Committee recommends that Council, receives and adopts the Internal Audit Roadmap 2023-2026.

**Carried 8/0**

## **7 New Business Of An Urgent Nature Introduced By Council Decision**

Nil

## **8 Next Meeting**

The next Audit And Risk Management Committee Meeting will be tentatively held at 9:00am on Tuesday 8 August 2023 at Council Chambers, Onslow Shire Complex, Second Avenue, Onslow.

## **9 Closure Of Meeting**

There being no further business, the Presiding Member closed the meeting at 9:40am.



# Agenda Item 6.1 - Attachment 2

Internal Audit Log - 25 July 2023

SOA IA 25 July 2023

## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
22-Apr-21	Moore Australia	Review of FMR	Fixed Asset Register	1. Review systems to ensure practices for routine reviews of the Fixed Asset Register and reconciliations are undertaken and maintained as required by documented procedures.	Medium	Manager Finance	Overdue	Progress Update as at 2 May 2022 Request for Quote 07-21 Shire Property Assessments has been awarded that incorporates data collection on all shire owned property in Tom Price, Paraburdoo and Onslow, which will be used to verify data contained within the Shire's fixed asset register. Additional asset classes will be programmed in future years. Fixed Asset Register reconciliations are completed monthly and reviewed by the Manager Finance and Administration, with the task have been incorporated in end of month financial checklist. Status Completed	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Review of FMR	Fixed Asset Register	2. Enforce individual accountability for compliance with the Shire's documented procedures.	Medium	Manager Finance	Overdue	Progress Update as at 2 May 2022 Request for Quote 07-21 Shire Property Assessments has been awarded that incorporates data collection on all shire owned property in Tom Price, Paraburdoo and Onslow, which will be used to verify data contained within the Shire's fixed asset register. Additional asset classes will be programmed in future years. Fixed Asset Register reconciliations are completed monthly and reviewed by the Manager Finance and Administration, with the task have been incorporated in end of month financial checklist. Status Completed	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Review of FMR	Debtors	3. Implement checklists to evidence preparation, review and monitoring of tasks as required by Finance Manual procedures. This will allow for management to routinely monitor compliance and to assist with ensuring procedural requirements are adhered to in a timely manner.	Medium	Manager Finance	Overdue	Progress update as at 2 May 2022 •Rates and Sundry Debtors reconciliations are completed monthly and reviewed by the Manager Finance and Administration, with the task have been incorporated in end of month financial checklist. •Incorporated into the EOM process and checklist is the provision to review end of month reconciliations and ensure the checklists has been completed prior to the preparation and finalization of the monthly financial statements. Status Complete	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Review of FMR	Bank Reconciliations	4. Bank Reconciliations Review and update systems to facilitate compliance with the Finance Manual and agreed documented management actions noted in the FMR.	High	Manager Finance	Overdue	Progress update as at 2 May 2022: 28 February 2022 Prior period bank reconciliation issues are being addressed and cleared in order to bring Council's bank reconciliations up to date with a significant reduction in outstanding items. Bank Reconciliation tasks for all the Shire's bank accounts have been incorporated in end of month financial checklist. Currently Bank Reconciliations are performed manually and via excel. An upgrade to Itvision Altus Bank Reconciliations is schedule to be implemented in 2021/2022. Finance Manual to be updated in conjunction with the commencement of the new system. Status - Ongoing Progress Update: Prior period bank reconciliation issues are being addressed and cleared in order to bring Council's bank reconciliations up to date with a significant reduction in outstanding items. Bank Reconciliation tasks for all the Shire's bank accounts have been incorporated in end of month financial checklist. Currently Bank Reconciliations are performed manually and via excel. An upgrade to Itvision Altus Bank Reconciliations is schedule to be implemented in 2021/2022. Finance Manual to be updated in conjunction with the commencement of the new system. Update – September 2021. Funds to upgrade to Altus included in 2021-2022 budget. System to be implemented.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Procurement	Documented Policies & Procedures	5. Documented Policies and Procedures Review and update KCA 10 Purchasing, Creditors, Procurement and Payments and FIN22 Procurement Directive to align with and provide consistent and correct direction to staff for procurement activities.	High	Manager Finance	Closed	Progress Update: Staff are currently reviewing new procurement systems to be implemented in 2021/2022. The system implementation will incorporate the review and/or development of various council policies, processed and directives, that will be inbuilt into the system to ensure compliance. Additional review of transactions associated with Muzzy's is occurring with key stakeholders set to meet in the near future to resolved issues raised. Status Ongoing	12 December 2022: The Shire has provided an Updated FIN22 Authority to purchase or procure. Please refer to recommendation 181. 12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Documented Policies & Procedures	6. Documented Policies and Procedures Create checklists for tasks and controls noted within documented policies and procedures to assist with and to evidence compliance	High	Manager Finance	Overdue	Progress Update: Staff are currently reviewing new procurement systems to be implemented in 2021/2022. The system implementation will incorporate the review and/or development of various council policies, processed and directives, that will be inbuilt into the system to ensure compliance. Additional review of transactions associated with Muzzy's is occurring with key stakeholders set to meet in the near future to resolved issues raised. Status Ongoing	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	In Progress

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## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
22-Apr-21	Moore Australia	Procurement	Delegation of Authority	7. Delegation of Authority Enforce individual accountability for compliance with the Shire's recordkeeping requirements and documented procedures.	High	Manager Governance	Closed	<p>2023 May 29: Procedure developed and available for staff on AIMS. Procedure details the requirement to enter use of delegation in Attain and also requires staff to include the Synergy record number as part of the Attain record.</p> <p>Progress Update: Current process to be reviewed which may result in amendments to employee delegations to mitigate the concerns raised by the reviewers. A new Record Keeping Program is currently being implemented. This program, in conjunction with reviewed process and procedures will be aligned to ensure best practice and compliance is met. Update – February 2022. A review of the proposed records keeping program has indicated that it may not be the recommended program for the Shire. A system health check is being conduct on the current Synergy Soft Records, to assess its suitability either short term or long term</p>	<p>2023 May 29: Shire provided evidence of instructions and location on intranet - closed.</p> <p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Delegation of Authority	8. Delegation of Authority Review delegation 1.1.21 and consider updates where required if there are impracticalities to a single officer being required to approve all payments made from the municipal and/or trust fund.	High	Manager Governance	Closed	<p>Progress Update: Current process to be reviewed which may result in amendments to employee delegations to mitigate the concerns raised by the reviewers. A new Record Keeping Program is currently being implemented. This program, in conjunction with reviewed process and procedures will be aligned to ensure best practice and compliance is met. Update – February 2022. A review of the proposed records keeping program has indicated that it may not be the recommended program for the Shire. A system health check is being conduct on the current Synergy Soft Records, to assess its suitability either short term or long term.</p>	<p>12 December 2022: The Shire has provided a Delegation of authority (01.01.16 - Payments from the Municipal or Trust Funds) Documents. In the Document, we can see that the Council does give the CEO authority to make Payments from municipal fund or trust fund, restrictions on making. The CEO also gives Delegates this power to subdelegates. Was reviewed on 12 April 2022</p> <p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Delegation of Authority	9. Delegation of Authority Implement systems and controls where reviews of the record of exercise of delegated powers or duties are performed for compliance and accuracy verification.	High	Manager Governance	Overdue	<p>28 Feb 23: The Shire has introduced Attain. Staff with delegated authority are required to record the use of their delegation in the system. The Internal Auditor will be required to conduct an audit on sample entries on a regular basis to ensure compliance with legislation and Shire procedure (attached). First audit to be conducted in April 2023.</p>	<p>28 Feb 23: As per mgmt progress update.</p>	In Progress
22-Apr-21	Moore Australia	Procurement	Training	10. Training A risk based training matrix be implemented to assist with ensuring staff are offered relevant training to ensure their knowledge of legislative and operational requirements is maintained up to date.	Medium	Senior Procurement Officer	Closed	<p>Progress update as at 2 May 2022: Procurement training for all staff is already in place, including new starter Procurement e-learning module (recently developed and implemented). This module has already been rolled out to the Shire's entire workforce as mandatory refresher training. In addition, LG and Shire procurement practices are covered in detail in our CEO 6 monthly Introduction to LG face to face compulsory training. This training is currently for new starters, but the aim is to get all staff enrolled in the near future. In addition, our procurement team regularly invites Shire staff to face procurement training on LG and Shire procurement practices. Our middle management group (MMG) and our Governance Officer recently attended a comprehensive, bespoke 3-day face to face LG Skills Development Programme, covering LG and Shire legislative and operational requirements in detail. Our training calendar for the remainder of this calendar year includes: LG Act (Essentials and Advanced) training (June &amp; July), Procurement and Contract Essentials course and Procurement Planning and Risk course (facilitated by WALGA) (Sept/Oct)</p> <p>Progress Update: Shire is currently investigating a Human Resources online management solution, including the onboarding of new staff. This platform will assist with rolling out identified training requirements including those listed by the reviewer. Update – September 2021. Funds for HR online management system included in 2021-2022 budget. System has been sourced and currently being implemented. Update – February 2022. Pulse implementation being finalized, with training to cover modules scheduled for the end of March 2022 with Executive and Managers.</p>	<p>Moore received the evidence on training material, attendance logs. Closed on 12 June 2022.</p>	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Conflict of Interest & Confidentiality	11. Conflict of Interest and Confidentiality Persons assessing or handling any significant procurement should be required to declare any matters which may impact or be perceived to impact on their independence prior to the evaluation being undertaken. Procedures for the declaration of interests prior to procurement assessments being undertaken should also be documented for high value purchases and tenders.	Medium	Senior Procurement Officer	Closed	<p>Progress Update: Declarations of interest are completed by staff for RFQ and RFT. Formal procedures are under review to align with new requirement, including providing guidelines of types of interest and definition of significant procurement. A new procurement platform is currently being investigated which will include the ability to in-build shire requirements and reflect the shire's workflow for declarations.</p> <p>Update – September 2021. Funds to upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement. System demonstration to be arranged to ensure it meets the requirements of the organization.</p>	<p>The Shire provided several copies of signed Declaration and Confidentiality and Interest forms on 5 different tenders / requests. Also included was the Code of Conduct for Tender Evaluation Panel Members. Closed on 12 June 2022.</p>	Validated by Moore Australia

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## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
22-Apr-21	Moore Australia	Procurement	Scope & Planning of Projects	12. Scope and Planning of Projects Cost Estimates including In addition to the implementation of a risk based training matrix, consider mechanism where project plans and cost estimates are reviewed by appropriately qualified personnel prior to invitations to provide goods/services being issued.	High	Senior Procurement Officer	Closed	<p>Progress Update as at 12 January 2023 Relevant Staff have received contract management and Risk management training from an external supplier. This is ongoing training the Shire are committed to. Procurement will support this training by providing refresher training for staff.</p> <p>Progress update as at 2 May 2022: In the 2020/21 year, we facilitated the following training: Understanding Building and Construction Tenders and Contracts (Questamon); Project Management (LG Pro); Contract Risk (LGIS); Project Management (AIMWA). 2021/22 - In addition to all of the LG and Procurement related training already mentioned, the following AIM WA training is scheduled: Manage Projects (Aug) and Applied Project Management (Oct).</p> <p>Progress Update: Contract management training has been delivered to project management staff. Ongoing training to be provided where identified. Third party consultants are engaged to review scope of works for major projects. Budget considerations are submitted by providing a business case, which outlines a detailed scope of works. This area is under ongoing improvement to ensure that the level of planning and budget estimates verified and accurate.</p>	31 January 2023: Validated.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Tenders	13. Tenders Review systems and controls in relation to contract management and compliance with tenders to ensure processes remain compliant and align with general good governance principles. Training may also assist for staff involved in tender processes (including contract management) to understand their obligations in relation to legislative compliance.	High	Senior Procurement Officer	Closed	<p>Progress Update 12 January 2023 Shire is still receiving information around Contact management software. Procurement are canvassing other LG to gauge the opinion of software they may have.</p> <p>Progress as at 2 May 2022 In additional to LG training already mentioned, the following WALGA training is scheduled for Sept/Oct this year: Procurement and Contract Essentials and Procurement Planning and Risk.</p> <p>Progress Update: In addition to the new procurement platform, Altus Contract Management module has been released by Itvision and currently being investigated as a platform to provide ongoing systems improvements. Contract management training has been delivered to project management staff. Increase procurement and understanding of legislation training identified, with training being delivered over the next 12 months. Training will need to be delivered regularly to ensure new staff are aware of the requirements. Update – September 2021. Upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement / Contract Management.</p>	23 February 2023: Training Register provided.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Evaluations	14. Evaluations To help ensure probity and fairness when assessing high value procurement options, at least three persons should assess the procurement option independently of each other. Documented processes should require a higher level of probity and due diligence (including reference checking), the higher the value or risk associated with the purchase.	Medium	Senior Procurement Officer	Closed	<p>Progress Update: In addition to the new procurement platform, Altus Contract Management module has been released by Itvision and currently being investigated as a platform to provide ongoing systems improvements. Update – September 2021. Upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement / Contract Management</p>	The Shire provided several Declaration of Confidentiality an Interest forms indicating that three or more employees performs evaluations on tenders and quotations. Meetings are set up after each individual evaluation and an overall evaluation is performed. Further, the Shire also appointed Santo Casilli from Avant Edge Consulting as the Shire's probity advisor and auditor. Closed on 12 June 2022.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Panels & Pre Qualified Suppliers	15. Panels and Pre Qualified Suppliers Undertake a well considered, risk based approach prior to assessing the merits of establishing and subsequently complying with Pre-Qualified Supplier Panels. Ensure robust processes, systems and controls are in place to support and monitor compliance.	Medium	Senior Procurement Officer	Closed	<p>Progress Update: The induction of new systems improvements will incorporate a complete review of the overall procurement process, including considering the use of Panels of Pre-Qualified suppliers.</p>	As per the Purchasing Policy FIN 12, the Shire use WALGA or CUA for panel procurement. FIN 12 describes the procurement processes. Further, FIN 25 - Panels of Prequalified Suppliers has been implemented since 8 September 2020 which describe the process for panel procurement activities including record keeping requirements. Closed on 12 June 2022.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Variations	16. Variations Review and update FIN22 Procurement Directive to remove the 'conditions of approvals for when entering into contract variations that consider the barter or exchange of services or facilities'. Any ability to enter into contract variations should align with FIN12 Purchasing policy as adopted by Council.	High	Senior Procurement Officer	Closed	<p>2023 April 27: Requested mention of bartering removed – Revised FIN22 yet to be released by Manager Governance – Yet to be indorsed by ELT</p> <p>Progress update as at 12 January 2023 FIN22 Authority to Purchase and Procure Directive has been approved as of October please see attachments, this will be reviewed on a monthly basis by Procurement and any changes that are required will be reported to CEO and Directors</p>	27 April 23: Fin 22 updated.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Variations	17. Variations Enforce individual accountability with documented procurement policies and procedures and consider disciplinary action for repetitive compliance breaches.	High	Senior Procurement Officer	Closed	<p>Progress Update: The induction of new systems improvements will incorporate a complete review of the overall procurement process including the review of policies and directives as identified by the reviewer. A new procurement platform is currently being investigated which will include the ability to in-build shire requirements and reflect the shire's workflow for variations. Update – September 2021. Upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement / Contract Management.</p>	FIN 12 Purchasing Policy Section 1.4.8 provide the requirements for Contract Renewals, Extensions and Variations. The Shire also implemented PP 099 - Exemption Form for employees to apply for exemptions (variations) The form must be completed, signed and approved by either a Director or the CEO, in accordance with their Financial Limits as set out in FIN 22. Closed on 12 June 2022.	Validated by Moore Australia

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## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
22-Apr-21	Moore Australia	Procurement	Variations	18. Variations Update KCA 10 Purchasing, Creditors, Procurement and Payments to provide for current requirements in relation to variations and approvals.	High	Manager Finance	Overdue	Progress Update: The induction of new systems improvements will incorporate a complete review of the overall procurement process including the review of policies and directives as identified by the reviewer. A new procurement platform is currently being investigated which will include the ability to in-build shire requirements and reflect the shire's workflow for variations. Update – September 2021. Upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement / Contract Management.	8 June 2022: Renae Lynch - This recommendation is the responsibility of the Finance Manager - Taryn Dayman.	In Progress
22-Apr-21	Moore Australia	Procurement	Segregation of Duties	19 Segregation of Duties Review and update levels of permissions within the Shire's ERP to support segregation of duties	Medium	Manager Finance	Overdue	Progress Update: New application, eftsure, is being acquired and will be implemented in July 2021. This new application incorporates payment protection, compliance monitoring and vendor onboarding by a third party. Implementation of new system will reduce the Shire's exposure to fraudulent activities as well as increasing the segregation of duties within the accounts payable team. Processes and procedures will be updated at the time of implementation, which will include a review of controls. Update – November 2021. Procurement to suitable solution has been complete, new system to be implemented in the new year. Update – February 2020. EFTSure is currently being implemented and due to go live in April 2022.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Procurement	Segregation of Duties	20. Segregation of Duties Update procedures to ensure appropriate interventions are available at various stages of the procurement process, including routine reviews of controls to ensure they are being observed and maintained as required.	Medium	Manager Finance	Closed	Progress Update: New application, eftsure, is being acquired and will be implemented in July 2021. This new application incorporates payment protection, compliance monitoring and vendor onboarding by a third party. Implementation of new system will reduce the Shire's exposure to fraudulent activities as well as increasing the segregation of duties within the accounts payable team. Processes and procedures will be updated at the time of implementation, which will include a review of controls. Update – November 2021. Procurement to suitable solution has been complete, new system to be implemented in the new year. Update – February 2020. EFTSure is currently being implemented and due to go live in April 2022.	28 Feb 23: Implemented 3rd party software EFTSure.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Approval of Invoices	21. Approval of Invoices, Compliance with Policies and Procedures Consider the implementation of authorised checklists and / or workflow diagrams to assist with compliance and understanding of systems and processes to be followed.	Medium	Manager Finance	Not Due	Progress Update: Continued monitoring of current practices to ensure compliance. Checklists and workflows will be inbuilt into the new procurement systems to ensure compliance and meeting of best practice.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Procurement	Vendor/Supplier Masterfile & Maintenance	22. Vendor/Supplier Masterfile and Maintenance Review and update processes and forms for additions / amendments to the vendor / supplier Masterfile to include declarations to support the verification of change requests and their origin, authority to support the change request, validation checks for changes once completed (including routine monitoring of audit trails to ensure all changes performed have been authorised).	High	Manager Finance	Closed	Progress Update: New application, eftsure, is being acquired and will be implemented in July 2021. This new application incorporates payment protection, compliance monitoring and vendor onboarding by a third party. Implementation of new system will reduce the Shire's exposure to fraudulent activities as well as increasing the segregation of duties within the accounts payable team. Processes and procedures will be updated at the time of implementation, which will include a review of controls. Update – November 2021. Procurement to suitable solution has been complete, new system to be implemented in the new year. Update – February 2020. EFTSure is currently being implemented and due to go live in April 2022.	28 Feb 23: Implemented 3rd party software EFTSure.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Progress Payments and Purchase Order Tracking	23. Progress Payments and Purchase Order Tracking Update procedures to include review of the status of outstanding purchase orders as part of end of month processes. Ensure any controls developed are routinely and consistently applied.	Medium	Manager Finance	Overdue	Progress Update: Review being performed as part of end of financial year and will continue throughout the year. Frequent reviews incorporated in the monthly checklist. It is anticipated that new systems will also assist in the monitoring and tracking of progress payments and purchase orders. Update – September 2021. Upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement / Contract Management.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Procurement	Exemptions for Purchasing Activities	24. Exemptions for Purchasing Activities Update policies and procedures to provide clearer instruction and alignment for exemptions to occur.	Medium	Senior Procurement Officer	Closed	Progress Update: The induction of new systems improvements will incorporate a complete review of the overall procurement process including the review of policies and directives as identified by the reviewer. A new procurement platform is currently being investigated which will include the ability to in-build shire requirements and reflect the shire's workflow for exemptions. Ongoing procurement training to be delivered. Update – September 2021. Upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement / Contract Management.	The Shire updated PP 099 - Exemption Form on 8 June 2021 and it requires employees to apply for exemptions. The form must be completed, signed and approved by either a Director or the CEO, in accordance with their Financial Limits as set out in FIN 22. Closed on 12 June 2022.	Validated by Moore Australia
22-Apr-21	Moore Australia	Procurement	Credit Cards	25. Credit Cards Ensure processes exist to maintain adherence to and detect any deviation from established documented procedures and controls.	Medium	Manager Finance	Overdue	Progress Update: A review of credit card best practices currently in progress which may include the reduction of the number of card holders and the manner in which a credit card may be used. Corporate Credit Card conditions of use to be developed in line with updated policies, processes, and directives. Continued monitoring of practices to ensure compliance.	8 February 2023: Council Policy EMP24 Corporate Credit Card is currently under review. It is anticipated this policy will be submitted to Council in March 2023.  8 June 2022: Renae Lynch - This recommendation is the responsibility of the Finance Manager - Taryn Dayman.	In Progress
22-Apr-21	Moore Australia	Procurement	Accounts for Payments Listing to Council	26. Accounts for Payments listing to Council The list of payments made by the CEO under delegated authority should be presented to Council with only the minimum information required by legislation, and not as a separate confidential attachment.	Medium	Manager Finance	Overdue	Progress update as at 2 May 2022  Not applicable	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started



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## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
22-Apr-21	Moore Australia	Procurement	Regional Price Preference Policy	27. Regional Price Preference Policy Where regional price preferencing is to be applied to tender considerations, ensure policies remain in place which have complied with legislative requirements.	Medium	Senior Procurement Officer	Closed	Progress Update: The induction of new systems improvements will incorporate a complete review of the overall procurement process including the review of policies and directives as identified by the reviewer. A new procurement platform is currently being investigated which will include the ability to in-build shire requirements and reflect the shire's workflow for applying Regional Price Preference Policy. Ongoing procurement training to be delivered. Update – September 2021. Upgrade to Altus included in 2021-2022 budget, which may include upgrade to Altus procurement / Contract Management.	The FIN 04 - Regional Price Preference Policy was approved on 10 November 2020 and implemented. Closed on 12 June 2022.	Validated by Moore Australia
22-Apr-21	Moore Australia	Risk Management	Resourcing	28. Resourcing Appointment of dedicated risk manager who is responsible for the coordination of risk management activities. Regularly consider the resourcing of the risk management function and if it currently meets expectations. This may include the convening of a risk management group to support the risk manager	Medium	CEO	Closed	Progress Update: Risk Management has been identified as a priority. The funding of a new Audit and Governance position has been included in budget considerations and incorporated in the organization review discussions. Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2021 budget. Recruitment to commence	The new Manager Governance, Jasmine Bray commenced at the Shire. She will take responsibility for risk management at the Shire. Closed on 9 June 2022.	Validated by Moore Australia
22-Apr-21	Moore Australia	Risk Management	Alignment to Strategic Plan & Business Plan	29. Alignment to Strategic Plan and Business Plan Consider and document current and emerging risks in the Strategic Community Plan 2017-2027 and the Corporate Business Plan and how effective risk management is in place.	Medium	Manager Governance	Not Due	28 Feb 23: Strategic risks will be considered for inclusion in the Strategic Community Plan during its next review in 2024. A new Corporate Business Plan will be developed in the coming months.	28 Feb 23: As per mgmt progress update.  12 December 2022: Updated SCP adopted by council, mentions risk identification but does not specify risks identified. CBP review has not yet commenced.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Council & Audit & Risk Mgmt Committee	30. Council and Audit and Risk Management Committee Review CORP5 Risk Management Policy to better define the responsibilities of the Council, the Audit & Risk Management Committee, management and other stakeholders.	Medium	Manager Governance	Overdue	25 January 2023: Status update Council adopted the review of the Risk Management Policy on 13 December 2022  12 December 2022: Status update – Workshops were held with ELT and MMG, facilitated by LGIS, to review Policy CORP5 Risk Management. This is proposed to be presented to Audit and Risk Management Committee in February 2023.  Progress Update: Term of reference to be reviewed based on department guidelines and best practice. To be presented for discussion with the audit committee.	31 January 2023: Risk Framework does not cover responsibilities of all relevant roles required. Have not received Policy. No status change.  25 January 2023: Elrich: We may need to review again but it only tells you the responsibility of the CEO  12 December 2022: Workshops held to review CORP5 Risk Mgmt - No evidence received.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Council & Audit & Risk Mgmt Committee	31. Council and Audit and Risk Management Committee Review the current Audit and Risk Management Committee Terms of Reference to include risk management responsibilities and to align with better practice principles.	Medium	Manager Governance	Closed	25 January 2023: Council adopted the review of the Audit and Risk Management Committee Terms of Reference on 13 December 2022  12 December 2022: The Audit and Risk Management Committee Terms of Reference are currently under review and are proposed to be presented to Committee at its November 2022 meeting.  Progress Update: Term of reference to be reviewed based on department guidelines and best practice. To be presented for discussion with the audit committee.	8 February 2023: Updated Audit and Risk Management Committee Terms of Reference were endorsed at the Council meeting held on 13 December 2023.  12 December 2022: The Audit and Risk Management Committee Terms of Reference are currently under review and are proposed to be presented to Committee at its November 2022 meeting - no evidence of such received.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	Validated by Moore Australia
22-Apr-21	Moore Australia	Risk Management	Risk Management	32. Risk Management Annual Work Plan and Calendar Develop, approve, document, monitor and report on a risk management calendar and annual work plan, which identifies the risk management events that are scheduled to occur to ensure that all deadlines are met.	Low	Manager Governance	Overdue	28 Feb 23: Annual Work Plan is currently being drafted for approval.	28 Feb 23: As per mgmt progress update.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Risk Management	33. Risk Management Annual Work Plan and Calendar Develop, approve, monitor and report on a risk management training calendar and perform induction and regular training for management, staff, contractors and volunteers. Ensure that the risk manager and risk owners have induction and regular training to ensure they understand their role and responsibility and better practice principles. This can be performed via online training and be integrated with other training performed by the Shire.	Low	Manager Governance	Overdue	28 Feb 23: Risk Management Training program is currently being drafted for approval.	28 Feb 23: As per client progress update.	In Progress

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22-Apr-21	Moore Australia	Risk Management	Risk Expert	34. Risk Expert Document consideration of the need for a risk expert in the identification and management of key risks.	Low	CEO	Closed	Progress Update: This will be addressed on the appointment of the new Audit and Governance position Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	The new Manager Governance, Jasmine Bray commenced at the Shire. She will take responsibility for risk management at the Shire. The Shire also introduced the "Employee Handbooks" covering on employee responsibilities, including aspects of risk management. Closed on 9 June 2022.	Validated by Moore Australia
22-Apr-21	Moore Australia	Risk Management	Risk Owners	35. Risk Owners Review off boarding processes and ensure risk management processes and controls are updated to remove terminated staff and to identify new risk owners.	Medium	Manager Organisational Development	Closed	Progress Update: This will be addressed on the appointment of the new Audit and Governance position Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	The new Manager Governance, Jasmine Bray commenced at the Shire. She will take responsibility for risk management at the Shire. The Shire also introduced the "Employee Handbooks" covering on employee responsibilities, including aspects of risk management. Closed on 9 June 2022.	Validated by Moore Australia
22-Apr-21	Moore Australia	Risk Management	Risk Register	36. Risk Register Create, implement and maintain an organisational Risk Register and consider: - overlap, duplication and risk owners, shared risks and whether a residual risk falls within or outside the Shire's risk appetite- where business units risk registers can be used as an effective risk management tool- more regular reviews of risks more than annually regular assessment of the shared risks and the impact on the Shire, - the risk management categories to ensure they are appropriate to assist with risk identification and management, -application of professional judgement in assessment of effectiveness of controls in line with documented systems and controls	High	Manager Governance	Not Due	12 December 2022: Status update – Workshops were held with ELT and MMG, facilitated by LGIS, to review and prepare the Shire's Risk Management Policy, Framework and Register in July 2022. The Operational Risk Register is currently being reviewed by staff and will be submitted to ELT for endorsement in the near future.  Progress Update: Updating of the operation risk register and implementing strategic risk register to commence on the appointment of the new Audit and Governance position Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	12 December 2022: Status update – Workshops were held with ELT and MMG, facilitated by LGIS, to review and prepare the Shire's Risk Management Policy, Framework and Register in July 2022. The Operational Risk Register is currently being reviewed by staff and will be submitted to ELT for endorsement in the near future - no evidence received.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Risk Appetite, Risk Tolerance Statements & Treatment	37. Risk Appetite, Risk Tolerance Statements and Treatment Action Plans Develop, approve, monitor and report on a risk appetite, risk tolerance and treatment action plans and then consider these within documented risk management practices. Consider the effectiveness of controls to ensure that treatment action plans are not required to reduce risk to within risk appetite.	High	Manager Governance	Not Due	28 Feb 23: Risk Appetite Statements currently being drafted based on risk categories.	28 Feb 23: As per client progress update.  12 December 2022: Workshops were held with ELT and MMG, facilitated by LGIS, to review and prepare the Shire's Risk Management Policy, Framework and Register in July 2022. These documents are currently being reviewed by staff and are proposed to be presented to the Audit and Risk Management Committee in February 2023 - no evidence received.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Risk Management Strategy	38. Risk Management Strategy Develop, a risk management strategy and review this at least on an annual basis or when material risks are identified.	Medium	Manager Governance	Not Due	12 December 2022: Workshops were held with ELT and MMG, facilitated by LGIS, to review and prepare the Shire's Risk Management Policy, Framework and Register in July 2022. These documents are currently being reviewed by staff and are proposed to be presented to the Audit and Risk Management Committee in February 2023.  Progress Update: This will be addressed on the appointment of the new Audit and Governance position. Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	12 December 2022: Workshops were held with ELT and MMG, facilitated by LGIS, to review and prepare the Shire's Risk Management Policy, Framework and Register in July 2022. These documents are currently being reviewed by staff and are proposed to be presented to the Audit and Risk Management Committee in February 2023 - no evidence received.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Special Activities & Project Risks	39. Special Activities and Project Risks Develop an approved risk assessment tool for special projects and activities which are being considered to be undertaken	High	Manager Governance	Not Due	25 January 2023: LGIS has developed a risk assessment tool for the Shire (attached) which can be adapted and used for events and projects. This will be circulated to staff in the first quarter of 2023.  12 December 2022: Workshops were held with ELT and MMG, facilitated by LGIS. As part of this work LGIS has developed a tool for the Shire to assess risks. This will be implemented following Council's adoption of the documents mentioned above.  Progress Update: This will be addressed on the appointment of the new Audit and Governance position. Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	31 January 2023: Tool provided is for the Shire's Risk Profile and cannot be used for individual risk assessments. Proposed to revert status to In Progress.  25 January 2023: We have received the tool  12 December 2022: Workshops were held with ELT and MMG, facilitated by LGIS. As part of this work LGIS has developed a tool for the Shire to assess risks. This will be implemented following Council's adoption of the documents mentioned above - no evidence received.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Embedded Risk Management	40. Embedded Risk Management Consider and document how the risk management is integrated and embedded within Shire processes. Strategies that can be considered include risk champions, workshops with management and staff.	High	Manager Governance	Not Due	Progress Update: This will be addressed on the appointment of the new Audit and Governance position. Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress

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22-Apr-21	Moore Australia	Risk Management	Audit & Risk Management Committee	41. Audit and Risk Management Committee Include a summary of the risk management activities as an agenda paper for Audit & Risk Management Committee meetings.	Medium	Manager Governance	Overdue	28 Feb 23: Reporting requirements are being considered as part of the Risk Management Framework review.	28 Feb 23: As per client progress update. Client wishes to discuss with Moore.	In Progress
22-Apr-21	Moore Australia	Risk Management	Executive Leadership Team	42. Executive Leadership Team Include a summary of the risk management activities as an agenda paper for Executive Leadership Team meetings.	Medium	Manager Governance	Overdue	28 Feb 23: Reporting requirements are being considered as part of the Risk Management Framework review.	28 Feb 23: As per client progress update.	In Progress
22-Apr-21	Moore Australia	Risk Management	Compliance with Legislative Requirements	43. Compliance with Legislative Requirements Develop and implement a risk management framework / strategy and supporting systems and procedures aligned to the current risk Management Standard, ISO 31000:2018.	Medium	Manager Governance	Not Due	25 January 2023: LGIS has reviewed the Shire's current Risk Management Framework (attached). This will be circulated to staff for comment in the first quarter of 2023. This will be submitted to the Audit and Risk Committee for endorsement once finalised.  12 December 2022: Workshops were held with ELT and MMG, facilitated by LGIS, to review and prepare the Shire's Risk Management Policy, Framework and Register in July 2022. These documents are currently being reviewed by staff and are proposed to be presented to the Audit and Risk Management Committee in February 2023.  Progress Update: Risk management framework / strategies, systems and procedures to be reviewed against and aligned with new standards, to be carried out by the new Audit and Governance Officer. Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	31 January 2023: Framework received accounts for ISO standard, yet to received Risk Management Policy. No status change.  12 December 2022: Workshops were held with ELT and MMG, facilitated by LGIS, to review and prepare the Shire's Risk Management Policy, Framework and Register in July 2022. These documents are currently being reviewed by staff and are proposed to be presented to the Audit and Risk Management Committee in February 2023 - no evidence received.  12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	In Progress
22-Apr-21	Moore Australia	Risk Management	Staff Adherence and Audits	44. Staff Adherence and Audits Perform regular external or internal independent assessment of Risk Management to identify improvement opportunities.	Medium	Manager Governance	Not Due	28 Feb 23: Risk Management review is required to be undertaken every three years in accordance with the Local Government (Audit) Regulations 1996. The next review is due to be conducted in 2023.	28 Feb 23: As per client progress update.	Not Started
22-Apr-21	Moore Australia	Risk Management	Performance Indicators	45. Performance Indicators Develop, approve, document, monitor and report risk management performance indicators or measures to allow expected performance and actual performance to be compared.	Low	Manager Governance	Not Due	Progress Update: To be incorporated as part of the above and coordinated by the new Audit and Governance Officer and development of a new system. Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Risk Management	Survey of Risk Owners, Management, Staff, Contractors & Volunteers	46. Survey of Risk Owners, Management, Staff, Contractors and Volunteers Survey a selection of risk owners, management, staff, contractors and/ or volunteers to identify continuous improvement opportunities.	Low	Manager Governance	Not Due	Progress Update: To be incorporated as part of the above and coordinated by the new Audit and Governance Officer and development of a new system. Update – September 2021. Organisational structure incorporating new position has been endorsed by Council and funded in the 2021-2022 budget. Recruitment to commence	12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Application of Grants	47. Application of Grants Improve systems and controls through establishing set criterion to support decision making and authorisation for grant applications	Medium	Manager Finance	Not Due	Progress Update: Workflow to be developed that ensures that grant applications are assessed against council's priorities and integrated planning documents prior to submission. Grant Register to be expanded to incorporate the requirements of funding and monitor compliance and ensure best practice is met.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Application of Grants	48. Application of Grants Enforce individual accountability for compliance with the Shire's documented procedures	Medium	Manager Finance	Not Due	Progress Update: Workflow to be developed that ensures that grant applications are assessed against council's priorities and integrated planning documents prior to submission. Grant Register to be expanded to incorporate the requirements of funding and monitor compliance and ensure best practice is met.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Acquittal of Grants	49. Acquittal of Grants Review documented procedures to include clearer requirements to support grant acquittals to assist with a higher level review for the timely completion and submission of acquittals and audits.	Medium	Manager Finance	Not Due	Progress Update: Development of suitable reporting system to collate and monitor funding performance data which is reported regularly to each department for review and/or action to be delivered in the new financial year.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Acquittal of Grants	50. Acquittal of Grants Establish authorised checklists to be completed by each department managing grants to evidence the routine review of grants and the provision of any required information as required by internal policies and procedures.	Medium	Manager Finance	Not Due	Progress Update: Development of suitable reporting system to collate and monitor funding performance data which is reported regularly to each department for review and/or action to be delivered in the new financial year.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Compliance with Grant Conditions	51. Compliance with Grant Conditions Create a grants matrix to allow higher level analysis and review of compliance with grant conditions and clauses.	Medium	Manager Finance	Not Due	Progress Update: To be incorporated into the reporting system – as above.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Compliance with Grant Conditions	52. Compliance with Grant Conditions In addition to the recording of compliance for grant programs, establish a register to maintain records of compliance and non-compliance.	Medium	Manager Finance	Not Due	Progress Update: To be incorporated into the reporting system – as above.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Governance	53. Update internal resource library (intranet) to maintain live documents as required by documented procedures.	Low	Manager Governance	Not Due	Progress Update: To be incorporated into the reporting system – as above.	12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Governance	54. Governance Clarify KCA 3 Grants to define expected compliance requirements and create support documents as required to facilitate compliance.	Low	Manager Finance	Not Due	Progress Update: To be incorporated into the reporting system – as above.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Governance	55. Enforce individual accountability with documented procedures.	Low	Manager Governance	Not Due	Progress Update: To be incorporated into the reporting system – as above.	12 June 2022: Meeting scheduled for 16 June 2022 to discuss the evidence required to finalise the implementation of the recommendation.	Not Started

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22-Apr-21	Moore Australia	Grants Management	Governance	56 Governance Undertake an evaluation of current grant programs to identify non-compliant grants and action as required.	Low	Manager Finance	Not Due	Progress Update: To be incorporated into the reporting system – as above.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Grants Management	Governance	57. Governance Document appropriate procedures relating to management of community support grants.	Low	Manager Communities	Closed	Progress update as of 10 January 2023: Awaiting council approval  Progress Update: Review of REC08 is currently being conducted.	28 Feb 23: Council Policy – Community Donations, Grants and Funding received and adopted by Council.	Validated by Moore Australia
22-Apr-21	Moore Australia	Records Management	Record Keeping Practices	58. Record Keeping Practices The Shire investigate an automated approach to manage information that can detect and classify high risk and high value information across different repositories including Email, Shared Drives, SharePoint, One Drive etc.	Medium	Manager Governance	Not Due	28 Feb 23: An automated system that detects high risk documents across different repositories was considered and determined that this was in excess of the Shire's needs. A business case for a new Records Management System has been approved by the Executive Leadership Team. Funds are to be considered as part of the 2023/2024 Annual Budget.	28 Feb 23: As per client progress update.	In Progress
22-Apr-21	Moore Australia	Records Management	Record Keeping Practices	59. The Executive Leadership Team reinforces the importance of recordkeeping with the relevant business units' Management. The message should cascade down from the top to all levels within the organisation.	Medium	Manager Governance	Closed	SOA IA 25 July 2023-Email sent on 18/07/2023 by the CEO advising of the updated Recordkeeping Plan and employee responsibilities.  Progress Update: A new record keeping system has been identified and is currently in its implementation stage. The new system includes the capability to automatically capture data and records based on the Shire's record keeping requirements and will be aligned to the Shire's Record Keeping Plan as well as legislative requirements. Update – February 2022 – Record Keeping System is currently being reviewed, as a review of the proposed new system has indicated that it may not meet the Shire's requirements. The Shire's current record keeping system Synergy Soft Central records is currently being reviewed for its suitability short term and long term.	SOA IA 25 July 2023 - Transferred to Validated by SOA IA--CEO Email was verified of such communication.  12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Validated by SOA IA
22-Apr-21	Moore Australia	Records Management	Record Keeping Practices	60. Record Keeping Practices Enforce individual accountability for compliance with the Shire's recordkeeping requirements.	Medium	Manager Governance	Closed	SOA IA 25 July 2023-Email sent on 18/07/2023 by the CEO advising of the updated Recordkeeping Plan and employee responsibilities.  Progress Update: A new record keeping system has been identified and is currently in its implementation stage. The new system includes the capability to automatically capture data and records based on the Shire's record keeping requirements and will be aligned to the Shire's Record Keeping Plan as well as legislative requirements. Update – February 2022 – Record Keeping System is currently being reviewed, as a review of the proposed new system has indicated that it may not meet the Shire's requirements. The Shire's current record keeping system Synergy Soft Central records is currently being reviewed for its suitability short term and long term.	SOA IA 25 July 2023 - Transferred to Validated by SOA IA-CEO Email was verified of such communication.  12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Validated by SOA IA
22-Apr-21	Moore Australia	Records Management	Record Keeping Practices	61. Record Keeping Practices Ensure any updates to the EDRMS comply with legislation and appropriate systems and controls are in place to facilitate its application throughout the organisation.	Medium	Manager Governance	Closed	Progress Update: A new record keeping system has been identified and is currently in its implementation stage. The new system includes the capability to automatically capture data and records based on the Shire's record keeping requirements and will be aligned to the Shire's Record Keeping Plan as well as legislative requirements. Update – February 2022 – Record Keeping System is currently being reviewed, as a review of the proposed new system has indicated that it may not meet the Shire's requirements. The Shire's current record keeping system Synergy Soft Central records is currently being reviewed for its suitability short term and long term.	8 February 2023: All updates to SynergySoft Central Records are actioned by its provider, IT Vision who are fully conversant and compliant with State and local government record keeping requirements.	Validated by Moore Australia
22-Apr-21	Moore Australia	Records Management	Record Keeping Plan 2015040	62. Record Keeping Plan 2015040 The Shire consider and implement necessary resources to commence immediate review of the Recordkeeping Plan 2015040.	High	Manager Governance	Closed	Progress Update: The Shire's Record Keeping Plan is being reviewed in conjunction with the implementation of the Shire's new EDRMS and will incorporate requirements and strategies that align to the new systems capabilities. Staff are in regular contact with the State Records Office regarding the review status as well as ensuring that the shire's approach and implementation meets legislative and best practice requirements. It is envisioned that the Record Keeping plan will be finalized within the next 6 months. The plan will incorporate systems for continual monitoring and self-evaluation strategies.	Validated by Moore Australia and closed on 31 October 2022	Validated by Moore Australia

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22-Apr-21	Moore Australia	Records Management	Record Keeping Plan 2015040	63. Record Keeping Plan 2015040 Develop appropriate systems to monitor the implementation of improvements within the Plan, including self evaluated improvements and any actions noted by the State Records Office.	High	Manager Governance	Overdue	<p>SOA IA 25 July 2023-A spreadsheet to track the progress of the implementation of improvements detailed in the Recordkeeping Plan has been created. The Records and Customer Service Coordinator has commenced populating this spreadsheet. Quarterly progress updates are proposed to be submitted to ELT commencing in October 2023.</p> <p>2023 April 27: A spreadsheet is being developed to manage the implementation of improvements listed in the Recordkeeping Plan. Following approval of the Plan by the State Records Commission, the spreadsheet will be finalised and it is proposed to report quarterly on the progress to the Executive Leadership Team.</p> <p>Progress Update: The Shire's Record Keeping Plan is being reviewed in conjunction with the implementation of the Shire's new EDRMS and will incorporate requirements and strategies that align to the new systems capabilities. Staff are in regular contact with the State Records Office regarding the review status as well as ensuring that the shire's approach and implementation meets legislative and best practice requirements. It is envisioned that the Record Keeping plan will be finalized within the next 6 months. The plan will incorporate systems for continual monitoring and self-evaluation strategies.</p>	<p>SOA IA 25 July 2023- Remains in Progress</p> <p>2023 May 29: Have not received update on spreadsheet development.</p> <p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	In Progress
22-Apr-21	Moore Australia	Records Management	Language Control	64. Language Control Review, improve and update the systems and controls for language control within record keeping systems.	High	Manager Governance	Overdue	<p>28 Feb 23: Improvements/standardised naming conventions are being implemented across the Shire's records management system. A documented approach will be considered in preparation for the implementation of a new records management system.</p>	<p>28 Feb 23: As per client progress update. In Progress</p>	In Progress
22-Apr-21	Moore Australia	Records Management	Language Control	65. Language Control Consider review of historic records to identify any high risk considerations which require examination and updates for compliance with approved record keeping practices.	High	Manager Governance	Overdue	<p>28 Feb 23: A review of historic records is currently being undertaken. As part of this review, naming conventions are being standardised to allow for documents to be easily located.</p>	<p>28 Feb 23: As per client progress update. In Progress</p>	In Progress
22-Apr-21	Moore Australia	Records Management	Training	66. Training Review and update systems and processes for records training to be routinely and consistently included with general commencement inductions.	High	Manager Governance	Closed	<p>Progress as at 2 May 2022: The following courses are being scheduled to run this calendar: Introduction to Managing Business Records in LG; Classification and Indexing of Business Records; Retention and Disposal of Business records - all facilitated by WALGA, to be delivered this calendar year still</p> <p>Progress Update: Organisational training on the new EDRMS will be conducted as part of its implementation. Training for new employees will be incorporated on induction utilising the appropriate platforms. Regular evaluation of the Shire's EDRMS performance, in line with the RKP, will provide guidance of the ongoing training requirements to be delivered.</p>	<p>8 February 2023: All new staff are provided with a records induction/training session within the first week of commencement. Records filing guides and instructions are provided together with follow up training as required.</p> <p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	Validated by Moore Australia
22-Apr-21	Moore Australia	Records Management	Training	67. Training In addition to the induction training, refresher training is conducted for all Management, staff, contractors and volunteers periodically. Records training could, for example, initially be undertaken annually then increased in timeframe when there is evidence of improvement in compliance posture.	High	Manager Governance	Closed	<p>Progress as at 2 May 2022: HR has requested Corporate Services to develop content in consultation with HR for an online e-learning course. With Corporate Services.</p> <p>Progress Update: Organisational training on the new EDRMS will be conducted as part of its implementation. Training for new employees will be incorporated on induction utilising the appropriate platforms. Regular evaluation of the Shire's EDRMS performance, in line with the RKP, will provide guidance of the ongoing training requirements to be delivered.</p>	<p>8 February 2023: Evidence of training provided</p> <p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	Validated by Moore Australia
22-Apr-21	Moore Australia	Records Management	Training	68. Training of a records management champion in either each core business unit, or as a general support function, to provide support and guidance to all staff on records management matters. This will allow for an "expert" in the field, with hands on understanding of the challenges of each system	High	Manager Governance	Closed	<p>Progress as at 2 May 2022: Appointed Records Coordinator, commencing in May. Also appointed Manager Governance, commencing 1 June. Once these new employees commence, we will identify a records champion and work with them to arrange for super user training for the identified employee. Part of our blended learning framework is knowledge share, including, not allowing employees to work in isolation.</p> <p>Progress Update: Organisational training on the new EDRMS will be conducted as part of its implementation. Training for new employees will be incorporated on induction utilising the appropriate platforms. Regular evaluation of the Shire's EDRMS performance, in line with the RKP, will provide guidance of the ongoing training requirements to be delivered.</p>	<p>8 February 2023: The Records and Customer Service Coordinator commenced 19 September 2022. This role is responsible for managing the Shire's records, systems and education of end users. The incumbent holds a Diploma in Recordkeeping.</p> <p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	Validated by Moore Australia
22-Apr-21	Moore Australia	Records Management	Training	69. Training Test backup procedures, usability and readability of backup tapes/discs on a regular basis.	Medium	Manager ICT	Not Due	<p>Progress update as at: Corporate Services to arrange via their external ICT or other consulting providers</p> <p>Progress Update: The proposed new system is backed up in accordance with industry best practices standards. Regular testing to take place one system is operational, in line with the Shire's Record Keeping Plan.</p>	<p>25 July 2023 SOA IA - No progress update</p> <p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	In Progress
22-Apr-21	Moore Australia	Records Management	Key Performance Indicators	70. Key Performance Indicators Refine and develop criteria to assess the performance of the recordkeeping program.	Medium	Manager Governance	Overdue	<p>Progress Update: Collection and review of statistics will commence on the implementation of the new EDRSM and will form part of the Shire's performance management platform and written into the Shire's reviewed Record Keeping Plan.</p>	<p>12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.</p>	Not Started

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## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
22-Apr-21	Moore Australia	Records Management	Key Performance Indicators	71. Key Performance Indicators Implement a survey mechanism to measure levels of staff satisfaction with recordkeeping operations.	Medium	Manager Governance	Overdue	Progress Update: Collection and review of statistics will commence on the implementation of the new EDRSM and will form part of the Shire's performance management platform and written into the Shire's reviewed Record Keeping Plan.	12 June 2022: Meeting request sent to RO to discuss the evidence required to finalise the implementation of the recommendation.	Not Started
22-Apr-21	Moore Australia	Records Management	Website Management	72. Website Management Investigate appropriate system solution to capture corporate information published in social media, including internet website.	Medium	Manager Governance	Not Due	28 Feb 23: A business case for a new Records Management System has been approved by the Executive Leadership Team. Funds are to be considered as part of the 2023/2024 Annual Budget.	28 Feb 23: As per client progress update. In Progress	In Progress
15-Jul-22	Moore Australia	Records Management 22	Record Keeping Policies and supporting Procedures	Review the policies and guidelines and develop supporting operating procedures to ensure they reflect current practice requirements	Medium	Manager Governance	Closed	2023 April 27: •Digital Information and Records Policy (adopted by Council 11/10/22) •Elected Member Recordkeeping (adopted by Council 14/3/23) •Incoming and Outgoing Mail, Internal Mail and Records Disposal procedures (approved by Manager Governance 27/3/23) •Records Directive and User Guide review to commence in May 2023.  12 December 2022: Policy ADM04 Digital Information and Records has been reviewed and submitted to Council for adoption 11 October 2022.  31 October 22: Digital Information and Records Policy endorsed by Council 11 October 2022. Review of operating procedures and directives commenced. Council minutes – 11 October 2022 Council attachments – 11 October 2022	2023 April 12: Evidence of updated policies + procedures provided as a part of updated RKP. Closed. 12 December 2022: Policy ADM04 Digital Information and Records has been reviewed and submitted to Council for adoption 11 October 2022 - received - requires further evidence.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Record Keeping Policies and supporting Procedures	Ensure the records management policies and guidelines and operating procedures are approved by the CEO or Executive Leadership Team	Medium	Manager Governance	Closed	2023 April 27: •Digital Information and Records Policy (adopted by Council 11/10/22) •Elected Member Recordkeeping (adopted by Council 14/3/23) •Incoming and Outgoing Mail, Internal Mail and Records Disposal procedures (approved by Manager Governance 27/3/23) •Records Directive and User Guide review to commence in May 2023.  31 October 22: Digital Information and Records Policy endorsed by Council 11 October 2022. Review of operating procedures and directives commenced. Council minutes – 11 October 2022 Council attachments – 11 October 2022	2023 April 27: Evidence of approved policies and procedures relating to Records received. Validated.  2023 April 12: Policies + procedures within RKP do not specify whom was the approver.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Record Keeping Policies and supporting Procedures	Communicate the Records Management Policies and operating procedures to all staff within the organisation	Medium	Manager Governance	Closed	Records Coordinator sent email to all staff with procedure manual and guidelines.	12 December 2022: Moore Australia did Receive the Email the Shire sent out to the Shire Staff. The email did offer one on one training and also gave links to the Shire Records User Guide. It also talks about providing records induction training and follow up training.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Record Keeping Policies and supporting Procedures	Copies of the Records Management Policies and operating procedures be made available and easily accessible to staff and relevant contractors at induction and ongoing basis	Medium	Manager Governance	Closed	31 October 2022: All Council policies are available on the Shire's website. Records User Guide, procedures and guidelines are available on AIMS.	8 February 2023: All current records management internal documents are available on the Shire's intranet (AIMS) under Governance. The Policy is available on the Shire's website and there is a link to all policies available via AIMS.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Record Keeping Policies and supporting Procedures	Establish a program of reviewing the Records Management policies and procedures at a minimum every two years.	Medium	Manager Governance	Closed	28 Feb 23: Policy review due date set to 2 years (see attached policy). Directive and procedure templates also include a section in the document control box to detail the next review date. Directives will be reviewed every 2 years. Procedures will be reviewed annually at a minimum, or as and when required.	2023 April 12: Sufficient evidence of reviews being undertaken included with updated RKP. Closed. 28 Feb 23: As per client progress update.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Record Keeping plan (Statutory obligation)	Review the Record Keeping Plan to ensure they reflect current practice requirements	High	Manager Governance	Closed	28 Feb 23: A review of the Recordkeeping Plan is currently underway. The plan will be submitted to the State Records Commission for consideration at its next meeting to be held May 2023.	2023 April 12: Updated RKP provided. Completed. 28 Feb 23: As per client progress update.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Record Keeping plan (Statutory obligation)	Ensure that it is approved by the CEO or Executive management and the State Records Commission.	High	Manager Governance	Closed	28 Feb 23: A review of the Recordkeeping Plan is currently underway. The plan will be submitted to the State Records Commission for consideration at its next meeting to be held May 2023.	2023 April 12: Updated RKP provided, signed by CEO and provided to SRC for approval. Completed. 28 Feb 23: As per client progress update.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Records Management System	Map all record keeping systems currently used within the Shire	High	Manager Governance	Closed	28 Feb 23: A review of all recordkeeping systems used at the Shire has been conducted and has been documented in the draft Recordkeeping Plan.	2023 April 12: Sufficient evidence provided within updated RKP. Closed. 28 Feb 23: As per client progress update.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Records Management System	CEO approve which records systems should be used for records management	High	Manager Governance	Closed	SOA IA 25 July 2023-The CEO approved the Recordkeeping Plan on 2 May 2023. The Recordkeeping Plan details the Shire's approved record management system and business information systems.	SOA IA 25 July 2023-Transferred to Validated by SOA IA-Page 8 on RKP stated and Current RKP ITVision Synergy "Sourcing and implementation of a modern EDRMS with greater functionality and efficiency is being investigated. When sufficient funds are available and staff resourcing permits, a new EDRMS will be implemented. It is anticipated this may occur in the 2023/2024 financial year"  8 February 2023: The Shire has investigated alternative records management systems. A report is being prepared for the Executive Leadership Team to endorse a preferred new system.	Validated by SOA IA

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Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
15-Jul-22	Moore Australia	Records Management 22	Records Management System	Communicate the approved list of records systems to all staff, including their responsibilities	High	Manager Governance	Closed	SOA IA 25 July 2023-Email sent on 18/07/2023 by the CEO advising of the updated Recordkeeping Plan and employee responsibilities.	SOA IA 25 July 2023-Transferred to Validated by SOA IA-CEO Email was verified of such communication.	Validated by SOA IA
15-Jul-22	Moore Australia	Records Management 22	Records Management System	Ensure that the systems are regularly maintained and key documents remain current.	High	Manager Governance	Closed	2023 April 27: Key documents have/are being reviewed as detailed above. System updates (provided by IT Vision) are being implemented as and when they are received.	2023 April 27: Evidence of synergy systems maintenance received. Validated.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Systems access and records classification	Develop a document or register that classifies key records by access or confidential level and the associated security classification	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Systems access and records classification	Ensure that the document is approved by the CEO or the relevant delegated authority	Medium	Manager Governance	Overdue	31 October 2022: A review of the Shire's Recordkeeping Plan has commenced. This will be included in this review. It is anticipated the review will be finalised by 31 December 2022.		In Progress
15-Jul-22	Moore Australia	Records Management 22	Systems access and records classification	Communicate to relevant staff	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Systems access and records classification	Ensure that records are classified as per the approved document.	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Training Program for Records Management	Establish an ongoing training program for all staff on records management including refresher training	Medium	Manager Governance	Closed		8 February 2023: All new staff are provided with a records induction/training session within the first week of commencement. Records filing guides and instructions are provided together with follow up training as required.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Training Program for Records Management	Ensure that the program is approved by the CEO or the delegated authority	Medium	Manager Governance	Closed		8 February 2023: All new staff are provided with a records induction/training session within the first week of commencement. Records filing guides and instructions are provided together with follow up training as required.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Training Program for Records Management	Maintain an up to date log of when staff last completed their training	Medium	Manager Governance	Closed	31 October 2022: In August 2022, the Records team commenced recording training of staff in a register.	Validated by Moore Australia and closed on 31 October 2022	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Training Program for Records Management	Set minimum timeframes for when staff should attend the refresher training	Medium	Manager Governance	Overdue		8 February 2023: Minimum timeframes for staff refresher training will be included in the Recordkeeping Plan. The review of this document is in progress.	In Progress
15-Jul-22	Moore Australia	Records Management 22	Training Program for Records Management	Ensure staff the attend the training and refresher courses.	Medium	Manager Governance	Closed		8 February 2023: Validated by Moore through training register.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Sustained program for Records disposal	Establish a sustained annual program of records disposal and retention	Medium	Manager Governance	Closed	31 October 2022: A review of the Shire's Recordkeeping Plan has commenced. This will be included in this review. It is anticipated the review will be finalised by 31 December 2022.	2023 April 27: Records Disposal procedure mentions annual calendar and financial year disposal programs + ad hoc disposals. Validated.  8 February 2023: Preparation of annual disposal of records due for destruction has commenced on the backlog of stored records. Future disposal programs will be on a financial year basis in general. Details will be documented in the Recordkeeping Plan which is currently under review.	Validated by Moore Australia
15-Jul-22	Moore Australia	Records Management 22	Sustained program for Records disposal	Conduct a risk assessment to determine which records will be retained as state archives or disposed	Medium	Manager Governance	Not Due	31 October 2022: A review of the Shire's Recordkeeping Plan has commenced. This will be included in this review. It is anticipated the review will be finalised by 31 December 2022.		In Progress
15-Jul-22	Moore Australia	Records Management 22	Sustained program for Records disposal	Ensure all approvals are sought and evidence and relevant records are maintained.	Medium	Manager Governance	Closed	SOA IA 25 July 2023-The Records team have commenced disposal of records with an aim to create an annual disposal schedule once the backlog has been cleared.	SOA IA 25 July 2023-Transferred to Validated by SOA IA-Approval is sought from Jasmine & Kenn for all Records Disposals. All records are assessed against the General Disposal Authority for Local Government Records (GDA) as per our approved Amended Recordkeeping Plan 2023014 and State Records requirements.  File IM23 is where all records of Records Retention and Disposal Applications are captured. Please refer to Record 2350096 for our most recent Records Disposal documentation approved in May 2023.	Validated by SOA IA
15-Jul-22	Moore Australia	Records Management 22	Management Reporting on the Shire's Records Management Practices	Develop KPI's for monitoring compliance and performance of the records and information management function	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Management Reporting on the Shire's Records Management Practices	Ensure KPI's are approved by the Executive or relevant delegated authority	Medium	Manager Governance	Overdue			Not Started

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15-Jul-22	Moore Australia	Records Management 22	Management Reporting on the Shire's Records Management Practices	Have a standard agenda item on a regular basis to discuss records management matters; and	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Management Reporting on the Shire's Records Management Practices	Regularly report to the Executive and Audit and Risk Committee level	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Compliance Monitoring and Evaluation	Determine the frequency and method of monitoring compliance	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Compliance Monitoring and Evaluation	Regularly monitor; and report to executive and the Audit and Risk Committee the outcomes.	Medium	Manager Governance	Overdue			Not Started
15-Jul-22	Moore Australia	Records Management 22	Records Emergency Management Plan	Review the Records Emergency Management Plan	Medium	Manager Governance	Not Due	12 December 2022: The review of the Records Emergency Management Plan has commenced and is being undertaken in conjunction with the Recordkeeping Plan review. It is proposed these documents will be presented to the State Records Office by 31 December 2022. 31 October 2022: A review of the Shire's Recordkeeping Plan has commenced. This will be included in this review. It is anticipated the review will be finalised by 31 December 2022.	12 December 2022: The review of the Records Emergency Management Plan has commenced and is being undertaken in conjunction with the Recordkeeping Plan review. It is proposed these documents will be presented to the State Records Office by 31 December 2022 - no evidence received.	In Progress
15-Jul-22	Moore Australia	Records Management 22	Records Emergency Management Plan	Ensure it is approved by the CEO and the relevant delegated authority	Medium	Manager Governance	Not Due	31 October 2022: A review of the Shire's Recordkeeping Plan has commenced. This will be included in this review. It is anticipated the review will be finalised by 31 December 2022.		In Progress
15-Jul-22	Moore Australia	Records Management 22	Records Emergency Management Plan	Made available to all staff.	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Cyber Security	Cyber Security Framework and Supporting Operational Procedures	Establish a Cybersecurity Framework and supporting procedures that align with the WA Government Cybersecurity Policy and the Australian Government Information Security Manual	High	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 8 February 2023: Cybersecurity Framework is currently being drafted.	In Progress
01-Nov-22	Moore Australia	Cyber Security	Cyber Security Framework and Supporting Operational Procedures	Ensure the Cyber Security Framework and supporting operating procedures are approved by the CEO, Executive Leadership Team or the relevant delegated authority	High	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Cyber Security Framework and Supporting Operational Procedures	Ensure the Cyber Security Framework and supporting operating procedures are approved by the CEO, Executive Leadership Team or the relevant delegated authority	High	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Cyber Security Framework and Supporting Operational Procedures	Communicate the framework and supporting operating procedures to all staff within the organisation	High	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Cyber Security Framework and Supporting Operational Procedures	Copies of the framework and operating procedures be made available and easily accessible to staff and relevant contractors at induction and ongoing basis	High	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Cyber Security Framework and Supporting Operational Procedures	Establish a program of reviewing framework and operating procedures at a minimum every two years	High	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Staff Awareness and Training on Cyber Security	Establish cybersecurity training at induction, and an ongoing training program for all staff on cybersecurity awareness including refresher training	High	Manager ICT	Closed	25 July 2023 -New Cybersecurity induction completed	25 July 2023 SOA IA - Transferred to Validated by SOA IA	Validated by SOA IA
01-Nov-22	Moore Australia	Cyber Security	Staff Awareness and Training on Cyber Security	Maintain an up-to-date log of when staff last completed their training	High	Manager ICT	Closed	25 July 2023 -Part of Pulse training	25 July 2023 SOA IA - Transferred to Validated by SOA IA	Validated by SOA IA
01-Nov-22	Moore Australia	Cyber Security	Risk Assessment for Cyber Security threats	Conduct cyber security risk assessment at planned intervals (including using existing information to inform the assessments)	Medium	Manager ICT	Overdue	25 July 2023 -Reoccurring task to be set	25 July 2023 SOA IA - Remains in Not Started	Not Started
01-Nov-22	Moore Australia	Cyber Security	Risk Assessment for Cyber Security threats	Retain documented information of the results of the risk assessment	Medium	Manager ICT	Not Due	25 July 2023 -Reoccurring task to be set	25 July 2023 SOA IA - Remains in Not Started	Not Started



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01-Nov-22	Moore Australia	Cyber Security	Risk Assessment for Cyber Security threats	Update key governance documents and processes post performing the risk assessment	Medium	Manager ICT	Not Due		25 July 2023 SOA IA - No progress update	Not Started
01-Nov-22	Moore Australia	Cyber Security	Testing for control weakness and Cyber security threats (including penetration testing)	Establish an annual program of testing vulnerabilities (including penetration testing) which can be performed in house by staff with appropriate skills and experience or externally by consultants	Medium	Manager ICT	Overdue	25 July 2023 -Reoccurring task to be set	25 July 2023 SOA IA - No progress update	Not Started
01-Nov-22	Moore Australia	Cyber Security	Testing for control weakness and Cyber security threats (including penetration testing)	Develop processes for documenting and addressing identified vulnerabilities in a timely manner	Medium	Manager ICT	Overdue	25 July 2023 -Procedure developed. In review stage	25 July 2023 SOA IA - Transferred to In Progress	In Progress
01-Nov-22	Moore Australia	Cyber Security	Physical security of key assets (including Server rooms)	Ensure that physical access to the server room is restricted to only those with authorised access to protected information systems and monitored to prevent unauthorised access and accidental damage	Medium	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 23 February 2023: With the current uses of the server room, it is not possible to restrict access in this way	In Progress
01-Nov-22	Moore Australia	Cyber Security	Physical security of key assets (including Server rooms)	Ensure that physical access to the server room is restricted to only those with authorised access to protected information systems and monitored to prevent unauthorised access and accidental damage	Medium	Manager ICT	Not Due		25 July 2023 SOA IA - No progress update 23 February 2023: With the current uses of the server room, it is not possible to restrict access in this way	In Progress
01-Nov-22	Moore Australia	Cyber Security	Reporting of Cyber Security Incidents and Threats	Establish processes for identifying recording and reporting cyber security incidents to the relevant external entities and internally to the relevant authority	Medium	Manager ICT	Overdue	25 July 2023 -Procedure developed. In review stage	25 July 2023 SOA IA - Remains In Progress 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Reporting of Cyber Security Incidents and Threats	Determine the frequency and key areas that the reporting will cover	Medium	Manager ICT	Overdue	25 July 2023 -Procedure developed. In review stage	25 July 2023 SOA IA - Remains In Progress 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Strategies and Plans for Recovery from Cyber security attacks and Threats	Develop an ICT Disaster Recovery Plan which outlines the overall strategy for recovery ICT (including Cybersecurity threats and incidents), reasons and the activities required to implement the strategy, including timeliness for recovering each specific technology component as required by the Shire	Medium	Manager ICT	Overdue		23 February 2023: First draft completed	In Progress
01-Nov-22	Moore Australia	Cyber Security	Strategies and Plans for Recovery from Cyber security attacks and Threats	Review the end-of-life cycle of the backup information and Communication Technology infrastructure installed at the airport in late 2016	Medium	Manager ICT	Closed	2023 June 15: Provided evidence of review conducted.	2023 June 15: Provided evidence of review conducted. Closed. 23 February 2023: No evidence provided to close the recommendation.	Validated by Moore Australia
01-Nov-22	Moore Australia	Cyber Security	Strategies and Plans for Recovery from Cyber security attacks and Threats	Review the end-of-life cycle of the backup information and Communication Technology infrastructure installed at the airport in late 2016	Medium	Manager ICT	Overdue	25 July 2023-Capital funding for replacement of hardware approved. Yet to be ordered	25 July 2023 SOA IA - Remains In Progress 2023 June 15: Insufficient evidence. 28 Feb 23: Management considers closed - no evidence received.	In Progress
01-Nov-22	Moore Australia	Cyber Security	Strategies and Plans for Recovery from Cyber security attacks and Threats	Replace the backup infrastructure at the Shire's disaster recovery site (Onslow Airport) at end of its expected life cycle	Medium	Manager ICT	Not Due	25 July 2023-Capital funding for replacement of hardware approved. Yet to be ordered	25 July 2023 SOA IA - Transferred to In Progress	In Progress
01-Nov-22	Moore Australia	Cyber Security	Management of removable media devices (USB and Flash drives) & Trusted Insider Program	Establish a removable media arrangement or policy that outlines the Shires expectation on the use, handling and protection of removable media	High	Manager ICT	Overdue	25 July 2023-Still to be determined	25 July 2023 SOA IA - Remains In Progress 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Cyber Security	Management of removable media devices (USB and Flash drives) & Trusted Insider Program	Establish arrangements for monitoring unauthorised data access and excessive use of removable media	High	Manager ICT	Overdue	25 July 2023-Still to be determined	25 July 2023 SOA IA - Remains In Progress 8 February 2023: Cybersecurity Framework is currently being drafted	In Progress
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Business continuity management arrangements	Review the Shire's Business Continuity Management Arrangements (BCMA) to ensure they reflect current practice requirements and better practice principles from AS ISO 22301:2020 Security and Resilience	Medium	Manager Governance	Not Due			Not Started

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01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Business continuity management arrangements	Ensure the BCMA, are approved by the CEO or Executive Leadership Team	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Business continuity management arrangements	Communicate the BCMA, to all staff within the organisation	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Business continuity management arrangements	Copies of the BCMA, be made available and easily accessible to staff and relevant contractors at induction and ongoing basis; and hard copies to be retained by those with BCP role responsibilities within the Shire	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Business continuity management arrangements	Establish a program of reviewing the Business Continuity Management Arrangements, at a minimum every one year	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Risk and Business Impact Assessment	Conduct Risk Assessment and Business Impact Assessment	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Risk and Business Impact Assessment	Use findings to update the business continuity arrangements	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Disaster Recovery (ICT Infrastructure)	Develop an ICT Disaster recovery plan which outlines the overall strategy for recovery ICT reasons and the activities required to implement the strategy, including timeliness for recovering each specific technology component as required by the Shire	Medium	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update 28 Feb 23: In progress - draft completed.	In Progress
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Disaster Recovery (ICT Infrastructure)	Review the end-of-life cycle of the backup Information and Communication Technology infrastructure installed at the airport in late 2016	Medium	Manager ICT	Closed	2023 June 15: Provided evidence of review conducted.	2023 June 15: Provided evidence of review conducted. Closed.  28 Feb 23: Management considers closed - no evidence received.	Validated by Moore Australia
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Disaster Recovery (ICT Infrastructure)	Review the end-of-life cycle of the backup Information and Communication Technology infrastructure installed at the airport in late 2016	Medium	Manager ICT	Overdue		25 July 2023 SOA IA - No progress update  2023 June 15: Insufficient evidence.	In Progress
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Disaster Recovery (ICT Infrastructure)	Replace the backup infrastructure at the Shire's disaster recovery site (Onslow Airport) at end of its expected life cycle	Medium	Manager ICT	Not Due	25 July 2023-Capital funding for replacement of hardware approved. Yet to be ordered	25 July 2023 SOA IA - Remains In Progress	Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Scenario Testing and Post exercise review	Establish a program of exercising and testing of the BCP arrangements	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Scenario Testing and Post exercise review	Ensure the program is performed on a timely basis	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Scenario Testing and Post exercise review	Document post testing exercise reports that contain outcomes, recommendations and actions to implement improvements	Medium	Manager Governance	Not Due			Not Started

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01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Staff awareness and training	Establish an ongoing training program for staff on business continuity including refresher training	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Staff awareness and training	Ensure that the program is approved by the CEO or the delegated authority	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Staff awareness and training	Maintain an up-to-date log of when staff last completed their training	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Staff awareness and training	Set minimum timeframes for when staff should attend the refresher training	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Staff awareness and training	Ensure staff attend the training and refresher courses	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Reporting to the Executive, Audit and Risk Committee and Council	Develop reporting and for monitoring compliance and performance of the Shire's business continuity management arrangements	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Reporting to the Executive, Audit and Risk Committee and Council	Ensure the requirements are approved by the CEO, Executive or relevant delegated authority	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Reporting to the Executive, Audit and Risk Committee and Council	Regularly report to the executive and Audit and Risk Committee level	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Compliance Monitoring	Determine the frequency and method of monitoring compliance	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Compliance Monitoring	Regularly monitor; and Report to executive and the Audit and Risk Committee the outcomes	Medium	Manager Governance	Not Due			Not Started
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Budget for Business Continuity Management	The Shire should allocate a budget for its business continuity, which covers activities such as training, scenario testing, hiring of consultants where required	Low	Manager Governance	Closed	SOA IA 25 July 2023-A budget of \$43,200 for Business Continuity (within GV23501 Consultancies) has been approved in the 2023/2024 Annual Budget.	SOA IA 25 July 2023-Transferred to Validated by SOA IA- Approved under GV23501 Consultancies for 2023/24.	Validated by SOA IA
01-Nov-22	Moore Australia	Business Continuity, Disaster Recovery and Incident Management	Budget for Business Continuity Management	The Shire should allocate a budget for its business continuity, which covers activities such as training, scenario testing, hiring of consultants where required	Low	Manager Governance	Closed	SOA IA 25 July 2023-A budget of \$43,200 for Business Continuity (within GV23501 Consultancies) has been approved in the 2023/2024 Annual Budget.	SOA IA 25 July 2023-Transferred to Validated by SOA IA- Approved under GV23501 Consultancies for 2023/24.	Validated by SOA IA
09-Jun-22	Moore Australia	Building Permit Application Process	Overarching Policy and Supporting procedures	Develop an overarching policy for building services including the management of development and demolition application process;	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started
09-Jun-22	Moore Australia	Building Permit Application Process	Overarching Policy and Supporting procedures	Review the existing operating manual and include guidance on key aspects of the management of building permit application such as recording times and monitoring compliance;	Medium	Executive Manager Land, Property and Regulatory Services	Closed		12 December 2022: Administration Officer Building Services Procedures updated.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Overarching Policy and Supporting procedures	Ensure that the policy is approved by the CEO or Executive Leadership Team	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started

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## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
09-Jun-22	Moore Australia	Building Permit Application Process	Overarching Policy and Supporting procedures	Ensure that the operating procedure is approved by the CEO or Executive Leadership Team	Medium	Executive Manager Land, Property and Regulatory Services	Closed		27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Overarching Policy and Supporting procedures	Communicate the policy to relevant staff.	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started
09-Jun-22	Moore Australia	Building Permit Application Process	Overarching Policy and Supporting procedures	Communicate the policy to relevant staff.	Medium	Executive Manager Land, Property and Regulatory Services	Closed		2023 April 26: Evidence of email communicating procedure manual to relevant management for dispersion provided. Closed.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Staff Training	Establish an ongoing training program for all staff, including staff responsible for building application and demolition permit applications.	Medium	Executive Manager Land, Property and Regulatory Services	Closed		8 February 2023: The Building Application Process map was developed and is referenced in the Procedure Manual. 12 December 2022: Procedure includes reference to the "Building Checklist" which is a separate form.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Staff Training	Establish an ongoing training program for all staff, including staff responsible for building application and demolition permit applications.	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started
09-Jun-22	Moore Australia	Building Permit Application Process	Staff Training	Establish an ongoing training program for all staff, including staff responsible for building application and demolition permit applications.	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started
09-Jun-22	Moore Australia	Building Permit Application Process	Identification and Management of Conflict of Interest	Establish and implement processes for identifying, recording and managing potential conflicts of interest that arise when assessing building and demolition permit applications	High	Executive Manager Land, Property and Regulatory Services	Closed	1 March 2023: Started – identified in Approval Process.	27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Identification and Management of Conflict of Interest	Establish and implement processes for identifying, recording and managing potential conflicts of interest that arise when assessing building and demolition permit applications	High	Executive Manager Land, Property and Regulatory Services	Closed	1 March 2023: Started - Conflict of Interest is declared in 'Building Approval process' by the Officer and Executive Manager. Email is also recorded against 'Approval and Interest Declared' Stage in Synergy then added to the 'Supporting Comments' section in Attain.	27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Identification and Management of Conflict of Interest	Ensure its approved by the relevant delegated authority	High	Executive Manager Land, Property and Regulatory Services	Closed	1 March 2023: Started – currently updating approval process. Exec Manager to endorse once complete	27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Identification and Management of Conflict of Interest	Communicate the procedures to the relevant staff and ensure they are adequately trained.	High	Executive Manager Land, Property and Regulatory Services	Closed		27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Quality review of application by senior staff	Establish a risk-based process for independent quality reviewing applications by senior staff; and	Medium	Executive Manager Land, Property and Regulatory Services	Closed	1 March 2023: Completed - Building Checklist created as a stage in Synergy. Managers approval response is recorded and record number is added to the checklist confirming acknowledgement	1 March 2023: Client claims completed - no evidence provided to support.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Quality review of application by senior staff	Establish a risk-based process for independent quality reviewing applications by senior staff; and	Medium	Executive Manager Land, Property and Regulatory Services	Closed		27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Quality review of application by senior staff	Implement and ensure that records of the review are maintained on a timely basis.	Medium	Executive Manager Land, Property and Regulatory Services	Closed		27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Permit Application Timeframes	Ensure applications are processed within the required timeframes	High	Executive Manager Land, Property and Regulatory Services	Closed	1 March 2023: Started – Further information request and response is added to the 'FIR' stage in Synergy and recorded on the Building Checklist	27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Permit Application Timeframes	Ensure timeframes are recorded including start, pause and stop of the clock as required by the Act	High	Executive Manager Land, Property and Regulatory Services	Closed	1 March 2023: Started – Building Checklist records stages where further information is requested (stop the clock) and once received, recorded again (start the clock). Uncertified Applications Register created and shared with external Building Surveyor (COK) to identify when further information is requested and the amount of days that have elapsed once further information is received	27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Permit Application Timeframes	Identify the building and demolition applications which did not meet the required timeframes and consider where the Shire is required to refund the application fee, as required by legislation. Legal advice may have to be sought as to how far to go back if this has not been identified previously.	High	Executive Manager Land, Property and Regulatory Services	Closed		27 April 23: Building Procedure Manual provided.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Monitoring and Compliance and Enforcement	Develop risk-based business rules for staff articulating how monitoring activities will be prioritised given the limited resources and ensure staff are aware of the articulated arrangements	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started
09-Jun-22	Moore Australia	Building Permit Application Process	Monitoring and Compliance and Enforcement	Develop a process to demonstrate compliance with relevant legislation governing the building and demolition permits including identification of relevant legislation, legislative owner, documentation to evidence of legislative compliance, frequency of how often the legislative compliance assessment should be undertaken	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started

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## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
09-Jun-22	Moore Australia	Building Permit Application Process	Performance Reporting	Develop KPI's for monitoring compliance and performance of the building and demolition permit application function	Medium	Executive Manager Land, Property and Regulatory Services	Closed	1 March 2023: Completed – Administrators KPI's reflect the compliance and performance of the permit application function	28 March 23: Validated	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Performance Reporting	Ensure KPI's are approved by the Executive or relevant delegated authority;	Medium	Executive Manager Land, Property and Regulatory Services	Overdue			Not Started
09-Jun-22	Moore Australia	Building Permit Application Process	Performance Reporting	Have a standard agenda item on a regular basis to discuss building and demolition permit application matters; and	Medium	Executive Manager Land, Property and Regulatory Services	Closed		12 December 2022: We have received the Monthly reports from the Shire.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Performance Reporting	Regularly report to the Executive and Audit and Risk Committee level.	Medium	Executive Manager Land, Property and Regulatory Services	Closed		12 December 2022: We have received the Monthly reports from the Shire.	Validated by Moore Australia
09-Jun-22	Moore Australia	Building Permit Application Process	Staff Delegation	The Shire should review the delegation register and align the title of the relevant delegated authority to match existing positions within the Shire with the relevant responsibility.	Low	Manager Governance	Closed	25 January 2023: An internal review of the delegations/sub-delegations from the CEO to staff has been completed and approved on 10 January 2023 (updated Delegation Register attached). Positions have been updated in line with the recent restructure	31 January 2023: Validated by Moore Australia and proposed for closure.	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Management Framework	Develop and implement an overarching Contract Management Framework, including policies, procedures and guidelines in line with the Shire's strategic objectives and better practice principles such as the WA Australia Procurement Rules 2021/02, the WA Contract Management Framework Principles and the OAG tabled Report dated 2020 – Local Government Contract Extensions and Variations Ministerial Notice Not Required	High	Senior Procurement Officer	Closed	Progress update as at 12 January 2023 In progress, a Contractor Performance Review template has been created and Variation documents have been reviewed and edited as needed. Contract Management Directive and Procedures ongoing	28 March 23: Validated	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Management Framework	Review and update 3.3 FIN12 Purchasing Policy and FIN22 Procurement Directive in line with the annual review frequency requirement	High	Senior Procurement Officer	Closed	Progress Update as at 2023 FIN22 has been approved by CEO (Directive) FIN12 is now known as Purchasing and Procurement Policy this was adopted by Council at December 2022 OMC please see attached.	31 January 2023: Validated by Moore Australia and proposed for closure.	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Management Framework	Review and update 3.3 FIN12 Purchasing Policy and FIN22 Procurement Directive in line with the annual review frequency requirement	High	Senior Procurement Officer	Closed		12 December 2022: FIN 22 was reviewed and endorsed by the ELT on 13 October 2022. The following review date is also in 2023, which is relevant to the annual review frequency	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Register	Update the Contract Register to include information recommended for effective contract management and to reflect better practice principles and Department of Finance WA Procurement Rules Procurement Direction 2021/02	Medium	Senior Procurement Officer	Closed	Progress Update as at 2023 Please see attached most recent Contracts Register held by Procurement. Version on AIMS is to be updated, however unable to keep terminated contracts on AIMS.	23 February 2023: Updated Contract Register provided.	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Register	Update the Contract Register to include information recommended for effective contract management and to reflect better practice principles and Department of Finance WA Procurement Rules Procurement Direction 2021/03	Medium	Senior Procurement Officer	Closed	Progress Update 12 January 2023 Please see attached most recent Contracts Register held by Procurement. Version on AIMS is to be updated, however unable to keep terminated contracts on AIMS	23 February 2023: Updated Contract Register provided.	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Register	Develop comprehensive policies and procedures to manage and review the Contract Register	Medium	Senior Procurement Officer	Overdue	SOA IA 25 July 2023-Procedure is being developed, in Draft stage, yet to be approved by Director before ELT approval. No feedback as yet.  2023 July 4: Procedure is being developed, in Draft stage, yet to be approved by Director before ELT approval. No feedback as yet.  2023 May 23: Procedure is being developed, in Draft stage, yet to be approved by Director before ELT approval.  2023 April 27: Procedure – Contract Register, Still developing will have to be approved by Director.  Progress Update as at 2023 In progress	SOA IA 25 July 2023 Remains in progress.  2023 July 4: Remains in progress.  2023 May 23: Remains in progress.  2023 April 27: Remains in progress.  28 March 23: Shire in process of developing procedures and Directive.	In Progress

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Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
02-Dec-22	Moore Australia	Contract Management	Contract and Supplier Performance Management	Develop and implement comprehensive performance management policies and procedures for the purposes for contract and supplier management in line with the WA Contract Management Framework Principles published by the Department of Finance. This includes processes such as, but not limited to: •Regular and structured performance reviews; •Formal documentation requirements for performance review meetings and communication with suppliers; •Monitoring and resolving non-compliance or poor contract performance with contract conditions; and •Mechanisms to ensure consistent processes to ensure contract conditions and deliverables are assessed and recorded in a final review.	High	Senior Procurement Officer	Overdue	SOA IA 25 July 2023- Directive & Procedure is being developed, in Draft stage, yet to be approved by Director before ELT approval. No feedback as yet.  2023 July 4: Directive & Procedure is being developed, in Draft stage, yet to be approved by Director before ELT approval. No feedback as yet.  2023 May 23: Directive & Procedure is being developed, in Draft stage, yet to be approved by Director before ELT approval.  2023 April 27: Developing the procedures and review documents, yet to be reviewed by Director and ELT.  Progress Update as at 2023 In progress, emails are sent out to project officers when contracts are completed with the requirements of the contract management. See attached template. Shire is making enquiries into a online Contact Management system.	SOA IA 25 July 2023 Remains in progress.  2023 July 4: Remains in progress.  2023 May 23: Remains in progress.  2023 April 27: Remains in progress.  28 March 23: Shire in process of developing procedures and Directive.	In Progress
02-Dec-22	Moore Australia	Contract Management	Contract and Supplier Performance Management	Develop and implement comprehensive performance management policies and procedures for the purposes for contract and supplier management in line with the WA Contract Management Framework Principles published by the Department of Finance. This includes processes such as, but not limited to: •Regular and structured performance reviews; •Formal documentation requirements for performance review meetings and communication with suppliers; •Monitoring and resolving non-compliance or poor contract performance with contract conditions; and •Mechanisms to ensure consistent processes to ensure contract conditions and deliverables are assessed and recorded in a final review.	High	Senior Procurement Officer	Closed	Progress Update as at 2023 In progress, emails are sent out to project officers when contracts are completed with the requirements of the contract management. See attached template. Shire is making enquiries into a online Contact Management system.	28 March 23: Validated	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Renewals and Extensions	Develop and implement comprehensive policy and procedures for a standardised and formal approach to contract extensions	Medium	Senior Procurement Officer	Closed	Progress Update as at 2023 On going	28 March 23: Validated	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Renewals and Extensions	Ensure contractor performance are documented, assessed and reviewed before approving a contract extension	Medium	Senior Procurement Officer	Closed	Progress Update as at 2023 Ongoing, Procurement email project officers, ccing in the relevant Director to receive approval or rejection of an extension to contract (only if allowed under the contract) Reminders in Procurements calendar are at 6, 3 and 1 month intervals.	28 March 23: Validated	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Variations	Develop and implement a set of comprehensive procedures to perform a contract variation which includes the following: •Step-by-step process of completing a contract variation; •Minimum requirements to ensure the PP 067 – Contract Variation Request form is completed appropriately; and •Considerations such as costs, risks, time, nature of variation, cumulative effects and specific requirements set out by council approved policies.	High	Senior Procurement Officer	Closed		12 December 2022: PP 067 – Contract Variation Request form provided which outlines the step by step process detailed on page 2.	Validated by Moore Australia
02-Dec-22	Moore Australia	Contract Management	Contract Variations	Develop and implement a set of comprehensive procedures to perform a contract variation which includes the following: •Step-by-step process of completing a contract variation; •Minimum requirements to ensure the PP 067 – Contract Variation Request form is completed appropriately; and •Considerations such as costs, risks, time, nature of variation, cumulative effects and specific requirements set out by council approved policies.	High	Senior Procurement Officer	Closed	Progress Update as at 12 January 2023 See updated 067 – CEO067 this form is on the Shires AIMS (Ashburton Information Management System)	28 March 23: Validated (New Contract Mnaagement Procedure)	Validated by Moore Australia

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Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
02-Dec-22	Moore Australia	Contract Management	Contract Variations	Execute a review process for contract variations to determine whether the cumulative effect of variations requires a separate procurement process	High	Senior Procurement Officer	Overdue	<p><b>SOA IA 25 July 2023-</b> Contract Management Software solutions are still being looked at, in the meantime a request to used Contract Management Forms is to be approved by ELT. No feedback as yet.</p> <p>2023 July 4: Contract Management Software solutions are still being looked at, in the meantime a request to used Contract Management Forms is to be approved by ELT. No feedback as yet.</p> <p>2023 May 23: Contract Management Software solutions are still being looked at, in the meantime a request to used Contract Management Forms is to be approved by ELT</p> <p>2023 April 27: Creating inhouse excel documents to track Contract Management while still investigating software. Documents are in draft stage, Director to provide feedback.</p> <p>Progress Update as at 12 January 2023 Ongoing</p>	<p><b>SOA IA 25 July 2023</b> Remains in progress.</p> <p>2023 July 4: Remains in progress.</p> <p>2023 May 23: Remains in progress.</p> <p>2023 April 27: Remains in progress.</p> <p>31 January 2023: No evidence of review.</p>	In Progress
02-Dec-22	Moore Australia	Contract Management	Training and Contract Manager Continuity	<p>The Shire should:</p> <ul style="list-style-type: none"> <li>•Establish an ongoing training program for all staff on basic and standardised approach to contract management including refresher training;</li> <li>•Establish an ongoing training program specifically for contract managers to ensure expectations and standards are maintained especially during a handover of responsibility;</li> <li>•Ensure that the program is approved by the CEO or the delegated authority;</li> <li>•Maintain an up-to-date log of when staff last completed their training;</li> <li>•Set minimum timeframes for when staff should attend the refresher training; and</li> <li>•Ensure staff attend the training and refresher courses</li> </ul>	Medium	Senior Procurement Officer	Not Due	<p><b>SOA IA 25 July 2023-</b> To be introduced once approved by Director – No feedback as yet.</p> <p>2023 July 4: To be introduced once approved by Director – No feedback as yet.</p> <p>2023 May 23: To be introduced once approved by Director</p> <p>2023 April 27: To be incorporated with Procurement Training – as required staff. Draft Contract Management training slideshow done, awaiting feedback.</p> <p>Progress Update as at 12 January 2023 Ongoing, this will have to be discussed with Organisational Development (OD) as they facilitate all online training. Procurement will develop a draft training for OD to review</p>	<p>2023 July 4: Remains in progress.</p> <p>2023 May 23: Remains in progress.</p> <p>2023 April 27: Remains in progress.</p> <p>31 January 2023: No evidence provided.</p>	In Progress
02-Dec-22	Moore Australia	Contract Management	Performance Monitoring and Reporting	<p>The Shire Should:</p> <ul style="list-style-type: none"> <li>•Develop KPIs for monitoring compliance and performance of the contract management function based on policies, procedures and better practice principles and standards;</li> <li>•Ensure KPI's are approved by the Executive or relevant delegated authority;</li> <li>•Have a standard agenda item on a regular basis to discuss contract management matters; and</li> <li>•Regularly report to the Executive and Audit and Risk Committee level.</li> </ul>	Medium	Senior Procurement Officer	Not Due	<p><b>SOA IA 25 July 2023-</b> Draft stage, to consult with relevant departments</p> <p>2023 May 23: Draft stage, to consult with relevant departments</p> <p>2023 April 27: To be raised with ELT for Performance Review Period – Procurement creating a list of roles and the proposed KPI to be introduced.</p> <p>Progress Update as at 12 January 2023 Ongoing, Procurement to develop with Project officers and ELT</p>	<p><b>SOA IA 25 July 2023</b> Remains in progress.</p> <p>2023 July 4: Remains in progress.</p> <p>2023 April 27: Remains in progress.</p> <p>31 January 2023: No evidence provided.</p>	In Progress
02-Dec-22	Moore Australia	Contract Management	Performance Monitoring and Reporting	<p>The Shire Should:</p> <ul style="list-style-type: none"> <li>•Develop KPIs for monitoring compliance and performance of the contract management function based on policies, procedures and better practice principles and standards;</li> <li>•Ensure KPI's are approved by the Executive or relevant delegated authority;</li> <li>•Have a standard agenda item on a regular basis to discuss contract management matters; and</li> <li>•Regularly report to the Executive and Audit and Risk Committee level.</li> </ul>	Medium	Senior Procurement Officer	Not Due	<p><b>SOA IA 25 July 2023-</b> Once are KPI are finalised, suggestion is for these to be included into Performance review process.</p> <p>2023 May 23: Once are KPI are finalised, suggestion is for these to be included into Performance review process.</p> <p>2023 April 27: Ensure KPI for projects are included with any project software or forms.</p> <p>Progress Update as at 12 January 2023 Ongoing, Procurement to develop with Project officers and ELT</p>	<p><b>SOA IA 25 July 2023</b> Remains in progress.</p> <p>2023 July 4: Remains in progress.</p> <p>2023 April 27: Remains in progress.</p> <p>31 January 2023: No evidence provided.</p>	In Progress
02-Dec-22	Moore Australia	Contract Management	Performance Monitoring and Reporting	<p>The Shire Should:</p> <ul style="list-style-type: none"> <li>•Develop KPIs for monitoring compliance and performance of the contract management function based on policies, procedures and better practice principles and standards;</li> <li>•Ensure KPI's are approved by the Executive or relevant delegated authority;</li> <li>•Have a standard agenda item on a regular basis to discuss contract management matters; and</li> <li>•Regularly report to the Executive and Audit and Risk Committee level.</li> </ul>	Medium	Senior Procurement Officer	Not Due	<p><b>SOA IA 25 July 2023-</b> As per Audit and Risk Committee schedule and ELT. Completed as ongoing</p> <p>2023 April 27: As per Audit and Risk Committee schedule and ELT. Completed as ongoing</p> <p>Progress Update as at 12 January 2023 Ongoing, Procurement to develop with Project officers and ELT</p>	<p><b>SOA IA 25 July 2023</b> Remains in progress.</p> <p>2023 July 4: Remains in progress.</p> <p>2023 April 27: Remains in progress.</p> <p>31 January 2023: No evidence provided.</p>	In Progress

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Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Fraud and Corruption Control Framework Limitations	Review, update, approve and implement the Fraud and Corruption Control Plan;	Medium	Director Corporate Services	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Fraud and Corruption Control Framework Limitations	Draft, approve and implement a Fraud and Corruption policy and procedure;	Medium	Director Corporate Services	Not Due		8 February 2023: Fraud and Corruption Policy currently being drafted. It is anticipated that this policy will be submitted to the March Ordinary Council Meeting.	In Progress
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Fraud and Corruption Control Framework Limitations	Draft, approve and implement a Fraud and Corruption policy and procedure;	Medium	Director Corporate Services	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Outdated Public Interest Disclosure Information and related Policies and Procedures	All outdated policies and procedures should be reviewed and updated to reflect better practice and compliance requirements;	High	Manager Governance	Overdue			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Outdated Public Interest Disclosure Information and related Policies and Procedures	Appoint a suitably qualified PID Officer and ensure appropriate awareness on this position is made to internal and external stakeholders including Public Sector Commission;	High	CEO	Closed	2023 May 29: Evidence of PID officer appointment provided.	2023 May 29: Evidence of PID officer appointment provided - closed. 27 March 23: CEO is PID Officer by default but will appoint new Director of Corporate Services as PID Officer once appointed.	Validated by Moore Australia
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Outdated Public Interest Disclosure Information and related Policies and Procedures	Appoint a suitably qualified PID Officer and ensure appropriate awareness on this position is made to internal and external stakeholders including Public Sector Commission;	High	Manager Organisational Development	Closed	SOA IA 25 July 2023-The Shire's PID Officer attended the required Public Sector Commission training on 28 June 2023. 2023 July 4: Can close out once PID Officer has received training, as organised by Manager Governance 2023 May 29: Darren Kennedy has enrolled in the Navigating the Public Interest Disclosure Act 2003 course for 28 June 2023. 2023 May 24: Confirmed CEO elected PID Officer with Manager Governance on 27 March. Agreed that Manager Governance will source suitable PID training for PID Officer. Cost to sit within Directorate.	SOA IA 25 July 2023-Transferred to Validated by SOA IA- Accepted the representation by Manager Governance email to IA dated 20 July 2023 as DCS has completed training on 28 June 2023. 2023 May 29: As per client update - can close upon completion of relevant training. 2023 May 24: No evidence provided of appointment - PSC directorate has not been updated - Shire website PID contact details are still wrong. 27 March 23: CEO is PID Officer by default but will appoint new Director of Corporate Services as PID Officer once appointed.	Validated by SOA IA
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Outdated Public Interest Disclosure Information and related Policies and Procedures	Appoint a suitably qualified PID Officer and ensure appropriate awareness on this position is made to internal and external stakeholders including Public Sector Commission;	High	Manager Governance	Closed	SOA IA 25 July 2023-The Public Sector Commission was notified of the appointment of a new PID Officer and requested to update their database on 29 May 2023. 2023 May 29: The CEO appointed Darren Kennedy, Director Corporate Services as the Shire's PID Officer on 26/05/2023. Communication provided to PSC.	SOA IA 25 July 2023-Transferred to Validated by SOA IA- <a href="https://www.wa.gov.au/system/files/2023-07/piddirectory.pdf">https://www.wa.gov.au/system/files/2023-07/piddirectory.pdf</a> 2023 May 29: PID Officer Darren Kennedy has been appointed - communications to PSC directory have been made but not yet update - can close upon update of public directory/register of PID officers. 27 March 23: CEO is PID Officer by default but will appoint new Director of Corporate Services as PID Officer once appointed.	Validated by SOA IA
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Lack of Fraud and Corruption Resources	Consider appointing a dedicated Fraud Officer who will be responsible for all matters on FC, which may be a current employee, however the Shire should consider the employee's current roles and responsibilities.;	Medium	Manager Governance	Overdue			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Lack of Fraud and Corruption Resources	Consider appointing a dedicated Fraud Officer who will be responsible for all matters on FC, which may be a current employee, however the Shire should consider the employee's current roles and responsibilities.;	Medium	Manager Governance	Closed		8 February 2023: The Shire has appointed a permanent full time Internal Auditor commencing 15 February 2023.	Validated by Moore Australia
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Lack of Oversight of Fraud and Corruption Risks	The ARMC should devote appropriate time for discussions on Fraud and Corruption risks during meetings;	Medium	Manager Governance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Lack of Oversight of Fraud and Corruption Risks	The ARMC should devote appropriate time for discussions on Fraud and Corruption risks during meetings;	Medium	Manager Governance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Lack of Oversight of Fraud and Corruption Risks	The ARMC should improve oversight over the Shire's Executive Management team in effectively approving and implementing the FC Control Plan;	Medium	Manager Governance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Lack of a Fraud and Corruption Risk Assessment and Alignment with Standards	The Shire should perform a comprehensive fraud and corruption risk assessment and ensure proper alignment with the Australian Standards for Fraud and Corruption, AS 8001:2021;	High	Manager Governance	Not Due			Not Started



SOA IA 25 July 2023

## Shire of Ashburton

Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Lack of a Fraud and Corruption Risk Assessment and Alignment with Standards	The Shire should perform a comprehensive fraud and corruption risk assessment and ensure proper alignment with the Australian Standards for Fraud and Corruption, AS 8001:2021;	High	Manager Governance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Limited Awareness and Training for Ethics and Fraud and Corruption Control	Training and Induction programs should include Fraud and Corruption;	High	Director Corporate Services	Closed		8 February 2023: The CEO provides an induction to all new staff every 6 months.	Validated by Moore Australia
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Limited Awareness and Training for Ethics and Fraud and Corruption Control	Training and Induction programs should include Fraud and Corruption;	High	Director Corporate Services	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Vendor Master File with Incomplete Records	The Vendor Master files should be reviewed and updated on a timely basis to ensure all relevant information is included;	Medium	Manager Finance	Overdue			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Vendor Master File with Incomplete Records	Any missing information, including the ones identified in this audit should be reviewed with all relevant details included as identified;	Medium	Manager Finance	Overdue			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Duplicate Cheque / ERT References	Cheque processing should be closely monitored and reviewed by management to ensure that any duplicate reference numbers, including the ones identified in the audit must be investigated and appropriately adjusted;	High	Manager Finance	Overdue			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Employees Listed as Vendors in the Vendor Master File	Investigate the issues identified and assess the risk of fraud or error, and institute corrective action if necessary;	Medium	Manager Finance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Vendors Still Being Used after Being Suspension	Vendors being used after their suspension dates should be flagged and inspected to identify why they are still being used with appropriate actions taken to address;	High	Manager Finance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Exit Interview Process Opportunities	Consider designing the Exit Interview questionnaires to include questions that help identify and detect potential Fraud and Corruption risks the terminated staff may be aware of;	Low	Director Corporate Services	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Exit Interview Process Opportunities	Consider designing the Exit Interview questionnaires to include questions that help identify and detect potential Fraud and Corruption risks the terminated staff may be aware of;	Low	Manager Organisational Development	Closed		28 Feb 23: Completed.	Validated by Moore Australia
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Creditor Expenditure Transactions Concerns	All transactions identified in this report including those with the higher rate of usage in Appendix 5 should be monitored and reviewed on a timely basis to ensure they are free from fraud or error;	High	Manager Finance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Creditor Expenditure Transactions Concerns	Any transaction without descriptions, including the ones identified through this audit, should be reconfirmed against supporting documents and necessary descriptions made accordingly;	High	Manager Finance	Overdue			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Creditor Expenditure Transactions Concerns	Consider improving the requisition process to include details of officer raising and approving transactions.	High	Manager Finance	Not Due			Not Started
01-Feb-23	Moore Australia	Fraud and Corruption FY22	Absence of an Allegations and Incidents Register for FC	Consider developing a Fraud and Corruption register to capture fraud and corruption incidents or allegations reported either through a Public Interest Disclosure or through other avenues.	Medium	Manager Organisational Development	Closed		1 February 2023: Client provided incident register. Does not discern source of report (i.e., PID).	Validated by Moore Australia
01-Feb-23	Moore Australia	Payroll & HR FY22	Absence of Human Resources Payroll Management Framework, Policies and Procedures.	Develop, approve and implement a comprehensive Workforce Strategy, Workforce Plan, Human Resources and Payroll Management framework, including associated policies and procedures;	High	Manager Organisational Development	Not Due	2023 July 4: As previously mentioned, to action next year – include in 2023/2 budget – not for this FY 2023 May 24: Cost included in 2023/24 budget 28 Feb 23: Review of all HR policies complete (Governance can confirm), ready to commence with Directive review (await go ahead from Governance), yet to commence with OD Management Plan	2023 May 24: Not started. 28 Feb 23: In progress.	Not Started
01-Feb-23	Moore Australia	Payroll & HR FY22	Absence of Human Resources Payroll Management Framework, Policies and Procedures.	Ensure that within the Human Resources and Payroll team there is a nominated individual responsible for maintaining compliance with relevant legislation;	High	Manager Organisational Development	Closed	2023 July 4: Manager OD Responsible Officer 2023 May 24: Cost included in 2023/24 budget	2023 July 4: Manager OD Responsible Officer - closed. 2023 May 24: Not started.	Validated by Moore Australia

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Date of Report	Auditor	Audit Topic	Finding Title	Recommendation	Risk Rating	Recommendation Owner	Overdue Status	Client Progress Update	Moore Australia / SOA IA Comment	Status After Assessment
01-Feb-23	Moore Australia	Payroll & HR FY22	Lack of Delegation of Authority Framework for Payroll Functions	Draft, approve and implement a comprehensive Delegation of Authority Framework for payroll functions, including policy and procedures;	High	Manager Organisational Development	Closed	2023 May 24: Completed. 28 Feb 23: Policies done, ready to commence with Directives. CEO delegations relating to OD done – see attached.	2023 May 24: Evidence provided of suitable approval delegations - policy/procedures covered by 224 - validated. 23 February 2023: Signature and Other Authorisations relating to Shire of Ashburton Organisational Development" provided, however, this does not satisfy the recommendation.	Validated by Moore Australia
01-Feb-23	Moore Australia	Payroll & HR FY22	Lack of reporting on Human Resources and Payroll activities	Draft approve and implement a performance measurement and reporting framework for human resources and payroll activities, including self-assessment protocols;	High	Manager Organisational Development	Not Due	2023 July 4: As previously mentioned, to action next year – include in 2023/2 budget – not for this FY 2023 May 24: Using existing data, which the CEO has access to for monthly reporting (EAP, EES, Exit, Onboarding, Incidents, Leave Accruals, PRP and Workers Comp). ELT receives a weekly Incident Management Report. Request for new workforce planning software submitted to ICT Committee and budget proposal submitted for 2023/24. Have been working with Pulse for a while on enhancement requests relating to their analytics capability.	2023 May 24: In progress.	In Progress
01-Feb-23	Moore Australia	Payroll & HR FY22	Inconsistencies in payroll process and documentation	Develop, approve and implement a comprehensive Workforce Strategy, Workforce Plan, Human Resources and Payroll Management framework, including associated policies and procedures;	High	Manager Organisational Development	Not Due	2023 July 4: As previously mentioned, to action next year – include in 2023/2 budget – not for this FY 2023 May 24: OD policy/directive review has commenced. Cost for WFP included in 2023/24 budget.	2023 May 24: In progress.	In Progress
01-Feb-23	Moore Australia	Payroll & HR FY22	Lack of Control Procedures for Shire Access and Assets	Draft, approve and implement a comprehensive staff exit controls policy and procedures;	Medium	Manager Organisational Development	Overdue	2023 July 4: Busy with Directive review. Offboarding Checklist already in place. 2023 May 24: OD policy/directive review has commenced. Pulse Offboarding Module implementation in 2023/24 FY 28 Feb 23: Ready to review OD Directives – await go ahead and access from Governance. Checklist developed in in use – attached.	2023 May 24: In progress. 28 Feb 23: In progress.	In Progress
01-Feb-23	Moore Australia	Payroll & HR FY22	Inappropriate System Access Control	Revoke inappropriate access to the payroll system and remove ex-employee user profiles from the system; and	Low	Manager ICT	Overdue	25 July 2023-Procedure has been drafted. Still to be reviewed. Regularly reoccurring task has been set 2023 May 24: A business case for new workforce planning software has been presented to the ICT Committee - outcome yet to be determined. Cost of this software has been included in the proposed 2023/24 budget.	25 July 2023 SOA IA - Remains In Progress 2023 May 24: In progress.	In Progress
01-Feb-23	Moore Australia	Payroll & HR FY22	Inappropriate System Access Control	Implement a process to regularly review, monitor and maintain system access control to all Shire information systems.	Low	Manager ICT	Overdue	25 July 2023-Procedure has been drafted. Still to be reviewed. Regularly reoccurring task has been set	25 July 2023 SOA IA - Transferred to In Progress	In Progress



# Agenda Item 6.1 - Attachment 3

OAG Audit Log - 25 July 2023

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### Shire of Ashburton

Current Review Date:												
Date of Report	Auditor	Audit Topic	Finding Topic	Recommendation	Risk Rating	Recommendation Owner	Management Comment in Report	Agreed Action	Overdue Status	Client Progress Update	Moore Australia/ SOA IA Comment	Status After Assessment
30-Jun-16	OAG	Financial	Comment on Ratios (Asset sustainability Ratio)	<p>Summary</p> <p>The Shire's Ration position, after adjustment for FAGs and Onslow tip closure expenditure, appears reasonably consistent with prior years with improvements in the Current ratio but deterioration in both Asset Sustainability and Operating Surplus ratios.</p> <p>Whilst some ratios are below the accepted industry benchmark, given the relative strength of the other ratios and the Shire's balance sheet, lower ratios may be expected and acceptable in the short term, provided other measure/ strategies are maximised.</p> <p>Notwithstanding this a number of the ratios do appear to be trending downwards over the longer term and this should be considered moving forward.</p> <p>We would like to take this opportunity to stress one off assessments of ratios at a particular point in time can only provide a snap shot of the financial position and operating situation of the Shire. As is the case with all ratios and indicators, their interpretation is much improved if they are calculated as an average over time with the relevant trends being considered.</p> <p>We will continue to monitor the financial position and ratios in the future financial years and suggest it is prudent for Council and management to do so also as they strive to manage the scarce resources of the Shire</p>	Medium	Not identified	Not identified		Closed	Not provided	28 Feb 23: Ratios no longer required to be reported - recommendation closed.	Validated by Moore Australia
30-Jun-17	OAG	Financial	Comment on Ratios (Asset sustainability Ratio and Operating Surplus Ratio)	<p>Summary</p> <p>The Shire's Ration position, after adjustment for FAGs, appears reasonably consistent with prior years except the deterioration in the Operating Surplus Ratio.</p> <p>We also note a number of the ratios appear to be trending downwards over the longer term and this should be considered moving forward.</p> <p>We would like to take this opportunity to stress one off assessments of ratios at a particular point in time can only provide a snap shot of the financial position and operating situation of the Shire. As is the case over time with the relevant trends being considered.</p> <p>We will continue to monitor the financial position and ratios in future financial years and suggest it is prudent for Council and management to do so also as they strive to manage the scarce resources of the Shire</p>	Medium	Not identified	Not identified		Closed	Not provided	28 Feb 23: Ratios no longer required to be reported - recommendation closed.	Validated by Moore Australia
30-Jun-18	OAG	Financial	Asset Sustainability Ratio	<p>Summary</p> <p>As detailed above, the asset sustainability relation is below the accepted industry benchmark. Given the relative strength of the other ratios and the Shire's balance sheet, a lower ratio may be acceptable in the short term provided other measure /strategies are maximised. Notwithstanding this, a number of ratios appear to be trending downwards over the longer term and this should be carefully considered moving forward to avoid the development of an adverse trend.</p> <p>We would like to take this opportunity to stress one off assessments of ratios at a particular point in time can only provide a snap shot of the financial position and operating situation of the Shire. As is the case with all ratios and indicators, their is much improved if they are calculated as an average over time with the relevant trends being considered.</p>	Medium	Not identified	Not identified		Closed	Not provided	28 Feb 23: Ratios no longer required to be reported - recommendation closed.	Validated by Moore Australia
30-Jun-19	OAG	Financial	General Journals	To help maintain the integrity of the accounting information, supporting documentation should be maintained for all journals. In addition, someone more senior than the preparer should authorise all journal entries to be processed in the system, review the correctness of posting after being processed and evidence their approval and review.	High	Manager Finance	Procedure to be updated in the current Finance Manual. Approval to in line financial approval delegations. Investigate options to restrict access o update and approve journals in Synergy.		Closed	28 Feb 23: Journals are reviewed by someone more senior than preparer, with the exception of manager preparing journals in which a senior member of finance will review journal. A register is maintained and all approved journals with supporting evidence is included in file.	28 Feb 23: As per mgmt comments. Closed.	Validated by Moore Australia
30-Jun-19	OAG	Financial	Valuation of land held for resale	The Shire should obtain up to date evidence of the value of the land to ensure it is recorded at the lower of cost and net realisable value	Medium	Manager Finance	Investigate current market value based on latest Valuer General information	The Shire should obtain up to date evidence of the value of the land to ensure it is recorded at the lower of cost and net realisable value	Overdue	28 Feb 23: Valuation is taking place prior to 30 April 2023 in relation to RFT 22.22	28 Feb 23: As per mgmt comments.	In Progress
30-Jun-19	OAG	Financial	Excessive annual leave	The Shire should manage and monitor the excessive annual leave accruals to reduce the financial liability, risk of business interruption and fraud.	Medium	Manager Organisational Development	Excessive and high annual leave accruals are reported on the quarterly Human Resources report, per Directorate. Each Director has previously been requested to have discussions with the relevant employee to reduce their annual leave or cash out some of the leave in accordance with clause 10.2. As leave has not decreased for some employees Human Resources will be writing to employees to request that they reduce their annual leave accruals, as outlined in the report. The intention is to do this in January following employees taking leave over Christmas period.		Closed	Not provided	7 September 2022 - Evidence received indicating that this done on a regular basis through information provided to Directors and Managers.	Validated by Moore Australia
30-Jun-19	OAG	Financial	Related party declarations	All Shire Councillors and key management staff complete Related Party Disclosure forms for any period that they held office or were employed by the Shire during a financial year. The declaration should also indicate the period of coverage. The shire should ensure these are obtained from councillors and staff prior to them leaving the Shire.	Medium	Manager Governance	Review Governance Procedures relating to Related Party Declarations		Closed	Not provided	Jasmine provided evidence on 24 October 2022	Validated by Moore Australia

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30-Jun-20	OAG	Financial	Management of excessive leave	Management should ensure staff comply with the Leave Management Policy and ensure long outstanding leave balances are cleared in a timely manner. Managers should be reminded of their responsibility to manage excessive leave balances and ensure that leave management plans are implemented and enforced.	Medium	Manager Organisational Development	We can confirm that any excessive leave balances are highlighted in the monthly Human Resources report for Executive Leadership Team distribution, awareness and action, with the following: "Directors should discuss the above leave liability with their Managers in order to develop a plan between the Manager and Employee to reduce the leave." The Human Resources Team, work with Managers to issue letters relating to excess leave and we are about to conduct a complete review of all Shire Human Resources Directives, which will include leave management. The Human Resources Team have also developed a formal training program for Managers, consisting of various mandatory courses to support them in the effective management of staff.		Closed	Not provided	7 September 2022 - Evidence received indicating that this done on a regular basis through information provided to Directors and Managers.	Validated by Moore Australia
30-Jun-20	OAG	Financial	Related party declarations	Management should implement procedures to ensure all KMP declarations are completed and returned in a timely manner.	Medium	Manager Governance	In September 2020, the Shire implemented the Attain Compliance Management system. This electronic system will assist with the timely collation of returns and declarations in the future.		Closed	28 Feb 23: Attain manages all KMP declarations. The system has been configured (attached) that it the form becomes available to submit at the end of the financial year with a due date of 30 September. Attain is configured to send a weekly reminder to the relevant person every Monday until it is completed. The Governance Team monitors the system to ensure completion and makes individual contact with the relevant person to ensure it is completed by the due date.	28 Feb 23: As per mgmt comments. Completed.	Validated by Moore Australia
30-Jun-20	OAG	Financial	Incorrect capitalisation of minor assets	The Shire should review its fixed asset register to ensure that all items acquired for less than \$5,000 have been removed from the register maintain an 'attractive items register' to prevent loss or theft.	Medium	Manager Finance	Along with the monthly reconciliation of asset movements Shire officers review the fixed asset register to ensure items under \$5,000 are excluded. To improve the tracking of small or minor assets an items register is currently being created and will be maintained by the finance team.	The Shire should review its fixed asset register to ensure that all items acquired for less than \$5,000 have been removed from the register maintain an 'attractive items register' to prevent loss or theft. Along with the monthly reconciliation of asset movements Shire officers review the fixed asset register to ensure items under \$5,000 are excluded. To improve the tracking of small or minor assets an items register is currently being created and will be maintained by the finance team.	Overdue	Not provided	No evidence provided	Not Started
30-Jun-20	OAG	Financial	Procurement controls	The Shire should implement a more robust process to identify year end accruals and perform monthly reviews of open purchase orders and close off any long outstanding purchase orders if they are no longer required	Medium	Manager Finance	Open Purchase Orders are reviewed annually around the month of May to assist with preparation of the annual budget. A new process of monthly review is now being implemented.	The Shire should implement a more robust process to identify year end accruals and perform monthly reviews of open purchase orders and close off any long outstanding purchase orders if they are no longer required. Open Purchase Orders are reviewed annually around the month of May to assist with preparation of the annual budget. A new process of monthly review is now being implemented.	Overdue	Not provided	No evidence provided	Not Started
30-Jun-20	OAG	Financial	Petty cash controls	It is recommended that when petty cash is used for purchases above the \$100.00 limit formal documentation and approval is retained with the petty cash claim form to ensure the expense was used for appropriate business purposes. Petty cash recoup forms should be updated to reflect the Shire's policy for dual verification and staff should be reminded of the petty cash policy.	Low	Manager Finance	A review of the approval process and supporting documentation requirements has been undertaken alongside staff being informed of what is required when using petty cash, in particular those instances of transactions over \$100.	It is recommended that when petty cash is used for purchases above the \$100.00 limit formal documentation and approval is retained with the petty cash claim form to ensure the expense was used for appropriate business purposes. Petty cash recoup forms should be updated to reflect the Shire's policy for dual verification and staff should be reminded of the petty cash policy. A review of the approval process and supporting documentation requirements has been undertaken alongside staff being informed of what is required when using petty cash, in particular those instances of transactions over \$100.	Overdue	28 Feb 23: No Purchases above \$100 made with Petty Cash	28 Feb 23: Updated petty cash recoup forms to reflect the Shire's policy for dual verification not received.	In Progress
30-Jun-21	OAG	Financial	AASB 15 and AASB 1058 revenue recognition	The Shire should ensure that every grant is reviewed for its compliance with the relevant accounting standards. The assessment should be properly documented and readily available for review by audit.	High	Manager Finance	A review of the shire's contract liabilities transactions, with RSM, identified a number of incorrect transactions included in the prior years audited statements that had not been correctly assessed under accounting standard AASB15 and AASB1058. These transactions have been re-classified and resulted in re-instatements for the 2019 and 2020 financial years. An assessment of revenue classified as a contract liability against the applicable accounting standard to be reviewed and include the recording of the evaluation of assessment.	The Shire should ensure that every grant is reviewed for its compliance with the relevant accounting standards. The assessment should be properly documented and readily available for review by audit.	Not Due			Not Started
30-Jun-21	OAG	Financial	Incorrect depreciation rates	We recommend that a full review of the full asset group to ensure compliance with accounting policy and recognise the relevant depreciation expenses in FY22.	High	Manager Finance	A review of the "Onslow Airport Assets" fair value report completed in 2018 identified annual depreciation on one of the components was omitted from the report. Since 2018 an annual depreciation rate of 1.6% has been applied. The depreciation calculation methodology has been reviewed and a rate of 1.76% calculated. An adjustment for the under depreciation on the "Onslow Airport Assets" will be included in FY22.	A review of the "Onslow Airport Assets" fair value report completed in 2018 identified annual depreciation on one of the components was omitted from the report. Since 2018 an annual depreciation rate of 1.6% has been applied. The depreciation calculation methodology has been reviewed and a rate of 1.76% calculated. An adjustment for the under depreciation on the "Onslow Airport Assets" will be included in FY22.	Overdue			Not Started

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30-Jun-21	OAG	Financial	Payroll controls	We recommend the Shire to: 1. Ensure that evidence of changes to the employee master file data are matched to the audit trail report as part of an independent review process; 2. Ensure that officers with a role to independently review changes in master file data do not also have the ability to modify master file data; 3. Implement a procedure to produce audit trail reports from SynergySoft, which are independently reviewed by an independent officer; and 4. Consideration be given to developing appropriate segregation of duties around payroll processes.	High	Manager Finance	A number of increase control measures have been implemented as part of the payroll review process, including the action of independent reviews of amendments to payroll Masterfile data. Review of payroll processes and procedures to be reviewed and documented, including addressing the above matters raised.	A number of increase control measures have been implemented as part of the payroll review process, including the action of independent reviews of amendments to payroll Masterfile data. Review of payroll processes and procedures to be reviewed and documented, including addressing the above matters raised.	Not Due			Not Started
30-Jun-21	OAG	Financial	Rehabilitation provision	The Shire should ensure that all valuations are reviewed and processed in the financial report in the financial year which they relate to.	High	Manager Waste Services	The waste rehabilitation provision had not been included in prior financial years, despite having a report in 2017 from an independent valuer. A provision has now been recognized which resulted in re-instatements for the 2019 and 2020 financial years. The adjustment for rehabilitation provision is now forming part of the end of financial year process.	The waste rehabilitation provision had not been included in prior financial years, despite having a report in 2017 from an independent valuer. A provision has now been recognized which resulted in re-instatements for the 2019 and 2020 financial years. The adjustment for rehabilitation provision is now forming part of the end of financial year process.	Overdue			Not Started
30-Jun-21	OAG	Financial	Legal expenses accruals	The Shire should develop procedures to assist with identification and accrual of invoices received after balance date, which relate to the prior year.	Medium	Manager Finance	The Shire has a number of legal matters that are in progress each year, in particular in respect to Wittenoon matters. These have previously been reflected as operating expenditure in the year that the accounts have been paid. This matter was discussed with RSM, where it was agreed to reflect ongoing and current legal matters as an accrued legal expense. A review of legal expenses is now forming part of the end of financial year process.	The Shire has a number of legal matters that are in progress each year, in particular in respect to Wittenoon matters. These have previously been reflected as operating expenditure in the year that the accounts have been paid. This matter was discussed with RSM, where it was agreed to reflect ongoing and current legal matters as an accrued legal expense. A review of legal expenses is now forming part of the end of financial year process.	Not Due			Not Started
30-Jun-21	OAG	Financial	General journal review	We recommend that all manual journals raised undergo independent review from a staff member different from the one who raised the journal.	High	Manager Finance	Journals prepared by the Finance Manager are now reviewed by the Financial Accountant.	Journals prepared by the Finance Manager are now reviewed by the Financial Accountant.	Not Due			Not Started
30-Jun-21	OAG	Financial	Regular review of policies and procedures	We recommend that the Shire review outdated policies and procedures, identifying those that require immediate action and establish a process to monitor the review.	Medium	Manager Governance	A review of Council's policies has commenced and is being presented to Council in a staged approach for endorsement.	We recommend that the Shire review outdated policies and procedures, identifying those that require immediate action and establish a process to monitor the review.	Overdue	2023 May 29: All policies have been reviewed with the exception of ENG08 Bush Fire Policy which will be revoked when the implementation of a Bush Fire Brigades Local Law is completed (anticipated in August 2023). The new policy template sets out the due date for the review of each policy and the Shire maintains a Policy Register. A directive will be developed to document the review process.	2023 May 29: In progress.	In Progress
30-Jun-21	OAG	Financial	Review of property values input into SynergySoft	The Shire should implement an independent review system, to ensure all Landgate valuations are correctly entered into the SynergySoft. This will ensure Landgate valuation reports always reconcile with SynergySoft	Medium	Manager Finance	Staff have been working through investigating and correcting previous period property values variances. Workflow practices to be amended to include an independent reviewer and frequent balancing to documents provided by Landgate.	The Shire should implement an independent review system, to ensure all Landgate valuations are correctly entered into the SynergySoft. This will ensure Landgate valuation reports always reconcile with SynergySoft	Overdue			Not Started
30-Jun-21	OAG	Financial	Fees and charges cut-off	We recommend that management formalise the review of invoices processed after year-end to ensure that all invoices related to the audited financial year are captured and accurately recognised.	Medium	Manager Finance	Airport landing fees income received in July for the prior year was not identified and included in accrued income. A review of fees and charges received in July and August now forms part of the end of financial year process.	We recommend that management formalise the review of invoices processed after year-end to ensure that all invoices related to the audited financial year are captured and accurately recognised.	Not Due			Not Started
30-Jun-21	OAG	ITGC	Network Access Management	The Shire should: Develop, document, and implement access management policies / procedures that should include: o Onboarding & offboarding of users, including privileged and generic accounts o Privileged and generic account management o Deactivate inactive/dormant accounts Ensure new user provisions are adequately documented and appropriate management approval is received before account creation Perform regular privilege user access reviews to ensure appropriate access is maintained Perform regular user access review to ensure terminated users is removed timely and identify and remove redundant or dormant accounts.	Medium	Manager ICT	A recent internal audit has identified the requirement for the review and development of several plans, including Cybersecurity Framework. Recommendations to be incorporated into the reviewed Cybersecurity Framework and will include access management principals. Operating procedures to be develop and aligned to the framework and include workflow and record keeping requirements for new, terminated and change in user accounts.	The Shire should: Develop, document, and implement access management policies / procedures that should include: o Onboarding & offboarding of users, including privileged and generic accounts o Privileged and generic account management o Deactivate inactive/dormant accounts Ensure new user provisions are adequately documented and appropriate management approval is received before account creation Perform regular privilege user access reviews to ensure appropriate access is maintained Perform regular user access review to ensure terminated users is removed timely and identify and remove redundant or dormant accounts.	Not Due	25 July 2023 - Procedure has been drafted. Still to be reviewed. Regularly reoccurring task has been set	25 July 2023 SOA IA - Transferred to In Progress	In Progress
30-Jun-21	OAG	ITGC	SynergySoft Financial Application Access Management	The Shire should: Document, review, approve and implement an access management policy that should include: o Onboarding & offboarding of users, including privileged and generic accounts o Generic account management o User access review requirements Ensure new user provisions are adequately documented and appropriate management approval is received before account creation Regularly review user access to the SynergySoft application to ensure terminated users are disabled timely. Ensure SoD requirements and controls are appropriately defined and implemented for the SynergySoft application.	High	Manager ICT	A recent internal audit has identified the requirement for the review and development of several plans, including Cybersecurity Framework. Recommendations to be incorporated into the reviewed Cybersecurity Framework and will include access management principles for SynergySoft. Operating procedures to be develop and aligned to the framework.	The Shire should: Document, review, approve and implement an access management policy that should include: o Onboarding & offboarding of users, including privileged and generic accounts o Generic account management o User access review requirements Ensure new user provisions are adequately documented and appropriate management approval is received before account creation Regularly review user access to the SynergySoft application to ensure terminated users are disabled timely. Ensure SoD requirements and controls are appropriately defined and implemented for the SynergySoft application.	Not Due	25 July 2023 - Procedure has been drafted. Still to be reviewed. Regularly reoccurring task has been set	25 July 2023 SOA IA - Transferred to In Progress	In Progress

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Date of Report	Auditor	Audit Topic	Finding Topic	Recommendation	Risk Rating	Recommendation Owner	Management Comment in Report	Agreed Action	Overdue Status	Client Progress Update	Moore Australia/ SOA IA Comment	Status After Assessment
30-Jun-21	OAG	ITGC	IT Governance - Standards, Policies & Procedures	The Shire should: Develop, document, and publish policies / procedures / guidelines / governance documents as required and ensure these documents are appropriately governed Periodically review and endorse all Shire policies / procedures / governance documents ensuring they have a documented review frequency Define, document, and implement a risk management framework that outlines key risk management processes Design and implement the BCP and IT DRP to align with the Shire's recovery requirements (i.e., Recovery scenarios, processes, and timeframes). To help maintain the effectiveness of these plans it should be regularly reviewed and appropriately tested. The IT DRP tests should be used to confirm key IT systems and services can be recovered in accordance with the agreed recovery requirements.	Medium	Manager ICT	A recent internal audit has identified the requirement for the review and development of several plans, including: Shire's Business Continuity Management Arrangements ICT Disaster Recovery Plan Cybersecurity Framework The Shire has made a commitment to review and develop the above-mentioned documents, incorporating the required standards as well as developing and documenting processes and procedures.	The Shire should: Develop, document, and publish policies / procedures / guidelines / governance documents as required and ensure these documents are appropriately governed Periodically review and endorse all Shire policies / procedures / governance documents ensuring they have a documented review frequency Define, document, and implement a risk management framework that outlines key risk management processes Design and implement the BCP and IT DRP to align with the Shire's recovery requirements (i.e., Recovery scenarios, processes, and timeframes). To help maintain the effectiveness of these plans it should be regularly reviewed and appropriately tested. The IT DRP tests should be used to confirm key IT systems and services can be recovered in accordance with the agreed recovery requirements.	Not Due			Not Started
30-Jun-21	OAG	ITGC	Network Security Management	The Shire should: Develop, document, review and implement a security / vulnerability assessment policy / procedure which contains the requirement to periodically perform vulnerability assessments and periodic penetration (security) testing Define, document, and implement a process for performing periodic reviews of firewall event logs and updating firewall rules accordingly.	Medium	Manager ICT	A recent internal audit has identified the requirement for the review and development of the Shire's Cybersecurity Framework and supporting operating procedures that align with the WA Government Cybersecurity Policy and the Australia Government Information Security Manual. The framework will incorporate risk assessments, monitoring, testing, and reporting requirements, which will be included in operating procedures	The Shire should: Develop, document, review and implement a security / vulnerability assessment policy / procedure which contains the requirement to periodically perform vulnerability assessments and periodic penetration (security) testing Define, document, and implement a process for performing periodic reviews of firewall event logs and updating firewall rules accordingly.	Not Due	25 July 2023 - Procedure has been drafted. Still to be reviewed. Regularly reoccurring task has been set	25 July 2023 SOA IA - Transferred to In Progress	In Progress
30-Jun-21	OAG	ITGC	Physical and Environmental Security Management	The Shire should: Define and document a datacentre access policy / procedure which includes the requirements to periodically perform access reviews to ensure staff are only allowed access to the datacentre based on business needs Investigate and implement appropriate physical security measures to protect against unauthorised access and modification, such as access and operation logs Investigate and implement appropriate environmental measures to protect physical sites and the data centre against environmental threats and damage. Remove potentially flammable materials from the datacentre. Document and maintain a datacentre operator logbook to record any significant events/incidents in the Data Centre and corrective action taken to solve issues.	Medium	Manager ICT	The physical security of key assets (including server rooms) has been identified as a finding within a recent Cybersecurity audit. Security measures and access restrictions to be reviewed and incorporated into the Shire's Cybersecurity Framework and implemented. This will include the monitoring and reporting of approved security measures.	The Shire should: Define and document a datacentre access policy / procedure which includes the requirements to periodically perform access reviews to ensure staff are only allowed access to the datacentre based on business needs Investigate and implement appropriate physical security measures to protect against unauthorised access and modification, such as access and operation logs Investigate and implement appropriate environmental measures to protect physical sites and the data centre against environmental threats and damage. Remove potentially flammable materials from the datacentre. Document and maintain a datacentre operator logbook to record any significant events/incidents in the Data Centre and corrective action taken to solve issues.	Not Due	25 July 2023 - Reviewing possibilities	25 July 2023 SOA IA - Transferred to In Progress	In Progress
30-Jun-21	OAG	ITGC	Change Management	The Shire should consider: Developing, implementing, and endorsing a change management policy to ensure that changes are appropriately requested, logged, approved, and tested. Create a change register to track and monitor all changes made to the Shire's IT infrastructure Ensuring all changes are adequately documented containing: o Approvals o Implementation testing o Backout plans o Post implementation reviews.	Medium	Manager ICT	The recommendations will be included in the review and development of the Shire's Cybersecurity Framework. The framework will incorporate risk assessments, approvals, monitoring, testing, and reporting requirements, which will be included in operating procedures	The Shire should consider: Developing, implementing, and endorsing a change management policy to ensure that changes are appropriately requested, logged, approved, and tested. Create a change register to track and monitor all changes made to the Shire's IT infrastructure Ensuring all changes are adequately documented containing: o Approvals o Implementation testing o Backout plans o Post implementation reviews	Not Due	25 July 2023 - Procedure has been drafted. Still to be reviewed.	25 July 2023 SOA IA - Transferred to In Progress	In Progress
30-Jun-21	OAG	ITGC	Password Management	The Shire should: Develop, document, and publish an appropriate password policy, that aligns with industry best practice, to govern password configuration and management. Assess and configure appropriate password parameters within the network.	Medium	Manager ICT	The shire has recently amended the password configuration to align with industry best practice of 6. The review and development of the Shire's Sybersecurity Framework will incorporate password configuration principals and standards. Operating procedures to be reviewed and aligned to revised framework.	The Shire should: Develop, document, and publish an appropriate password policy, that aligns with industry best practice, to govern password configuration and management. Assess and configure appropriate password parameters within the network.	Overdue	25 July 2023 - Procedure has been drafted. Still to be reviewed.	25 July 2023 SOA IA - Transferred to In Progress	In Progress

SOA IA 25 July 2023

### Shire of Ashburton

Current Review Date:												
Date of Report	Auditor	Audit Topic	Finding Topic	Recommendation	Risk Rating	Recommendation Owner	Management Comment in Report	Agreed Action	Overdue Status	Client Progress Update	Moore Australia/ SOA IA Comment	Status After Assessment
30-Jun-22	OAG	Financial	Fair Value of Infrastructure, land and building Assets - Frequency of Valuations	The Shire should consider implementing as part of the preparation of financial statements a formal robust process to determine whether indicators exist annually, that would trigger a requirement to perform a formal revaluation of infrastructure, land and building assets. Where indicators exist a robust fair value assessment should be performed capturing the requirements of AASB 13 Fair Value Measurements. This process is to ensure that the Shire's infrastructure, land and buildings assets are recoded at fair value in compliance with AASB 13 Fair Value Measurement and the Regulations. This may entail obtaining relevant input from an independent valuer as to whether or not they consider there are any prevailing market factors which may indicate that the fair value of relevant assets is likely to have been impacted to any significant / material extent from the prior year. Where a fair value assessment has been performed internally the Shire may consider having this assessment peer reviewed by an independent valuer to obtain assurance over the valuation methodology applied, inputs and the reasonableness of the valuation model applied.	High	Manager Finance	Revaluations are carried out in accordance with the legislation requirements in place from time to time and adjusted to ensure the fair value of any asset in each class reflects the appropriate carrying amount. In accordance with legislation requirements infrastructure assets are scheduled for revaluations in the 2023 Financial year. Process to be determined for the AASB 13 fair value measurement to be applied annually for future years	The Shire should consider implementing as part of the preparation of financial statements a formal robust process to determine whether indicators exist annually, that would trigger a requirement to perform a formal revaluation of infrastructure, land and building assets. Where indicators exist a robust fair value assessment should be performed capturing the requirements of AASB 13 Fair Value Measurements. This process is to ensure that the Shire's infrastructure, land and buildings assets are recoded at fair value in compliance with AASB 13 Fair Value Measurement and the Regulations. This may entail obtaining relevant input from an independent valuer as to whether or not they consider there are any prevailing market factors which may indicate that the fair value of relevant assets is likely to have been impacted to any significant / material extent from the prior year. Where a fair value assessment has been performed internally the Shire may consider having this assessment peer reviewed by an independent valuer to obtain assurance over the valuation methodology applied, inputs and the reasonableness of the valuation model applied.	Overdue			Not Started
30-Jun-22	OAG	Financial	Recognition of depreciation of current year fixed assets additions	The Shire should review the asset management procedures to ensure timely recording of newly acquired assets and ensure accuracy of records in the asset register based on the underlying acquisition records.	High	Manager Finance	An error had occurred with the data entry of assets additions. This resulted in depreciation not being correctly calculated from the actual addition date. End of year process to be reviewed to ensure accuracy of additions and correct depreciation applied.	An error had occurred with the data entry of assets additions. This resulted in depreciation not being correctly calculated from the actual addition date. End of year process to be reviewed to ensure accuracy of additions and correct depreciation applied.	Overdue			Not Started
30-Jun-22	OAG	Financial	Fixed Asset Depreciation Rates	The Shire should conduct a full review of the FAR to verify that the depreciation rates are consistent with the Shire's depreciation policy. The review should also include an evaluation of the asset's useful life.	High	Manager Finance	A full review of depreciation rates will be conducted in FY23 and will utilise the infrastructure valuation report due by 30 June 2023. This valuation report containing useful life and valuation will form a major part of the depreciation rates assessment.	The Shire should conduct a full review of the FAR to verify that the depreciation rates are consistent with the Shire's depreciation policy. The review should also include an evaluation of the asset's useful life.	Overdue			Not Started
30-Jun-22	OAG	Financial	Procurement obtaining quotations	For purchases below the tender threshold, management should ensure that sufficient quotes are obtained and evidenced in accordance with the Shire's purchasing policy and procedures. If instances arise where the City is unable to obtain the required number of quotations, the reasons should be recorded and attached to the purchase order at the time of the purchase being made.	Medium	Senior Procurement Officer	Requirements to adhere to purchase policy to be enforced to staff. Systems to be reviewed to audit purchase orders and address and issues of non-compliance.	For purchases below the tender threshold, management should ensure that sufficient quotes are obtained and evidenced in accordance with the Shire's purchasing policy and procedures. If instances arise where the City is unable to obtain the required number of quotations, the reasons should be recorded and attached to the purchase order at the time of the purchase being made.	Overdue			Not Started
30-Jun-22	OAG	Financial	Outstanding Employee debts	The Shire should review the current debt recovery process to ensure timely follow-up of overdue employee debts and developing a payroll deduction form which meets the requirements of the Act and have each employee complete that form.	Medium	Manager Finance	The shire attempts to recover the listed debts have been unsuccessful. Deductions from payroll is not permitted without the employee's authority. Further advice to be sought regarding legal position for employee contracts containing repayment clauses on relocation amounts and if the shire can automatically enforce this provision and deduct from payroll. The Shire has transferred all electricity accounts from the Shire to the individual tenants' names, and no longer receives electricity expenses.	The shire attempts to recover the listed debts have been unsuccessful. Deductions from payroll is not permitted without the employee's authority. Further advice to be sought regarding legal position for employee contracts containing repayment clauses on relocation amounts and if the shire can automatically enforce this provision and deduct from payroll. The Shire has transferred all electricity accounts from the Shire to the individual tenants' names, and no longer receives electricity expenses.	Overdue			Not Started
30-Jun-22	OAG	Financial	Review of Open Purchase Orders (PO)	The current process could be enhanced by putting in some specific measures to address the slow response or lack of response from business owners. Some of the examples of the specific measures for the Shire to consider could be: a. If a PO is >15 months old and has not had any transaction in the past 6 months, then the PO should be closed by default; b. If a PO is >18 months old, then it should be closed by default unless the business provides express request and is approved by the (say) the Director Corporate Services. Although the individual open PO amounts are not material, the enhancement will ensure all old purchase orders are closed promptly and reduces resources in continuous followup.	Low	Senior Procurement Officer	Open purchase orders are reviewed by the authorising officers in May / June as part of the end of financial year and budget process. This process results in a number of inactive purchase orders being closed, with the theory of only leaving current purchase orders active. Some open purchase orders are in relation to major ongoing project spanning over multiple financial years. Systems to be reviewed to incorporate higher level of review / authorisation and record keeping of purchase orders exceeding acceptable timeframes.	Open purchase orders are reviewed by the authorising officers in May / June as part of the end of financial year and budget process. This process results in a number of inactive purchase orders being closed, with the theory of only leaving current purchase orders active. Some open purchase orders are in relation to major ongoing project spanning over multiple financial years. Systems to be reviewed to incorporate higher level of review / authorisation and record keeping of purchase orders exceeding acceptable timeframes.	Overdue			Not Started
30-Jun-22	OAG	ITGC	Risk management	The Shire should: Define, document, and implement an IT risk management policy and/or procedure Create an IT risk register and use it to track/manage newly identified and existing risks. It should also detail their mitigating controls and resolution status.	Medium	Manager ICT	A recent internal audit has identified the requirement for the review and development of several plans, including Cybersecurity Framework. Recommendations have been incorporated into the reviewed Cybersecurity Framework including assessment of Risk. The document is in its final review to ensure it meets all applicable standards, best practices and matters raised within the audit process Operating procedures to be developed and aligned to the frameworks and include workflow and record keeping requirements for An internal audit road map 2023-2026 has been developed and includes implementing Risk Management Framework ISO 31000, including develop / update operational risk registers. This will include IT Risk Management.	The Shire should: Define, document, and implement an IT risk management policy and/or procedure Create an IT risk register and use it to track/manage newly identified and existing risks. It should also detail their mitigating controls and resolution status.	Not Due			Not Started



SOA IA 25 July 2023

### Shire of Ashburton

Current Review Date:												
Date of Report	Auditor	Audit Topic	Finding Topic	Recommendation	Risk Rating	Recommendation Owner	Management Comment in Report	Agreed Action	Overdue Status	Client Progress Update	Moore Australia/ SOA IA Comment	Status After Assessment
30-Jun-22	OAG	ITGC	Human resources employee list	The Shire should investigate HR's inability to provide a full employee list and implement an appropriate solution to track who is employed at the Shire.	Medium	Manager Organisational Development	Human Resource systems to be investigated for Organisation Development department to be able to maintain an up-to-date employee listing. Processes and procedures to be development to audit against payroll and IT listings data.	Human Resource systems to be investigated for Organisation Development department to be able to maintain an up-to-date employee listing. Processes and procedures to be development to audit against payroll and IT listings data.	Not Due	<p><b>25 July 2023</b>-This is incorrect as HR has always been able to pull / provide an employee list - very confused when I heard of this approximately 1 week ago only. Recently provided full, up to date employee list to ICT in support of OAG audit. See attached.</p> <p>Confirming again that the below is in place (and always have been) and not an issue as OD has always been able to provide an employee list either directly or via payroll. As commented, the information provided by the Shire to the auditors were incorrect (not sure by whom). It was not provided by OD.</p>	<p><b>SOA IA 25 July 2023</b> Status Changed to In Progress</p> <p>Based on email dated 25 July from OD to IA, issue remains disputed and need external auditors confirmation on the basis of issue and expectation on (agreed) management comment.</p> <p>"I was only made aware of "Process and Procedures to be development to audit against payroll and IT listing data" outcome about a week ago and not sure what is expected here. It sounds like a payroll and IT action, but happy to be guided by you.</p> <p>Feel free to arrange a meeting so we can discuss, if required."</p>	In Progress
30-Jun-22	OAG	ITGC	Business continuity management	The Shire should: Define, document and publish a backup policy Develop, document, test and publish a Disaster Recovery Plan and IT Business Continuity Plan Develop, document and publish an Incident Response Plan. Periodically review the above mentioned plans to ensure that they are relevant and adequate to support the Shire's operations.	Medium	Manager ICT	A recent internal audit has identified the requirement for the review and development of several plans including. Business Continuity Management Arrangements ICT Disaster recovery Plan Cybersecurity Framework. The Shire has made a commitment to review and develop the above-mentioned documents, incorporating the required standards as well as developing and documenting processes and procedures. The Cybersecurity Framework document has been prepared and is in its final review to ensure it meets all applicable standards, best practices and matters raised within the audit process. Business Continuity Plans and ICT disaster recovery plan is scheduled to commence development shortly.	The Shire should: Define, document and publish a backup policy Develop, document, test and publish a Disaster Recovery Plan and IT Business Continuity Plan Develop, document and publish an Incident Response Plan. Periodically review the above mentioned plans to ensure that they are relevant and adequate to support the Shire's operations.	Not Due		Not Started	



# Agenda Item 6.2 - Attachment 1

Draft Internal Audit Charter



# Internal Audit Charter

## Shire of Ashburton

August 2023



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## Purpose and Mission

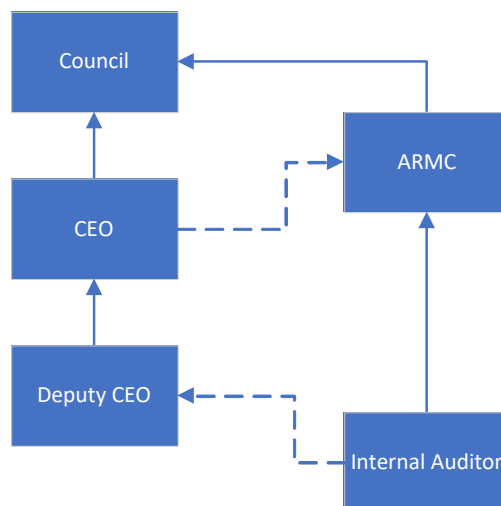
The purpose of Shire of Ashburton’s internal audit department is to provide independent, objective assurance and consulting services designed to add value and improve Shire of Ashburton’s operations. The mission of internal audit is to enhance and protect organisational value by providing risk-based and objective assurance, advice, and insight. The internal audit department helps Shire of Ashburton accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of governance, risk management, and control processes.

## Standards for the Professional Practice of Internal Auditing

The internal audit department will govern itself by adherence to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework, including the Core Principles for the Professional Practice of Internal Auditing, Code of Ethics, International Standards for the Professional Practice of Internal Auditing, and Definition of Internal Auditing. The Internal Auditor will report periodically to the Executive Leadership Team (ELT), Chief Executive Officer (CEO) and Audit and Risk Management Committee regarding the internal audit department’s conformance to the Code of Ethics and Standards.

## Authority

The Internal Auditor (IA) will report functionally to the Audit and Risk Management Committee and administratively (i.e., day-to-day operations) to the Chief Executive Officer or their delegate.



To establish, maintain, and assure that Shire of Ashburton's internal audit department has sufficient authority to fulfill its duties, the Audit and Risk Management Committee will:

- Review / Recommend the internal audit department's charter for Council to adopt.
- Review / Recommend the risk-based internal audit plan for Council to adopt.
- Review / and Recommend for Council to adopt internal auditors remunerations, internal audit department's budget and resource plan are appropriate in terms of the capability and capacity need to carryout work plan.
- Review / Recommend communications from the Internal Auditor on the internal audit department's performance relative to its plan and other matters for Council to receive.
- Review / Recommend decisions regarding the appointment and removal of the Internal Auditor for Council to adopt.
- Make appropriate inquiries of management and the Internal Auditor to determine whether there is inappropriate scope or resource limitations.

The Internal Auditor will have unrestricted access to, and communicate and interact directly with, the Audit and Risk Management Committee, including in private meetings without management present at or after ARMC meeting.

The Audit and Risk Management Committee Review / Recommend the internal audit department to:

- Have full, free, and unrestricted access to all functions, records, property, and personnel pertinent to carrying out any engagement, subject to accountability for confidentiality and safeguarding of records and information.
- Allocate resources, set frequencies, select subjects, determine scopes of work, apply techniques required to accomplish audit objectives, and issue reports.
- Obtain assistance from the necessary personnel of the Shire of Ashburton, as well as other specialised services from within or outside the Shire of Ashburton, in order to complete the engagement.

## Independence and Objectivity

The Internal Auditor will ensure that the internal audit department remains free from all conditions that threaten the ability of internal auditors to carry out their responsibilities in an unbiased manner, including matters of audit selection, scope, procedures, frequency, timing, and report content. If the Internal Auditor determines that independence or objectivity may be impaired, in fact or appearance, the details of impairment will be disclosed to appropriate parties.

The Internal Auditor will maintain an unbiased mental attitude that allows them to perform engagements objectively and in such a manner that they believe in their work product, that no quality compromises are made, and that they do not subordinate their judgment on audit matters to others.

The Internal Auditor will have no direct operational responsibility or authority over any of the activities audited. Accordingly, the Internal Auditor will not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activity that may impair their judgment, including:

- Assessing specific operations for which they had responsibility within the previous year.
- Performing any operational duties for the Shire of Ashburton.
- Initiating or approving transactions external to the internal audit department.
- Directing the activities of any Shire of Ashburton employee not employed by the internal audit department, except to the extent that such employees have been appropriately assigned to auditing teams or to otherwise assist internal auditors.

Where the Internal Auditor has or is expected to have roles and/or responsibilities that fall outside of internal auditing, safeguards will be established to limit impairments to independence or objectivity.

The Internal Auditor will:

- Disclose any impairment of independence or objectivity, in fact or appearance, to appropriate parties.
- Exhibit professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined.
- Make balanced assessments of all available and relevant facts and circumstances.
- Take necessary precautions to avoid being unduly influenced by their own interests or by others in forming judgments.

The Internal Auditor will confirm to the Audit and Risk Management Committee, at least annually, the organisational independence of the internal audit department.

The Internal Auditor will disclose to the Audit and Risk Management Committee any interference and related implications in determining the scope of internal auditing, performing work, and/or communicating results.

## **Scope of Internal Audit Activities**

The scope of internal audit activities encompasses, but is not limited to, objective examinations of evidence for the purpose of providing independent assessments to the Audit and Risk Management Committee, management, and outside parties on the adequacy and effectiveness of governance, risk management, and control processes for the Shire of Ashburton. Internal audit assessments include evaluating whether:

- Risks relating to the achievement of the Shire of Ashburton's strategic objectives are appropriately identified and managed.
- The actions of the Shire of Ashburton's officers, directors, employees, and contractors are in compliance with the Shire of Ashburton's policies, procedures, and applicable laws, regulations, and governance standards.

- The results of operations or programs are consistent with established goals and objectives.
- Operations or programs are being carried out effectively and efficiently.
- Established processes and systems enable compliance with the policies, procedures, laws, and regulations that could significantly impact the Shire of Ashburton.
- Information and the means used to identify, measure, analyse, classify, and report such information are reliable and have integrity.
- Resources and assets are acquired economically, used efficiently, and protected adequately.

The Internal Auditor will report periodically to the ELT, CEO and Audit and Risk Management Committee regarding:

- The internal audit department's purpose, authority, and responsibility.
- The internal audit department's plan and performance relative to its plan.
- The internal audit department's conformance with The IIA's Code of Ethics and Standards, and action plans to address any significant conformance issues.
- Significant risk exposures and control issues, including fraud risks, governance issues, and other matters requiring the attention of, or requested by, the Audit and Risk Management Committee.
- Results of audit engagements or other activities.
- Resource requirements.
- Any response to risk by management that may be unacceptable to the Shire of Ashburton.

The Internal Auditor also coordinates activities, where possible, and considers relying upon the work of other internal and external assurance and consulting service providers as needed. The internal audit department may perform advisory and related client service activities, the nature and scope of which will be agreed with the client, provided the internal audit department does not assume management responsibility.

Opportunities for improving the efficiency of governance, risk management, and control processes may be identified during engagements. These opportunities will be communicated to the appropriate level of management.

## Responsibility

The Internal Auditor has the responsibility to:

- Submit, at least annually, to the ELT, CEO and Audit and Risk Management Committee a risk-based internal audit plan for review and approval.
- Communicate to the ELT, CEO and Audit and Risk Management Committee the impact of resource limitations on the internal audit plan.
- Review and adjust the internal audit plan, as necessary, in response to changes in the Shire of Ashburton's business, risks, operations, programs, systems, and controls.
- Communicate to the ELT, CEO and Audit and Risk Management Committee any significant interim changes to the internal audit plan.



- Ensure each engagement of the internal audit plan is executed, including the establishment of objectives and scope, the assignment of appropriate and adequately supervised resources, the documentation of work programs and testing results, and the communication of engagement results with applicable conclusions and recommendations to appropriate parties.
- Follow up on engagement findings and corrective actions, and report periodically to the ELT, CEO and Audit and Risk Management Committee any corrective actions not effectively implemented.
- Ensure the principles of integrity, objectivity, confidentiality, and competency are applied and upheld.
- Ensure the internal audit department collectively possesses or obtains the knowledge, skills, and other competencies needed to meet the requirements of the internal audit charter.
- Ensure trends and emerging issues that could impact the Shire of Ashburton are considered and communicated to the ELT, CEO and Audit and Risk Management Committee as appropriate.
- Ensure emerging trends and successful practices in internal auditing are considered.
- Establish and ensure adherence to policies and procedures designed to guide the internal audit department.
- Ensure adherence to the Shire of Ashburton's relevant policies and procedures, unless such policies and procedures conflict with the internal audit charter. Any such conflicts will be resolved or otherwise communicated to the ELT, CEO and Audit and Risk Management Committee.
- Ensure conformance of the internal audit department with the Standards, with the following qualifications:
  - If the internal audit department is prohibited by law or regulation from conformance with certain parts of the Standards, the Internal Auditor will ensure appropriate disclosures are made and will ensure conformance with all other parts of the Standards.
  - If the Standards are used in conjunction with requirements issued by *Local Governments Act 1995*, the Internal Auditor will ensure that the internal audit department conforms with the Standards, even if the internal audit department also conforms with the more restrictive requirements of *Local Governments Act 1995*.

## Quality Assurance and Improvement Program

The internal audit department will maintain a quality assurance and improvement program that covers all aspects of the internal audit department. The program will include an evaluation of the internal audit department's conformance with the Standards and an evaluation of whether internal auditors apply The IIA's Code of Ethics. The program will also assess the efficiency and effectiveness of the internal audit department and identify opportunities for improvement.

The Internal Auditor will communicate to the ELT, CEO and Audit and Risk Management Committee on the internal audit department's quality assurance and improvement program, including results of internal assessments (both ongoing and periodic) and external assessments conducted at least once every five years by a qualified, independent assessor or assessment team from outside the Shire of Ashburton.

## Approval

<b>Internal Auditor</b>	<b>Date</b>	20 July 2023	
<b>Chief Executive Officer</b>	<b>Date</b>	20 July 2023	
<b>Audit and Risk Management Committee</b>	<b>Date</b>		
<b>Council</b>	<b>Date</b>		<b>Resolution #</b>