

## Minutes

# Audit and Risk Committee

10.00am, Thursday 25 September 2025

## 1. In camera discussions without management present

## 2. Statement of Recognition of Wurundjeri Land

*“Yarra City Council acknowledges the Wurundjeri Woi Wurrung people as the Traditional Owners and true sovereigns of the land now known as Yarra. We also acknowledge the significant contributions made by other Aboriginal and Torres Strait Islander people to life in Yarra. We pay our respects to Elders from all nations here today—and to their Elders past, present and future.”*

## 3. Attendance

### Members

Kylie Maher (Chair)	Independent Member
Lisa Tripodi	Independent Member
Jeffrey Rigby	Independent member
Cr Kenneth Gomez	Councillor Member

### Auditors

Andrew Zavitsanos	Partner, Internal Audit, Crowe
Lynda Cooper	Senior Manager, Crowe

### Council officers

Sue Wilkinson	Chief Executive Officer
Rose Barletta	GM Corporate Services (Acting)
John Brockway	Chief Financial Officer
Patrick O’Gorman	Manager Governance and Integrity (Acting)
Alyson Furey	Governance Officer
Tamsin Achilles	Risk Coordinator
Angela Morcos	Manager Family, Youth and Children’s Services
Monique Bateman	Manager People and Culture
Sandra Sanderson	Chief Information Officer
Ivan Cubela	ERP Program Director
Matthew McDonald	Health, Safety & Wellbeing Coordinator
Emily Woodin	Coordinator Business Planning and Performance
Mark Ward	Manager Strategic Communications and Engagement

### Apologies

Cr Stephen Jolly	Councillor member
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## 4. Declarations of conflict of interest

Nil.

## Meeting administration

### 5.2 Confirmation of agenda

#### **RESOLUTION BY AGREEMENT**

That the agenda for this meeting of the Audit and Risk Committee proceed as listed, subject to the following changes:

- Item 6.7 – Outcomes for Rapid Review into Child Safety to proceed following Item 6.1 – Report by the Chief Executive Officer.
- Item 7.1 - ERP Update September 2025 to be raised from the information-only section and to be discussed in conjunction with Item 6.12- IT Compliance/Cybersecurity Update
- Item 7.2 – VAGO Performance Audit: Financial Management of Local Councils to be raised from the information-only section and to be discussed in conjunction with Item 6.8 – Financial Sustainability Strategy Update.

### 5.3 Confirmation of minutes and actions arising from the previous meeting

#### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee note the minutes and actions arising from the previous meetings found at Attachment 1, subject to changes.

## 5.4 Annual workplan progress report

This item was presented by Patrick O’Gorman and an overview of the report was provided. The committee expressed concern on the ongoing delay of key workplan items “ Review BCP Framework and Disaster Recovery Regime” (now deferred multiple times) and “Review Council’s Fraud Risk Register”. It was confirmed by officers that the items highlighted in the workplan to be deferred to the December 2025 Audit and Risk Committee Meeting were on track for tabling and no further delays will occur..

### RESOLUTION BY AGREEMENT

1. That the Audit and Risk Committee:
  - (a) note the progress against the approved annual workplan, and
  - (b) approve changes to the annual workplan as outlined in this report.

## 5.5 Review of Outstanding Actions from Previous Meetings

This item was presented by Patrick O’Gorman and an overview of the report was provided.

### RESOLUTION BY AGREEMENT

That the Audit and Risk Committee:

1. Note the updated status of actions arising from previous meetings as set out in this report; and
2. Authorise the removal of those items marked ‘complete’ from future reports.

**Action:** All future actions to specify the meeting in which the action is raised (where applicable).

## Matters for consideration

### 6.1 Report by the Chief Executive Officer

The Chief Executive Officer provided a verbal update on the following matters:

Recent security incidents at Richmond Town Hall:

Discussion was held to seek further assurance to the committee on the following:

- Planned upgrades to swipe access to lifts and stairwells and interim protocols in place

- Updating of emergency management plans and security risk assessments across all of Council buildings; with commitment to keep committee informed on this as part of the ongoing risk reporting
- Lockdown protocols and emergency procedures briefing provided to Councillors
- Updates be made to the risk register from learnings from lockdown improvements for ongoing reporting and monitoring

AFL Grand Final and NRL final event planning in Richmond

Flood mapping by Melbourne Water

Fire at Wellington Street Community Housing

Enterprise Bargaining Agreement Update

Discussion was held on the following:

- Transition to multi-enterprise bargaining following staff ballot results
- Continue staff engagement and support during the multi-enterprise bargaining process
- Continue monitoring EBA process and provide updates to the committee

Council VCAT Matter - eScooters

Discussion was held on the following:

- Committee requested this matter to be highlighted as an emerging risk and to detail reputational, financial, contractual, and sector-wide impacts of the e-scooter case and to analyse and report this in the risk reporting

Staff, executive and Council well-being given the sector challenges

Discussion was held on the following:

- The Committee emphasised the Council's duty of care and support and if further awareness of their role and duties under the OHS Act would be of value
- Consideration be given to wellbeing risks and their ongoing mitigations be reported and analysed as an emerging risk. General discussion was held on the value and importance of emerging and escalating risk reporting to keep the committee well informed

Request was made by the committee for formal reporting on the assurances and updates to committee regarding legal, privacy and breach compliance and this could form part of CEO report or compliance reporting but request to have this in writing.

## **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee:

1. Note the Chief Executive Officer's report.

**Action:** Future Compliance reports to detail key integrity matters for review by the Committee, including privacy matters and pending legal actions and risks, compliance breaches

**Action:** Emerging risks report to be developed and presented to future Committee meetings, highlighting emerging and/or escalating risks including those raised in this meeting - emergency management, flood mitigation, Enterprise Bargaining Agreement and social behaviour risks.

**Action:** The Committee highlighted their ongoing support for the Chief Executive Officer and all staff and the organisation. Promotion of staff access to the Employee Assistance Program and WorkSafe resources.

## 6.7 Outcomes for Rapid Review into Child Safety

*This item was presented after item 6.1 of the agenda.*

This item was presented by Angela Morcos and Monique Bateman and an overview of the report was provided to provide proactive consideration of the State government's rapid review.

Discussion was held on the following key risk areas for the committee to bring further insights to the future risk mitigation and compliance activities:

- Working With Children Checks (WWCC) for staff addressed through the current review of the WWCC Policy.
- WWCC and child safety training for Councillors
- CCTV addressed as a future potential risk area
- Critical compliance reporting including maintaining line of sight in facilities
- The need for promoting anonymous channels and a culture of raising concerns early, even without formal evidence
- Utilisation of agency staff – training, contracts and monitoring
- Future cost implications of compliance and changes needed
- Compliance review be extended to capture Council contractors

### RESOLUTION BY AGREEMENT

That the Audit and Risk Committee

1. Note the Outcomes for Rapid Review into Child Safety report.

**Action:** Regular updates on Child Safety Compliance be provided to Committee which outlines:

- Prioritisation of actions, and
- Incorporation of a risk rating and status of implementation of actions.

## 6.2 Internal Audit Status Report

This item was presented by Andrew Zavitsanos and a brief overview of the report was provided.

### RESOLUTION BY AGREEMENT

That the Audit and Risk Committee:

1. Receive the Internal Audit Status Report found at Attachment One.

**Action:** Internal Auditors to seek clearance by the Chair for future additional work or engagements by Crowe outside of the internal audit work approved in the internal audit plan.

### 6.3 Review of actions from previous internal audits

This item was presented by Rose Barletta and an overview of the report was provided.

Discussion was held on the following:

- Prioritisation of the high rating risks and focusing on what matters most.
- Re-rating of partially complete actions if they have addressed the original risk and resulting in lower risk exposure.
- Officer plans for socialising the strategic risk register with Councillors, presenting a good opportunity for engagement.
- Refresher for Councillors on audit and risk committee role, terms of reference, duties and reminder on invitation to attend and observe.
- Committee highlighted the importance of Committee's role as providing oversight and review, not operational management.

#### RESOLUTION BY AGREEMENT

That the Audit and Risk Committee:

1. notes all commentary in the list of actions arising from previous internal audits has been updated where necessary;
2. review and provide feedback to revised extension dates; and
3. notes the removal of those items marked 'complete/100%' from future reports.

### 6.4 Internal Audit Report - Contract Management - Panel Contractors

This item was presented by Andrew Zavitsanos and a brief overview of the report was provided.

Discussion was held on the following for committee to provide insights:

- Incomplete conflict of interest declarations outlined in report noted as high risk with internal audit verbally confirming that the matter was resolved by officers with no issues to report
- Management and internal audit to align on risk ratings to prior to presentation to the Committee, with internal audit to engage and achieve buy in from management on the ratings
- The need for continuous monitoring and exception reporting to be captured into recommendations
- Consideration be given to risk-based review frequency for panel contracts as part of designing the future controls

#### RESOLUTION BY AGREEMENT

That the Audit and Risk Committee:

1. Receive the Review of Contract Management – Panel Contractors internal audit report at **attachment 1**; and

2. Notes the management actions assessed in the attached report as 'high' and 'medium' risks be added to the list of actions arising from previous audits for ongoing monitoring.

**Action:** Risk rating on item 5.6 to be confirmed with officers and Internal Auditors.

**Action:** Exceptions to be validated and consideration be given to a risk rating approach and continuous monitoring controls to annual review.

## 6.5 MAP - Statutory Building and Enforcement

This item was presented by Andrew Zavitsanos and a brief overview of the report was provided.

Discussion was held on the following to extend the coverage of the planned internal audit and adjust the scope:

- Scope to include review of the effectiveness of ongoing risk monitoring and reporting processes currently in place
- Scope to include: Committee's role to be included and provision of reporting to enable effective oversight and assurance

### RESOLUTION BY AGREEMENT

1. That the Audit and Risk Committee approves the Memorandum of Audit Planning for Statutory Building and Enforcement

## 6.6 Compliance- eLearning, Gender Equality and ChildSafe

This item was presented by Monique Bateman and an overview of the report was provided.

Discussion was held on the following:

- Child Safe Action Plan to be presented to the Committee at the December meeting
- Gender Equality Action Plan currently in development
- Rapid review report was tabled to this meeting at Item 6.7

### RESOLUTION BY AGREEMENT

1. That the Audit and Risk Committee note the status and plans for Quarter 4 2024/25, eLearning, Gender Equality Plan and Child Safeguarding compliance reporting.

## 6.8 Financial Sustainability Strategy update

This item was presented by John Brockway and an overview of the report was provided.

Discussion was held on the following:

- Risk Appetite Statement to be clarified for the Borrowings Policy
- Clarification be made that overdrafts are not within the scope of the policy
- The Financial Sustainability Advisory Committee to be utilised as a consultative mechanism to assist Council in giving effect to the actions within Financial Sustainability strategy and to raise awareness and understanding of financial sustainability in the community
- Insights and discussions arising from the Financial Sustainability Advisory Committee to be presented to the Audit and Risk Committee for their information on community perspectives

### RESOLUTION BY AGREEMENT

1. That the Audit and Risk Committee note the update on the Financial Sustainability Strategy, and the Financial Sustainability Advisory Committee.
2. That the Audit and Risk Committee recommend the Borrowings Policy to Council for adoption with the inclusions outlined.

**Action:** The Committee to receive quarterly updates on the meetings of the Financial Sustainability Advisory Committee

## 7.2. VAGO Performance Audit - Financial Management of Local Councils

*This item was presented in conjunction with item 6.8 of the agenda.*

This item was presented by John Brockway and an overview of the report was provided.

Discussion was held on the following in response to the committee raising these risk areas:

- Highlighted there is shortcomings of KPI model in relation to unrestricted cash and sector-wide implications
- Council will be monitoring sector development on rate cap exemptions to consider Yarra options for action

### RESOLUTION BY AGREEMENT

That the Audit and Risk Committee note the VAGO Performance Audit into the financial management of Local Councils.

## 6.9 Council Policy Status Biannual Report

This item was presented by Mark Ward and Emily Woodin and an overview of the report was provided.

Discussion was held on the following:

- The current Review of the Policy Framework being undertaken by officers and the process going forward for the review of mandated and operational policies that are currently due for review
- Risk based policy framework with risk rating approach to review of policies was recommended by the Committee as best practice approach

### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee:

1. Note the update.
2. Note the program of continuous improvement in the development of Council's policy framework in March 2026.

## 6.10 Legislative Compliance Program Update

This item was presented by Patrick O'Gorman and an overview of the report was provided.

### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee:

1. Note the progress on the implementation of the compliance program, and
2. Provide feedback on the proposed implementation plan.

### 6.11 Audit and Risk Committee Biannual Activity Report January - June 2025

This item was presented by Patrick O’Gorman and an overview of the report was provided. Discussion was held on the following with the request for review and changes to the report:

- Attendance of members to be validated and to clarify clearly the meeting types
- Further commentary be given to the holding of the two out-of-session Special Meetings
- Committee requested that the report state clearly that the workplan had not been delivered, with over a year delay in BCP and impacts to risk reporting and delivery due to resource gaps, the committee had understood resource limitations but wanted to flag this as an ongoing gap and concern, with request for the Chair to provide wording to capture this.

#### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee

1. Approve the Chair to review, write and endorse the Audit and Risk Committee Biannual Activity Report for the period 1 January to 30 June 2025 on behalf of the Audit and Risk Committee with amendments are made to Attachment One and capture of committee concerns and inability to deliver its workplan, provide it to the Chief Executive Officer for tabling at the next available Council meeting.

**Action:** Officers to circulate the Biannual Activity Report to the Chair with the following changes:

- a) Further commentary be provided to highlight the holding of two Special meetings in January & February and attendance of members
- b) Inclusion of matters raised and discussed at the 3 July Audit and Risk Committee meeting with the chair to review and provide wording for this.

### 6.12 IT Compliance/Cybersecurity Update

This item was presented by Sandra Sanderson and an overview of the report was provided.

Discussion was held on the following with the committee raising risk areas for Council to consider:

- A report to be taken to an upcoming future meeting regarding an update on essential 8
- Future reporting to be provided on a status update on change management and change control
- Copilot accessibility and a staged integration to monitor risk of data breaches.

#### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee note the IT Compliance/Cybersecurity Update report.

## 7.1 ERP Update September 2025

This item was presented by Sandra Sanderson and Ivan Cubela and an overview of the report was provided.

Discussion was held on the following in response to the Committee queries on status of key assurance activities for the project:

- Appointment of Assurance Partner was confirmed to occur and is scheduled for early 2026
- Identifying proper reporting process of assurance provider to the Committee
- Reminder that project status including risk reporting to be provided to committee with dashboard reporting to each meeting, with example of other council similar project reporting previously provided and agreed to leverage.

### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee note the ERP Update.

## 6.13 Quarterly Risk update

This item was presented by John Brockway and Tamsin Achilles and an overview of the report was provided.

Discussion was held on the following concerns with the risk management framework:

- Introduction of a risk management workplan and future work program which includes a continuous improvement workplan to uplift the maturity of the risk management framework at council.
- Ensuring risks align with the Council Plan
- Transparency with the actions to be taken on the risk maturity gaps previously reported
- Discussion that the risk management workplan and reporting for the committee has not been met due to resource gaps, the Committee was assured to see John and Tamsin roles and experience in place and looking forward to seeing an uplift in risk performance

### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee note the Quarterly Risk Review report, including updates on:

- (a) Risk Management team appointments,
- (b) Council's risk workplan and future tabling,
- (c) strategic risk register, and
- (d) operational risk register.

#### 6.14 Quarter 4 2024/2025 – OHS Update

This item was presented by Monique Bateman and Matthew McDonald and an overview of the report was provided.

Discussion was held on the following with the Committee flagging key risks highlighted in the reporting tabled:

- Notable rise in occupational violence, aggression, and antisocial behaviour from the public. Injury rates are increasing, particularly in customer-facing roles.
- A strategic response is needed to reduce injury frequency and severity.
- Potential rise in psychological claims, including stress-related leave, warrants further investigation.
- Additional data required on WorkSafe claims, LGIs, and internal incident reports to inform targeted interventions.

#### **RESOLUTION BY AGREEMENT**

1. That the Audit and Risk Committee note the Quarter 4 2024/2025 OHS Update report.

### 7. Items for information

#### 7.2. VAGO Performance Audit - Financial Management of Local Councils

#### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee note the VAGO Performance Audit into the financial management of Local Councils.

#### 7.3. Review Report on Gifts, Benefits, Hospitality and Councillor Expenses

#### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee note the report on Councillor gifts, benefits, hospitality and expenses.

#### 7.4. Management Response to Recent Reports and Publications

#### **RESOLUTION BY AGREEMENT**

That the Audit and Risk Committee note the management responses provided in this report.

## 7.5. 2026 Meeting Dates

### RESOLUTION BY AGREEMENT

That the Audit and Risk Committee endorse the following meeting dates and times for 2026 at Richmond Town Hall:

- |  |                         |
|--|-------------------------|
| 1. 10.00am, Thursday 26 March 2026     | Quarterly meeting one   |
| 2. 10.00am, Thursday 2 July 2026       | Quarterly meeting two   |
| 3. 10.00am, Thursday 27 August 2026    | Special meeting         |
| 4. 10.00am, Thursday 24 September 2026 | Quarterly meeting three |
| 5. 10.00am, Wednesday 9 December 2026  | Quarterly meeting four  |

## 8. Meeting close

*The meeting closed at 1.58pm.*