



northern
beaches
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ATTACHMENT BOOKLET

NORTHERN BEACHES COUNCIL MEETING

TUESDAY 13 AUGUST 2024

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MINUTES

AUDIT, RISK AND IMPROVEMENT COMMITTEE

held in the Flannel Flower, Civic Centre, Dee Why on

WEDNESDAY 13 MARCH 2024

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

Minutes of the Audit, Risk and Improvement Committee (ARIC)

held on Wednesday 13 March 2024

in the Flannel Flower, Civic Centre, Dee Why

Commencing at 2pm

ATTENDANCE:

Voting Members of the Committee

Chair Stephen Horne (Chair)
Member Mark McCoy
Member Julie Walton
Member Robert Lagaida
Member Cr Sarah Grattan

Apologies

Member Cr Bianca Crvelin

Council Officers (non-voting)

Scott Phillips	Chief Executive Officer
Eskil Julliard	Acting Director Corporate & Legal
Mark Jones	Acting Director Workforce & Technology
David Walsh	Chief Financial Officer
Caroline Foley	Executive Manager Financial Planning & Systems
Sally Hall	Executive Manager Internal Audit & Complaints Resolution
Amy Noakes	Executive Manager Human Resources (<i>item 6.2</i>)
Glen Quince	Team Leader – WHS (<i>item 6.2</i>)
Lisa Donohoe	Workers Compensation Team Leader (<i>item 6.2</i>)
Michael McDermid	A/Executive Manager Strategy & Performance (<i>item 7.1</i>)
Kristie Debney	A/Executive Manager Property (<i>item 11.1</i>)
Andrew Ward-Harvey	Executive Manager Waste Management & Cleansing (<i>item 9.1</i>)
Kristie Debney	A/Executive Manager Property (<i>item 9.1</i>)
Todd Dickinson	Director Environment & Climate Change (<i>item 9.1</i>)
Grant Tighe	Manager Construction & Maintenance (<i>item 7.1</i>)
Emily Carson	A/Executive Manager Transport & Civil Infrastructure (<i>item 7.1</i>)
Sarah Dunstan	Executive Manager Governance & Risk
Aline Fernandes	Internal Auditor
Lesley Milbourne	Manager Governance
Lauren Reti	Senior Advisor - Governance

Council Auditors (non-voting)

Hugh Wilson Audit Leader Financial Audit, Audit Office of NSW

Visitors (non-voting)

Cr Sue Heins Mayor (*joined the meeting at 2:16pm and left at 4:33pm*)

Quorum

A majority of voting committee members.

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

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MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

1.0 APOLOGIES

Apologies were received from Cr Bianca Crvelin.

2.0 DISCLOSURES OF INTEREST

Mark McCoy disclosed a not significant non-pecuniary interest – he has been working with Forever Living in Vietnam.

Stephen Horne disclosed that he is now a member of the City of Sydney's Audit Risk and Improvement Committee (ARIC).

3.0 CONFIRMATION OF MINUTES

3.1 MINUTES OF ARIC MEETING HELD ON 12 DECEMBER 2023

OUTCOME

That the minutes of the ARIC meeting held on 12 December 2023, copies of which were previously circulated to all members, are hereby confirmed as a true and correct record of the proceedings of that meeting.

4.0 ITEMS RESOLVED BY EXCEPTION

OUTCOME

No items were dealt with by exception.

5.0 ACTION ITEMS FROM MINUTES

5.1 ACTION ITEMS UPDATE

PURPOSE

The purpose of this report is to provide the ARIC with a progress update on the actions arising from the minutes of previous meetings of the ARIC and those actions completed since the previous meeting.

OUTCOME

The ARIC noted the progress on actions arising from the minutes of previous meetings.

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

6.0 STANDING ITEMS

6.1 VERBAL UPDATE BY THE CHIEF EXECUTIVE OFFICER

PURPOSE

The purpose of this report is to provide the ARIC with a brief update on current issues, particularly those relating to areas of potential risk for Council.

DISCUSSION

Scott Phillips, Chief Executive Officer advised that Councillors will attend a strategic planning workshop on 23 and 24 March. The Chair noted that this workshop and subsequent planning will be useful context for ARIC when developing its 4-year strategic workplan. This plan must be developed in consultation with the governing body, as required by the Office of Local Government's Guidelines for Risk Management and Internal Audit.

ACTIONS

Scott Phillips to provide feedback to ARIC on the strategic planning weekend outcomes in preparation for ARIC's discussions with the governing body on ARIC's 4-year strategic workplan.

Governance to facilitate consultation between the governing body and ARIC to inform the development of ARIC's 4-year strategic workplan.

OUTCOME

The ARIC noted the Chief Executive Officer's verbal update.

6.2 SAFETY, WELLBEING AND INJURY MANAGEMENT REPORT

PURPOSE

The purpose of this report is to provide ARIC with an update on Work Health & Safety, Workers Compensation and Wellbeing during the period July 2023 to December 2023.

DISCUSSION

Amy Noakes, Executive Manager Human Resources, Glenn Quince, Team Leader WHS and Lisa Donohoe, Workers Compensation Team Leader joined the meeting.

Discussion included claims, trends, metrics and forecasting as ARIC members shared their experiences, particularly regarding psycho-social risks and how organisations can design jobs and environments for better outcomes. The CEO reported that Council is preparing a discussion paper on flexible work and how such arrangements could work for Council given the complexity of such a workplace. The discussion paper will inform a position paper and consultation to help Council develop a workplace agreement by the end of the year.

ACTIONS

A report is to be provided to the ARIC on actions Council is taking to be proactive and preventive in managing psycho-social risks, reflective of the intent of the relevant legislation. The report should identify the hazards relevant to psycho-social risks and discuss actions Council is taking to be proactive in managing them.

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

OUTCOME

The ARIC noted the update on Work Health & Safety, Workers Compensation and Wellbeing as of 31 December 2023.

6.3 ENTERPRISE RESOURCE PLANNING PROJECT (ERP) UPDATE

PURPOSE

The purpose of this report is to provide the ARIC with an update on Council's Enterprise Resource Planning Project (ERP).

DISCUSSION

Mark Jones, A/Director Workforce and Technology, spoke to the item, advising a new program director has been appointed and business unit subject matter experts and key personnel will be nominated soon. Following staff communications and a competition, the program has been renamed COSMO - Core Operating System Modernisation and Optimisation. Programming is now underway and the risk register is live.

ACTIONS

Mark Jones to confirm details of budget contingency and how the risks of running dual systems during the two-phase process will be managed.

A report is to be provided to the ARIC on the governance arrangements for the project. The Chair suggested asking Wollongong Council about their learnings during implementation of TechOne's OneCouncil.

OUTCOME

The ARIC noted the report.

7.0 IMPROVEMENT

7.1 SERVICE REVIEW - ROAD MAINTENANCE

PURPOSE

The purpose of this report is to present the findings and recommendations of the Service Review of Road Maintenance. (Service 15 – Road and Transport Infrastructure).

DISCUSSION

Michael McDermid, A/Executive Manager, Strategy & Performance; Grant Tighe, Manager Construction & Maintenance; and Emily Carson, A/Executive Manager Transport & Civil Infrastructure attended for the discussion.

The ARIC members provided their observations on this report and the service review framework in the context of the upcoming Councillor strategy workshop and suggested Council may consider preparing a short report to the governing body on the review.

ACTIONS

That:

- A further report be prepared for ARIC to provide additional information on the service funding gap (renewal and maintenance) identified in the Roads Asset Management Plan, and how
-

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

service and satisfaction levels with the service are expected to improve.

- Consideration be given to reviewing the Council's Service Review Framework including the objectives which guide the service review program.
- Consideration be given to how the outcome of service reviews can succinctly be communicated to Councillors.

OUTCOME

The ARIC noted the findings and recommendations of the Service Review for Road Maintenance.

9.0 SPECIAL AGENDA ITEMS

9.1 MANAGEMENT OF CONFLICTS OF INTERESTS - KIMBRIKI ENVIRONMENTAL ENTERPRISES

PURPOSE

The purpose of this report is to discuss how Council manages conflicts of interest that may arise in relation to Kimbriki Environmental Enterprises Pty Ltd.

DISCUSSION

Todd Dickinson, Director Environment & Sustainability; Kristie Debney, A/Executive Manager Property; and Andrew Ward-Harvey, Executive Manager Waste Management & Cleansing, attended for the discussion.

The ARIC thanked the team for an excellent paper.

ACTIONS

Nil

OUTCOME

That the ARIC note the report.

9.2 UPDATE ON WASTE CONTRACT NEGOTIATIONS

PURPOSE

The purpose of this report is to provide an update to the ARIC on direct negotiations with Council's waste collection contractor, URM Environmental Services Pty Ltd (URM).

Todd Dickinson, Director Environment & Sustainability; and Andrew Ward-Harvey, Executive Manager Waste Management & Cleansing, attended for the discussion.

ACTIONS

Nil

OUTCOME

The ARIC noted the information in the report.

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

10.0 EXTERNAL AUDIT

10.1 PLANNING FOR AUDIT OF 2023/24 FINANCIAL STATEMENTS

PURPOSE

The purpose of this report is to present the Audit Office of NSW's Annual Engagement Plan for the audit of Northern Beaches Council's financial statements for the period 1 July 2023 to 30 June 2024 to the ARIC.

DISCUSSION

Caroline Foley, Executive Manager Financial Planning and Systems and David Walsh, Chief Financial Officer joined the meeting.

Hugh Wilson, Council's Audit Office engagement manager, provided an overview of the audit plan.

Due to Council elections, Council's 2023/24 financial statements are expected to be presented as a draft to the ARIC the week before the audit begins in mid-September 2024.

ACTIONS

Nil

OUTCOME

That the ARIC note the Audit Office of NSW's Annual Engagement Plan for the audit of the financial statements for the period 1 July 2023 to 30 June 2024.

11.0 INTERNAL AUDIT

11.1 INTERNAL AUDIT UPDATE REPORT

PURPOSE

The purpose of this report is to provide an update to the ARIC on all aspects of Internal Audit work since the last ARIC meeting.

DISCUSSION

Sally Hall, Executive Manager Internal Audit and Complaints Resolution introduced the report.

Kristie Debney, A/Executive Manager Property attended regarding the small plant audit and building access management.

ACTIONS

Sally Hall will check with David Walsh about the process for validating ABNs – is validation done for each invoice or the company?

A report will be prepared for the ARIC's next meeting on the recommendations from the KPMG fraud and corruption risk assessment.

A report will be prepared for the ARIC's next meeting on how the key risks from the small plant audit are mitigated.

OUTCOME

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

The ARIC noted:

1. The status of the current 2023-24 and previous 2022-23 internal audit plans
 2. The status of internal audit recommendations and actions
 3. The update to the 2019 Fraud and Corruption Risk Assessment open actions
 4. The outcome of the CEO Expenses audit
 5. The recommendations of the Chief Executive Team, to manage the outcomes of the Small Plant audit, including management of other Council plant
 6. The development of the 4-year (2024-28) strategic internal audit plan.
-

11.2 PUBLIC INTEREST DISCLOSURE POLICY - IMPLEMENTATION PROGRESS UPDATE

PURPOSE

The purpose of this report is to update the members of the ARIC on Council's implementation of the new requirements of the *Public Interest Disclosure (PID) Act 2022*.

DISCUSSION

Sally Hall, Executive Manager, Internal Audit & Complaints Resolution, spoke to the report.

ACTIONS

Nil.

OUTCOME

The ARIC noted the report on the implementation of the requirements of the *Public Interest Disclosure Act 2022*.

11.3 FRAUD AND CORRUPTION CONTROL POLICY

PURPOSE

The purpose of this report is to present the draft Fraud and Corruption Control Policy which is based on the Independent Commission Against Corruption's (ICAC's) Sample Fraud and Corruption Control Policy.

DISCUSSION

Sally Hall spoke to the report.

The ARIC provided input on the policy. It was noted the KPMG Fraud and corruption control risk assessment was reported to the December 2023 ARIC.

ACTIONS

NIL

OUTCOME

The ARIC noted the draft Fraud and Corruption Control Policy.

13.0 GENERAL BUSINESS

MINUTES OF AUDIT, RISK AND IMPROVEMENT COMMITTEE - 13 MARCH 2024

13.1 AGENDA ITEMS FOR NEXT MEETING

PURPOSE

The purpose of this report is to present to the ARIC the proposed agenda items for the June 2024 meeting.

ACTIONS

Nil

OUTCOME

The ARIC noted the forward agenda for the June 2024 meeting.

The meeting closed at 4:38pm.

Committee members remained for an in-camera meeting with the Chief Executive Officer and Executive Manager Internal Audit and Complaints Resolution.

14.0 NEXT MEETING

Tuesday 11 June 2024

Audit, Risk and Improvement Committee
Annual Report
2023



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Acknowledgement of Country

We acknowledge the Traditional Custodians of the Northern Beaches and their Country. By these words we show our respect to all Aboriginal people. We acknowledge Elders past, present and emerging and the spirits and ancestors of the Clans that lived in this area.



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About this report

This annual report documents the operation and activities of Northern Beaches Council's Audit, Risk and Improvement Committee from 1 January to 31 December 2023.

The Northern Beaches Council Audit, Risk and Improvement Committee (ARIC) was established to promote good corporate governance at Northern Beaches Council (Council). Good corporate governance supports Council's vision of delivering the highest quality service, valued and trusted by the community in an effective and efficient manner and with transparency and accountability.

The ARIC provides independent assurance and assessment to Council on risk management, internal control, governance, internal audits, organisational performance and improvement and external accountability responsibilities.

Membership consists of 4 independent members and 2 Councillors who are nominated by Council.¹

¹ In the spirit of the impending Guidelines for Risk Management and Internal Audit for Local Government, councillor membership was reduced from 3 to 2 when a Councillor member became the Mayor in May 2023.

Chair's message

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I would like to thank the ARIC members, management and staff, and the internal and external auditors for their commitment to the work of the ARIC. During the year we farewelled Sarah Richardson, independent member; Ray Brownlee, CEO; Jeff Smith, Director Corporate & Legal; and Karen Twitchett, Director Workforce & Technology; and welcomed Robert Lagaida, independent member; and Scott Phillips as CEO. During a time of change, the ARIC was well supported and has functioned effectively during 2023. The ARIC has been satisfied with management's responses to the areas under ARIC's remit.

The ARIC commended management for its commitment to continuous improvement. In particular, Council is maturing and developing its approaches to:

- interconnections between the performance reporting, business excellence and continuous improvement, and service level frameworks
- risk management by refining mandatory risk descriptions for effective application to operational risk areas, reviewing risk matrices, and updating business continuity plans and planning for stress testing with the Chief Information Security Officer
- insurance via Council's insurance strategy and membership of the Statewide Mutual scheme

- policies and procedures through a revision of Council's policy framework
- fraud control, including seeking ARIC's review of its Fraud and Corruption Control Policy and Public Interest Disclosures Policy
- internal audit by monitoring progress towards the Three Year Strategic Internal Audit Plan and Annual Plan.

The ARIC appreciated focussed reports and presentations on cyber security preparedness, the Enterprise Resource Planning (ERP) system project, waste management, including a presentation by Kimbriki Environmental Enterprises, an incident review of the March 2022 flood event, Work Health & Safety and Workers Compensation, and of course, preparation of the draft 2022/23 Financial Statements prior to submission to Council.

The ARIC looks forward to working collaboratively with management and staff, and the internal and external auditors in 2024.

The ARIC

The Committee has an important role in the governance framework by providing Council with:

- independent oversight
- objective assurance and monitoring of Council's audit processes
- internal controls including fraud and corruption control
- external reporting
- risk management activities
- compliance of and with Council's policies and procedures
- governance processes
- continuous improvement activities.

Pursuant to section 428A of the Local Government Act 1993, the ARIC must keep under review the following aspects of the Council's operations

- (a) compliance
- (b) risk management
- (c) fraud control
- (d) financial management
- (e) governance
- (f) implementation of the strategic plan, delivery program and strategies
- (g) service reviews
- (h) collection of performance measurement data by Council
- (i) any other matters prescribed by the regulations.

As part of this objective, the ARIC will assess and advise whether there are adequate and effective systems of internal control in place throughout Council and will assist in the implementation of the internal and external audit plans. The ARIC is also to provide information to Council for the purpose of improving Council's performance of its functions.

Since Guidelines were first issued in draft form by the Office of Local Government for the operation of ARICs, internal audit and risk management, the ARIC has been attentive to developing and maturing each of those designated areas towards best practice. With those Guidelines formalised very close to the end of this reporting period, the ARIC notes that this Council is already compliant with the mandatory requirements that are to take effect from 1 July 2024. We will commission a gap analysis during 2024 to map out any areas of practice that we believe could be further matured towards best practice.

ARIC profiles

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Stephen Horne

Committee Chair

PFIIA-Aus, CIA, CGAP, CRMA, FGIA, GAICD, BBus, GradCertMgtComm, GradCertFraudControl, CertPublicAdmin, MIPAA,

Stephen had a 38-year career in the NSW public sector. His executive roles included Assistant Auditor-General for NSW, looking after performance audits, and Chief Executive of IAB, a Government Trading Enterprise undertaking internal audits and misconduct investigations for NSW State Government and Local Government bodies.

In 2015 Stephen established himself as a professional non-executive director, trainer and probity adviser. In that role Stephen has developed extensive experience serving on many Local Government and State Government Audit Risk & Improvement Committees and running ARIC training across NSW.

Stephen was Australian President of the Institute of Internal Auditors 2013-2015; Australia's delegate on the IIA Global Board 2015-2019, and Global Chair of the IIA's Public Sector Guidance Committee 2016-2019.

Mark McCoy

Independent Member

BCom MBA FCA FFin FGIA FCIS FAICD

Mark is a business, governance and investment advisor, an experienced non-executive director in the banking, hospital, aged care and software sectors, an experienced chair of board committees and author. His career includes auditing (for over a decade with KPMG) and risk management experience (Chief Manager, Risk Management for a major bank for 6 years), and Chief Financial Officer and Chief Operating Officer roles in other organisations.



Sarah Richardson

Independent Member (until March 2023)

BA, BCA, MBA (Hons) GAICD

Sarah brings strategic, financial and corporate governance skills from 3 decades of board and executive experience in not-for-profits, small-to-medium enterprises (SMEs) and multinationals in Australia, France and the US. She has served on 15 health / infrastructure / education / sport / agrifoods boards in the last decade and is director of her own SME consultancy.

Sarah holds a BA, BCA, MBA (Hons) and GAICD and has received multiple awards for her not-for-profit, consultancy and corporate work. She is a member of Governance Institute (Fellow), Australian Marketing Institute (Fellow, CPM, Awards Head Judge), Women on Boards, Australian Fulbright Alumni Association, Victoria University of Wellington Alumni Association (Regional Ambassador – Sydney) and University of Chicago Alumni Association (Founder and former Chair, Perth Branch).



Julie Walton

Independent Member

Julie has qualifications in both law and urban planning. During her career she has held senior positions in the fields of probity, governance and corruption prevention. She has board level experience in the areas of public transport, property services, museum governance and consumer protection, and is a member of the Australian Institute of Company Directors NSW. She has a background in local government and is a former councillor of the City of Sydney.

She is the author of "The Ways of the World: implications of political donations for planning systems", published by the Henry Halloran Trust (University of Sydney) in November 2015.



Robert Lagaida PSM

Independent Member (from September 2023)

Bec, MComm, FCPA, GAICD PSM

Robert previously worked as a senior executive within NSW Health. He currently serves as board member, chair or member of audit and risk management committees for government agencies, local government councils and not-for-profit organisations. Robert was awarded a Public Service Medal and holds degrees in economics, commerce and information systems. He is a fellow with CPA Australia, and a graduate and member of the Australian Institute of Company Directors



Cr Sarah Grattan
Councillor Member

Sarah is a Manly Ward councillor who previously chaired Council's Transport and Travel Strategic Reference Group (SRG) and has been an active member of the ARIC since 2018.

In November 2023 Sarah was appointed Chief Executive Officer of Lifeline Northern Beaches. Previously, she was the Chief Operating Officer of UNICEF Australia responsible for finance, legal, risk, governance, strategy, IT, cyber-security and operations. She was also appointed to UNICEF's global committee on good governance and its National Committee - Finance & Operations Community.

Sarah ran a strategic and management consultancy after a number of years working with LEK Consulting and Sydney Airport.

Sarah is a graduate of the Australian Institute of Company Directors and graduated from UNSW with a Bachelor of Economics (Hons) with the University Medal and a Bachelor of Laws.



Cr Sue Heins
Councillor Member (until March 2023)

Sue is a Councillor for Curl Curl Ward, former Deputy Mayor, and since May 2023 Mayor of Northern Beaches Council. On becoming Mayor, Sue became a visitor to the ARIC, in anticipation of new guidelines for ARICs, commencing on 1 July 2024.

Sue has chaired Council's Partnership & Participation Strategic Reference Group, co-chaired the Economic & Smart Communities Strategic Reference Group and the Bushfire Management Committee. She is an active member of the Northern Beaches Safety Committee and Northern Beaches Flood Management Committee.

In 2015 Sue received the Minister's Award for Women in Local Government in recognition of her outstanding contributions to Council and the community.

Sue has lived on the Northern Beaches for over 20 years and is a past President of Warringah Chamber of Commerce & Industries, a past Director of Business Education Network and is currently Chairperson of Women and Children First.



Bianca Crvelin
Councillor Member

Bianca is Northern Beaches born and bred. The Beaches have been her home for over 40 years. Bianca is a wife, and mother of 2 boys and she has a career in financial services which spans over 20 years. Being a qualified accountant, she brings a wealth of knowledge from the corporate sector.

Report Card

ARIC Charter	Compliance	Status
Committee meetings	The ARIC met 5 times, including an additional meeting to review the draft 2022/23 financial statements and support them as suitable for consideration by Council for referral to external audit. A quorum was maintained at every meeting.	✓
Composition	Four (4) independent members Two (2) Councillor members ²	✓
Broad range of personal qualities, skills and experience	ARIC members have a diverse skill set, with extensive experience across local government, financial management, audit, risk management, legal, governance, business management and performance improvement.	✓
Functional separation	The ARIC is established in accordance with section 355 of the Local Government Act (Act). The Committee has no executive powers and recognises that at all times primary responsibility for management of Council rests with the Council and the Chief Executive Officer, in accordance with the Act.	✓
Responsibilities per the requirements of Part 4A (428A) of the Act	Pursuant to the requirements of the Act, the ARIC kept under review the following aspects of Council's operations, as further detailed on pages 12-14 <ul style="list-style-type: none"> • compliance • risk management • fraud control • financial management • governance • implementation of the strategic plan, delivery program and strategies • service reviews • collection of performance measurement data by Council • implementation of internal and external audit plans • performance improvement. 	✓
Code of Conduct	Members comply with the Northern Beaches Council Code of Conduct and declare any conflicts of interest as/if they arise.	✓
In-camera meetings	The ARIC met, in-camera, during the following sessions: <ul style="list-style-type: none"> • March 2023 – with the CEO • December 2023 – with the CEO, and Executive Manager Internal Audit & Complaints Resolution 	✓
Charter Review and Performance Assessment	The ARIC assessed its performance as required by the Charter (every 2 years) in December 2022. In November 2023 the Office of Local Government issued Guidelines for Risk Management and Internal Audit for Local Government in NSW (which incorporate a Model Charter) pending supporting regulation changes.	✓
Action items register	The ARIC monitored management's progress with addressing and closing off action items raised by the Committee in a timely manner.	✓

Item on track ✓

² In the spirit of the impending Guidelines for Risk Management and Internal Audit for Local Government, councillor membership was reduced from 3 to 2 when a councillor member became the Mayor in May 2023.

Performance

Committee members' participation in 2023 meetings

The ARIC's charter requires the committee to meet at least 4 times per year (quarterly). If necessary, an additional meeting may be held to review and endorse the annual audited financial reports and external audit opinion.

Five meetings were held in 2023, including an additional meeting to review the financial statements. Meeting attendance for the 2023 calendar year was as follows:

* Sarah Richardson resigned from the Committee effective 15 March 2023
 ** Robert Lagaida was appointed to the Committee effective 12 September 2023
 *** Cr Heins became Mayor effective 16 May 2023. In the spirit of the impending Guidelines for Risk Management and Internal Audit for Local Government, Cr Heins became a visitor to the meetings rather than a voting member.

Name	Role	Eligible	Attended
Stephen Horne	Chair	5	5
Mark McCoy	Independent external member	5	5
Sarah Richardson*	Independent external member	1	1
Julianna Walton	Independent external member	5	5
Robert Lagaida**	Independent external member	3	3
Cr Sue Heins***	Councillor	5	5
Cr Sarah Grattan	Councillor	5	5
Cr Bianca Crevlin	Councillor	5	4

Committee business, special and standing reports

Business report: Information presented to the ARIC pertaining to the ARIC's address of its responsibilities as outlined in the Local Government Act 1993.

Special report: Where the ARIC or management sought to provide the ARIC with additional information on

a particular activity or process for assessment and advice by the ARIC.

Standing report: Information presented to the ARIC at each full meeting (e.g progress on action items, finance update, implementation of internal and external audit recommendations, and risk status update on major projects).

Meeting date	Number of business reports	Number of special reports	Number of standing reports
14 March 2023	1	7	5
13 June 2023	3	4	5
12 September 2023	3	8	3
10 October 2023*	-	1	-
12 December 2023	3	4	5

* The extraordinary meeting of 10 October 2023 was to review the financial statements only.

Activities of the Committee

ARIC membership

In March 2023 the ARIC thanked outgoing member, Sarah Richardson for her contribution to the committee during her tenure.

At an extraordinary meeting of Council held on 16 May 2023, Cr Sue Heins was elected Mayor. In the spirit of the impending Guidelines for Risk Management and Internal Audit for Local Government, Cr Heins became a visitor to future meetings, no longer a voting member.

In September 2023 the Committee welcomed new independent member, Robert Lagaida.

Risk management

The ARIC reviewed reports on the Enterprise Risk and Opportunity Management Framework action status, including reporting against measures in Council's Risk Appetite Statement, delivery plan activities and strategic and operational risk registers. The ARIC also assessed and provided advice on management's strategic risk management plans for major projects, contracts and undertakings.

Reports were reviewed on insurance claims from 2022-23 and Council's insurance program for 2023-24, Council's newly adopted Policy Framework, and the update of business continuity plans by all business units.

The ARIC assessed and provided advice on the adequacy and effectiveness of Council's processes and controls for managing its activities and risks, with targeted reporting provided to the ARIC on Work Health & Safety management and cybersecurity.

Compliance

The legislative compliance program and legislative compliance policy was monitored by the ARIC and biannual reports on Council's compliance with Office of Local Government obligations were considered.

The ARIC reviewed and provided advice on compliance reviews undertaken as part of the scope of internal audit projects, which included, where applicable, a review of Council's compliance with applicable standards, laws and legislation.

Fraud control

The ARIC reviewed and commented on reports in relation to complaints received, including alleged breaches of the Code of Conduct, complaints made under the Public Interest Disclosures Act 2022 (PID), and referrals to or from the Independent Commission Against Corruption (ICAC) and the NSW Ombudsman.

The ARIC assessed and provided advice on the revised Public Interest Disclosure Policy and Fraud and Corruption Control Policy prior to adoption by Council.

Assessment and advice was provided by the ARIC on Council's complaints management and resolution process and improvement opportunities identified and undertaken by management.

Governance

Robert Lagaida joined the ARIC in September 2023 following Sarah Richardson's resignation. When Councillor Sue Heins (who was one of 3 councillor members of the ARIC) became the Mayor in May 2023, the ARIC took the opportunity to start the transition to the membership requirements of the Office of Local Government's Guidelines for Risk Management and Internal Audit for Local Government. Under these guidelines, which commence on 1 July 2024, an ARIC can only have one non-voting councillor member, who cannot be the mayor. The Mayor therefore became a visitor to the meetings rather than a voting member. The ARIC will confirm new terms of reference to replace its current charter in 2024.

The ARIC also reviewed and commented on management's progress on policy harmonisation to establish an integrated policy environment for Council and received reports on Council's full review of delegations.

Work continued to mature the ARIC's processes, including implementing forward planning for special agenda items on its agenda.

Financial management

The ARIC reviewed and provided advice on Council's financial and investment performance, including the annual financial statements. Discussions were had on the impact on the organisation, including cashflow, of managing multiple natural disaster events.

An update on management's implementation of recommendations raised by the Audit Office of NSW was provided and the ARIC considered the appropriateness of actions undertaken.

The ARIC received an update on the lease and licence register, the replacement of the Council's core operating systems, and Kimbriki Resource Recovery Centre.

The Investment Policy and Fraud and Corruption Control Policy and the 2021/22 Benchmarking Report on Finances, Workforce and Operations were reviewed by the ARIC.

External audit

The ARIC reviewed and commented on the Audit Office of NSW's 2022/23 Annual Work Program which contained the financial and performance audit plan for the year ahead.

Management's progress with the implementation of external audit recommendations was reported at each ARIC meeting; the committee assessed these updates and provided advice.

The ARIC reviewed and commented on the NSW Audit Office's Annual Engagement Plan for the audit of the Northern Beaches Council Financial Statements for the year ending 30 June 2023. A report was also provided on the Audit Office's Closing Report and Management Letter for the 2022/23 Financial Year. The ARIC assessed and provided advice on the appropriateness of management's response to recommendations raised and timeframes for completion.

The ARIC reviewed and commented on the draft 2022/23 Financial Statements, and following feedback provided by management, supported these as suitable for consideration by Council for referral to external audit.

A report was provided for the ARIC's review which provided an update on the Auditor-General's report on the local government sector in NSW, covering 2021/22 financial audits of councils and joint organisations. The ARIC also reviewed and commented on the Auditor-General's performance audit report on 'Financial Management and Governance' in local government and the gap analysis undertaken by management to assess the recommendations against Council's financial management arrangements.

Internal audit

The ARIC monitored the status of internal audit activity undertaken in relation to the approved Three Year Strategic Internal Audit Plan and Annual Internal Audit Plan. It reviewed and commented on internal audit findings and recommendations presented in completed internal audit reports and assessed the appropriateness of agreed management actions and timeframes for completion.

Management's progress implementing internal audit recommendations (reported at each ARIC meeting) was assessed and advice provided.

Continuous improvement

The ARIC assessed and provided advice on Council's continuous improvement programs including IGNITE (Inspiring Great New Ideas Towards Excellence), the Service Review Program and improvement implementation plans and the benchmarking program.

With respect to continuous improvement, the ARIC reviewed Council's ongoing training programs for staff to identify and implement improvement opportunities including the registration and celebration of ongoing improvements within the IGNITE improvement register.

The ARIC also reviewed ongoing progress of Council's service review program, reviewing both the Building Maintenance Service Review and Road Maintenance Service Review which together resulted in 38 improvement recommendations.

The ARIC continued to assess and provided feedback on Council's benchmarking program which includes a core set of measures.

Integrated Planning Framework

The ARIC has a key role in monitoring implementation of the Operational Plan. Regular progress reports on measures in the Operational Plan were provided to the ARIC to consider the robustness, effectiveness and progress against the measures. This included a report on the 68 performance measures in the Annual Report 2022/23 and a separate quarterly progress report as at December 2022 on 37 performance measures in the Operational Plan 2022/23.

Audit, Risk and Improvement Committee



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Community and Stakeholder Engagement Report

Naming proposal – Fig Tree Lane, Seaforth (Stage 2)

Consultation period: 23 February to 24 March 2024

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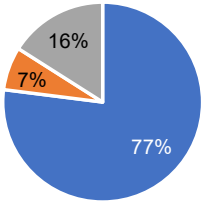

1. Summary

This report outlines the outcomes of community and stakeholder engagement as part of a proposal to name the currently unnamed laneway adjacent to Kempbridge Avenue, Seaforth. The proposal to name the laneway Fig Tree Lane was exhibited between 23 February 2024 and 24 March 2024.

Feedback collected during the consultation indicated a high level of support for this naming proposal with comments citing that it reflected a local species in the area.




Respondents who were not supportive of the proposal felt that an alternative name should be used.

1.1. Key outcomes

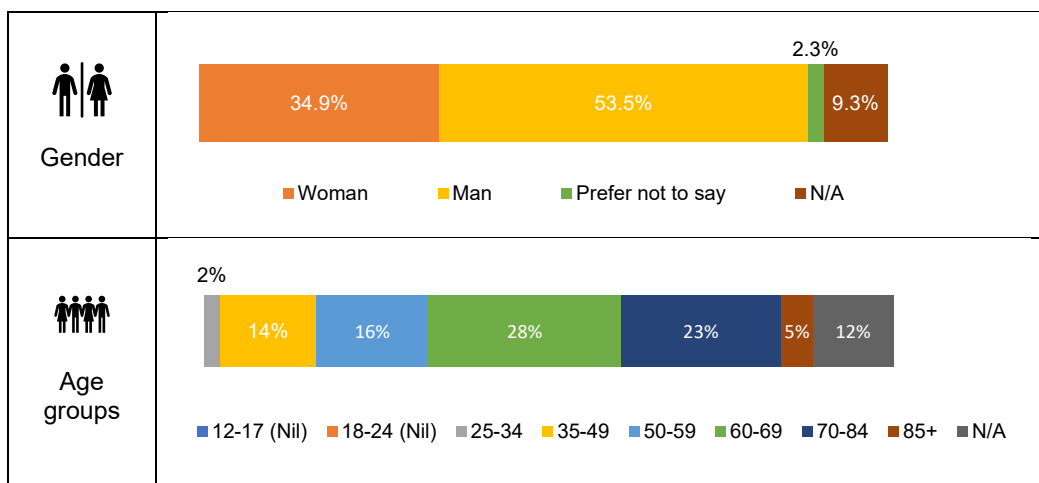
 Total unique responses	44*	
 How responses were received	Comment form Written responses (email/letter)	Completions: 43 Number received: 1
 Online sentiment question: Do you support the naming proposal - Fig Tree Lane?	 <ul style="list-style-type: none"> ■ Support ■ Support with changes ■ Don't support <p style="text-align: right;">Total responses = 43</p>	
 Feedback themes	Proposed name Alternative naming proposal	Aboriginal naming

*Not every respondent made a comment in addition to answering the sentiment question

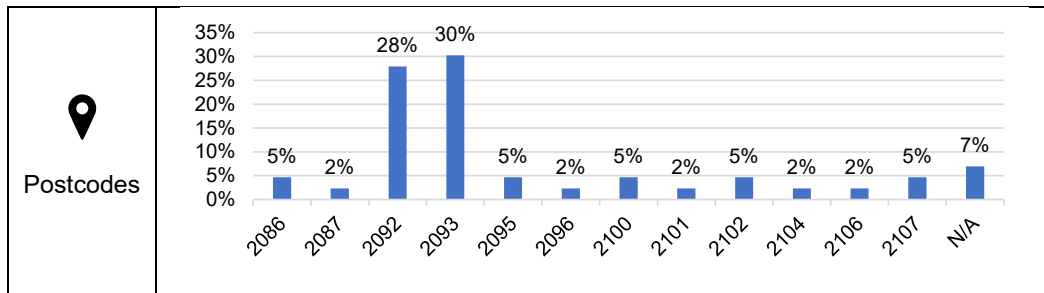
1.2. How we engaged

 Have Your Say: visitation stats	Visitors: 509	Visits: 579	Average time onsite: 58 seconds
 Print media and collateral	Letterbox drop: 2092 Site signs used: Council News Story: 26 February 2024		Distribution: 101 Number of signs: 1
 Electronic direct mail (EDM)	Community Engagement (fortnightly) newsletter: 2 editions Council (weekly) e-News: 1 edition Beaches Biz News (monthly): 1 edition: Stakeholder email: 1		Distribution: 22,300 subscribers Distribution: 61,500 subscribers Distribution: 7,900 subscribers Distribution: 175

1.3. Who responded¹



¹ Demographic data was gathered via the online form by request only.



2. Background

The laneway adjacent to Kempbridge Avenue, Seaforth is currently unnamed and provides access to the private carpark which services the building at 538-540 Sydney Road, Seaforth. We received a request to name the laneway to help locals and visitors identify the area and improve wayfinding for businesses.

At the Council Meeting on Tuesday 19 December 2023, it was resolved to exhibit a proposal to name this laneway Fig Tree Lane. This name was proposed as there is a large fig tree growing nearby. We have previously consulted on a proposal to name the lane Dyarrhi Lane. The Aboriginal Languages Trust (ALT) has recommended Council consider forgoing the use of Aboriginal Languages until there is clear direction from the Local Aboriginal Community on which Aboriginal Language(s) belong to our area.

As such, we exhibited a proposal to name the laneway, Fig Tree Lane.

The naming proposal has been pre-approved by the Geographical Names Board (GNB) of NSW. It is being carried out in line with the guidelines of both the GNB of NSW and Council's Policy for the Naming of our Reserves, Facilities and Roads.

3. Engagement objectives

Community and stakeholder engagement aimed to:

- build community and stakeholder awareness of participation activities
- provide accessible information so community and stakeholders can participate in a meaningful way
- identify community and stakeholder concerns, local knowledge and values.

4. Engagement approach

Community and stakeholder engagement for the Naming proposal – Fig Tree Lane, Seaforth (Stage 2) was conducted between 23 February and 24 March 2024, and consisted of a series of activities that provided opportunities for community and stakeholders to contribute.

The engagement was planned, implemented and reported in accordance with Council's [Community Engagement Strategy](#) (2022).

A project page² was established on our have your say platform with information provided in an accessible and easy to read format.

The project was primarily promoted through our regular email newsletters (EDM) and signage at the location to reach those frequenting the area. Local residents received notification letters requesting feedback on the proposal.

Feedback was captured through an online comment form embedded onto the have your say project page. The form included a question that directly asked respondents for their level of support on the proposal.

An open-field comments box provided community members a space to explain or elaborate on their support, not support or neutral sentiment as well as any other feedback they wished to contribute.

Email and written comments were also invited.

5. Findings

Feedback collected during the consultation indicated 77 percent of respondents supported this naming proposal. Respondents who chose to provide additional comment cited that it reflected a local species in the area. Many respondents who supported the naming proposal made no additional comment.

Of those who specified they did not support the proposed name change, (or supported it with change), the prominent theme was an alternative name should be used. Alternative suggestions put forward included using an indigenous name for Fig Tree, Dairy Farm Lane, or another flora related name local to the area.

Table 1: Issues, change requests and other considerations

Theme	Issues, change requests and other considerations raised	Council's response
Alternative naming proposal	Several alternative suggestions were put forward by the respondents, including Dairy Farm Lane and Banksia Lane, or naming after a prominent member from the community	This laneway has a Ficus Benjamina hanging over it from a neighbouring garden. It is appropriate to use a name that represents the existing street flora. Local residents already refer to this lane as Fig tree Lane because of this.
Aboriginal naming	A number of respondents expressed support for an Aboriginal name such as the local (indigenous) name for fig tree. This is in line with Council's Policy on Naming Places.	The Aboriginal Languages Trust (ALT) has recommended Council consider forgoing the use of Aboriginal languages for naming proposals until there is clear direction from the Local Aboriginal Community on which Aboriginal language(s) belong to our area.

² <https://yoursay.northernbeaches.nsw.gov.au/naming-proposal-fig-tree-lane-seaforth>

Appendix 1 Verbatim community and stakeholder responses*

Number	Comment
1	There are not a lot of fig trees in Seaforth. There are however lots of Banksia. Therefore Banksia Lane would be a more suitable name in Seaforth.
2	<i>No comment provided.</i>
3	Most appropriate
4	I prefer Figtree, one word.
5	Great suggested name and appreciate you liaising with Indigenous groups for their input.
6	<i>No comment provided.</i>
7	<i>No comment provided.</i>
8	<i>No comment provided.</i>
9	<i>No comment provided.</i>
10	<i>No comment provided.</i>
11	<i>No comment provided.</i>
12	Brilliant!
13	If it's always been referred to by that name then it should be named such. It's a nice name & being in English, one everyone can pronounce.
14	You asked this before (October 21) but the suggested name was (allegedly) the local Kayeymay word for "short" - Dyarrhi. Please go back to the Aboriginal Languages Trust for another suggestion. An indigenous name is far better than the ubiquitous Fig Tree Lane. There are 4 within 15 km from here, let alone the other Fig Tree streets, avenues and drives - and that's only Sydney. You can do better than this 😞
15	Good idea. Great name.
16	No.... It should be named after prominent person from the district.
17	I live close by and I think this is an appropriate name
18	<i>No comment provided.</i>
19	Surely we can find an indigenous name. There must be scores of Fig Tree lanes/streets around Sydney. Please ask the local indigenous people for a name.
20	<i>No comment provided.</i>
21	What about "Dairy Farm Lane" as a shout out to what the area was before being transformed into housing. It was dairy farms that the school was built on :) https://seaforth-p.schools.nsw.gov.au/about-our-school/our-history.html Alternatively "Gayemagal Lane" as a shout out to local aboriginal clans (although maybe better opportunities in future to honour this name!)
22	Comment 1: The name should be an Aboriginal name as per council policy for name changes

*Personal details and inappropriate language have been redacted where possible. Spelling and grammatical errors have been amended only where misinterpretation or offence may be caused.

Number	Comment
	Comment 2: Name should be an Aboriginal name in line with council policy
23	<i>No comment provided.</i>
24	Where possible Indigenous names should be used. Think harder please
25	A pleasant name, and will help clarity of direction
26	It seems a logical fit
27	<i>No comment provided.</i>
28	<i>No comment provided.</i>
29	<i>No comment provided.</i>
30	It's a great name
31	its a lane. it has a fig tree on it. seems like a good name!
32	<i>No comment provided.</i>
33	A most apt name for the Lane with the fig tree close by. I do not support the proposed aboriginal naming of this Lane.
34	<i>No comment provided.</i>
35	Locals use it already
36	<i>No comment provided.</i>
37	<i>No comment provided.</i>
38	<i>No comment provided.</i>
39	Local tree names, nice!
40	Yes great name well done.
41	Is there a suitable indigenous name that would mean the same or similar?
42	The "Fig Tree" that is supposedly growing nearby is actually a lilly pily tree (syzygium luehmannii). I would like to propose naming the laneway "Lilly Pilly Lane". Thank you
43	<i>No comment provided.</i>
44	Seaforth naming lane Fig tree lane I agree on name.

Document administration	
Version	1.0
Date	12 July 2024
Approval	Content provided and approved by Transport & Civil Infrastructure Assets Team. Responsible manager: Simon Gray
Status	Final
Related Projects	Naming proposal – Hibiscus Lane, Collaroy Naming proposal – Spotted Gum Lane, Avalon Beach Naming proposal – Syncarpia Court, Newport
Notes	Community and stakeholder views contained in this report do not necessarily reflect the views of the Northern Beaches Council or indicate a commitment to a particular course of action.



Community and Stakeholder Engagement Report

Naming proposal – Hibiscus Lane, Collaroy

Consultation period: 23 February to 24 March 2024

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1. Summary




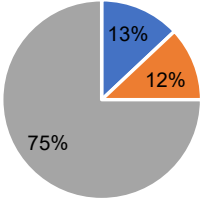

This report outlines the outcomes of community and stakeholder engagement as part of a proposal to name an unnamed laneway adjacent to Alexander Street, Collaroy which provides business access to the rear of properties.

The feedback collected during consultation revealed a high level (84 percent) of support for renaming the laneway, Wicks Lane rather than Hibiscus Lane. Respondents who were not supportive of the proposal to name the laneway Hibiscus Lane cited that it should instead reflect a local icon in Collaroy.

Of those that did support the proposal to name it Hibiscus Lane (12 percent), they indicated that it was a suitable name due to the Hibiscus in the nearby area. Others commented that Hibiscus trees nearby have recently been removed by a development and were no longer relevant.

There is general support for renaming the laneway. According to the Geographical Names Board (GNB) of NSW's Place Name Policy, a current business name cannot be used for naming purposes. Therefore, we are not able to name the laneway, Wicks Lane.

1.1. Key outcomes

 Total unique responses	245*	
 How responses were received	Comment form Written responses (email/letter)	Completions: 228 Number received: 17
 Online sentiment question: Do you support the naming proposal - Hibiscus Lane?	 <ul style="list-style-type: none"> ■ Yes ■ Yes with changes ■ No <p style="text-align: right;">Total responses = 228</p>	
 Feedback themes	Alternative name	Aboriginal naming

*Not every respondent made a comment in addition to answering the sentiment question

