Notice of Meeting

The next meeting of the Audit and Risk Management Committee will take place in the Committee Room, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Monday 9 December 2019 commencing at 5:00pm.

Yours sincerely

DAVID NICHOLSON
DIRECTOR CORPORATE AND STRATEGY

2 December 2019
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AGENDA

1. OFFICIAL OPENING

2. ACKNOWLEDGEMENT OF COUNTRY

3. ATTENDANCE

Members
Cr Lorna Clarke Chairperson
Cr Dan Bull, Mayor
Cr Stephanie Gray
Cr Giorgia Johnson
Cr Michelle Sutherland
External Member - Vacant

Officers
Mr Andrew Brien Chief Executive Officer
Mr David Nicholson Director Corporate and Strategy
Ms Linnet Solomons Manager Financial Services
Ms Carol Newport PA/Director Corporate and Strategy

3.1 Apologies

3.2 Approved Leave of Absence

<table>
<thead>
<tr>
<th>Councillor</th>
<th>Date of Leave</th>
<th>Approved by Council</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Giorgia Johnson</td>
<td>16 December to 24 December 2019</td>
<td>Special Council Meeting 21.10.2019</td>
</tr>
</tbody>
</table>

4. DISCLOSURE OF INTEREST SUMMARY

In accordance with section 5.65 of the Local Government Act 1995:

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by the member must disclose the nature of the interest -

(a) in a written notice given to the CEO before the meeting; or
(b) at the meeting immediately before the matter is discussed.
5. DELEGATED AUTHORITY BY COUNCIL

There are no items appearing in this agenda for which the Audit and Risk Management Committee has been granted delegated authority by Council in accordance with section 5.23(1)(b) of the Local Government Act 1995; this meeting is closed to the Public.

6. TERMS OF REFERENCE

<table>
<thead>
<tr>
<th>TERMS OF REFERENCE</th>
<th>Audit and Risk Management Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Objectives</td>
<td>The primary objective of the Committee is to provide independent oversight so that Council can be satisfied with the performance and effectiveness of the City's financial reporting, governance systems, risk management and internal control practices.</td>
</tr>
<tr>
<td>2. Powers</td>
<td>The Committee does not have executive powers or authority implement actions in areas over which the Chief Executive Officer has legislative responsibility and does not have any delegated financial responsibility. The Committee does not have any management functions and cannot involve itself in the management processes or procedures. In discharging its responsibilities, the Committee will liaise with the Chief Executive Officer to ensure the effective and efficient management of the City's functions and compliance with legislation and, in particular, Part 6 (Financial Management) and Part 7 (Audit) of the Local Government Act 1995 ('the Act') as well as Part 16 (Functions of Audit Committee) and Part 17 (CEO to review certain systems and procedures) of the Local Government (Audit) Regulations 1996 ('the audit regulations') and periodic reviews of the City's financial management systems under Regulation 5 (2) of the Local Government (Financial Management) Regulations 1996 ('the financial regulations'). The Committee may request such access to members of management, employees and all relevant information as it considers necessary to discharge its duties. This includes being entitled to request access to records, data, reports and explanatory information as the Committee deems necessary to discharge its responsibilities for providing independent oversight.</td>
</tr>
<tr>
<td>3. Membership</td>
<td>The Committee will consist of five* Councillors including the chair, plus one external member. All Members shall have full voting rights. The tenure of Member to the Committee is in accordance with Section 5.11 of the Act and other Councillors are appointed as Deputy Members in accordance with Section 5.11A. The Chief Executive Officer and other employees are not members of the Committee. The Chief Executive Officer or his/her nominee is to be available together with the Director Corporate and Strategy or his/her nominee, to attend all meetings to provide advice and guidance to the Committee. Other Council officers may attend meetings as and when required. The City shall provide such administrative support to the Committee as may be required from time to time.</td>
</tr>
<tr>
<td>4. Meetings</td>
<td>The Committee shall meet at least quarterly**. Additional meetings shall be convened at the discretion of the Chair. **minimum annually under legislation</td>
</tr>
<tr>
<td>5. Order of Business</td>
<td>The order of business for Committee meetings shall be, or as near thereto as practicable: Official Opening Acknowledgment of Country</td>
</tr>
</tbody>
</table>
Duties and Responsibilities (to be amended to ‘Roles and Functions’)

The roles and functions of the Committee are to:

(a) Guide and assist the City in carrying out its functions under part 6 of the Act which deals with the annual budgeting process, financial accounting, and management and reporting of municipal and trust funds and the requirements for rates setting and land valuation general.

(b) Guide and assist the City in carrying out its functions under Part 7 of the Act which covers the essential requirements for appointment of auditors and conducting audits, and in particular, oversee implementation of any action under section 7.12 of the Act which covers financial audits, supplementary audits and performance audits by the Auditor General.

(c) Guide and assist the City in carrying out its functions under regulation 17 of the audit regulations and, in particular, monitor and advise the CEO when undertaking a review under regulation 17 (1) of the audit regulations or regulation 5 (2) of the financial management regulations, and review reports provided to the Committee by the CEO under regulation 17 (3) of the audit regulations and refer the results of its review to Council;

(d) Support the City’s auditors (both external and internal) when conducting an audit or carrying out other duties under the Act and associated regulations;

(e) Perform any other function conferred on the Committee by these regulations or another written law.

(f) In addition to the above functions, the Committee also has the following responsibilities:
   - To review the scope of the Internal Audit plans and to consider their effectiveness;
   - Consider recommendations for practice improvement as may be made from time to time through the City’s Internal Audit process.
   - Support the implementation of a risk management culture. Consider reports at least annually on the City’s Risk Management Framework.

Location
City of Bayswater Civic Centre

Liaison Officer
Director Corporate and Strategy or nominated officer.
7. CONFIRMATION OF MINUTES

The Minutes of the Audit and Risk Management Committee Meeting held on Monday, 25 November 2019 which have been distributed, be confirmed as a true and correct record.

Moved:                                      Seconded:

8. PRESENTATIONS

8.1 Presentations
Nil.

8.2 Deputations
Nil.
9. REPORTS

9.1 Strategic Budget Policy

<table>
<thead>
<tr>
<th>Responsible Branch:</th>
<th>Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responsible Directorate:</td>
<td>Corporate and Strategy</td>
</tr>
<tr>
<td>Authority/Discretion:</td>
<td>☑ Executive/Strategic</td>
</tr>
<tr>
<td>Voting Requirement:</td>
<td>Simple Majority Required</td>
</tr>
<tr>
<td>Attachments:</td>
<td>1. Draft Strategic Budget policy</td>
</tr>
</tbody>
</table>

SUMMARY

The Strategic Budget Policy will be used by staff in the development of the City’s budget and to assist Council in adopting the budget. It will also help inform the community on the approach the City takes in budget preparation.

OFFICER’S RECOMMENDATION

That Council endorses the Strategic Budget Policy to provide guidance to City staff in preparing the annual budget, and for Elected Members in adopting the budget.

BACKGROUND

The Strategic Budget Policy was presented at the Audit and Risk Management Committee meeting 25 November 2019 but, due to time constraints, the Committee agreed to defer this item until the next meeting.

The City develops its annual budget as part of the Integrated Planning and Reporting Framework. The document discloses all expenditure, revenue and income, and the amount required to make up any deficiency through general rates. Seven guiding principles for budget development were considered and supported by Council at its workshop of 5 March 2019.

Given the complexity, size and financial requirements of the City, it is prudent that these principles are expanded and defined in the form of a policy. This will ensure greater transparency in budget composition and help in its development and ultimate adoption by Council.

EXTERNAL CONSULTATION

No consultation has yet occurred with the public or other agencies on this matter.

OFFICER’S COMMENTS

The Strategic Budget Policy (Attachment 1) has been designed to provide clarity on the key elements that influence budget preparation. It expands upon the seven Council-endorsed principles and will be used by City staff when developing the budget. It is an important document that will promote good corporate governance and prudent financial management. It will also provide Council and external stakeholders with clarity in budget composition and can be seen as an improvement in the City’s approach to budget preparation.

LEGISLATIVE COMPLIANCE

There is no legislative requirement for the City to have a budget policy. However local government regulations require a Chief Executive Officer to establish efficient systems and procedures with
respect to financial management. The Strategic Budget Policy will, in part, help fulfil this requirement.

OPTIONS

In accordance with the City’s Risk Management Framework, the following options have been assessed against the City’s adopted risk tolerance. Comments are provided against each of the risk categories.

<table>
<thead>
<tr>
<th>Option 1</th>
<th>Council endorses the Strategic Budget Policy to provide guidance to City staff in preparing the annual budget, and for Elected Members in adopting the budget.</th>
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</thead>
<tbody>
<tr>
<td>Risk Category</td>
<td>Adopted Risk Appetite</td>
</tr>
<tr>
<td>Strategic Direction</td>
<td>Moderate</td>
</tr>
<tr>
<td>Reputation</td>
<td>Low</td>
</tr>
<tr>
<td>Governance</td>
<td>Low</td>
</tr>
<tr>
<td>Community and Stakeholder</td>
<td>Moderate</td>
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<tr>
<td>Financial Management</td>
<td>Low</td>
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<td>Environmental Responsibility</td>
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<tr>
<td>Service Delivery</td>
<td>Low</td>
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<tr>
<td>Organisational Health and Safety</td>
<td>Low</td>
</tr>
<tr>
<td>Conclusion</td>
<td>The strategic budget policy is an important part of improving overall financial management and will assist Council in its governance role. While there is already Council support for the seven budget principles, the policy will expand and define them for improved financial management.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Option 2</th>
<th>Council continues to manage the budget process through reference to the seven principles considered and supported at the Council workshop of 5 March 2019.</th>
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<tbody>
<tr>
<td>Risk Category</td>
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<td>Organisational Health and Safety</td>
<td>Low</td>
</tr>
<tr>
<td>Conclusion</td>
<td>The budget principles are already applied in practice, and they provide a broad framework in budget preparation.</td>
</tr>
</tbody>
</table>

FINANCIAL IMPLICATIONS

Nil.

STRATEGIC IMPLICATIONS

In accordance with the City of Bayswater Strategic Community Plan 2017-2027, the following applies:

Theme: Leadership and Governance.
Aspiration: Open, accountable and responsive service.
Outcome L1: Accountable and good governance.

CONCLUSION

The Strategic Budget Policy can be seen as further improvement in the City’s financial management and will be used as a reference point by the City’s management in producing the budget and Elected Members in endorsing the budget.
Attachment 1

STRATEGIC BUDGET POLICY:

<table>
<thead>
<tr>
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<th>Corporate and Strategy</th>
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<tr>
<td>Responsible Business Unit/s</td>
<td>Finance</td>
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<tr>
<td>Responsible Officer</td>
<td>Director Corporate and Strategy</td>
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<tr>
<td>Affected Business Unit/s</td>
<td>All</td>
</tr>
</tbody>
</table>

PURPOSE:

To establish clear principles and guidelines for the City of Bayswater (the City) that will deliver:

- Elected Members strategic financial management directives;
- Community engagement;
- Robust and transparent long-term financial planning;
- Intergenerational equity;
- Good stewardship of the City’s assets;
- Sustainable, fully costed fees, charges for services and goods sold;
- Asset sustainability (maintenance, renewal, replacement and new);
- Prudent rates setting that reflects the community’s needs and aspirations;
- Sustainability in non-rates and non-fees & charges income.

POLICY STATEMENT:

The City acknowledges that it must plan for the current and future needs of the community in a socially, culturally, environmentally and financially sustainable manner. This will be achieved through Council’s Strategic Community Plan (SCP), Corporate Business Plan (CBP) and operationally via Branch Plans. The City also acknowledges that the budget must be embraced by all stakeholders and with this in mind must be developed in a collaborative fashion.

The Policy is founded on the following Principles:

**Principle 1:** Recurring income must exceed recurring expenditure.

**Principle 2:** Each of the City’s service delivery activities is to be cost and quality competitive whilst controlling City operating costs.

**Principle 3:** Asset renewal must have higher priority than the creation of new assets.

**Principle 4:** Reserves are to be accumulated and allocated in accordance with Council resolution (OCM August 2017).

**Principle 5:** New income-producing opportunities are to be identified and returns on Council commercial property holdings are to be optimized.

**Principle 6:** The uses of debt, internal borrowing and private financing are to be considered where appropriate.

**Principle 7:** The Department of Local Government, Sport and Cultural Industries’ key performance indicators are to be met (refer mycouncil.wa.gov.au).

The budget is to be presented to Council for adoption by the end of June each year.

SCOPE

This Policy applies in the development of the City’s budgets and to assist Council in adopting the budget.

The City acknowledges the importance of financial integrity and community engagement.
Where appropriate this Policy is supported by relevant Management Procedures.

1. Annual Budgeting Strategy

In order to achieve long-term financial sustainability the City will deliver a balanced or surplus budget and achieve the key performance indicators documented on mycouncil (mycouncil.wa.gov.au). The budget will be produced using the principles of zero-based budgeting.

2. Participatory Budgeting

The budget will be prepared in a two-yearly participatory cycle where year one will involve full community engagement and consultation, and year two will be informed from the data collected during the year one engagement and consultation process.

3. Long-Term Financial Planning (LTFP)

The LTFP will be formulated to address the strategies and deployment objectives outlined in the City's SCP, CBP, Asset Management Strategic Plan (AMSP), Workforce Management Plan and relevant informing strategies and resourcing plans.

4. Management of City's Reserves

Cash-backed specific purpose reserve accounts will be established to help mitigate financial risk. The purpose for each reserve will be documented to ensure the use of funds is transparent.

5. Capacity to Pay

Council will consider ratepayers' capacity to pay as part of budget development with influencing factors such as the prevailing economic climate being taken into account.

6. Intergenerational Equity

(a) The City will engage with the community, State and Federal governments to ensure the full cost of infrastructure and service delivery are equitably met by all generations of ratepayers.

(b) Intergenerational equity will be achieved through the City’s LTFP and Annual Budgeting processes.

7. New Initiatives

(a) All operational or capital projects will be evaluated against Council’s SCP and AMSP, supported by the funding priority (Section 9 of this Policy).

(b) Project proposals must be supported by a business case, including a cost-benefit analysis, risk analysis and whole-of-life costing to clearly demonstrate the fulfillment of financial policy objectives.

(c) The City will advocate for grants and partnership opportunities and, where possible, collaborate with neighbouring councils.

8. Funding Strategy

(a) Borrowings

(i) Borrowings may be considered in accordance with Council’s adopted Borrowing Policy as a valid funding source for projects that contribute towards or achieve strategic goals identified in the City’s SCP and have an identified source of revenue or utility;
(ii) The criteria for borrowing will be driven by the economic climate and the City’s balance sheet capacity; and

(iii) Cost/benefit analysis of borrowings will be required to be undertaken alongside assessment and alignment to the City’s strategic asset management plans and strategies.

(b) Sale of Assets

Proceeds from the sale of assets (Capital Revenue) will be applied to:

(i) Reduce any debt associated with the asset acquisition or upgrade since the original purchase or construction;

(ii) Offset the cost of replacement of similar classes of assets required for the City’s operations arising from identified asset sale; and/or

(iii) Municipal Funds or specific Cash-Backed Reserves.

Reflecting responsible financial management and stewardship, the proceeds from the sale of assets are not to be used to offset operating costs.

(c) Levels of Service

Services levels will be assessed and reviewed to achieve the best value for money and appropriate quality.

(d) Fees & Charges

(i) The City acknowledges the requirements of the National Competition Policy and ensures compliance by regularly reviewing its fees, charges and services to ensure that they do not create or have the potential to create unfair competition with the private sector.

(ii) The City adopts a “user-contributes” approach considering community expectation of the level of services and capacity to pay.

(iii) Additional factors that are considered when reviewing fees and charges include:


II. Full cost of the provision of the goods and services;

III. Benchmarking against other Local Governments’ pricing;

IV. Market rates;

V. Optimisation of return on Council commercial property;

VI. Perth CPI; and

VII. Level of the City’s subsidy.

(e) Rate Setting

(i) The City’s rating strategy will be developed on a general rate (rate in the dollar) increase of Perth CPI and an additional amount based on meeting community service levels and expectations as identified and approved through the LTFP process;

(ii) Where applicable differential rates and specified area rates will be exercised by Council to ensure fairness, consistency, transparency, efficiency and equity for the community.
(f) Cash-in-Lieu Funding

Cash received in-lieu for public open space and car parking is to be used to fund capital projects relevant to that district.

9. Funding Priority

(a) The City recognises the competing demands for limited financial resources and will endeavor to allocate resources in compliance with the objectives of this Policy;

(b) Prioritisation of funding allocation will be based on the following:

(i) Activities requiring compliance with new statutory obligations or standards;

(ii) Risk mitigation activities or projects that are required to reduce extreme or high-level risks to as far as practicable, an acceptable level;

(iii) Renewal, upgrade or maintenance of existing infrastructure assets as supported by the Strategic Asset Management Plans and related projects prioritisation processes;

(iv) Current operational funding for programs, unless the operational need for any of those programs has been superseded;

(v) New programs or assets as supported by the Strategic Asset Management Plans and related projects prioritisation processes; and

(vi) Council decisions for programs and projects based on the current service levels required by the community or advised by City staff.

DEFINITIONS:

DEFINITIONS: Any definitions listed in the following table apply to this document only.

Intergenerational Equity

The equitable allocation of responsibility for funding the provision and maintenance of assets and facilities throughout their useful life (more evenly spreading the financial burden against current and future ratepayers who will enjoy the benefits).

Financial Sustainability

The financial capacity to deliver the current and forecasted level of services demanded by the community.

Whole of Life Cost

Refers to the total net cost incurred when acquiring goods or services and is made up of all initial procurement costs, operating and maintenance costs, disposal costs and termination

RELATED LEGISLATION:

- The Local Government Act 1995;
- The Local Government (Financial Management) Regulations 1996;
- Australian Accounting Standards Board (AASB) Standards;
- Western Australian Local Government Accounting Manual;
- Department of Local Government and Communities Rating Policy Differential Rates (s.5.33) August 2013; and
- National Competition Policy.
RELATED DOCUMENTATION:

This Policy is supported by the following policies, procedures, documents and delegations:
1. Loan Borrowing Policy
2. Investment Policy
3. Asset Management Strategic Plan 2019-2029
4. Workforce Plan 2017-27
5. Strategic Community Plan
6. Corporate Business Plan
7. Long-Term Financial Plan

<table>
<thead>
<tr>
<th>Adopted by Council:</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Reviewed:</td>
<td></td>
</tr>
<tr>
<td>Strategic Link:</td>
<td>Governance and Leadership</td>
</tr>
</tbody>
</table>
9.2 Receipt of Expressions of Interest for External Committee Member

*This item will be distributed under separate cover.*
## 10. PREVIOUS MATTERS DEALT WITH NOT ON THE AGENDA

Reconciliation of matters arising from past meetings:

<table>
<thead>
<tr>
<th>Item No. and Date of Meeting</th>
<th>Matter Discussed</th>
<th>Comment</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item 10 12.02.19</td>
<td>Aged Care Royal Commission</td>
<td>The City has made a submission. Council has resolved to develop an Aged Care Risk Framework. This framework will be considered by Council at its 11 June 2019 Ordinary Meeting.</td>
<td>Completed.</td>
</tr>
<tr>
<td>Item 10 12.02.19</td>
<td>The auditor noted in the 2017-2018 recommendation report to the Audit and Risk Management Committee that certain employees were not included in the long service leave calculations.</td>
<td>City staff have incorporated an internal reconciliation process for the 30 June long service leave calculations in the internal end-of-financial year audit check list.</td>
<td>Completed.</td>
</tr>
<tr>
<td>Item 10 12.02.19</td>
<td>That Council receives a report provided by the Chief Executive Officer on the next steps to address the internal audit findings on corporate record keeping.</td>
<td></td>
<td>Completed (refer Item 9.3 ARMC Meeting 21.08.2019)</td>
</tr>
<tr>
<td>Item 11 12.02.19</td>
<td>Trees and survival statistics for new planting programs by the City.</td>
<td>It was requested that an annual report of tree survival statistics be provided (and include comparative year statistics).</td>
<td>Progressing.</td>
</tr>
<tr>
<td>Item 11 12.02.19</td>
<td>Communication with Councillors.</td>
<td>It was requested that this item be added to the next Councillor Workshop agenda for further discussion. Particular clarification was requested on the internal reporting threshold of any operational issues to Council.</td>
<td>Completed.</td>
</tr>
<tr>
<td>Item 11.1 30.04.19</td>
<td>Workers Compensation Claims</td>
<td>It was agreed that a regular status report be provided to Council on the overall exposure for the City.</td>
<td>Progressing.</td>
</tr>
<tr>
<td>Item 11.2 30.04.19</td>
<td>Bayswater Waves Upgrade</td>
<td>The City's legal advisors are progressing this claim as discussed at this meeting.</td>
<td>Progressing.</td>
</tr>
<tr>
<td>Item 11.4 30.04.19</td>
<td>Auto Reply Messages from the City</td>
<td>It was requested that the City review the system in place for managing customer enquiries and identifying best practice options for improvement. Examples of good systems cited were the Cities of Vincent and Rockingham.</td>
<td>Progressing.</td>
</tr>
<tr>
<td>Item 11.1 11.06.19</td>
<td>Classification of Bonds</td>
<td>The City provided an update on the work underway reviewing the City's position with financial management of bonds as per the Office of the Auditor General’s Audit Results Report - Annual 2017-18 Financial Audits of Local Government Entities published 7 March 2019. A report will be provided to a future meeting of the Audit and Risk Management Committee for further discussion.</td>
<td>Progressing.</td>
</tr>
</tbody>
</table>
11. GENERAL BUSINESS

12. CONFIDENTIAL ITEMS

13. NEXT MEETING

14. CLOSURE