



AUDIT AND ORGANISATIONAL RISK COMMITTEE MEETING

MINUTES

**The Audit and Organisational Risk Committee Meeting
was held in Meeting Room 4,
Welcome Road, Karratha
on Tuesday 25 February 2014**

A handwritten signature in black ink, appearing to read 'Chris Adams'.

**CHRIS ADAMS
CHIEF EXECUTIVE OFFICER**



Powerhouse of the Pilbara

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WRITTEN CONFIRMATION

of the outcome of the application, and any conditions attaching to the decision made by the Shire of Roebourne in respect of the application.

Signed: _____

A handwritten signature in black ink, appearing to read 'Chris Adams', is written over a horizontal line.

Chris Adams – Chief Executive Officer

DECLARATION OF INTERESTS (NOTES FOR YOUR GUIDANCE) (updated 13 March 2000)

A member who has a **Financial Interest** in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest:

- (a) In a written notice given to the Chief Executive Officer before the Meeting or;
- (b) At the Meeting, immediately before the matter is discussed.

A member, who makes a disclosure in respect to an interest, must not:

- (c) Preside at the part of the Meeting, relating to the matter or;
- (d) Participate in, or be present during any discussion or decision-making procedure relative to the matter, unless to the extent that the disclosing member is allowed to do so under Section 5.68 or Section 5.69 of the Local Government Act 1995.

NOTES ON FINANCIAL INTEREST (FOR YOUR GUIDANCE)

The following notes are a basic guide for Councillors when they are considering whether they have a **Financial Interest** in a matter. I intend to include these notes in each agenda for the time being so that Councillors may refresh their memory.

1. A Financial Interest requiring disclosure occurs when a Council decision might advantageously or detrimentally affect the Councillor or a person closely associated with the Councillor and is capable of being measure in money terms. There are exceptions in the Local Government Act 1995 but they should not be relied on without advice, unless the situation is very clear.
2. If a Councillor is a member of an Association (which is a Body Corporate) with not less than 10 members i.e. sporting, social, religious etc), and the Councillor is not a holder of office of profit or a guarantor, and has not leased land to or from the club, i.e., if the Councillor is an ordinary member of the Association, the Councillor has a common and not a financial interest in any matter to that Association.
3. If an interest is shared in common with a significant number of electors or ratepayers, then the obligation to disclose that interest does not arise. Each case needs to be considered.
4. If in doubt declare.
5. As stated in (b) above, if written notice disclosing the interest has not been given to the Chief Executive Officer before the meeting, then it **MUST** be given when the matter arises in the Agenda, and immediately before the matter is discussed.
6. Ordinarily the disclosing Councillor must leave the meeting room before discussion commences. The **only** exceptions are:
 - 6.1 Where the Councillor discloses the **extent** of the interest, and Council carries a motion under s.5.68(1)(b)(ii) or the Local Government Act; or
 - 6.2 Where the Minister allows the Councillor to participate under s.5.69(3) of the *Local Government Act*, with or without conditions.

INTERESTS AFFECTING IMPARTIALITY

DEFINITION: *An interest that would give rise to a reasonable belief that the impartiality of the person having the interest would be adversely affected, but does not include an interest as referred to in Section 5.60 of the 'Act'.*

A member who has an **Interest Affecting Impartiality** in any matter to be discussed at a Council or Committee Meeting, which will be attended by the member, must disclose the nature of the interest;

- (a) in a written notice given to the Chief Executive Officer before the Meeting; or
- (b) at the Meeting, immediately before the matter is discussed.

IMPACT OF AN IMPARTIALITY CLOSURE

There are very different outcomes resulting from disclosing an interest affecting impartiality compared to that of a financial interest. With the declaration of a financial interest, an elected member leaves the room and does not vote.

With the declaration of this new type of interest, the elected member stays in the room, participates in the debate and votes. In effect then, following disclosure of an interest affecting impartiality, the member's involvement in the Meeting continues as if no interest existed.

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AGENDA

1 OFFICIAL OPENING

The Meeting was officially opened at 9.05 am.

2 RECORD OF ATTENDANCES AND APOLOGIES

Committee Members: Cr Evette Smeathers (Chairperson)
Cr Peter Long
Cr Fiona White-Hartig

Staff: Chris Adams Chief Executive Officer
Phillip Trestrail Director Corporate Services
Henry Eaton Manager Governance &
Organisational Strategy
Linda Franssen Minute Secretary

Apologies: Cr John Lally
Cr Harry Hipworth

3 DECLARATIONS OF INTEREST

Nil.

4 CONFIRMATION OF MINUTES AND BUSINESS ARISING FROM MINUTES OF PREVIOUS MEETINGS

OFFICER'S RECOMMENDATION / COMMITTEE RESOLUTION

Res No : AOR10/14
MOVED : Cr White-Hartig
SECONDED : Cr Long

That the Minutes of the Audit and Organisational Risk Committee Meeting held on Friday 1 November 2013 be confirmed as a true and correct record of proceedings.

CARRIED

FOR : Cr Smeathers, Cr Long, Cr White-Hartig
AGAINST : Nil

5 ITEMS FOR DISCUSSION

5.1 COMPLIANCE AUDIT RETURN 2013

File No:	FM.3
Responsible Executive Officer:	Director Corporate Services
Reporting Author:	Senior Compliance Coordinator
Date of Report:	23 January 2014
Applicant/Proponent:	Nil
Disclosure of Interest:	Nil
Attachment(s)	Compliance Audit Return – 2013

PURPOSE

To review the 2013 Compliance Audit Return (CAR) for the Shire.

BACKGROUND

Each local government is required to carry out a compliance audit in relation to the period 1 January 2013 to 31 December 2013 against the requirements set out in the 2013 CAR.

Following changes to the *Local Government (Audit) Regulations 1996*, the audit committee is now required to review the completed CAR and report the results to the Council, prior to the CAR's adoption by Council and submission to the Department by 31 March 2014.

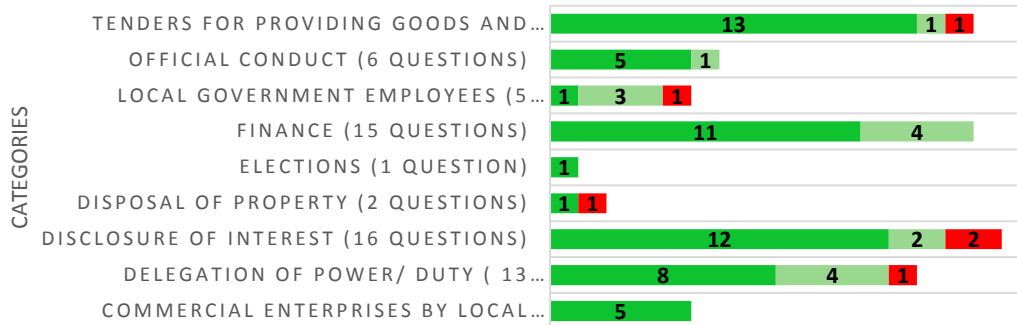
The CAR requires local governments to carry out an audit of compliance with statutory requirements in the areas of:

- a) Commercial Enterprises by local governments;
- b) Delegation of Power/Duty;
- c) Disclosure of Interest;
- d) Disposal of Property;
- e) Elections;
- f) Finance;
- g) Local Government Employees;
- h) Official Conduct;
- i) Tenders for Providing Goods and Services.

Out of the 78 questions in this year's return, 6 non-compliances have been noted resulting in a 92.3% compliance rate.

2013 COMPLIANCE AUDIT RETURN SUMMARY DATA (78 QUESTIONS)

■ YES ■ NA ■ NO



The six instances of non-compliance relate to:

Category	Non-compliance	Legislation Reference	Comments
Delegation of Power/Duty	Written record not available of all occasions a delegated power or duty exercised.	S5.46(3) Admin Reg 19	Although mostly compliant consideration to be given to best method to capture all records for compliance purposes.
Disclosure of Interest	Written acknowledgment of one annual return cannot be evidenced.	s5.77	Relates to former elected member.
Disclosure of Interest	Five interests disclosed at a Council meeting were not recorded in the register.	s5.88 Admin Reg 28	Training, process reviews and improved advisory services have been implemented to reduce the incidence of non-compliance.
Disposal of property	The notice of disposal of a shed at the Roebourne airstrip did not include the market value of the property.	s3.58(4)	Despite contact with several Valuers a market value was not able to be obtained.
Local Government Employees	Remuneration package details were not included in the advertisement for a vacant senior employee position.	s5.36(4) s5.37(3) Admin Reg 18A	Owing to organisational restructure determination of the TRP was not finalised at the time of advertising.
Tenders	On one occasion written notification to parties that submitted an EOI did not include details of successful submissions	F&G Reg 24	Procedures have been updated to provide for this in future.

LEVEL OF SIGNIFICANCE

In accordance with Council Policy *CE-8 Significant Decision Making Policy*, this matter is considered to be of high significance in terms Council's ability to perform its role.

COUNCILLOR/OFFICER CONSULTATION

Consultation has taken place with relevant staff in preparing the response and compiling an evidence folder.

COMMUNITY CONSULTATION

No community consultation is required.

STATUTORY IMPLICATIONS

Section 7.13(1)(i) of the *Local Government Act 1995* and Regulations 13-15 of the *Local Government (Audit) Regulations 1996* provide for compliance audits.

POLICY IMPLICATIONS

There are no policy implications.

FINANCIAL IMPLICATIONS

There are no financial implications.

STRATEGIC IMPLICATIONS

This item is relevant with the Council's approved Strategic Community Plan 2012-2022 and Corporate Business Plan 2012-2016. In particular the Operational Plan 2013-2014 provided for this activity:

Our Program:	4.c.1.1	Provide assistance to all departments across the Shire in complying with the legislative and statutory requirements.
Our Services:	4.c.1.1.1	Compile and coordinate the Annual Compliance Audit Return.

RISK MANAGEMENT CONSIDERATIONS

The level of risk is considered to be high to the Shire in terms of Compliance.

IMPACT ON CAPACITY

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

RELEVANT PRECEDENTS

A compliance rate of 85.9% was recorded in the 2012 CAR.

VOTING REQUIREMENTS

Simple Majority

OPTIONS:Option 1

As per Officer's recommendation.

Option 2

That the Audit & Organisational Risk Committee by Simple Majority pursuant to Section 7.13 of the *Local Government Act 1995* and Regulation 14 of the *Local Government (Audit) Regulations 1996* RESOLVES to DEFER this matter pending further review and consultation.

CONCLUSION

Each Local Government is required to carry out an annual 'Compliance Audit Return' in relation to the calendar year period from the 1 January to 31 December.

Overall, the audit indicates a compliance rate of 92.3%. Internal controls have been identified and implemented to address those non-compliance issues which have been identified in the Compliance Audit Return.

OFFICER'S RECOMMENDATION / COMMITTEE RESOLUTION

Res No : **AOR11/14**

MOVED : **Cr Long**

SECONDED : **Cr White-Hartig**

That the Audit and Organisational Risk Committee by SIMPLE Majority pursuant to section 7.13 of the *Local Government Act 1995* and Regulation 14 of the *Local Government (Audit) Regulations 1996* RESOLVES to:

- 1. RECEIVE the 2013 Compliance Audit Report;**
- 2. NOTE the actions taken to address non-compliances; and**
- 3. SUBMIT the 2013 Compliance Audit Report to Council for adoption prior to submission to the Department of Local Government.**

CARRIED

FOR : **Cr Smeathers, Cr Long, Cr White-Hartig**
AGAINST : **Nil**

5.2 INTERNAL AUDIT – CASH HANDLING

File No:	CM.131
Responsible Executive Officer:	Director Corporate Services
Reporting Author:	Senior Compliance Coordinator
Date of Report:	17 February 2014
Applicant/Proponent:	Nil
Disclosure of Interest:	Nil
Attachment(s)	Confidential - Internal Audit Report

PURPOSE

To consider the draft cash handling internal audit report from Paxon Group and the management response.

BACKGROUND

The Shire has commenced a program of internal audits to ensure intended controls are operating effectively and to identify processes that need further refinement. The first internal audit focused on Cash Handling across the Shire's service areas. Cash handling is considered a high risk function and the objective of the audit review was to ensure efficient and comprehensive internal controls surrounding this to mitigate any potential security issues and misappropriation.

Paxon Group, who were engaged after an e-quotes process, completed a desk top review of policies and procedures, and conducted a site visit in November 2013.

The audit focused on those centres at the Shire where most money is collected, namely:

- Administrative Centre (Customer Service);
- Airport (Car Park and Café);
- Leisureplex;
- Libraries;
- Rangers;
- 7 Mile Waste Facility; and
- Youth Shed.

Overall the review suggested that improvement was required in all areas that were assessed. A number of areas required improvement in their existing procedural documents and greater scrutiny around the reconciliation controls, storage and security of cash including petty cash. Responses have been provided by teams as to the recommendations offered by Paxon Group.

LEVEL OF SIGNIFICANCE

In accordance with Council Policy CE-8 Significant Decision Making Policy, this matter is considered to be of high significance in terms of Compliance issues and Council's ability to perform its role.

COUNCILLOR/OFFICER CONSULTATION

Consultation has been undertaken with the managers of teams impacted by the audit. A meeting will be held with the teams to discuss and resolve appropriate procedures that are uniform and appropriate to each work area.

COMMUNITY CONSULTATION

No community consultation is required.

STATUTORY IMPLICATIONS

Regulation 5 of the *Local Government (Financial Management) Regulations 1996* requires that the CEO establish efficient systems and procedures for the proper collection and safe custody and security of money.

Regulation 17(1)(b) of the *Local Government (Audit) Regulations 1996* requires that the CEO review the appropriateness and effectiveness of a local government's systems and procedures in relation to internal control.

POLICY IMPLICATIONS

A number of operational policies and procedures will be updated as a result of the review.

FINANCIAL IMPLICATIONS

There are no financial implications.

STRATEGIC IMPLICATIONS

This item is relevant to the Council's approved Strategic Community Plan 2012-2022 and Corporate Business Plan 2012-2016. In particular the Operational Plan 2013-2014 provided for this activity:

Our Program:	4.c.2.3	Develop or review Council policies, procedures and processes.
Our Services:	4.c.2.3.1	Undertake internal audits and reviews.

RISK MANAGEMENT CONSIDERATIONS

The level of risk is considered to be high to the Shire in terms of Compliance.

IMPACT ON CAPACITY

There is no impact on capacity or resourcing to carry out the Officer's recommendation.

RELEVANT PRECEDENTS

There are no relevant precedents related to this matter.

VOTING REQUIREMENTS

Simple Majority

OPTIONS:Option 1

As per Officer's recommendation.

Option 2

That the Audit & Organisational Risk Committee by Simple Majority pursuant to Regulation 5 of the *Local Government (Financial Management) Regulations 1996* and Regulation 17 of the *Local Government (Audit) Regulations 1996* RESOLVES to DEFER consideration of the Internal Audit report pending further consultation and review.

CONCLUSION

With a current emphasis by the Public Sector Commission and the Crime and Corruption Commission in regards to probity it was timely that a cash handling report be conducted at sites with the greatest level of cash handling.

Overall the review suggested that improvement was required in all areas that were assessed. Those teams included within the review have considered and responded to the Internal Audit report. Where feasible and appropriate, the recommendations of the internal audit will be implemented

OFFICER'S RECOMMENDATION / COMMITTEE RESOLUTION

Res No : AOR12/14
MOVED : Cr Long
SECONDED : Cr White-Hartig

That the Audit and Organisational Risk Committee by SIMPLE Majority pursuant to Regulation 5 of the *Local Government (Financial Management) Regulations 1996* and Regulation 17 of the *Local Government (Audit) Regulations 1996* RESOLVES to:

1. NOTE the Cash Handling Internal Audit report from Paxon Group;
2. ENDORSE the Management Responses to the recommendations; and
3. REQUEST that a status report be provided to future Audit & Organisational Risk Committee meetings as to the progress of implementing these recommendations.

CARRIED

FOR : Cr Smeathers, Cr Long, Cr White-Hartig
AGAINST : Nil

6 ITEMS FOR INFORMATION ONLY

Responsible Officer: Director Corporate Services

Reporting Author: Minute Secretary

Disclosure of Interest: Nil

PURPOSE

To advise the Audit and Organisational Committee of the information items for February 2014.

OFFICER'S RECOMMENDATION / COMMITTEE RESOLUTION

Res No : AOR13/14

MOVED : Cr White-Hartig

SECONDED : Cr Long

That the Audit and Organisational Risk Committee note the following information items:

- 6.1 Business Continuity Planning
- 6.2 Business Improvement Program – Progress Report

CARRIED

FOR : Cr Smeathers, Cr Long, Cr White-Hartig
AGAINST : Nil

6.1 BUSINESS CONTINUITY PLANNING

File No:	CM.91
Responsible Executive Officer:	Director Corporate Services
Reporting Author:	Senior Compliance Coordinator
Date of Report:	21 February 2014
Disclosure of Interest:	Nil
Attachment(s)	Nil

PURPOSE

To provide an update on the Business Continuity Planning project commissioned by the Pilbara Regional Council.

BACKGROUND

The Pilbara Regional Council appointed Blue Zoo to undertake consultancy services with all of its member local governments to establish sound business continuity systems. This project intends to ensure suitable response options are activated in the event of crisis situations, health pandemics, natural disasters, down time with IT Systems, etc.

A series of workshops and data collection was conducted during November 2013 with staff from all work areas across the Shire identifying critical business activities, the impacts that these areas have on continuity of services, the key disruption risks/threats and the minimum resourcing requirements needed to ensure that these services are kept operational.

The consultants had aimed for the business continuity planning project to be completed by January 2014, although the project has not yet been finalised.

To date the following documents have been / are being prepared:

1. Business Impact Analysis
2. Business Continuity Framework
3. Business Continuity Management plan
4. Business Continuity Management draft policy
5. Exercise, Maintenance and Awareness Plan
6. Index and Governance Spreadsheets – Business Continuity Management.
7. Business Continuity Communication presentation

CONCLUSION

A further update will be provided at the next meeting.

6.2 BUSINESS IMPROVEMENT PROGRAM – PROGRESS REPORT**File No: FM.3****Responsible Executive Officer: Director Corporate Services****Reporting Author: Manager Governance and Organisational Strategy****Date of Report: 21 February 2014****Disclosure of Interest: Nil****Attachment(s) Nil****PURPOSE**

To provide the Audit & Organisational Risk Committee with a progress update on the Business Improvement Program as at February 2014.

Focus Areas	Brief Description	Indicative Activities/Outputs	Current and Future Status
1.Strategic Community Plan 2012-2022	Outlines the outcomes expressed by our communities and our response as an organisation in achieving those agreed outcomes in the next 10 years.	<ul style="list-style-type: none"> • Vision • Strategies • Community Engagement • Resources and Commitments 	<ul style="list-style-type: none"> • Approved by Council in June 2013. • Desktop review to be undertaken in 2015 and a full review due by 2017.
2. Corporate Business Plan 2012-2016	Outlines what the organisation needs to deliver in the next five years. Has been extensively reworked internally over the past 4-6 weeks with a focus on consistency and measurability of KPI's.	<ul style="list-style-type: none"> • Activates Strategic Community Plan • Progress Measures to achieve delivery of outcomes • Budget information for five years 	<ul style="list-style-type: none"> • Approved by Council in June 2013. • Desktop review ideally to be undertaken in 2014 and a full review to be undertaken by 2015 to ensure currency of document.
3. Operational Plan 2013-2014	Annual slice and dice of Corporate Business Plan. Has been extensively reworked internally to ensure consistency and compliance.	<ul style="list-style-type: none"> • Annual Budget. • Annual Projects and Services 	<ul style="list-style-type: none"> • Approved by Council in June 2013. • Q1 performance report presented to Council in November 2013. • Q2 performance report to be presented to Council in March 2014. • Full review commenced with Councillors at Strategic Planning Session in Feb 2014.

4.Asset Management Plan	What Assets are required at what service level to deliver the services expressed by our communities.	<ul style="list-style-type: none"> • Asset Conditions & Ratings • Levels of Service, operational, technical and community • Financial information for maintenance of assets at an agreed level of service • Asset Disposal Strategy and Lifecycle Costing. • Action Plans 	<ul style="list-style-type: none"> • Approved by Council in June 2013.
5.Long Term Financial Plan	<p>Informs the Strategic Community Plan and Corporate Business Plan.</p> <p>CEO has reviewed with EMT. Staff believe that assumptions that inform the financial modelling need review prior to Council adoption.</p>	<ul style="list-style-type: none"> • Sensitivity Analysis • Long Term Financial Sustainability • Capital Works Program for next 10 years • Financial Modelling • Assumptions and Scenarios 	<ul style="list-style-type: none"> • Presented to Council in March 2013. • Submitted to the Department of Local Government in June 2013. • Assumptions and capital program considered by Councillors at Strategic Planning Session in Feb 2014.
6.Workforce Plan 2013-2018	Development of an all encompassing strategy which addresses staff turnover rates and an appreciation of the full number of staff required to deliver Shire business now and into the future.	<ul style="list-style-type: none"> • Structural Review • Performance Measurement Systems • Performance Appraisal System • Retention • Recruitment • Succession Planning • Development and training • Staff housing & accommodation • Indigenous engagement policy 	<ul style="list-style-type: none"> • Approved by Council in August 2013.

7.Housing Strategy	Development of a strategy to address the housing and accommodation needs of the Shire from retention and recruitment perspective.	<ul style="list-style-type: none"> • Short term review and modifications undertaken. • Options for staff housing to be developed (ownership vs leasing vs paying allowances) 	<ul style="list-style-type: none"> • Initial work submitted by Integral Development failed to address the unique staff recruitment and retention issues and lacked options analysis. • Contract cancelled by the A/CEO in June 2012 with the aim of developing strategy in-house. • Report to be presented to Council in March 2014.
8. Corporate Performance Management System	A tool to integrate all operations including projects and services delivered by the organisation and report on the individual status and financials.	<ul style="list-style-type: none"> • Ability for all reporting teams to update their quarterly performances 	<ul style="list-style-type: none"> • Contract awarded to Civica Pty Ltd. • Implementation training provided to staff in December 2013. • Q2 performance report to Council in March 2014. • Financial data to be incorporated as next phase of development.
9. Procurement and Tendering	Given the large growth and volume of projects that the Shire is accountable for, there needs to be a review of the way procurement and tendering occurs to ensure a more centralised approach is adopted which is connected across the various directorates within the organisation.	<ul style="list-style-type: none"> • Centralise and streamline the approach to procurement and tendering • Create knowledge management and succession planning of procurement and tendering through the organisation 	<ul style="list-style-type: none"> • Corporate Compliance team has been developing documentation to adequately meet the organisations needs and statutory accountabilities. • Current practices are being process mapped as an internal resource and guide to all staff. • Procurement policies and documents updated in December 2013. Induction and awareness training to commence March 2014.

10. Functional Processes	A review of the key processes that link how things are done within the organisation and examine the need to be streamline to avoid duplication of activity and further create efficiencies in time and cost on how activities are undertaken.	<ul style="list-style-type: none"> • Define what a process is and how these will be recorded. • Conduct a review of current functional processes across the organisation • Define what functional processes are needed, how they will be recorded, understood and applied consistently throughout the organisation. 	<ul style="list-style-type: none"> • Policies adopted. • Current practices are being process mapped as an internal resource and guide to all staff.
11. Risk Management Review	<p>Review of existing policies, procedures and supporting documentation.</p> <p>Development of Risk Management Framework.</p>	<ul style="list-style-type: none"> • Common, contemporary, compliant framework to be developed and utilised by four (4) Pilbara LGA's. 	<ul style="list-style-type: none"> • PRC Document has been produced and presented to Council. • Implementation of report recommendations being progressively undertaken by Corporate Compliance team in collaboration with other staff members. • Risk Framework identified. • Risk Register prepared. • Risk plan and policies to be presented to Council in March 2014. • Staff workshops to be conducted in March 2014 to finalise risk management reporting systems and control measures.

7 CLOSURE & DATE OF NEXT MEETING

The Meeting closed at 9.44 am.

The date of the next meeting to be held on Tuesday 27 May 2014 at 10.00 am in Meeting Room 4 - Welcome Road, Karratha.

I, Cr Evette Smeathers, Chairperson for the Audit and Organisational Risk Committee of the Shire of Roebourne, hereby declare on behalf of the Committee that the enclosed Minutes are a true and accurate record of the Audit and Organisational Risk Committee Meeting held on Tuesday 25 February 2014.

..... Date_____/_____/_____