

10.4. Audit Risk & Improvement Committee - Appointment of Members and New Terms of Reference

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ATTACHMENTS	1. Draft Model Terms of Reference March 2024 [10.4.1 - 13 pages] 2. CONFIDENTIAL - Recommended applicants' details [10.4.2 - 1 page]
CSP LINK	5. Our Civic Leadership 5.2 Strong civic leadership and customer focussed services

PURPOSE:

The purpose of this report is to present the new Terms of Reference for Council's Audit Risk and Improvement Committee (ARIC) and to consider the appointment of new Committee members.

EXECUTIVE SUMMARY:

- The Office of Local Government (OLG) has issued comprehensive Guidelines for Risk Management and Internal Audit for Local Government in NSW, to assist councils implement these requirements.
- As part of the new Guidelines, Councils are required to adopt new terms of reference for their ARICs based on a model document.
- Council is required to adopt the new terms of reference before 1 July 2024 and to reduce its Councillor representation (non-voting) from two to one.
- Interviews have been held for three new Committee members and recommended appointments are proposed.
- Should Council wish to discuss this report it is noted that the attached confidential document includes personnel matters that relate to the employment conditions of specific individuals. It is noted that this item does not deal with personnel matters of a group but is specific to an individual/individuals and as such should be considered in closed session.

RECOMMENDATION:

- 1. THAT** Council adopt the new terms of reference for Council's Audit Risk and Improvement Committee.
- 2. THAT** Council appoint the identified preferred candidates as set out in the confidential attachment as independent members of the North Sydney Council Audit, Risk and Improvement Committee for a four-year term being from 1 May 2024 to 30 April 2028.
- 3. THAT** Council nominate a Councillor as its non-voting representative on the Audit Risk and Improvement Committee.

4. THAT on formation of new Committee, the terms of reference for Council's Audit Risk and Improvement Committee be submitted to the Audit Risk and Improvement Committee for comment.

5. THAT the date of the next ARIC meeting be moved from Friday 19 April to Friday 3 May 2024.

6. THAT Council resolves that the identified attachment to this report is to be treated as confidential in accordance with section 11(3) of the Local Government Act for the following reason under section 10A(2) of the Local Government Act:

(a) *personnel matters concerning particular individuals (other than Councillors)*

Background

All Councils are required under the *Local Government Act 1993* to have an audit risk and improvement committee, starting from 4 June 2022.

Amendments have been made to the *Local Government (General) Regulation 2021* requiring all Councils to have a risk management framework, an internal audit function, and prescribed membership requirements for audit, risk, and improvement committees. Councils are required to comply with these requirements from 1 July 2024 and, commencing with the 2024/25 annual report, to attest to their compliance with the requirements within their annual reports.

The Office of Local Government (OLG) has issued comprehensive *Guidelines for Risk Management and Internal Audit for Local Government in NSW* to assist Councils to implement these requirements.

As part of the new Guidelines, Councils are required to adopt new terms of reference for their ARICs based on a model document.

Under the new terms of reference, Councillor members of audit, risk, and improvement committees are non-voting members of the committee. This is to ensure that decision making by the committee is independent of the council.

Report

1. New Terms of Reference

Councils must adopt, by resolution, the terms of reference for their audit, risk, and improvement committees and must consider the model terms of reference when doing so.

The model terms of reference for ARICs have been provided by the OLG.

A Council's audit, risk, and improvement committee must exercise its functions in accordance with the terms of reference adopted by the Council.

The terms of reference are to be reviewed annually by the audit, risk, and improvement committee and once in each Council term (i.e., four years) by Council. Any substantive changes are to be approved by Council.

The model terms of reference are more comprehensive and detailed than the current ARIC Charter, which reflects the OLG's intention to strengthen risk management and internal audit practices in NSW councils by setting a minimum standard reflecting a 'best practice' approach.

One of the changes between the current ARIC Charter and the model terms of reference is the reduction of Councillor representatives from two to one, with that position to be non-voting. Council is currently represented by Councillors Beregi and Welch.

2. Recruitment of New Committee Members

At its meeting on 12 February 2024, Council resolved in part:

3. THAT Council note the new Risk Management and Internal Audit Guidelines issued by the OLG and resolve to immediately reset the external membership of the Audit, Risk and Improvement Committee ahead of the implementing of the guidelines by July 2024.

Following expressions of interest, the review of over 50 applications and interviews with six candidates, three applicants are recommended by the Chief Executive Officer and Director Corporate Services for appointment by Council to the ARIC. Details of the selected candidates have been provided to Council separately on a confidential basis.

Council may also select one Councillor as a non-voting member of the Committee.

3. Change of Meeting Date

To allow the new Committee members to be inducted, it is recommended that the date of the next meeting be put back from Friday 19 April to 3 May 2024.

Consultation requirements

Community engagement is not required.

Financial/Resource Implications

There are no financial or resource implications arising from adoption of the recommendations in this report.

Legislation

The OLG Departmental Chief Executive may approve model terms of reference for Councils' audit, risk, and improvement committees (section 216K of the *Local Government Act 1993*).

North Sydney Council Audit, Risk and Improvement Committee Terms of Reference



AUDIT, RISK AND IMPROVEMENT COMMITTEE TERMS OF REFERENCE

1. **NAME**

North Sydney Council Audit, Risk and Improvement Committee.

Council has established an audit, risk and improvement committee in compliance with section 428A of the *Local Government Act 1993*, the *Local Government (General) Regulation 2021* and the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. These terms of reference set out the committee's objectives, authority, composition and tenure, roles and responsibilities, reporting and administrative arrangements

2. **ESTABLISHED**

Date: 06 July 2009

3. **OBJECTIVE**

The objective of North Sydney Council's audit, risk and improvement committee is to provide independent assurance to North Sydney Council by monitoring, reviewing and providing advice about the Council's governance processes, compliance, risk management and control frameworks, external accountability obligations and overall performance.

4. **INDEPENDENCE**

The committee is to be independent to ensure it has no real or perceived bias or conflicts of interest that may interfere with its ability to act independently and to provide North Sydney Council with robust, objective and unbiased advice and assurance.

The committee is to have an advisory and assurance role only and is to exercise no administrative functions, delegated financial responsibilities or any management functions of the North Sydney Council. The committee will provide independent advice to the North Sydney Council that is informed by the Council's internal audit and risk management activities and information and advice provided by staff, relevant external bodies and subject matter experts.

North Sydney Council Audit, Risk and Improvement Committee Terms of Reference

The committee must always ensure it maintains a direct reporting line to and from the Council's internal audit function and act as a mechanism for internal audit to report to the governing body and the Chief Executive Officer on matters affecting the performance of the internal audit function.

5. AUTHORITY

North Sydney Council authorises the committee, for the purposes of exercising its responsibilities, to:

- access any information it needs from the Council
- use any North Sydney Council resources it needs
- have direct and unrestricted access to the Chief Executive Officer and senior management of the Council
- seek the Chief Executive Officer's permission to meet with any other Council staff member or contractor
- discuss any matters with the external auditor or other external parties
- request the attendance of any employee at committee meetings, and
- obtain external legal or other professional advice in line with councils' procurement policies

Information and documents pertaining to the committee are confidential and are not to be made publicly available. The committee may only release North Sydney Council information to external parties that are assisting the committee to fulfil its responsibilities with the approval of the Chief Executive Officer, except where it is being provided to an external investigative or oversight agency for the purpose of informing that agency of a matter that may warrant its attention.

6. COMPOSITION AND TENURE

The committee consists of an independent chairperson and two independent members who have voting rights and one non-voting councillor, as required under the *Local Government (General) Regulation 2021*.

The governing body is to appoint the chairperson and members of the committee. Current committee members are:

[name]	Independent chairperson (voting)
[name]	Independent member (voting)
[name]	Independent member (voting)
[name]	[Councillor member (non-voting) (if applicable) [cannot be the mayor]

All committee members must meet the independence and eligibility criteria prescribed under the *Local Government (General) Regulation 2021*.

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Members will be appointed for up to a four-year term. Members can be reappointed for one further term, but the total period of continuous membership cannot exceed eight years. This includes any term as chairperson of the committee. Members who have served an eight-year term (either as a member or as chairperson) must have a two-year break from serving on the committee before being appointed again. To preserve the committee's knowledge of the Council, ideally, no more than one member should retire from the committee because of rotation in any one year.

The terms and conditions of each member's appointment to the committee are to be set out in a letter of appointment. New members will be thoroughly inducted to their role and receive relevant information and briefings on their appointment to assist them to meet their responsibilities.

Prior to approving the reappointment or extension of the chairperson's or an independent member's term, the governing body is to undertake an assessment of the chairperson's or committee member's performance. Reappointment of the chairperson or a committee member is also to be subject to that person still meeting the independence and eligibility requirements prescribed under the *Local Government (General) Regulation 2021*.

Members of the committee must possess and maintain a broad range of skills, knowledge and experience relevant to the operations, governance and financial management of the Council, the environment in which the North Sydney Council operates, and the contribution that the committee makes to the Council. At least one member of the committee must have accounting or related financial management experience with an understanding of accounting and auditing standards in a local government environment. All members should have sufficient understanding of the Council's financial reporting responsibilities to be able to contribute to the committee's consideration of the Council's annual financial statements.

North Sydney Council's internal audit function is provided under a shared service agreement. The shared service has been in place since 2009. Lane Cove hosts the shared service on behalf of North Sydney, Mosman, Lane Cove, Hunters Hill, Ku-ring-gai and Strathfield Councils.

7. ROLE

As required under section 428A of the *Local Government Act 1993* (the Act), the role of the committee is to review and provide independent advice to the North Sydney Council regarding the following aspects of the Council's operations:

- 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 the Council, and
- internal audit.

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The committee must also provide information to the North Sydney Council for the purpose of improving the Council's performance of its functions.

The committee's specific audit, risk and improvement responsibilities under section 428A of the Act are outlined in Schedule 1 to these terms of reference.

The committee will act as a forum for consideration of the Council's internal audit function and oversee its planning, monitoring and reporting to ensure it operates effectively.

The committee has no power to direct external audit or the way it is planned and undertaken but will act as a forum for the consideration of external audit findings.

The committee is directly responsible and accountable to the governing body for the exercise of its responsibilities. In carrying out its responsibilities, the committee must at all times recognise that primary responsibility for management of the North Sydney Council rests with the governing body and the Chief Executive Officer.

The responsibilities of the committee may be revised or expanded in consultation with, or as requested by, the governing body from time to time.

8. RESPONSIBILITIES OF MEMBERS

8.1 Independent members

The chairperson and members of the committee are expected to understand and observe the requirements of the Office of Local Government's *Guidelines for risk management and internal audit for local government in NSW*. Members are also expected to:

- make themselves available as required to attend and participate in meetings
- contribute the time needed to review and understand information provided to it
- apply good analytical skills, objectivity and judgement
- act in the best interests of the Council
- have the personal courage to raise and deal with tough issues, express opinions frankly, ask questions that go to the fundamental core of the issue and pursue independent lines of inquiry
- maintain effective working relationships with the Council
- have strong leadership qualities (chairperson)
- lead effective committee meetings (chairperson), and
- oversee the Council's internal audit function (chairperson).

8.2 Council Members

To preserve the independence of the committee, the councillor member of the committee is a

non-voting member. Their role is to:

- relay to the committee any concerns the governing body may have regarding the North Sydney Council and issues being considered by the committee

North Sydney Council Audit, Risk and Improvement Committee Terms of Reference

- provide insights into local issues and the strategic priorities of the North Sydney Council that would add value to the committee's consideration of agenda items
- advise the governing body (as necessary) of the work of the committee and any issues arising from it, and
- assist the governing body to review the performance of the committee.

Issues or information the councillor member raises with or provides to the committee must relate to the matters listed in Schedule 1 and issues being considered by the committee.

The councillor member of the committee must conduct themselves in a non-partisan and professional manner. The councillor member of the committee must not engage in any conduct that seeks to politicise the activities of the committee or the internal audit function or that could be seen to do so.

If the councillor member of the committee engages in such conduct or in any other conduct that may bring the committee and its work into disrepute, the chairperson of the committee may recommend to the Council, that the councillor member be removed from membership of the committee. Where the North Sydney Council does not agree to the committee chairperson's recommendation, the North Sydney Council must give reasons for its decision in writing to the chairperson.

8.3 Conduct

Independent committee members are required to comply with the Council's code of conduct.

Complaints alleging breaches of the Council's code of conduct by an independent committee member are to be dealt with in accordance with the *Procedures for the Administration of the Model Code of Conduct for Local Councils in NSW*. The Chief Executive Officer must consult with the governing body before taking any disciplinary action against an independent committee member in response to a breach of the Council's code of conduct.

8.4 Conflicts of interest

Once a year, committee members must provide written declarations to the North Sydney Council stating that they do not have any conflicts of interest that would preclude them from being members of the committee. Independent committee members are 'designated persons' for the purposes of the Council's code of conduct and must also complete and submit returns of their interests.

Committee members and observers must declare any pecuniary or non-pecuniary conflicts of interest they may have in a matter being considered at the meeting at the start of each meeting or as soon as they become aware of the conflict of interest. Where a committee member or observer declares a pecuniary or a significant non-pecuniary conflict of interest, they must remove themselves from committee deliberations on the issue. Details of conflicts of interest declared at meetings must be appropriately minuted.

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8.5 Standards

Committee members are to conduct their work in accordance with the International Standards for the Professional Practice of Internal Auditing issued by the Institute of Internal Auditors and the current Australian risk management standard (ISO 31000 2018), where applicable.

9. WORKPLANS

The work of the committee is to be thoroughly planned and executed. The committee must develop a strategic work plan every four years to ensure that the matters listed in Schedule 1 are reviewed by the committee and considered by the internal audit function when developing their risk-based program of internal audits. The strategic work plan must be reviewed at least annually to ensure it remains appropriate.

The committee may, in consultation with the governing body, vary the strategic work plan at any time to address new or emerging risks. The governing body may also, by resolution, request the committee to approve a variation to the strategic work plan. Any decision to vary the strategic work plan must be made by the committee.

The committee must also develop an annual work plan to guide its work, and the work of the internal audit function over the forward year.

The committee may, in consultation with the governing body, vary the annual work plan to address new or emerging risks. The governing body may also, by resolution, request the committee to approve a variation to the annual work plan. Any decision to vary the annual work plan must be made by the committee.

When considering whether to vary the strategic or annual work plans, the committee must consider the impact of the variation on the internal audit function's existing workload and the completion of pre-existing priorities and activities identified under the work plan.

10. ASSURANCE REPORTING

The committee must regularly report to the North Sydney Council to ensure that it is kept informed of matters considered by the committee and any emerging issues that may influence the strategic direction of the North Sydney Council or the achievement of the Council's goals and objectives.

The committee will provide an update to the governing body and the Chief Executive Officer of its activities and opinions after every committee meeting.

The committee will provide an annual assessment to the governing body and the Chief Executive Officer on the committee's work and its opinion on how the North Sydney Council is performing.

The committee will provide a comprehensive assessment every council term of the matters listed in Schedule 1 to the governing body and the Chief Executive Officer.

The committee may at any time report to the governing body or the Chief Executive Officer on any other matter it deems of sufficient importance to warrant their attention. The mayor and the chairperson of the committee may also meet at any time to discuss issues relating to the

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work of the committee.

Should the governing body require additional information, a request for the information may be made to the chairperson by resolution. The chairperson is only required to provide the information requested by the governing body where the chairperson is satisfied that it is reasonably necessary for the governing body to receive the information for the purposes of performing its functions under the Local Government Act. Individual councillors are not entitled to request or receive information from the committee.

11. ADMINISTRATIVE ARRANGEMENTS

The committee will meet at least 4 times per year, including a special meeting to review the Council's financial statements.

The committee can hold additional meetings when significant unexpected issues arise, or if the chairperson is asked to hold an additional meeting by a committee member, the Chief Executive Officer or the governing body.

Committee meetings can be held in person, by telephone or videoconference. Proxies are not permitted to attend meetings if a committee member cannot attend.

A quorum will consist of a majority of independent voting members. Where the vote is tied, the chairperson has the casting vote.

The chairperson of the committee will decide the agenda for each committee meeting. Each committee meeting is to be minuted to preserve a record of the issues considered and the actions and decisions taken by the committee.

The mayor, Chief Executive Officer and the internal audit coordinator should attend committee meetings as non-voting observers. The external auditor (or their representative) is to be invited to each committee meeting as an independent observer. The chairperson can request the Council's chief finance officer or equivalent, head of risk management function or equivalent, senior managers or equivalent, any councillors, any employee/contractor of the council and any subject matter expert to attend committee meetings. Where requested to attend a meeting, persons must attend the meeting where possible and provide any information requested. Observers have no voting rights and can be excluded from a meeting by the chairperson at any time.

The committee can hold closed meetings whenever it needs to discuss confidential or sensitive issues with only voting members of the committee present.

The committee must meet separately with the internal audit coordinator and the Council's external auditor at least once each year.

Dispute resolution

Members of the committee and the Council's management should maintain an effective working relationship and seek to resolve any differences they may have in an amicable and professional way by discussion and negotiation.

In the event of a disagreement between the committee and the Chief Executive Officer or other senior managers, the dispute is to be resolved by the governing body.

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Unresolved disputes regarding compliance with statutory or other requirements are to be referred to the Departmental Chief Executive of the Office of Local Government in writing.

Secretariat

The Chief Executive Officer will nominate a staff member to provide secretariat support to the committee. The secretariat will ensure the agenda for each meeting and supporting papers are circulated after approval from the chairperson at least one week before the meeting and ensure that minutes of meetings are prepared and maintained. Minutes must be approved by the chairperson and circulated within 3 working days of the meeting to each member.

Resignation and dismissal of members

Where the chairperson or a committee member is unable to complete their term or does not intend to seek reappointment after the expiry of their term, they should give two month's notice to the chairperson and the governing body prior to their resignation to allow the North Sydney Council to ensure a smooth transition to a new chairperson or committee member.

The governing body can, by resolution, terminate the appointment of the chairperson or an independent committee member before the expiry of their term where that person has:

- breached the council's code of conduct
- performed unsatisfactorily or not to expectations
- declared, or is found to be in, a position of a conflict of interest which is unresolvable
- been declared bankrupt or found to be insolvent
- experienced an adverse change in business status
- been charged with a serious criminal offence
- been proven to be in serious breach of their obligations under any legislation, or
- experienced an adverse change in capacity or capability.

The position of a councillor member on the committee can be terminated at any time by the governing body by resolution.

Review arrangements

At least once every council term, the governing body must review or arrange for an external review of the effectiveness of the committee.

These terms of reference must be reviewed annually by the committee and once each council term by the governing body. Any substantive changes are to be approved by the governing body.

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12. **RELATED DOCUMENTS**

This Charter should be read in conjunction with any made Guidelines for Risk Management and Internal Audit Framework for Local Councils in NSW (OLG) and:

- The Local Government Act 1993
- The Code of Conduct for Councillors and Staff – North Sydney Council
- Internal Reporting – Protected Disclosures Policy – North Sydney Council
- North Sydney Council Privacy Management Plan
- Under Careful Consideration: Key Issues for Local Government (ICAC)
- Good Conduct and Administrative Practice – Guidelines for Councils (NSW Ombudsman)
- Guidelines for the Model Code of Conduct for Local Councils in NSW
- North Sydney Council Internal Audit Charter

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Schedule 1 – Audit, risk and improvement committee responsibilities

[Note: each council is to determine the responsibilities of its committee related to each matter listed in section 428A of the Local Government Act 1993 and list them in Schedule 1 to the committee's terms of reference. Suggested responsibilities are provided below and further detailed in core requirement 1 and Appendix 2 of the Guidelines for Risk Management and Internal Audit for Local Government in NSW.]

Audit

Internal audit

- Provide overall strategic oversight of internal audit activities
- Act as a forum for communication between the governing body, Chief Executive Officer, senior management, the internal audit function and external audit
- Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions
- Review and advise the Council:
 - on whether the North Sydney Council is providing the resources necessary to successfully deliver the internal audit function
 - if the North Sydney Council is complying with internal audit requirements, including conformance with the International Professional Practices Framework
 - if the Council's internal audit charter is appropriate and whether the internal audit policies and procedures and audit/risk methodologies used by the North Sydney Council are suitable
 - of the strategic four-year work plan and annual work plan of internal audits to be undertaken by the Council's internal audit function
 - if the Council's internal audit activities are effective, including the performance of the internal audit coordinator and the internal audit function
 - of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised
 - of the implementation by the North Sydney Council of these corrective actions
 - on the appointment of the internal audit coordinator and external providers, and
 - if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities

External audit

- Act as a forum for communication between the governing body, Chief Executive Officer, senior management, the internal audit function and external audit
- Coordinate as far as is practicable, the work programs of internal audit and external audit
- Provide input and feedback on the financial statement and performance audit coverage proposed by external audit and provide feedback on the audit services provided
- Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations
- Provide advice to the governing body and/or Chief Executive Officer on action taken on significant issues raised in relevant external audit reports and better practice guides

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Risk

Risk management

Review and advise the Council:

- if the Council has in place a current and appropriate risk management framework that is consistent with the Australian risk management standard
- whether the North Sydney Council is providing the resources necessary to successfully implement its risk management framework
- whether the Council's risk management framework is adequate and effective for identifying and managing the risks the North Sydney Council faces, including those associated with individual projects, programs and other activities
- if risk management is integrated across all levels of the North Sydney Council and across all processes, operations, services, decision-making, functions and reporting
- of the adequacy of risk reports and documentation, for example, the Council's risk register and risk profile
- whether a sound approach has been followed in developing risk management plans for major projects or undertakings
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- if the North Sydney Council has taken steps to embed a culture which is committed to ethical and lawful behaviour
- if there is a positive risk culture within the North Sydney Council and strong leadership that supports effective risk management
- of the adequacy of staff training and induction in risk management
- how the Council's risk management approach impacts on the Council's insurance arrangements
- of the effectiveness of the Council's management of its assets, and
- of the effectiveness of business continuity arrangements, including business continuity plans, disaster recovery plans and the periodic testing of these plans.

Internal controls

Review and advise the Council:

- whether the Council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective
- whether the North Sydney Council has in place relevant policies and procedures and that these are periodically reviewed and updated
- whether appropriate policies and procedures are in place for the management and exercise of delegations
- whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with
- if the Council's monitoring and review of controls is sufficient, and
- if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately.

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Compliance

Review and advise the North Sydney Council of the adequacy and effectiveness of the Council's compliance framework, including:

- if the North Sydney Council has appropriately considered legal and compliance risks as part of the Council's risk management framework
- how the North Sydney Council manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements, and
- whether appropriate processes are in place to assess compliance.

Fraud and corruption

Review and advise the North Sydney Council of the adequacy and effectiveness of the Council's fraud and corruption prevention framework and activities, including whether the North Sydney Council has appropriate processes and systems in place to capture and effectively investigate fraud-related information.

Financial management

Review and advise the Council:

- if the North Sydney Council is complying with accounting standards and external accountability requirements
- of the appropriateness of the Council's accounting policies and disclosures
- of the implications for the North Sydney Council of the findings of external audits and performance audits and the Council's responses and implementation of recommendations
- whether the Council's financial statement preparation procedures and timelines are sound
- the accuracy of the Council's annual financial statements prior to external audit, including:
 - management compliance/representations
 - significant accounting and reporting issues
 - the methods used by the North Sydney Council to account for significant or unusual transactions and areas of significant estimates or judgements
 - appropriate management signoff on the statements
- if effective processes are in place to ensure financial information included in the Council's annual report is consistent with signed financial statements
- if the Council's financial management processes are adequate
- the adequacy of cash management policies and procedures
- if there are adequate controls over financial processes, for example:
 - appropriate authorisation and approval of payments and transactions
 - adequate segregation of duties
 - timely reconciliation of accounts and balances
 - review of unusual and high value purchases
- if policies and procedures for management review and consideration of the financial position and performance of the North Sydney Council are adequate
- if the Council's grants and tied funding policies and procedures are sound.

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Governance

Review and advise the North Sydney Council regarding its governance framework, including the Council's:

- decision-making processes
- implementation of governance policies and procedures
- reporting lines and accountability
- assignment of key roles and responsibilities
- committee structure
- management oversight responsibilities
- human resources and performance management activities
- reporting and communication activities
- information and communications technology (ICT) governance, and
- management and governance of the use of data, information and knowledge

Improvement

Strategic planning

Review and advise the Council:

- of the adequacy and effectiveness of the Council's integrated, planning and reporting (IP&R) processes
- if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives, and
- whether the North Sydney Council is successfully implementing and achieving its IP&R objectives and strategies.

Service reviews and business improvement

- Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)
- Review and advise the council:
 - If the North Sydney Council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance
 - if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance, and
 - how the North Sydney Council can improve its service delivery and the Council's performance of its business and functions generally

Performance data and measurement

Review and advise the Council:

- if the North Sydney Council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives
- if the performance indicators the North Sydney Council uses are effective, and
- of the adequacy of performance data collection and reporting.