



Audit, Risk and Improvement Four Year Strategic Workplan

2024-28



Parkes Shire Council

Parkes Shire Council
2 Cecile Street (PO Box 337)
PARKES NSW 2870



02 6861 2333



council@parkes.nsw.gov.au



www.parkes.nsw.gov.au

Controlled Document Information

Document History	
Date	Details / Comments
10 September 2025	<i>Provided to the Audit, Risk and Improvement Committee Independent Chair for review and feedback.</i>
24 September	<i>Endorsed by Audit, Risk and Improvement Committee</i>
21 October	<i>Endorsed by Parkes Shire Council</i>



Audit, Risk and Improvement Committee Four Year Strategic Workplan

Contents

1. Acknowledgement of Country	4
2. Message from the Audit, Risk and Improvement Committee Chair	5
3. About the Audit, Risk and Improvement Four Year Strategic Plan	6
4. Parkes Shire Profile	7
5. Parkes Shire Community Profile	8
6. Parkes Shire Community	9
7. About the Audit, risk and Improvement Committee	10
8. Audit, Risk and Improvement Committee Members	11
Independent Chair	11
Independent Members	11
Non-Voting Councillor Member	11
Member Profiles	12
9. Key Priorities, Aspirations and Concerns	14
10. Strategic Objectives	15
11. Service Reviews	16
12. Four Year Internal Audit Plan.....	17
13. Audit Office Client Service Plan for 2024-25.....	22
14. Audit, Risk and Improvement Committee Four Year Workplan	23
15. Measuring Our Success.....	28
16. Key Performance Measures.....	29
17. Contact Information	31

1. Acknowledgement of Country

Parkes Shire is part of the Wiradjuri nation - the largest Aboriginal territory at the time of European settlement. Parkes Shire Council acknowledges the Wiradjuri people who are the Traditional Custodians of the Land and pays respect to the Elders both past and present of the Wiradjuri nation.

The Wiradjuri are the largest group in central New South Wales (NSW) by area and population, with lands stretching from Coonabarabran in the North to the Great Dividing Range and out to Western NSW, encompassing one fifth of NSW and are known as the people of the three rivers: the *Wambuul* (now known as the Macquarie River), the *Galari* (the Lachlan River), and the *Marrambidya* (the Murrumbidgee River).

The Wiradjuri people live in harmony with the Country, they believe they don't own the land, but that they are responsible for looking after it. The Gugaa (Goanna) is the overarching totem for the Wiradjuri Nation. It is the symbol that connects all people, past and present, of Wiradjuri land.

We recognise and respect their cultural heritage, beliefs and continuing connection with the land and rivers and recognise the resilience, strength, and pride of the Wiradjuri community.





2. Message from the Audit, Risk and Improvement Committee Chair

It is my pleasure to present the Parkes Shire Council Audit, Risk and Improvement Committee's (ARIC) Four Year Strategic Work Plan for the 2024–2028 Council term.

This plan is one of the recommended elements of good practice in the Risk Management and Internal Audit Guidelines (the Guidelines) issued by the Office of Local Government, which states:

It is essential that the work of the audit, risk and improvement committee is thoroughly planned and executed to ensure that no council activity or function is missed by the committee and that councils receive value for money from their assurance investment. (p33)

In developing this plan, the ARIC has sought input from a wide range of sources, including:

- Councillors
- Council's approved Community Strategic Plan, Delivery Program, Operational Plan and Budget
- senior staff of Council
- Council's risk management function
- Council's internal audit function
- Council's Service Review program
- Council's external audit function, embracing both financial statement audits and performance audits
- our obligations under the *Local Government Act 1993*, the *Local Government (General) Regulation 2021*
- recommended guidance in the Guidelines
- relevant publications by other watchdog bodies such as the NSW Independent Commission Against Corruption and the NSW Ombudsman.

This process supports our intention that the ARIC's focus and priorities are risk based, and informed both by historical insights and current strategic directions.

This 4-year Strategic Workplan will inform our Annual Workplan, which we use to determine the specific scope and focus of the agenda for each ARIC meeting.

We also note that the Guidelines propose that at least once each Council term the Council ought to conduct a review of the effectiveness of the ARIC. This Plan provides a key component to support such review.

Stephen Horne
Parkes Shire Council
Audit Risk and Improvement Committee Chair



3. About the Audit, Risk and Improvement Four Year Strategic Plan

The Audit, Risk and Improvement Committee (ARIC) plays a critical role in supporting Council's governance, accountability, and continuous improvement. This Four Year Strategic Plan aligns with the current term of Council as the OLG requires. It outlines the Committee's priorities and planned activities from 2024 to 2028, aligned with the Parkes Shire 2035+ Integrated Planning and Reporting suite of documents, including the Community Strategic Plan, the Delivery Program, and the Operational Plan and Budgets.

This plan is a requirement of the Local Government Act 1993 and the prescribed Guidelines for Risk Management and Internal Audit for Local Government NSW and has been developed by the ARIC in consultation with Parkes Shire Council's Councillors, General Manager, the head of the internal audit function and seniors managers.

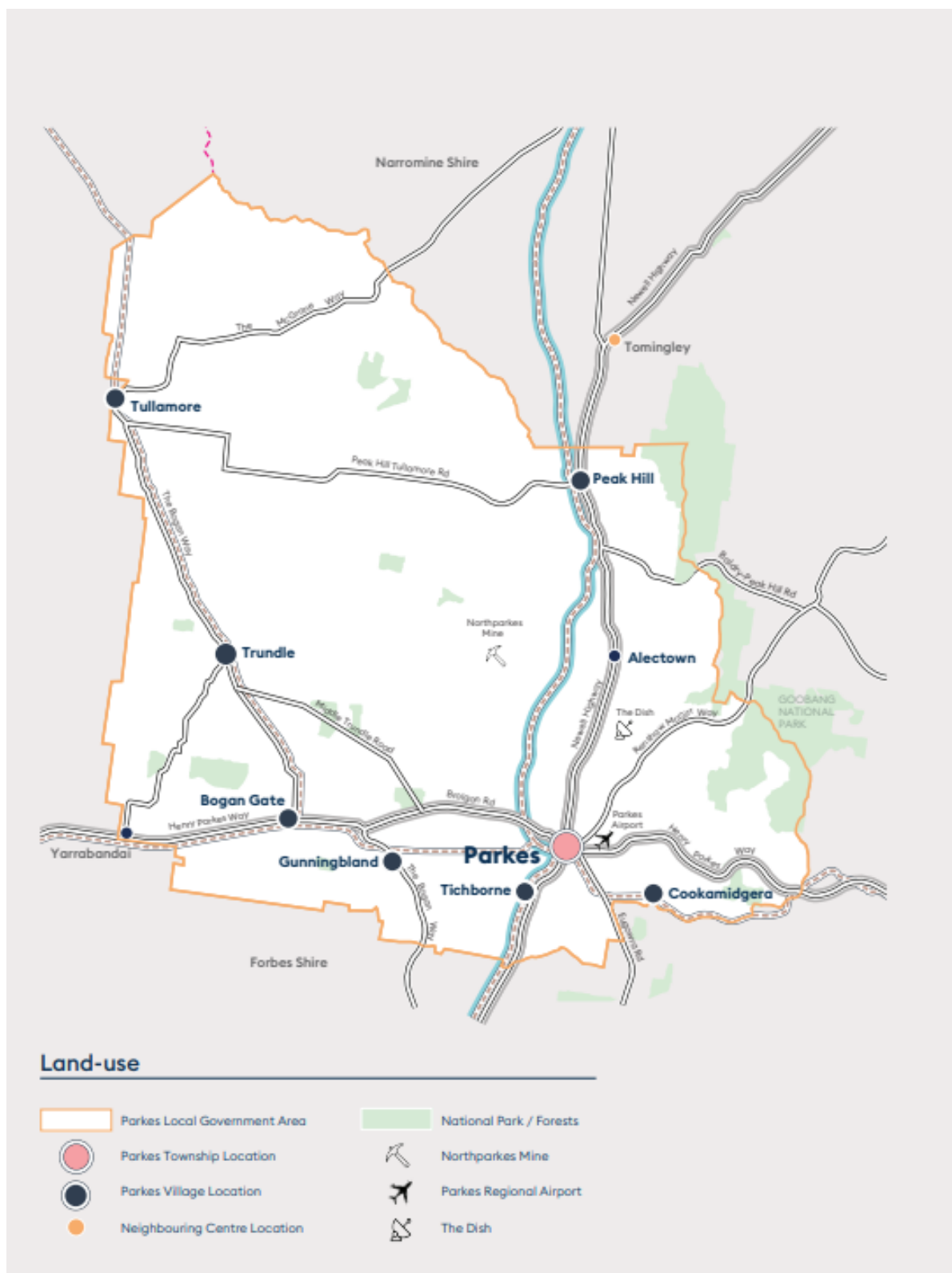
This Four Year Strategic Plan is reviewed annually to ensure that it is dynamic, relevant and aligns with Council's risk profile as it evolves over time.

In line with Council's suite of Integrated Planning and Reporting documents, it is also structured around the Quadruple Bottom Line (Community, Economy, Environment, and Leadership) and reflects the principles of equity, access, participation, and rights.

Community Strategic Plan Theme	ARIC Contribution
Community	Oversight of service reviews and community-facing compliance (e.g. child safety, social justice, complaints handling)
Economy	Assurance over procurement, grants, and economic development risk
Environment	Review of environmental compliance, climate risk, and sustainability reporting
Leadership	Governance, risk management, internal audit, financial sustainability, equitable resource allocation, and continuous improvement



4. Parkes Shire Profile





5. Parkes Shire Community Profile

Geographical area

5,919 sq kms

Population

Shire: 14,256

Parkes: 11,162
(incl. Cookamiejeru, Alectown
and Tichborne)

Bogan Gate: 269

Trundle: 568

Tullamore: 369

Peak Hill: 1,162

Diversity

Indigenous population: 10%

Born overseas: 5.4%

Non-english-speaking
background: 5.7%

Gender

Male: 49.2%

Female: 50.8%

Age

Pre-school children
(0-4 years): 6.4%

Primary school
(5-11): 9.9%

Secondary schoolers
(12-17): 8.1%

Tertiary education /
Independence
(18-24): 8.2%

Young workforce
(25-34): 10.5%

Parents / homebuilder
(25-49): 16.9%

Older works and
pre-retirees
(50-59): 13.6%

Empty nester and retirees
(60-69): 12.1%

Seniors (70+): 14.2%

Projected trends

Projected Shire population
in 2036: 14,800

Projected dwellings
in 2036: 7,500

Projected households
in 2036: 6,500

Overview



Shire population
14,256



Median age
41 Years



Couples with
children
39.7%



Dwellings in Shire
6,750



Households in Shire
5,837

Employment

In 2016 % of population had the following occupation:



Managers
17.4%



Professionals
14.7%



Technicians and
trades workers
24.3%



Unemployed
7.4%



Average income p/w
\$1088

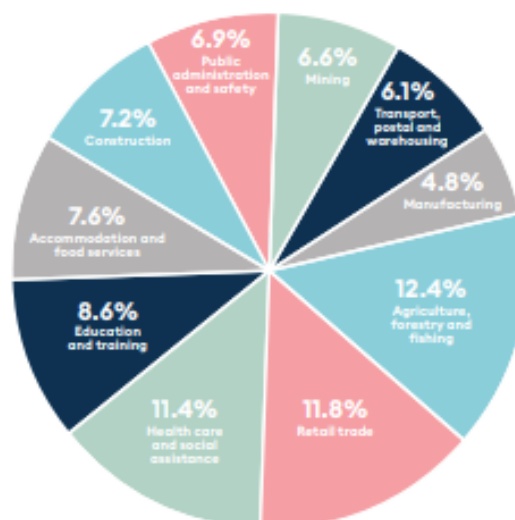


Undertake
voluntary work
24.3%



6,303 labour force
3,644 full time workers
2,655 part time workers

Industries by employment





6. Parkes Shire Community

Parkes Shire sits at the heart of Central West NSW, taking in some of the richest and most productive agriculture farming and grazing lands in NSW. Parkes Shire is renowned for its stunning natural beauty, our unique diversity of economy with a welcoming and friendly community.

What makes Parkes Shire unique?

Economy	Parkes Shire boasts a strong, diverse economy, with a Gross Regional Product ("GRP") of \$858 million in 2021. Our economy is underpinned by the agriculture and mining industries and strengthened by the transport and logistics industries also including retail and public administration sectors. Just over 1,400 local business operate in Parkes Shire, with 6,526* residents - around 57 per cent of our population - in the workforce.
Towns and Villages	Parkes Shire is made up of a network of Towns and Villages, with plenty to discover across the Shire. Parkes is our largest town with many of our attractions in and around Parkes. However, our other towns, Trundle, Tullamore, Peak Hill, and Bogan Gate are also worth the pause and visit too with picturesque natural and historic features. Parkes Shire has six villages. These are Alectown, Cookmidgera, Gunningbland, Nelungaloo, Tichborne, and Trewilga. While small they each have their own history to explore.
Open Spaces	The natural environment in Parkes Shire, including our network of parks and open spaces, is highly valued by residents and visitors. The Lake Endeavour recreational precinct providing excellent opportunities for both passive and active recreation and biodiversity. Several highly valued community and tourism assets exist and various sporting fields and parks. The quality of our existing open space is generally high, providing the opportunities to connect with our neighbourhoods, liveability standards for improved health and wellbeing meeting current and future needs.
Social Infrastructure	Parkes Shire is serviced by a range of community services, schools and childcare centres. Many of our youth, senior, disability and health services are located within the local area, including a newly established hospital.
Resilience	Our future directions entail one of reflection, investment and preparedness as a community. A collaborative and inclusive approach with our communities, businesses and all levels of government is key to our success. Disaster risk reduction is a shared responsibility. Everyone has a role to play, and Councils are well placed to facilitate and advocate for change being the closest level of Government to the community. Natural hazards will continue to exist, but disasters are preventable and at all levels of Government, we are responsible for the safety of our communities, current and future generations.



7. About the Audit, risk and Improvement Committee

Council's current ARIC commenced from 1 June 2022. It was established in line with the draft *Risk Management and Internal Audit Guideline for Local Councils in NSW*, published by the Office of Local Government in August 2021, which include model Terms of Reference for Audit, Risk and Improvement Committees that clearly outline the objective, authority, composition, role, responsibilities and administrative arrangements of the Committee and its members.

The Audit, Risk and Improvement Committee (ARIC) is an advisory committee that was established under section 428A of the Local Government Act 1993 that promotes good corporate governance and provides independent assurance and assistance to the General Manager and elected Council on:

- Compliance,
- Risk management,
- Fraud control,
- Financial management,
- Governance,
- Implementation of the Integrated Planning and Reporting (IP&R) framework,
- Service reviews,
- Collection of performance management data by Council, and
- Any other matters prescribed by legislation.

The ARIC meets at least four times each year, with the agenda for each meeting being guided by this workplan.

After the 2024 NSW Local Government Elections, the newly elected Council, at its Ordinary Council Meeting in November 2024, appointed a Non-voting Councillor Member and alternate to the Committee [OCM 346/24].

At its Meeting in November 2024, ARIC reviewed and updated the Terms of Reference (ToR) as required following the election.



8. Audit, Risk and Improvement Committee Members

The ARIC consists of an independent chair and two independent members who have voting rights and one non-voting Councillor member. The Mayor cannot be appointed as the Councillor member.

Members are appointed by resolution of Council for up to four years and may be reappointed for a further four years, however, members can only hold a position for a maximum of eight years in a ten-year period.

The Mayor, General Manager and the Internal Audit Coordinator should attend Committee meetings as non-voting observers. Councillors can request to attend ARIC meetings as an observer.

The Parkes Shire Council ARIC has the appropriate mix of skills, knowledge and experience necessary to successfully implement the guidelines and value add to Council. The term of each of the members is managed in line with the ToR.

Independent Chair

Following a selection process, Mr. Stephen Horne was appointed as the independent Chair for a four (4) year term commencing 1 June 2022 and concluding 30 May 2026 [Res 22-147].

Independent Members

Following a selection process, Council appointed two (2) independent members to the ARIC in 2022 [Res 22-147]:

- Mr. Tony Harb, four (4) year term from 1 June 2022 to 30 May 2026.
- Dr Meredith Caelli, three (3) year term from 1 June 2022 to 30 May 2025.

Following an assessment of performance in 2025, Council reappointed Dr Meredith Caelli for a second and final term [EMCC 013/25]:

- Dr Meredith Caelli, three (3) year term from 1 June 2025 to 30 May 2028

Non-Voting Councillor Member

Council appointed Cr Marg Applebee as a non-voting member (Council delegate) of the committee and Cr Joy Paddison as the alternate representative.



Member Profiles

Stephen Horne (Chair)



Serving as a non-executive director since 2015, Stephen has developed a portfolio of audit committee experience spanning the Commonwealth, NSWG, NSW Local Government and Victorian Local Government sectors.

Stephen has served on 23 different audit & risk committees since 2016, and has trained over 300 people in best practices for ARCs since 2018. Stephen previously served for 38 years in the NSW public sector, including roles of NSW Assistant Auditor-General (Performance Audit) and Chief Executive of the Internal Audit Bureau (IAB).

Stephen is a qualified Company Director (GAICD), Governance Professional (FGIA, FCG, CGP), certified internal auditor (PFIIA, CIA, CGAP), is certified in risk management assurance (CRMA), and has a business degree and postgraduate qualifications in management, management communications and fraud control.

Tony Harb (Independent Member)



Tony Harb is an accountant and risk management professional with over 30 years' experience in internal and external audit, enterprise risk management, financial control, corporate change and strategic management.

Tony is a Chartered Accountant and the founding Director of InConsult, a risk management and internal auditing firm.

Prior to establishing InConsult, Tony Harb held senior roles in the private sector, including at Ernst & Young, Allianz and Combroom. Mr Harb has considerable experience working in the local government sector, and currently serves on the Audit, Risk and Improvement Committees of several councils. He also holds a Bachelor of Accounting and Master of Business Administration.

Meredith Caelli (Independent Member)



Dr Meredith Caelli is a seasoned governance and risk professional with a breadth of knowledge from over 25 years of experience in the NSW Public Sector. This has included work as the Disaster Coordinator for NSW Health Pathology and six years as Manager Audit and Risk. She holds a Graduate Certificate in Business Administration and Graduate Certificate in Internal Auditing, as well as a Doctor of Philosophy in Community Medicine and Clinical Epidemiology.

Prior to joining NSW Health in 2002, Dr Caelli was a lecturer in public health at the University of New South Wales and later, an Infection Control specialist with the Royal Newcastle Hospital. Dr Caelli currently serves on the Audit, Risk and Improvement Committee of one other council. She holds a Graduate Certificate in Business Administration and Graduate Certificate in Internal Auditing, as well as a Doctor of Philosophy in Community Medicine and Clinical Epidemiology.



Cr Marg Applebee
Non-voting Council delegate



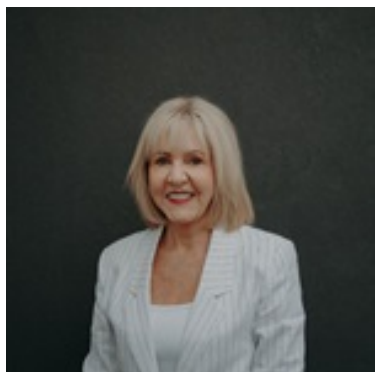
Councillor Marg Applebee was elected for her second term as Deputy Mayor at the Special Council Meeting held on 8 October 2024. Cr Applebee has served as Councillor since the 2021 elections and was an alternate non-voting Council delegate in her previous term.

After moving to Parkes in 1989 as a high school student, where she completed her secondary education and went on to study at Parkes TAFE, Marg has since completed studies in project management, event management and governance.

Cr Applebee has been fortunate to work in areas that she has had a passion for, including working with people with disabilities and the environment. She has served as a director on several boards over the past 15 years and is currently a Director for Currajong Disability Services.

Marg is also the Local Landcare Coordinator for Central West Lachlan Landcare (CWLL), overseeing regional and local projects.

Cr Joy Paddison
Alternate non-voting Council delegate



Cr Paddison moved to Parkes in 1981 to marry her husband, local man Garry Paddison. They have three adult children - Lisa, married to Craig O'Shannessy (grandparents to their children Milla and Finn) - along with Andrew and Megan.

A former owner of local business Ozfarm Services, Cr Paddison also holds qualifications in finance and business administration, NSW Government OHS, Business Leadership Mastery and Women in Business programs.

She is also a published children's book author, a registered civil celebrant, a Parkes M & D Society member, and a volunteer palliative care support worker.



9. Key Priorities, Aspirations and Concerns

This Strategic Work Plan was developed through a collaborative process involving consultation with Councillors, senior management, liaison with Internal Audit, External Audit and risk management, a review of previous ARIC reports and outstanding actions.

Key Priorities

- **Enhancing Strategic Alignment**
Ensuring ARIC activities are integrated with the Community Strategic Plan, Delivery Program, and Operational Plan.
- **Embedding Risk Culture**
Promoting a proactive approach to risk identification, management, and mitigation across all levels of Council, including fraud and corruption prevention.
- **Strengthening Governance and Accountability**
Ensuring robust oversight of internal controls, compliance, and audit processes to support transparent decision-making.
- **Driving Continuous Improvement**
Supporting service reviews and performance monitoring to enhance efficiency, effectiveness, and community outcomes.

Aspirations

- To position ARIC as a strategic partner in Council's transformation and innovation journey.
- To mature the risk culture throughout Council so that consideration of risk becomes business as usual and informs all decision making.
- To build a culture of learning and improvement through evidence-based reviews and insights.
- To increase visibility and understanding of ARIC's role across Council and the community.

Key Concerns

- **Rapidly Evolving Risk Landscape**
Emerging risks such as cyber threats, climate change, and regulatory shifts.
- **Resourcing and Capacity**
Adequacy of resources and expertise are available to deliver the internal audit and service review programs.
- **Legacy Risks and Outstanding Actions**
Unresolved audit findings and systemic risks identified in ARIC reports.

This plan strategically distributes service reviews, audits, and improvement activities across Council's business units. Prioritisation is risk-based, ensuring focus on high-impact areas while balancing operational demands.



10.Strategic Objectives

Building on the key priorities and concerns identified through consultation and review, the following strategic objectives define the Committee's core areas of focus for the 2024–28 period.

Governance and Oversight

- Develop this Four Year Strategic Workplan 2024-2028
- Review and endorse the Internal Audit Charter and Four Year Internal Audit Plan, and oversight the operation of the internal audit activity
- Monitor implementation of internal and external audit recommendations
- Oversee compliance with legislative and regulatory obligations
- Conduct annual ARIC self-assessments for years 1-3 of this plan, with Council undertaking a final assessment of the ARIC at the end of Council's term

Risk Management

- Review Council's Risk Management Framework and Risk Register annually
- Monitor Council's response to emerging risks including cyber, climate, and fraud and corruption
- Monitor the operation of business continuity and disaster recovery arrangements

Service and Performance Improvement

- Oversee the Service Review Program (aligned with Operational Plan actions)
- Monitor implementation of business improvement initiatives
- Review performance reporting frameworks and KPIs

Financial and Compliance Assurance

- Monitor Council's financial management arrangements.
- Review external audit reports and management responses
- Monitor financial sustainability indicators
- Monitor the operation of the control environment.



11. Service Reviews

Service reviews are a key mechanism for driving continuous improvement, ensuring that Council services remain efficient, effective, and aligned with community needs and strategic priorities. They provide an opportunity to assess whether services are being delivered in the most appropriate way, whether resources are being used optimally, and whether outcomes are meeting expectations.

Through service reviews, Council can identify opportunities for innovation, cost savings, improved customer experience, and better alignment with legislative and policy requirements. They also support transparency and accountability by providing evidence-based insights into service performance.

Service reviews are particularly important in the context of the Audit, Risk and Improvement Committee's role, as they intersect with governance, risk management, and performance monitoring functions.

The following service review schedule has been developed in consultation with the Executive Leadership Team and aligned with Council's Community Strategic Plan and Delivery Program. Reviews have been prioritised based on assessed risk, ensuring that areas of greatest strategic, operational, or compliance concern are addressed first.

Service Area	Review Year	Lead Directorate
Organisation-wide review	2024-25	Customer, Corporate Services and Economy
Area Service Reviews (high-level reviews of each service area with a view to identifying high risk areas for further deep-dive reviews)	2025-26	Every Directorate
To be determined from the 2025-26 reviews	2026-28	



12.Four Year Internal Audit Plan

Council's Internal Audit Charter was reviewed by ARIC and adopted by Council at the 16 September 2025 Council meeting.

Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
WHS Management System Accreditation Audit	Review the conformance to, and implementation of Parkes Shire Council's Occupational Health and Safety Management System to ensure compliance with the requirements of ISO 45001:2018 Occupational health and safety management systems - Requirements with guidance for use.	Death or injury of employees, contractors or public Significant requirements with regards to WHS and compliance obligations with regards to staff, contractors, and volunteers. Inadequate management could result in significant fines and penalties, or serious injury.	SAI Global	✓	✓	✓	✓
WHS Management System Audit	Review the conformance to, and implementation of, Parkes Shire Council's WHSMS against the requirements of ISO 45001 for the purpose of providing advice on strategies for improvement where gaps are identified.	Death or injury of employees, contractors or public Significant requirements with regards to WHS and compliance obligations with regards to staff, contractors, and volunteers. Inadequate management could result in significant fines and penalties, or serious injury.	Parkes Shire Council	✓	✓	✓	✓
Contractors Volunteers and Working with Children	Operational review of the management of contractors and volunteers across Council. This included considering compliance requirements with Working with Children (including Council employees), confidentiality and work health and safety requirements.	Death or injury of employees, contractors or public Significant requirements with regards to WHS and compliance obligations with regards to contractors, volunteers and Working with Children certification across Council. Inadequate management could result in significant fines and penalties.	Lambourne Partners	✓			
Staff Attraction and Retention	Assessment of the Council's framework for the attraction and retention of staff. The scope considered, but was not limited to remuneration packages offered, employee benefits, training and development and alignment of Council with key industry bodies and educational institutions, to increase the opportunities for identifying potential future employees.	Attract & Retain Staff Significant competition in the attraction of new staff to Council, with significant competition from mining and agricultural sectors and other regional centres in proximity to Council. Ensuring the Council remains competitive in the marketplace with regards to compensation, is considering all employee benefits at its discretion, and ensure sufficient consideration is given to training and development.	Lambourne Partners	✓			



Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Plant and Fleet Utilisation	A review of Council's management of machinery utilisation to assess its effectiveness and efficiency. This included a focus on accuracy in the capturing and recording of plant utilisation time, information available to Council, such as GPS data, charge-out rates and planning for the replacement of Plant and Fleet.	Failure to achieve designated goals With the significant amount of maintenance work expected to be completed across Council in the coming months, as a result of a series of weather events, efficient and effective scheduling of plant and equipment across the Council is critical to ensure all equipment is being utilised to its full potential and works completed as efficiently as possible.	Lambourne Partners	✓			
Sundry Income and Cash Handling	Review of Council's sundry income and cash handling process focusing on receipt and recognition of income sources, reconciliation and secure handling of cash takings and management reporting and monitoring of income sources. The audit also considered misappropriation of cash based income and failure to recognise all revenue from sundry sources.	Failure to achieve sustainable financial position Cash is highly susceptible to fraud and misappropriation. In addition, the inappropriate security and handling of cash could increase the risk of theft or armed holdup, placing Council employee's health and safety at risk. These risks are increased for Council given cash handling is completed at multiple locations.	Lambourne Partners	✓			
Environmental Management Framework	Assessment of Council's current environmental management framework across multiple departments to ensure it meets requirements.		Lambourne Partners		✓		
Building Maintenance	Consider the Council's building maintenance framework for planned, preventative and unplanned maintenance on Council's assets across the Local Government Area. The assessment to consider community facilities and assets across the Local Government area, including the identification and management of associated risks with the buildings (access and security, asbestos, damage etc).	Manage assets for the future Structure planned and preventative maintenance of Council assets ensures assets are maintained at their most optimum state and delays major capital works costs for the Council.	Lambourne Partners		✓		



Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Privacy Management	Compliance review of the management and security of approved employer and customer information to determine adequate physical and virtual security exists and compliance with privacy laws and regulations, including the Australian Privacy Principles. Privacy management procedures and behaviours are established through formalised and structured employee induction processes; ongoing and regular training and awareness; policies and monitoring of external devices; and activities and controls to enhance employee engagement. Additionally, there were changes to the Privacy Act which introduced Data Breach reporting requirements, which Council needed to embed within policies and procedures.	Failure to manage risks As a Public Entity, there is a social expectation that data relating to employers and employees retained by Council is secure. Adequate procedures and physical and virtual controls can ensure this expectation is fulfilled. Additionally, changes to the Privacy Act regarding identification and reporting of data breaches came into effect in 2018. The review would assess processes and procedures put in place to ensure compliance with the additional reporting obligations.	Lambourne Partners		✓		
Ranger Services	Assessment of the integration of legislative requirements, particularly legislative changes in parking tickets and hidden fees; animal management; and conservation, into the policies and procedures for ranger services by Council.		Lambourne Partners		✓		
Business Continuity Maturity Assessment	Assessment of the procedures and effectiveness regarding Council's plan in the event of a disaster, including the re-establishment of employees, critical services, and recovery of critical data in the event of disaster. Review will entail an assessment of the overall maturity of the Council's Business Continuity Plan and Disaster Recovery Plan against the Australian Standard ISO 22301:2020 Security and Resilience – Business Continuity Management Systems and the Information Systems Audit and Control Association (ISACA) framework.	Failure to manage risks For Council to continue to meet its commercial obligations, it must be able to adequately respond in the event of a major disruption and/or disaster. Additionally, given the services provided by Council, the need for an effective Business Continuity and Disaster Recovery Plans is critical to ensure such events have minimal service disruptions.	Lambourne Partners			✓	



Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Sustainability and ESG	Assessment of Council's assessment and plans for the maintenance of a sustainable operations, considering the impacts of climate change, energy consumption, and use of alternate power supply towards a carbon sustainable operations. Additionally, consider Council's frameworks towards the proactive completion of Environmental, Social and Governance (ESG) reporting, as issue by the International Sustainability Standards Board (ISSB) in 2021.		Lambourne Partners			✓	
Payroll	Detailed assessment of policy and controls with respect to: Calculation, review, approval and payment of payroll; Application of entitlements and benefits (allowances etc), including any changes to entitlement and/or benefit policy; and Inspection of process with respect to calculation of redundancy payments. Review also to consider scalability of existing payroll processes, including assessment of the use of IT and automation solutions		Lambourne Partners			✓	
Risk Management	Assessment of Council's Risk Management Framework and procedures against the best practice guidelines, ISO 31000 – Risk Management and the Office of Local Government Guidelines on Risk Management and Internal Audit. Consideration of the risk management procedures to ensure Council is adequately monitoring risks across the Organisation and identifying new and emerging risks, given the mandatory risk management requirements have been in place for almost two years.		Lambourne Partners				✓



Area	Overview of Scope	Risk & Strategic Relevance	Provider	24/25	25/26	26/27	27/28
Cyber Security Maturity Assessment	Maturity assessment of Council's cyber risk mitigation strategies to prevent, detect, isolate and remediate threats to information through a potential cyber security attack. The audit will consider the relevant government cybersecurity requirements as issued by the Australian Cyber Security Centre and the Essential Eight Maturity Model. The assessment will consider the people, processes and technology utilised by Council in managing cyber risks. The Audit will be completed in conjunction with our IT Audit Partner, Dynamic Business Technologies (DBT).	Failure to manage risks There is a social responsibility on Council to reassure stakeholders that appropriate safeguards are in place to prevent inappropriate access to information through cyber related attacks. Additionally, the NSW Audit Office has identified a planned review of Cyber Security as part of its future areas of focus	Lambourne Partners				✓
Water meters (billing)			Lambourne Partners				✓



13. Audit Office Client Service Plan for 2024-25

The Audit Office of NSW (AO NSW) are the appointed financial auditors for Parkes Shire Council. AO NSW have a schedule for focus areas when undertaking the financial audits.

The Audit Office provide Council with an annual client service plan early in each calendar year. That plan provides a risk assessment which the audit office have conducted to identify the nature and level of risks in relation to the financial statements of Council. Based on that risk assessment the Audit Office indicate the approach they will use to the audit for this year and any areas of focus. They include a budget for that work and an indicative time table as set out below.

Audit Action	Date
Audit Office issues management letter detailing issues from the interim audit by	15 July 2025
Audit team attends Audit, Risk and Improvement Committee meeting to present the interim management letter	23 July 2025
Audit, Risk and Improvement Committee reviews the draft Financial Statements	August 2025
The Council approves financial statements for referral to the Audit Office	19 August 2025
Audit team starts audit of financial statements	25 August 2025
Audit team attends Audit, Risk and Improvement Committee meeting	24 September 2025
Audit clearance meeting	3 October 2025
Audit Office issues Engagement Closing Report	7 October 2025
Audit Office reports any identified significant issues to the Minister in accordance with section 426 of the LG Act By	31 October 2025
Audit team attends Audit, Risk and Improvement Committee meeting	26 November 2025
Audit Office issues final Management Letter By	15 December 2025

In addition to undertaking financial audits, the Audit Office undertakes a program of performance audits across the entire local government jurisdiction. On some occasions these audits may include Parkes Shire Council. Regardless, these performance audits are of great value to the ARIC as they examine key risk areas for all councils. As a result, ARIC reviews all of these and where appropriate engages council staff to undertake a GAP analysis against the findings of these audits. These audits thus provide additional insights for the ARIC and serve as a component of the improvement dimension of our work. A link to the current program of such audits is provided below:

[Annual Work Program 2025-28 | Audit Office of New South Wales](#)

Planned Performance Audits 2024 - 2025 include:

- Governance of AI and automation
- Long-term financial planning
- Grants administration
- Cyber security
- Modern slavery
- Climate risks to local government assets and services
- Performance management and monitoring
- Waste management
- Management of major capital projects
- Audit, Risk and Improvement Committees



14.Audit, Risk and Improvement Committee Four Year Workplan

Taking into consideration the mandatory requirements for the ARIC as set out in the legislation, and the various other components as set out earlier in this plan, the ARIC has determined a detailed schedule of matters to be examined at each of its meetings over this reporting period. This is set out in the following tables.

Audit, Risk and Improvement Committee Meeting Plan		Online Meeting In Person Meeting Hybrid Meeting	2024					
Committee Responsibilities - Terms of Reference - Schedule 2 (Click to View)	Considerations	Responsible Executive	21 Feb	10 Apr	24 Jul	25 Sep	27 Nov	
AUDIT	Internal Audit	Total Reports	18	14	15	17	18	
		Audit Int	✓					
		DCCSE	✓					
		2024-25 Contractors Volunteers and Working with Children Internal Audit Final Report and recommendations and management response			✓			
		Audit Int			✓			
		2024-25 Staff Attraction and Retention Internal Audit Final Report and recommendations and management response					✓	
		Audit Int					✓	
		2024-25 Plant and Fleet Utilisation Internal Audit Final Report and recommendations and management response						✓
		Audit Int						✓
		2024-25 Sundry Income and Cash Handling Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2025-26 Environmental Management Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2025-26 Building Maintenance Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2025-26 Privacy Management Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2025-26 Ranger Services Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2026-27 Business Continuity Maturity Assessment Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2026-27 Sustainability and ESG Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2026-27 Payroll Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2027-28 Risk Management Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2027-28 Cyber Security Maturity Assessment Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2027-28 Water Meters Internal Audit Final Report and recommendations and management response						
		Audit Int						
		2028-29 TBC Internal Audit Final Report and recommendations and management response						
		Audit Int						
	External Audit	NAMF findings, recommendations and management response		✓				
		DCCSE		✓				
		WHS Management System findings, recommendations and management response (Annually)						
		DCCSE						
		CRIP Audit findings, recommendations and management response (3 Yearly)						
		DCCSE						
		Aquatic Facility Safety Assessment (Completed by facility annually)						✓
		DO						✓
		Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	✓	✓	✓	✓	✓	✓
		DCCSE	✓	✓	✓	✓	✓	✓
		External Audit Annual Engagement Plan	✓					
		DCCSE	✓					
		External Audit Client Engagement Plan and Audit Program				✓		
		Audit Ext				✓		
		Presentation Client Engagement Management Letter and Closing Report - Finance				✓		
		Audit Ext				✓		
		Independent Members meet with External Auditor				✓		
		Audit Ext				✓		
		WHS Management System Accreditation Audit findings, recommendations and management response						✓
		DCCSE						✓
		Receive progress report on implementation of consolidated External Audit Agreed Actions	✓	✓	✓	✓	✓	✓
		DCCSE	✓	✓	✓	✓	✓	✓
RISK	Risk Management	Review Risk Management Framework (see also CRIP Audit)				✓		
		DCCSE				✓		
		Business Continuity Plan						
		DCCSE	✓					
		Insurance Portfolio Review						✓
		DCCSE	✓					✓
		Organisational Risks and Issues Briefing						✓
		GM	✓	✓	✓	✓	✓	✓
		Risk Management Plan and Roadmap						
		DCCSE						
		Major Projects (PMO) - Risks and Controls Review				✓	✓	✓
		DISF	✓	✓	✓	✓	✓	✓
		Climate (To get the conversation started) As needed						
		DISF	✓	✓	✓	✓	✓	✓
		Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed				✓	✓	✓
		DCCSE	✓	✓	✓	✓	✓	✓
	Internal Controls	Procurement (any procurement actions where the "reject all tenders" option was taken) As needed				✓	✓	✓
		DCCSE	✓	✓	✓	✓	✓	✓
		Cyber Risk (Statistics on Cyber breaches (incidents) As needed				✓	✓	✓
		DCCSE	✓	✓	✓	✓	✓	✓
		Area reviews e.g. Airport				✓	✓	✓
		DCCSE	✓	✓	✓	✓	✓	✓
		Policy Register Review (Annual)						
		DCCSE	✓					
	Compliance	Delegations Register Review (Annual)						✓
		DCCSE						✓
		Legislative Compliance Framework (Beginning of new Council year) annually						
		DCCSE						
	Fraud & Corruption	Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually						
		DCCSE						
		ICAC Corruption Prevention Recommendations Audit (As required)						
		DCCSE						
	Financial Management	Quarterly Budget Review / Cash flow			✓			✓
		CFO	✓		✓			✓
		Investments and Borrowings			✓			✓
		CFO	✓		✓			✓
		Draft Operational Plan			✓			
		CFO			✓			
		Draft Financial Statements Review						
		CFO						
IMPROVEMENT	Strategic Planning	External Audit Management Letter and Council Management Responses						✓
		Audit Ext						✓
		Operational Plan Progress Report Review		✓			✓	
		DCCSE		✓			✓	
	Service Reviews	Draft Annual Report Review					✓	
		DCCSE					✓	
		Integrated Planning and Reporting (IP&R) Update				✓	✓	
		DCCSE				✓	✓	
		Service Review Program		✓				
		DCCSE		✓				
		2024-25 Organisation Wide Service Review Final Report and recommendations and management response						
		Service						
		2025-26 Area Service Reviews Final Report and recommendations and management response						
		Service						
		2026-27 TBC Service Review Final Report and recommendations and management response						
		Service						
	Performance Data & Measurement	2027-28 TBC Service Review Final Report and recommendations and management response						
		Service						
		2028-29 TBC Service Review Final Report and recommendations and management response						
		Service						
REVIEW	ARIC Performance and Review	Corporate Performance Dashboard Report		✓		✓		
		DCCSE		✓		✓		
		Endorse/revise Annual Meeting Plan						
		DCCSE						
		Review Committee Terms of Reference		✓				
		DCCSE		✓				
		Review Strategic Workplan						
		Chair						
		ARIC Annual Report			✓			
		Chair			✓			
		ARIC Strategic Workplan (In response to CSP in new Council Term)						
		Chair						
		Draft attestation (Annually, before annual report)						
		Chair						
		Progress toward OLG Guidelines.						
		Chair						



Audit, Risk and Improvement Committee Meeting Plan

Online Meeting	2025					
In Person Meeting						
Hybrid Meeting						

Committee Responsibilities - Terms of Reference - Schedule 2 (Click to View)		Considerations	Responsible Executive	26 Feb	28 May	23 Jul	6 Aug	24 Sep	26 Nov
			Total Reports	22	21	19	1	22	21
AUDIT	Internal Audit	• Review Internal Audit Program	Audit Int	✓					
		• Review Internal Audit Charter	DCCSE			✓			
		• 2024-25 Contractors Volunteers and Working with Children Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Staff Attraction and Retention Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Plant and Fleet Utilisation Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Sundry Income and Cash Handling Internal Audit Final Report and recommendations and management response	Audit Int	✓					
		• 2025-26 Environmental Management Internal Audit Final Report and recommendations and management response	Audit Int			✓			
		• 2025-26 Building Maintenance Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Privacy Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Ranger Services Internal Audit Final Report and recommendations and management response	Audit Int						✓
		• 2026-27 Business Continuity Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Sustainability and ESG Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Payroll Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Risk Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Cyber Security Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Water Meters Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2028-29 TBC Internal Audit Final Report and recommendations and management response	Audit Int						
	External Audit	• NAMF findings, recommendations and management response	DISF						
		• WHS Management System findings, recommendations and management response (Annually)	DCCSE		✓				
		• CRIP Audit findings, recommendations and management response (3 Yearly)	DCCSE						
		• Aquatic Facility Safety Assessment (Completed by facility annually)	DO						✓
		• Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	DCCSE	✓	✓	✓		✓	✓
		• External Audit Annual Engagement Plan	DCCSE	✓					
		• External Audit Client Engagement Plan and Audit Program	Audit Ext	✓				✓	
		• Presentation Client Engagement Management Letter and Closing Report - Finance	Audit Ext						✓
		• Independent Members meet with External Auditor	Audit Ext					✓	
		• WHS Management System Accreditation Audit findings, recommendations and management response	DCCSE						✓
		• Receive progress report on implementation of consolidated External Audit Agreed Actions	DCCSE	✓	✓	✓		✓	✓
RISK	Risk Management	• Review Risk Management Framework (see also CRIP Audit)	DCCSE						✓
		• Business Continuity Plan	DCCSE	✓					
		• Insurance Portfolio Review	DCCSE						✓
		• Organisational Risks and Issues Briefing	GM	✓	✓	✓		✓	✓
		• Risk Management Plan and Roadmap	DCCSE	✓	✓	✓		✓	✓
		• Major Projects (PMO) - Risks and Controls Review	DISF	✓	✓	✓		✓	✓
		• Climate (To get the conversation started) As needed	DISF	✓	✓	✓		✓	✓
		• Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	DCCSE	✓	✓	✓		✓	✓
		• Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	DCCSE	✓	✓	✓		✓	✓
		• Cyber Risk (Statistics on Cyber breaches (incidents) As needed	DCCSE	✓	✓	✓		✓	✓
		• Area reviews e.g. Airport	DCCSE	✓	✓	✓		✓	✓
	Internal Controls	• Policy Register Review (Annual)	DCCSE	✓					
		• Delegations Register Review (Annual)	DCCSE					✓	
	Compliance	• Legislative Compliance Framework (Beginning of new Council year) annually	DCCSE		✓				
		• Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	DCCSE	✓					
	Fraud & Corruption	• ICAC Corruption Prevention Recommendations Audit (As required)	DCCSE	✓	✓	✓		✓	✓
		• Quarterly Budget Review / Cash flow	CFO	✓	✓	✓		✓	✓
	Financial Management	• Investments and Borrowings	CFO	✓	✓	✓			✓
		• Draft Operational Plan	CFO		✓				
		• Draft Financial Statements Review	CFO				✓	✓	
		• External Audit Management Letter and Council Management Responses	Audit Ext						✓
IMPROVEMENT	Strategic Planning	• Operational Plan Progress Report Review	DCCSE	✓				✓	
		• Draft Annual Report Review	DCCSE					✓	
		• Integrated Planning and Reporting (IP&R) Update	DCCSE		✓				
		• Service Review Program	DCCSE			✓			
	Service Reviews	• 2024-25 Organisation Wide Service Review Final Report and recommendations and management response	Service			✓			
		• 2025-26 Area Service Reviews Final Report and recommendations and management response	Service						
		• 2026-27 TBC Service Review Final Report and recommendations and management response	Service						
		• 2027-28 TBC Service Review Final Report and recommendations and management response	Service						
		• 2028-29 TBC Service Review Final Report and recommendations and management response	Service						
	Performance Data & Measurement	• Corporate Performance Dashboard Report	DCCSE		✓			✓	
REVIEW	ARIC Performance and Review	• Endorse/revise Annual Meeting Plan	DCCSE		✓				
		• Review Committee Terms of Reference	DCCSE		✓				
		• Review Strategic Workplan	Chair		✓				
		• ARIC Annual Report	Chair			✓			
		• ARIC Strategic Workplan (In response to CSP in new Council Term)	Chair					✓	
		• Draft attestation (Annually, before annual report)	Chair					✓	
		• Progress toward OLG Guidelines.	Chair	✓	✓	✓		✓	✓



Audit, Risk and Improvement Committee Meeting Plan

Committee Responsibilities - Terms of Reference - Schedule 2 (Click to View)		Considerations	Responsible Executive	2026					
				25 Feb	27 May	29 Jul	Aug	23 Sep	25 Nov
			Total Reports	21	21	17		19	20
AUDIT	Internal Audit	• Review Internal Audit Program	Audit Int	✓					
		• Review Internal Audit Charter	DCCSE	✓					
		• 2024-25 Contractors Volunteers and Working with Children Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Staff Attraction and Retention Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Plant and Fleet Utilisation Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Sundry Income and Cash Handling Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Environmental Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Building Maintenance Internal Audit Final Report and recommendations and management response	Audit Int	✓					
		• 2025-26 Privacy Management Internal Audit Final Report and recommendations and management response	Audit Int		✓				
		• 2025-26 Ranger Services Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Business Continuity Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int			✓			
		• 2026-27 Sustainability and ESG Internal Audit Final Report and recommendations and management response	Audit Int						✓
		• 2026-27 Payroll Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Risk Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Cyber Security Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Water Meters Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2028-29 TBC Internal Audit Final Report and recommendations and management response	Audit Int						
		• NAMF findings, recommendations and management response	DISF						
		• WHS Management System findings, recommendations and management response (Annually)	DCCSE		✓				
		• CRIP Audit findings, recommendations and management response (3 Yearly)	DCCSE		✓				
		• Aquatic Facility Safety Assessment (Completed by facility annually)	DO						✓
		• Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	DCCSE	✓	✓	✓		✓	✓
	External Audit	• External Audit Annual Engagement Plan	DCCSE	✓					
		• External Audit Client Engagement Plan and Audit Program	Audit Ext	✓				✓	
		• Presentation Client Engagement Management Letter and Closing Report - Finance	Audit Ext						✓
		• Independent Members meet with External Auditor	Audit Ext					✓	
		• WHS Management System Accreditation Audit findings, recommendations and management response	DCCSE						✓
		• Receive progress report on implementation of consolidated External Audit Agreed Actions	DCCSE	✓	✓	✓		✓	✓
RISK	Risk Management	• Review Risk Management Framework (see also CRIP Audit)	DCCSE						✓
		• Business Continuity Plan	DCCSE	✓					
		• Insurance Portfolio Review	DCCSE						✓
		• Organisational Risks and Issues Briefing	GM	✓	✓	✓		✓	✓
		• Risk Management Plan and Roadmap	DCCSE	✓	✓	✓		✓	✓
		• Major Projects (PMO) - Risks and Controls Review	DISF	✓	✓	✓			✓
		• Climate (To get the conversation started) As needed	DISF	✓	✓	✓			✓
		• Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	DCCSE	✓	✓	✓			✓
		• Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	DCCSE	✓	✓	✓			✓
		• Cyber Risk (Statistics on Cyber breaches (Incidents) As needed	DCCSE	✓	✓	✓			✓
		• Area reviews e.g. Airport	DCCSE	✓	✓	✓			✓
	Internal Controls	• Policy Register Review (Annual)	DCCSE	✓					
		• Delegations Register Review (Annual)	DCCSE					✓	
	Compliance	• Legislative Compliance Framework (Beginning of new Council year) annually	DCCSE						
	Fraud & Corruption	• Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	DCCSE						
		• ICAC Corruption Prevention Recommendations Audit (As required)	DCCSE	✓	✓	✓		✓	✓
	Financial Management	• Quarterly Budget Review / Cash flow	CFO	✓	✓	✓		✓	✓
		• Investments and Borrowings	CFO	✓	✓	✓			✓
		• Draft Operational Plan	CFO		✓				
		• Draft Financial Statements Review	CFO				✓		
		• External Audit Management Letter and Council Management Responses	Audit Ext						✓
IMPROVEMENT	Strategic Planning	• Operational Plan Progress Report Review	DCCSE	✓				✓	
		• Draft Annual Report Review	DCCSE					✓	
		• Integrated Planning and Reporting (IP&R) Update	DCCSE		✓				
	Service Reviews	• Service Review Program	DCCSE			✓			
		• 2024-25 Organisation Wide Service Review Final Report and recommendations and management response	Service						
		• 2025-26 Area Service Reviews Final Report and recommendations and management response	Service			✓			
		• 2026-27 TBC Service Review Final Report and recommendations and management response	Service						
		• 2027-28 TBC Service Review Final Report and recommendations and management response	Service						
		• 2028-29 TBC Service Review Final Report and recommendations and management response	Service						
	Performance Data & Measurement	• Corporate Performance Dashboard Report	DCCSE		✓			✓	
REVIEW	ARIC Performance and Review	• Endorse/revise Annual Meeting Plan	DCCSE		✓				
		• Review Committee Terms of Reference	DCCSE		✓				
		• Review Strategic Workplan	Chair		✓				
		• ARIC Annual Report	Chair			✓			
		• ARIC Strategic Workplan (In response to CSP in new Council Term)	Chair						
		• Draft attestation (Annually, before annual report)	Chair					✓	
		• Progress toward OLG Guidelines.	Chair		✓			✓	



Audit, Risk and Improvement Committee Meeting Plan

Online Meeting	
In Person Meeting	
Hybrid Meeting	

2027

Committee Responsibilities - Terms of Reference - Schedule 2 (Click to View)		Considerations	Responsible Executive	Feb	May	Jul	Aug	Sep	Nov
			Total Reports	20	20	16	2	19	20
AUDIT	Internal Audit	• Review Internal Audit Program	Audit Int	✓					
		• Review Internal Audit Charter	DCCSE	✓					
		• 2024-25 Contractors Volunteers and Working with Children Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Staff Attraction and Retention Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Plant and Fleet Utilisation Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Sundry Income and Cash Handling Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Environmental Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Building Maintenance Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Privacy Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Ranger Services Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Business Continuity Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Sustainability and ESG Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Payroll Internal Audit Final Report and recommendations and management response	Audit Int		✓				
		• 2027-28 Risk Management Internal Audit Final Report and recommendations and management response	Audit Int			✓			
		• 2027-28 Cyber Security Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int						✓
		• 2027-28 Water Meters Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2028-29 TBC Internal Audit Final Report and recommendations and management response	Audit Int						
		• NAMF findings, recommendations and management response	DISF						
		• WHS Management System findings, recommendations and management response (Annually)	DCCSE		✓				
		• CRIP Audit findings, recommendations and management response (3 Yearly)	DCCSE						
		• Aquatic Facility Safety Assessment (Completed by facility annually)	DO						✓
		• Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	DCCSE	✓	✓	✓		✓	✓
	External Audit	• External Audit Annual Engagement Plan	DCCSE	✓					
		• External Audit Client Engagement Plan and Audit Program	Audit Ext	✓				✓	
		• Presentation Client Engagement Management Letter and Closing Report - Finance	Audit Ext						✓
		• Independent Members meet with External Auditor	Audit Ext					✓	
		• WHS Management System Accreditation Audit findings, recommendations and management response	DCCSE						✓
		• Receive progress report on implementation of consolidated External Audit Agreed Actions	DCCSE	✓	✓	✓		✓	✓
RISK	Risk Management	• Review Risk Management Framework (see also CRIP Audit)	DCCSE						✓
		• Business Continuity Plan	DCCSE	✓					
		• Insurance Portfolio Review	DCCSE						✓
		• Organisational Risks and Issues Briefing	GM	✓	✓	✓		✓	✓
		• Risk Management Plan and Roadmap	DCCSE	✓	✓	✓		✓	✓
		• Major Projects (PMO) - Risks and Controls Review	DISF	✓	✓	✓		✓	✓
		• Climate (To get the conversation started) As needed	DISF	✓	✓	✓		✓	✓
		• Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	DCCSE	✓	✓	✓		✓	✓
		• Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	DCCSE	✓	✓	✓		✓	✓
		• Cyber Risk (Statistics on Cyber breaches (incidents) As needed	DCCSE	✓	✓	✓		✓	✓
		• Area reviews e.g. Airport	DCCSE	✓	✓	✓		✓	✓
	Internal Controls	• Policy Register Review (Annual)	DCCSE	✓					
		• Delegations Register Review (Annual)	DCCSE					✓	
	Compliance	• Legislative Compliance Framework (Beginning of new Council year) annually	DCCSE						
	Fraud & Corruption	• Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	DCCSE						
		• ICAC Corruption Prevention Recommendations Audit (As required)	DCCSE	✓	✓	✓		✓	✓
	Financial Management	• Quarterly Budget Review / Cash flow	CFO	✓	✓	✓		✓	✓
		• Investments and Borrowings	CFO	✓		✓			✓
		• Draft Operational Plan	CFO		✓				
		• Draft Financial Statements Review	CFO				✓		
		• External Audit Management Letter and Council Management Responses	Audit Ext						✓
IMPROVEMENT	Strategic Planning	• Operational Plan Progress Report Review	DCCSE	✓				✓	
		• Draft Annual Report Review	DCCSE					✓	
		• Integrated Planning and Reporting (IP&R) Update	DCCSE		✓				
	Service Reviews	• Service Review Program	DCCSE			✓			
		• 2024-25 Organisation Wide Service Review Final Report and recommendations and management response	Service						
		• 2025-26 Area Service Reviews Final Report and recommendations and management response	Service						
		• 2026-27 TBC Service Review Final Report and recommendations and management response	Service			✓			
		• 2027-28 TBC Service Review Final Report and recommendations and management response	Service						
		• 2028-29 TBC Service Review Final Report and recommendations and management response	Service						
	Performance Data & Measurement	• Corporate Performance Dashboard Report	DCCSE		✓			✓	
REVIEW	ARIC Performance and Review	• Endorse/revise Annual Meeting Plan	DCCSE		✓				
		• Review Committee Terms of Reference	DCCSE		✓				
		• Review Strategic Workplan	Chair		✓				
		• ARIC Annual Report	Chair			✓			
		• ARIC Strategic Workplan (In response to CSP in new Council Term)	Chair						
		• Draft attestation (Annually, before annual report)	Chair					✓	
		• Progress toward OLG Guidelines.	Chair		✓			✓	



Audit, Risk and Improvement Committee Meeting Plan

Online Meeting	
In Person Meeting	
Hybrid Meeting	

2028

Committee Responsibilities - Terms of Reference - Schedule 2 (Click to View)		Considerations	Responsible Executive	Feb	May	Jul	Aug	Sep	Nov
			Total Reports	20	19	17	1	19	19
AUDIT	Internal Audit	• Review Internal Audit Program	Audit Int	✓					
		• Review Internal Audit Charter	DCCSE	✓					
		• 2024-25 Contractors Volunteers and Working with Children Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Staff Attraction and Retention Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Plant and Fleet Utilisation Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2024-25 Sundry Income and Cash Handling Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Environmental Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Building Maintenance Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Privacy Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2025-26 Ranger Services Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Business Continuity Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Sustainability and ESG Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2026-27 Payroll Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Risk Management Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Cyber Security Maturity Assessment Internal Audit Final Report and recommendations and management response	Audit Int						
		• 2027-28 Water Meters Internal Audit Final Report and recommendations and management response	Audit Int			✓			
		• 2028-29 TBC Internal Audit Final Report and recommendations and management response	Audit Int						
		• NAMF findings, recommendations and management response	DISF						
		• WHS Management System findings, recommendations and management response (Annually)	DCCSE		✓				
		• CRIP Audit findings, recommendations and management response (3 Yearly)	DCCSE						
		• Aquatic Facility Safety Assessment (Completed by facility annually)	DO						✓
		• Receive progress report on implementation of consolidated Internal Audit Program Agreed Actions	DCCSE	✓	✓	✓		✓	✓
	External Audit	• External Audit Annual Engagement Plan	DCCSE	✓					
		• External Audit Client Engagement Plan and Audit Program	Audit Ext	✓				✓	
		• Presentation Client Engagement Management Letter and Closing Report - Finance	Audit Ext						✓
		• Independent Members meet with External Auditor	Audit Ext					✓	
		• WHS Management System Accreditation Audit findings, recommendations and management response	DCCSE						✓
		• Receive progress report on implementation of consolidated External Audit Agreed Actions	DCCSE	✓	✓	✓		✓	✓
		• Review Risk Management Framework (see also CRIP Audit)	DCCSE						✓
		• Business Continuity Plan	DCCSE	✓					
RISK	Risk Management	• Insurance Portfolio Review	DCCSE						✓
		• Organisational Risks and Issues Briefing	GM	✓	✓	✓		✓	✓
		• Risk Management Plan and Roadmap	DCCSE	✓	✓	✓		✓	✓
		• Major Projects (PMO) - Risks and Controls Review	DISF	✓	✓	✓		✓	✓
		• Climate (To get the conversation started) As needed	DISF	✓	✓	✓		✓	✓
		• Probity and Integrity (discuss any matters on the probity and integrity dimensions) As needed	DCCSE	✓	✓	✓		✓	✓
		• Procurement (any procurement actions where the "reject all tenders" option was taken) As needed	DCCSE	✓	✓	✓		✓	✓
		• Cyber Risk (Statistics on Cyber breaches (incidents) As needed	DCCSE	✓	✓	✓		✓	✓
		• Area reviews e.g. Airport	DCCSE	✓	✓	✓		✓	✓
	Internal Controls	• Policy Register Review (Annual)	DCCSE	✓					
		• Delegations Register Review (Annual)	DCCSE					✓	
	Compliance	• Legislative Compliance Framework (Beginning of new Council year) annually	DCCSE						
	Fraud & Corruption	• Endorse Fraud and Corruption Control Plan (Beginning of new Council year) annually	DCCSE						
		• ICAC Corruption Prevention Recommendations Audit (As required)	DCCSE	✓	✓	✓		✓	✓
	Financial Management	• Quarterly Budget Review / Cash flow	CFO	✓	✓	✓		✓	✓
		• Investments and Borrowings	CFO	✓	✓	✓			✓
		• Draft Operational Plan	CFO		✓				
		• Draft Financial Statements Review	CFO				✓		
		• External Audit Management Letter and Council Management Responses	Audit Ext						✓
IMPROVEMENT	Strategic Planning	• Operational Plan Progress Report Review	DCCSE	✓				✓	
		• Draft Annual Report Review	DCCSE					✓	
		• Integrated Planning and Reporting (IP&R) Update	DCCSE		✓				
	Service Reviews	• Service Review Program	DCCSE			✓			
		• 2024-25 Organisation Wide Service Review Final Report and recommendations and management response	Service						
		• 2025-26 Area Service Reviews Final Report and recommendations and management response	Service						
		• 2026-27 TBC Service Review Final Report and recommendations and management response	Service						
		• 2027-28 TBC Service Review Final Report and recommendations and management response	Service			✓			
		• 2028-29 TBC Service Review Final Report and recommendations and management response	Service						
	Performance Data & Measurement	• Corporate Performance Dashboard Report	DCCSE		✓			✓	
REVIEW	ARIC Performance and Review	• Endorse/review Annual Meeting Plan	DCCSE		✓				
		• Review Committee Terms of Reference	DCCSE		✓				
		• Review Strategic Workplan	Chair		✓				
		• ARIC Annual Report	Chair			✓			
		• ARIC Strategic Workplan (In response to CSP in new Council Term)	Chair						
		• Draft attestation (Annually, before annual report)	Chair					✓	
		• Progress toward OLG Guidelines.	Chair		✓			✓	



15. Measuring Our Success

The Audit, Risk and Improvement Committee (ARIC) plays a vital role in supporting the integrity, transparency and continuous improvement of Parkes Shire Council's operations. Just as the Community Strategic Plan (CSP) Parkes Shire 2035+ belongs to all residents and relies on collective effort to achieve its vision, the ARIC contributes to this shared journey by ensuring Council's governance, risk management, and performance frameworks are robust and effective.

The ARIC's success is not measured in isolation, but in how well it enables Council to deliver on the objectives and strategies outlined under the four key themes of the CSP. These themes reflect the aspirations of the Parkes Shire community, and the ARIC helps ensure that Council's actions are aligned, accountable, and continuously improving in pursuit of those outcomes.

To assess the effectiveness of the ARIC, we consider:

- Strategic alignment: How well the Committee's oversight supports Council's delivery of CSP objectives.
- Governance and risk maturity: The extent to which Council's systems and controls are strengthened through ARIC's guidance.
- Performance and improvement: Evidence of enhanced service delivery, operational efficiency, and responsiveness to community needs.
- Stakeholder confidence: The trust placed in Council's processes by residents, partners, and regulators, informed by ARIC's assurance activities.

Just as the CSP includes outcome measures and community satisfaction indicators to track progress, the ARIC uses a combination of internal audit findings, risk assessments, compliance reviews, and performance reporting to evaluate its impact. These measures help ensure that Council remains on track, responsive to emerging risks, and committed to continuous improvement.

The ARIC's work is reported to the community through key documents such as:

- Internal Audit Reports and Annual Audit Plans
- Risk Management Framework reviews
- Six-monthly Delivery Program progress reports
- Annual Reports and State of the Shire Reports
- Recommendations and resolutions presented to Council

By fostering a culture of accountability and improvement, the ARIC contributes meaningfully to the realisation of Parkes Shire's shared vision.



16.Key Performance Measures

In measuring our success the following indicators are used:

Focus Area	Key Performance Indicator
Governance & Compliance	% of internal audit recommendations implemented within agreed timeframes
	Number of legislative compliance breaches reported and addressed
	Annual attestation of compliance with ARIC guidelines included in Council's Annual Report
Risk Management	Risks registers are refreshed atleast annually
	Number of risks outside of appetite without actions plans in place
Internal Audit	Completion rate of the approved Internal Audit Plan
	% of audits completed on time and within budget
	Stakeholder satisfaction with internal audit process
Performance & Improvement	Service review program completed as intended
	Evidence of improvements in service delivery or efficiency following ARIC recommendations
	Alignment of audit topics with CSP themes and Delivery Program priorities
Financial Oversight	Timely review of quarterly budget and financial reports
	Number of financial irregularities or control weaknesses resolved
	Annual review of fraud and corruption control measures
	Draft and final financial statements reviewed annually
Committee Operations	Meetings held as per the workplan
	Attendance rate of members at scheduled meetings
Strategic Alignment & Community Value	Evidence of ARIC's contribution to CSP objectives under the four themes
	Inclusion of ARIC outcomes in State of the Shire and Annual Reports
	Feedback from Council and executive leadership on ARIC's value and impact
Reporting to Council	Completion of annual self-assessment of ARIC performance
	Annual review of strategic workplan
	Four Year Annual Strategic Workplan
	Annual Workplan – Internal Audit Plan – KPIs – ARIC reports schedule
	Confidential agendas available on LG Hub
	Meeting minutes to Council and available on LG Hub



Focus Area	Key Performance Indicator
	Annual Report in November each year
	Chair annual update at Councillor Workshop
	Four year review of ARIC



17.Contact Information

For further information regarding the Audit, Risk and Improvement Committee Four Year Strategic Workplan, please contact:

Manager Governance, Risk and Corporate Performance
2 Cecile Street, PARKES NSW 2870
PO Box 337, PARKES NSW 2870
P: (02) 6861 2333
E: council@parkes.nsw.gov.au