



Audit, Risk and Improvement Committee

Minutes

Monday 16 February 2026



City of
Belmont

CITY OF BELMONT

Audit, Risk and Improvement Committee

Minutes

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Confidential Attachments Index

- Confidential Attachment 10.1.1– Item 10.1 refers
- Confidential Attachment 11.1.1 – Item 11.1 refers
- Confidential Attachment 11.1.2 – Item 11.1 refers
- Confidential Attachment 11.1.3 – Item 11.1 refers

Elected Members are reminded to retain their confidential papers for discussion with the minutes.

Minutes of the Audit, Risk and Improvement Committee held in the Rivervale Room, City of Belmont Civic Centre, 215 Wright Street, Cloverdale on Monday 16 February 2026 commencing at 6:30pm.

Minutes

Present

Mr J Seth	Independent Presiding Member
Ms S Zulsdorf	Independent Deputy Presiding Member
Mayor R Rossi JP (Ex Officio)	Mayor
Cr J Harris	Central Ward
Cr B Ryan	East Ward
Cr C Kulczycki	West Ward

In attendance

Mr J Christie	Chief Executive Officer
Mr S Downing	Director Corporate and Governance
Mr J Rechner	Senior Internal Auditor
Mr M Smith	Manager Information Technology
Ms E Kania	Manager Governance and Legal
Ms S Bell	Senior Governance Officer

Observers

Cr D Sessions	West Ward
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1 Official Opening

6:30pm The Presiding Member welcomed all those in attendance and declared the meeting open.

The Presiding Member read aloud the Acknowledgement of Country.

Acknowledgement of Country

Before I begin, I would like to acknowledge the Whadjuk Noongar people as the Traditional Owners of this land and pay my respects to Elders past, present and emerging.

I further acknowledge their cultural heritage, beliefs, connection and relationship with this land which continues today.

2 Apologies and leave of absence

Cr Davis (apology)

South Ward

3 Declarations of interest that might cause a conflict

3.1 Financial interests

Nil.

3.2 Disclosure of interest that may affect impartiality

Name	Item No and Title	Nature of Interest (and extent, where appropriate)
Mr J Seth	10.1.1 – Audit Log – Office of the Auditor General and other Audits	Mr J Seth engaged Paxon for personal accounting services. Paxon were engaged by the City of Belmont to perform an internal audit review of Regulation 17 in March 2025.

4 Announcements by the Presiding Member (without discussion)

4.1 Announcements

Nil.

4.2 Declarations by Members who have not given due consideration to all matters contained in the business papers presently before the meeting

Nil.

5 Confirmation of Minutes

5.1 Audit, Risk and Improvement Committee Meeting held 17 November 2025

Officer Recommendation

Rossi moved, Kulczycki seconded

That the Minutes of the Audit, Risk and Improvement Committee Meeting held on 17 November 2025 be confirmed as a true and accurate record.

Carried unanimously 7 votes to 0

For: Kulczycki, Harris, Rossi, Ryan, Sekulla, Seth and Zulsdorf

Against: Nil

6 Questions by Members on which due notice has been given (without discussion)

Nil.

7 New business of an urgent nature approved by the person presiding or by decision

Nil.

7.1 New Business

Nil.

8 Questions by members without notice

Nil.

9 Business adjourned from a previous meeting

Nil.

10 Information items

Mr J Seth disclosed at Item 3 of the Agenda "Disclosure of Interest" an Impartiality Interest in the following item in accordance with Regulation 22 of the *Local Government (Model Code of Conduct) Regulations 2021 (WA)*.

10.1 Audit Log - Office of the Auditor General and Other Audits

An Audit Log (refer Confidential Attachment 10.1.1) has been developed to capture and report on progress of all recommended actions from previous audit reports as requested by the Audit, Risk and Improvement Committee.

The Audit Log will be included for information on all Audit, Risk and Improvement Committee Agendas. Questions from Committee Members are welcome.

Attachment details

Attachment No and title

1. CONFIDENTIAL REDACTED - Audit Log - Office of the Auditor General and other Audits (Confidential Matter in accordance with the Local Government Act 1995 (WA) Section 5.23(4)(e)) [**10.1.1** - 12 pages]

Committee Notes

- Inherent risk rating is determined based on the premise that no existing controls have been implemented.
- The Office of the Auditor General (OAG) conducts comprehensive reviews pertaining to information technology, which typically results in several items for consideration. The Internal Audit team is satisfied as long as these items are being addressed and completion dates are not repeatedly postponed.
- The audit log contains progressive updates on audit recommendations that are still outstanding. The Risk Management item, which has remained in the audit log for an extended period is now nearing completion.
- All audit findings are listed on the log. If an audit finding is appropriately actioned prior to the audit being completed, then this is documented in the audit report as a point of note and not added to the log.

- The City received the latest information system findings from the Office of the Auditor General in late November 2025. Management is on track to implementing the required actions within the given time frame, taking into account the Christmas Closure. If managers determine that more staff are needed, this can be addressed during the annual budget process.
- LGIS provided a favourable assessment of the City of Belmont's Information Technology department, commending the actions undertaken by City Officers in response to findings from the Office of the Auditor General.
- The Governance, Strategy and Risk Team is in the process of implementing new Risk Management software. The transition to Skepto will streamline and automate risk management processes. The new software is expected to go live within the next 2-3 months. A new Risk Management Framework will be presented to Council upon completion.

Further Information to be Provided

- The Chief Executive Officer undertook to provide the Committee with further information regarding when the Risk Management appetite will come to Council.

11 Items requiring recommendation to Council

11.1 Internal Audit Report 2026

Voting Requirement	:	Simple Majority
Subject Index	:	19/006
Location/Property Index	:	N/A
Application Index	:	N/A
Disclosure of any Interest	:	Nil
Previous Items	:	N/A
Applicant	:	N/A
Owner	:	N/A
Responsible Division	:	Executive Services

Council role

Overseeing Overseeing the allocation of the City’s finances and resources e.g. setting the annual budget, accepting tenders, determining what services and facilities the City is to provide, annual reports, selecting the CEO and reviewing the CEO’s performance.

Purpose of report

To submit three completed internal audit reports to the Audit, Risk and Improvement Committee. These audits have been completed in accordance with the Council approved 2025-26 internal audit plan.

Summary and key issues

Findings for the completed audits are detailed below.

Corporate and Governance Division – Marketing and Communications (report issued 14 November 2025)

Good practices observed:

- Appropriate security measures including restricted permissions and two factor authentication are in place for social media and website access.
- Systems and processes for other media and communications tasks are also in place to ensure quality and accuracy.

Finding:

- Internal audit noted the following out of date documents on the City website:
 - Delegations Register 2024-25.
 - Canopy Plan 2019-24.
 - Supplier Terms and Conditions 2023-24.

Although the Marketing and Communications Team are the gatekeeper for all edit approvals, review of website information to ensure accuracy and currency is only performed by the Team on an ad hoc basis.

Development and Communities Division – Surveillance and Ranger Activities (report issued 8 December 2025)

Good practices observed:

- Appropriate security measures in place to ensure CCTV footage is only accessed by authorised officers and approved external parties.
- Appropriate processes in place to effectively manage the City's CCTV network.
- Body cameras worn by Rangers.
- Online reporting of graffiti and other damage to City property via the City's website.

Findings:

- Internal Audit identified that invoices processed through the Kentico system were approved using incorrect unit rates due to oversight following changes in the invoice calculation methodology commencing 1 August 2021.
- The City's CCTV Management and Operations Manual (published September 2025) requires updating and the CCTV Manual requires removal from the City's website.
- CCTV Activity Registers are required to be scanned and registered in the City's ECM as records. Internal Audit observed that the most recent registration in ECM corresponds to an activity dated 19 December 2018.

Corporate and Governance Division – Customer Service Response Times (report issued 15 January 2026)

Good practices observed:

- Pathway system's use of priority levels promotes timely resolution of service requests.

- Integration of Pathway data into Power BI dashboards enables efficient and insightful performance monitoring, supporting data-driven decision-making.
- Establishment of a cross-functional working group to review service delivery and system functionality.

Findings:

- Customer service requests received:
 - via telephone, in person or through a councillor e-mail are registered in Pathway.
 - via the City's website generic e-mail or postal mail are registered in Enterprise Content Management (ECM).
- Analysis of customer service management and reporting functionality identified limitations in ECM.
- Analysis of customer feedback functionality identified deficiencies in both Pathway and ECM online systems.
- Pathway has a 'Date Completed' field, but this does not always appear to be the date the customer was responded to.
- Although reporting processes are in place, Internal Audit noted the following scope limitations:
 - Pathway: Power BI Organisational Performance Report – information is limited to the number of service requests not completed (by business unit) exceeding 10 days.
 - ECM: Incomplete Tasks Exceeding 10 Days Report - information is limited to the number of tasks (by business unit) exceeding 10 days.
- Without the ability to extract a report containing details such as:
 - 'Is Feedback Required'
 - 'Date Customer Response Provided'

Internal Audit had to manually select a sample of Pathway requests and review the associated notes to complete the data analysis. This manual review revealed several inconsistencies.

- During consultations and review of Pathway data, Internal Audit noted:
 - Pathway general notes are inconsistent, making it difficult to determine whether customers were responded to within 10 working days when feedback was required.
 - Closure of service requests varies across departments, with differing interpretations of when a request is considered complete.

- Existing Pathway Work Instructions (Document Set ID's 1475008, 1552814) do not specifically:
 - Outline when Pathway requests can or cannot be closed.
 - Outline minimum requirements for Pathway 'General or Feedback' notes.
 - Define 'Date Completed'.

Officer Recommendation

Rossi moved, Zulsdorf seconded

That the Audit, Risk and Improvement Committee accepts the three internal audit reports from the Senior Internal Auditor (Confidential Attachments 11.1.1, 11.1.2 and 11.1.3) and recommends that Council:

1. Receives the report (Confidential Attachment 11.1.1) titled Internal Audit – Marketing and Communications.
2. Receives the report (Confidential Attachment 11.1.2) titled Internal Audit – Surveillance and Ranger Activities.
3. Receives the report (Confidential Attachment 11.1.3) titled Internal Audit – Customer Services Response Times.
4. Notes the City of Belmont management comments in Confidential Attachments 11.1.1, 11.1.2 and 11.1.3 and actions to be undertaken in response to the internal audit recommendations.

Carried unanimously 7 votes to 0

For: Kulczycki, Harris, Rossi, Ryan, Sekulla, Seth and Zulsdorf

Against: Nil

Committee Notes

- The City has no current concerns about the volume of posts published or removed on its Social Media accounts, nor about the efficiency with which these posts are tracked and taken down as required.
- The audit report recommended the removal of the 'CCTV Manual' from the City website, as the manual is intended primarily for internal use.

- The audit log as per Confidential Attachment 10.1.1 noted a 10% GST overcharge to an external contractor, this was reported immediately before the report was finalised. The GST was inadvertently charged twice, once by the contractor and again by the City. All related funds will be recovered by late May 2026, and documentation relating to this is accessible.
- This Internal Audit Reports for Surveillance and Ranger Activities, and Customer Service Response Times did not assess the City's goals and strategies. The Internal Audit Report for Marketing and Communications, did focus on reviewing strategies, monitoring implementation, and assessing service delivery.
- City Officers will respond to questions submitted in advance of the Audit, Risk and Improvement Committee Meeting by Elected Members.
- The 'Pathway' system relates to customer requests and how they are reported and prioritised, and action is required to close off items. ECM (Electronic Content Management) operates as the City's recordkeeping system to maintain records, but also allows for requests to be actioned. Items in ECM can also be actioned in Pathway.
- The proposed Process Improvement Date of 31 March 2026 for updating Work Instructions and expanding staff training is realistic (see Confidential Attachment 11.1.2). Most requests are received through Customer Relations or by email at belmont@belmont.wa.gov.au and logged in ECM. Achieving this will mainly require training the Records Department to use the Pathway system for capturing emails.
- City Officers might look into adopting strategies from other fields, like the Finance Sector's approach to customer complaints, though it's important to note that customer complaints and requests are quite different.
- The 10-business-day Customer Service Charter timeframe is designed to cover the period needed for receiving and acknowledging a request. It can be challenging to determine when a request should be considered complete—whether that's when the request is logged or after the requested action has been carried out, which may sometimes take longer than 10 days.
- The City has a dedicated customer complaints process managed by Complaints Officers, and some of these complaints originate from pathway requests. However, the City does not receive many such complaints.
- The City is presently undertaking a review of Customer Service operations in conjunction with the transition of the Customer Relations department to the oversight of the Manager PR & Stakeholder Engagement. The City welcomes any recommendations the Committee may wish to provide.

Further Information to be Provided

- The Director of Corporate and Governance undertook to investigate whether any payment systems were changed last year that might have included problems like the unit rate issue with the Kentico software mentioned in Confidential Attachment 11.1.2.

Location

Not applicable.

Consultation

All draft internal audit reports were reviewed by relevant staff, Managers, Directors and the CEO before being issued for action.

Strategic Community Plan implications

In accordance with the 2024–2034 Strategic Community Plan:

Key Performance Area: Performance

Outcome: 10. Effective leadership, governance and financial management.

Policy implications

There are no policy implications associated with this report.

Statutory environment

Local Government Act 1995 (WA)

7.1A. Establishment of audit, risk and improvement committee

- (1) A local government must establish a committee of its council under section 5.8 to be called the audit, risk and improvement committee.

Local Government (Audit) Regulations 1996 (WA)

16. Functions of audit, risk and improvement committee

An audit, risk and improvement committee has the following functions —

- (a) to receive and review reports on, and recommend to the council actions to be taken in relation to —
 - (i) audits under Part 7 of the Act; and
 - (ii) compliance audits; and
 - (iii) reviews under regulation 17;
- (b) to otherwise receive and review reports on the appropriateness and effectiveness of, and recommend to the council improvements to, the local government's systems and procedures in relation to —
 - (i) financial management; and
 - (ii) legislative compliance; and
 - (iii) risk management;
- (c) to receive and review reports on, and recommend to the council improvements to, the implementation of any actions that the local government —
 - (i) is required to take under section 7.12A(3); and
 - (ii) has stated it has taken or intends to take in a report prepared under section 7.12A(4)(a); and
 - (iii) has otherwise decided to take in response to a report or recommendation referred to in paragraph (a) or (b); and
 - (iv) has stated it has done or proposes to do in written advice prepared under section 8.6(1)(a) or 8.23(4)(a);
- (d) any other function conferred on the audit, risk and improvement committee under these regulations or another written law.

17. CEO to review certain systems and procedures

- (1) The CEO must review the appropriateness and effectiveness of the local government's systems and procedures in relation to the following matters —
 - (a) financial management;
 - (b) legislative compliance;
 - (c) risk management.
- (2) Under subregulation (1), the CEO may review any or all of the matters referred to in subregulation (1)(a) to (c) at any time but must review each of those matters not less than once in every 4 financial years.

- (3) The CEO must report to the audit, risk and improvement committee the results of each review carried out under subregulation (1).

Local Government (Financial Management) Regulations 1996 (WA)

- (2) CEO's duties as to financial management

- (c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 3 financial years) and report to the local government the results of those reviews.

Note: At the time the audit was conducted, this clause was relevant, it has since been repealed

Background

The internal audit function operates in accordance with Council approved Terms of reference (TOR) and Council approved annual internal audit plans.

The TOR requires the Senior Internal Auditor to be functionally accountable to the CEO and Council via the Audit, Risk and Improvement Committee.

The TOR also requires final engagement audit reports to be issued to the CEO and Council via the Audit, Risk and Improvement Committee.

Report

Corporate and Governance Division – Marketing and Communications (report issued 14 November 2025)

Audit objectives were:

- Determine if appropriate controls are in place to ensure public communications are accurate, complete and timely.
- Assess whether social media policies, monitoring, staff training, and escalation procedures are effectively implemented to manage reputational risks.
- Determine compliance with the Business Management Systems (BMSs).

Scope included:

Strategic alignment

- Engagement Strategy 2023 & Beyond.

- Engagement Strategy 2023 & Beyond Implementation Plan.
- Performance Reporting (Power BI dashboard) against the Engagement Strategy 2023 & Beyond.

Public communications

- Digital (i.e. social media, website, e-newsletter).
- Print (i.e. Bulletin).
- Media enquiries.

Business Management Systems

- Crisis Communication Management.
- Manage Communications – External.
- Manage the Media.
- Marketing and Communications Master Process.

Findings and Management Responses

- Internal audit noted the following out of date documents on the City website:
 - Delegations Register 2024-25.
 - Canopy Plan 2019-24.
 - Supplier Terms and Conditions 2023-24.

Although the Marketing and Communications Team are the gatekeeper for all edit approvals, review of website information to ensure accuracy and currency is only performed by the Team on an ad hoc basis.

Management has agreed to the following:

- Nominated responsible officers to ensure a 'web end publish date' is added to ECM, so that documents are removed from the website once they become outdated.
- Marketing and Communications Team to send out quarterly reminders to editor users regarding their content review responsibilities.

Development and Communities Division – Surveillance and Ranger Activities (report issued 8 December 2025)

Audit objectives were:

- Determine the effectiveness of the City's CCTV management framework in supporting community safety outcomes, ensure compliance with legislative requirements, and maintaining data security.
- Assess the effectiveness and efficiency of Ranger Services in enforcing legislation, local laws, and policies consistently, and supporting the City's strategic and operational community safety objectives.
- Determine whether community safety related contracts are managed to ensure compliance with contractual obligations, KPIs, and service level agreements.

Scope included:

CCTV Management

- Governance and policy framework for CCTV management.
- Compliance with relevant legislation, regulations, and internal policies.
- Processes for CCTV installation, maintenance, upgrades, and decommissioning.
- Access, use, and monitoring of CCTV footage, including data security and privacy controls.
- Performance reporting on effectiveness, including incident response and performance measures.

Ranger Services

- Ranger operations in animal control, parking enforcement, and local law compliance.
- Incident response, recording, and follow-up procedures.
- Resource allocation, rostering, and deployment practices.
- Reporting to management on community safety and service performance.
- Integration with technologies such as Pathway, RAPID, CCTV and two-way radio systems.

Contact Management

- Tender 02/2023 – Provision of Community Watch Services
- Tender 07/2025 – Supply, Installation and Maintenance of CCTV Systems
- Tender 01/2023 – Provision of Criminal Damage (Graffiti) and Maintenance of Infrastructure
- Quotation 31/2023 – Provision of Call Centre – Community Watch Security Services

Business Management Systems

- Safer Communities Operational Plan 2025 - 2028.
- Community Safety Strategy 2025 – 2030
- CCTV Management and Operations Manual.
- Policies, system procedures, process maps, and work instructions.

Findings and Management Responses

- Internal Audit identified that invoices processed through the Kentico system were approved using incorrect unit rates due to oversight following changes in the invoice calculation methodology commencing 1 August 2021.

Management has agreed to:

- Recover the overpayments from the contractor.
- Implement system controls or conduct periodic independent reviews of invoice calculations to ensure unit rates are accurately verified.
- The City's CCTV Management and Operations Manual (published September 2025) requires updating and the CCTV Manual requires removal from the City's website.

Management has agreed to:

- Make the required updates to the CCTV Manual.
- Remove the CCTV Manual from the City's website.
- CCTV Activity Registers are required to be scanned and registered in the City's ECM as records. Internal Audit observed that the most recent registration in ECM corresponds to an activity dated 19 December 2018.

Management has agreed to:

- Scan completed CCTV Activity Registers and register in ECM promptly.
- Investigate the feasibility of using the e-Pathway request form for all external parties (including WA Police) to request and view CCTV footage.

Corporate and Governance Division – Customer Service Response Times (report issued 15 January 2026)

Audit objectives were:

- Determine if customer requests are recorded in Pathway and/or registered in ECM and responded to within 10 working days.

- Determine if appropriate staff awareness, training and accountability processes are in place.

Scope included:

- Analysis and sampling of Pathway service requests data generated from the Pathway System for the period 1 January 2025 to 30 June 2025.
- Analysis and sampling of written customer requests registered in ECM for the period 1 January 2025 to 30 June 2025.
- Review of the complaints log to identify any complaints where service requests were not managed in Pathway and/or in ECM.
- Review of processes in place to support staff awareness, training and accountability.

Findings and Management Responses

- Customer service requests received:
 - via telephone, in person or through a councillor e-mail are registered in Pathway.
 - via the City's website generic e-mail or postal mail are registered in Enterprise Content Management (ECM).

Analysis of customer service management and reporting functionality identified limitations in ECM.

Management has agreed to investigate the feasibility of using Pathway in the management of all service requests.

- Analysis of customer feedback functionality identified deficiencies in both Pathway and ECM online systems.

Pathway has a 'Date Completed' field, but this does not always appear to be the date the customer was responded to.

Although reporting processes are in place, Internal Audit noted the following scope limitations:

- Pathway: Power BI Organisational Performance Report – information is limited to the number of service requests not completed (by business unit) exceeding 10 days.
- ECM: Incomplete Tasks Exceeding 10 Days Report - information is limited to the number of tasks (by business unit) exceeding 10 days.

Without the ability to extract a report containing details such as:

- 'Is Feedback Required'

- 'Date Customer Response Provided'

Internal Audit had to manually select a sample of Pathway requests and review the associated notes to complete the data analysis. This manual review revealed several inconsistencies.

Management has agreed to configure Pathway so that the 'Is Feedback Required' and 'Date Customer Response Provided' fields are easily retrievable for real-time monitoring and reporting.

- During consultations and review of Pathway data, Internal Audit noted:
 - Pathway general notes are inconsistent, making it difficult to determine whether customers were responded to within 10 working days when feedback was required.
 - Closure of service requests varies across departments, with differing interpretations of when a request is considered complete.

Existing Pathway Work Instructions (Doc. IDs 1475008, 1552814) do not specifically:

- Outline when Pathway requests can or cannot be closed.
- Outline minimum requirements for Pathway 'General or Feedback' notes.
- Define 'Date Completed'.

Management has agreed to:

- Update existing Work Instructions and/or develop a Pathway training toolkit.
- Expand staff training program to incorporate the process improvements noted in this audit report.

Financial implications

There are no financial implications evident at this time.

Environmental implications

There are no environmental implications associated with this report.

Social implications

There are no social implications associated with this report.

Attachment details

Attachment No and title	
1.	CONFIDENTIAL REDACTED - Internal Audit 2025 - Audit Report (Marketing and Communications) (Confidential Matter in Accordance with Local Government Act 1995 Section 5.23(4)(e) [11.1.1 - 9 pages]
2.	CONFIDENTIAL REDACTED - Internal Audit 2025 - Audit Report (Surveillance and Ranger Activities) (Confidential Matter in Accordance with Local Government Act 1995 Section 5.23(4)(e) [11.1.2 - 13 pages]
3.	CONFIDENTIAL REDACTED - Internal Audit 2025 - Audit Report (Customer Service Response Times) (Confidential Matter in Accordance with Local Government Act 1995 Section 5.23(4)(e) [11.1.3 - 8 pages]

12 Next Meeting

The next meeting of the Audit, Risk and Improvement Committee will be advised.

13 Closure

There being no further business, the Presiding Member thanked everyone for their attendance and closed the meeting at 7:14pm.