



MINUTES

Audit & Risk Improvement Committee (ARIC)

held at

Council Administration Centre
Committee Room
180 Mort Street, Lithgow

on

Tuesday 9 December 2025

at 2:00 PM

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The Chair declared the meeting open at 1:59 pm.

1. Acknowledgement of Country

The Chair acknowledged Wiradjuri Elders past and present of the Wiradjuri nation - the original custodians of the land on which the Lithgow's communities reside and extended respect to our neighbouring nations.

2. Attendees

Members (voting):

Ron Gillard	Independent Member (Chair)
Kylie McRae	Independent Member
Deborah Goodyer	Independent Member

Members (non-voting):

Cr S Ring (Deputy Mayor)	Councillor Member
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Officers

Ross Gurney	General Manager
Vanessa Browning	Director Finance & Governance
Jonathon Reid	Finance Manager
Ally Shelton	IT Manager
Shaun Elwood	Director People & Places
Matthew Trapp	Director Water, Wastewater & Waste

Invitees

Jodie Thomas	Intentus (external audit contractor)
Jordan Welden-Iley	CNSWJO CISO
Susan Leahy	Centium
Sarah Lewis	Minutes

3. Apologies

Jonathon Edgecombe	Director Infrastructure & Project Delivery
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4. Declaration of Interest

The Chair called for any declarations of interest.

There were no declarations of interest made.

5. Confirmation of Minutes

ACTION / RECOMMENDATION

THAT the Minutes of the meetings of 9 September 2025 and 29 September 2025 be confirmed and adopted by the Committee.

6. Business Arising from Previous Minutes

The Chair called for any matters arising from previous minutes.

The Committee discussed the ARIC Committee Recommendations tracking spreadsheet.

ACTION / RECOMMENDATION

THAT the Committee note the update on the Committee recommendations from prior meetings.

The Committee brought forward the section in item 7.5 - Progress on the CNSWJO Cyber Security Framework as Jordan Welden-Iley from the CNSWJO had joined the meeting to present on this section of the item.

Jordan Welden-Iley left the meeting at 2:46pm

7. Reports

7.1. External Audit

Jonathon Reid joined the meeting at 2:48pm

The Committee discussed the 2024/2025 Financial Statements, draft Final Management Letter, and the status of management actions identified as part of the 2023/2024 Management Letter and 2024/2025 Interim Audit.

Shaun Elwood joined the meeting at 3:00pm
Matthew Trapp joined the meeting at 3:01pm

ACTION / RECOMMENDATION

THAT ARIC note the External Audit Report.

Jodie Thomas left the meeting at 3:16pm
Jonathon Reid left the meeting at 3:17pm
Ally Shelton left the meeting at 3:17pm

The Committee brought forward the balance of item 7.5 to discuss the Water Outage Incident given the limited availability of the invited Directors.

Shaun Elwood left the meeting at 3:32pm
Matthew Trapp left the meeting at 3:32pm

7.2. Financial Management

The Committee discussed the October 2025 Investment Report and the current negative unrestricted cash balance, causes of the issue, and how this is being managed.

The Committee also discussed the September Quarterly Budget Review.

ACTION / RECOMMENDATION

THAT the Committee note the Financial Management Report.

7.3. Internal Audit

The Committee discussed the review of the Internal Audit Charter, the progress of the Project Management Framework Internal Audit, provided feedback on actions needed to finalise the Internal Audit Plan, and received an update on management actions from a number of prior internal audits.

ACTION / RECOMMENDATION

THAT the Committee:

- a) note the Internal Audit Report;
- b) endorse the minor amendments update to the Internal Audit Charter;
- c) endorse the Internal Audit Manual;
- d) request the Internal Audit Plan 2025-2029 be finalised out of session with the view to endorse the final Plan at the March 2026 meeting; and
- e) request the final report on the Project Management Framework Internal Audit be presented to the March 2026 meeting.

Susan Leahy left the meeting at 3:51pm

7.4. Management Reviews, Self-Assessments, & Non-ARIC Audits

The Committee discussed the results of the Local Government Customer Service Inc National Benchmarking Survey, and the Administration outlined that due to the low numbers of participants, would not be participating in future surveys.

Updates on the management actions arising from prior management reviews and self-assessments were also discussed.

ACTION / RECOMMENDATION

THAT the Committee note the Management Reviews, Self-Assessments and Non-ARIC Audit Report.

7.5. Risk Management

As noted in the timeline following Item #6, the Committee brought forward the “Progress on the CNSWJO Cyber Security Framework” section. Jordan Weldon-Iley presented to the ‘Cyber Security Roadmap’ attachment and provided an update on the progress of the Security Framework. The Committee thanked Jordan for his time.

The Committee then returned to agenda item 7.1.

As noted in the timeline following Item #7.1, the Committee brought forward the balance of this agenda item.

The Committee discussed the Review of Water Outage report and commended the Administration on the review undertaken and the approach to analyse how to improve in future.

The Committee also discussed the delays in actions relating to the Strategic and Operational Risk Register, Business Continuity Plans and recommendations arising from the Risk Maturity Review arising from the vacancy of the Governance & Risk Manager position.

ACTION / RECOMMENDATION

THAT the Committee note the Risk Management Report.

The Committee returned to agenda item 7.2.

7.6. Asset Management

ACTION / RECOMMENDATION

THAT the Committee note Asset Management Report.

7.7. Service Management Framework

ACTION / RECOMMENDATION

THAT the Committee note the Service Reviews Report.

7.8. Policies/SWP's

The Committee discussed the importance and need for Council to prioritise reviewing overdue SWP's and Policies on a risk-based approach, particularly given the current resourcing constraints.

ACTION / RECOMMENDATION

THAT the Committee note the Policies / SWP Report.

7.9. Strategic Planning - IP&R Framework Documents

Vanessa Browning outlined that the Annual Report has been delayed until the January 2026 Council Meeting due to resourcing and focus on the review of the Community Strategic Plan and Growth Management Strategy. The Office of Local Government have been advised.

ACTION / RECOMMENDATION

THAT the Committee note the IP&R Framework Report.

8. Standing Items

8.1. Non Compliance

The Committee was given a live demonstration of the compliance register in Pulse.

ACTION / RECOMMENDATION

THAT the Committee note the Non-Compliance Report.

8.2. Fraud & Corruption

ACTION / RECOMMENDATION

THAT the Committee note the Fraud & Corruption Report.

8.3. Conflicts of Interest

ACTION / RECOMMENDATION

THAT the Committee note the Conflicts of Interest Report.

8.4. Major Projects

The Committee discussed the progress of the Wolgan Road project and the risks arising from a project of this scale and complexity.

ACTION / RECOMMENDATION

THAT the ARIC note the Major Projects Update Report.

8.5. Change in Risk Profile

ACTION / RECOMMENDATION

THAT the Committee note the Change in the Risk Profile Report.

8.6. OLG Circulars

ACTION / RECOMMENDATION

THAT the Committee note the OLG Circulars Report.

8.7. Governance

An update was provided to the Committee on current resourcing issues.

ACTION / RECOMMENDATION

THAT the Committee note the Governance Report.

9. General Business

9.1. Meeting Dates for 2026

ACTION / RECOMMENDATION

THAT the Committee set the ARIC meeting dates as:

- 10 March 2026 at 2pm
- 9 June 2026 at 2pm
- 8 September 2026 at 2pm
- 8 December 2026 at 2pm

9.2. Other General Business

The Chair called for any other General Business.

The Committee discussed a potential and the alternatives to undertaking an internal audit of its plant and equipment, to understand the utilisation of the resources Council has, and to identify improvements that will assist in optimal use of all resources.

10. Meeting Close

Next Meeting: 10 March 2026

There being no further business the Chair declared the meeting closed at 4:52 pm.
