



# INFORMATION PACKAGE



**For Incoming  
Audit and Risk Committee Independent Members**

As at March 2026



# Audit and Risk Committee Independent Member Information Package

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## COUNCIL PROFILE



With a population of 20,022, encompassing an area of 6,215 square kilometres, the Glenelg Shire is located in the far south-west of Victoria. Of this area, 45% (2,766 square kilometres) is public land. The traditional owners of the region comprise the Gunditjmara, Boandik and Jarwadjali people.

Glenelg Shire is a key tourist destination with expansive scenery, whilst offering links to the Great Ocean Road and the South Australian Limestone Coast.

Glenelg Shire has thriving agricultural, forestry and fishing industries, comprising 43.5% of all local businesses. The Shire is also host to the second deepest accessible Port in Victoria besides Melbourne.

### ORGANISATIONAL VALUES



*The Glenelg Shire Council respectfully acknowledges the traditional lands and waters of the Gunditjmara, Boandik and Jarwadjali people and their respective cultural heritages.*

*Aboriginal and Torres Strait Islander People provide an important contribution to Australia's cultural heritage and identity. We respectfully acknowledge the Aboriginal and Torres Strait community living throughout the Glenelg Shire and the contribution they make to the Glenelg Shire's prosperity and wellbeing.*

## **COUNCIL STRUCTURE**

In Australia there are three tiers of elected government – local, state and federal. Local Government is the level of government closest to the people and gives people a say in matters affecting their local area. Councils are governments – they provide a vehicle for the expression of local democracy.

Councils are made up of two parts: the elected representatives (Councillors) and administration (council staff).

### **Elected Representatives:**

The Glenelg Shire is an unsubdivided municipal district (no wards) and the number of Councillors assigned to the Council is fixed at 7.

Local Government Elections are held every four years. The next Local Government Election will be held in October 2028. Councillors are democratically elected by the residents and ratepayers of the municipality. Once elected, they are responsible for reviewing matters and debating issues before their Council. They take an Oath of Office to carry out this role impartially, to the best of their ability, and in the best interests of the municipality.

An elected Council sets the overall direction for the municipality through long-term planning and decision making. It adopts a strategic view of the future it wishes to achieve for its community and makes plans and policies to achieve this.

The council is responsible for appointing the Chief Executive Officer (CEO) and are also responsible for managing and reviewing the CEO's performance.

### **Council Staff:**

#### **Chief Executive Officer:**

The CEO is the only staff member who is appointed by the Council. The CEO is responsible for managing the organisational structure for the Council, ensuring that Council decisions are implemented, the day to day management of the Council's operations and providing advice to Council.

The CEO is also responsible for supporting the Mayor in the performance of his or her role and the development, implementation and enforcement of policies and protocols to manage interactions between Councillors and Council staff.

#### **Council staff:**

Council staff are the resource that ensures the day to day running of the organisation and the delivery of council services and functions.

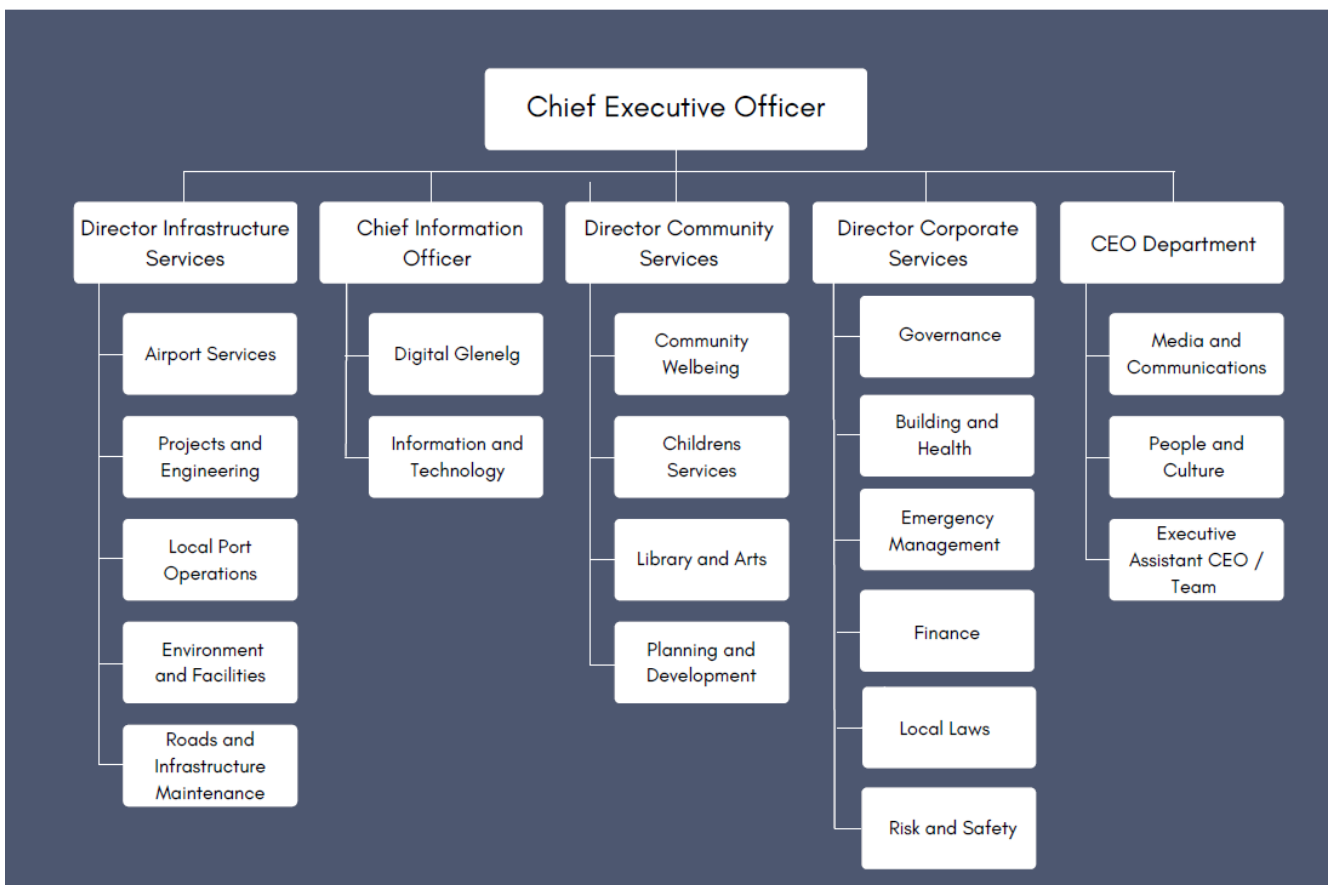
Council staff are responsible for providing advice, implementing Council’s direction and taking action on council decisions. Council officers also provide advice and expertise that help a council to form policy decisions, along with delivering services and implementing decisions.

**Organisational Chart:**

The current organisational structure is comprised of the office of the CEO and four directorates: Infrastructure Services, Community Services, Corporate Services and Glenelg Futures.

# Glenelg Shire Council

## Organisation Chart



## **Organisational Values**

**Respect | Integrity | Teamwork | Service Excellence | Innovation**

## **BACKGROUND – AUDIT AND RISK COMMITTEE**

The Glenelg Shire Council established its first Audit Committee in 2005.

In 2020 it became a legislative requirement that Council's must establish an Audit and Risk Committee.

The Glenelg Shire Council's Audit and Risk Committee is a Committee of Council, established under section 53 of the *Local Government Act 2020* on 25 August 2020.

The Glenelg Shire Council Audit and Risk Committee is a skill-based group where independent members will possess a range of skills and significant expertise in financial management and risk and public sector management.

The Audit and Risk Committee's role is to support Council in discharging its responsibilities related to financial and performance reporting, risk management, fraud prevention systems and control, maintenance of a sound internal control environment, assurance activities including internal and external audit of Council's performance with regard to compliance with its policies and legislative and regulatory requirements.

The primary objectives and responsibilities of the Audit and Risk Committee include the following:

- Monitor compliance of Council policies and procedures with the Overarching Governance Principles (Section 9 *Local Government Act 2020*), the *Local Government Act 2020* and Regulations, and any Ministerial Directions;
- Monitor Councils financial and performance reporting;
- Monitor and provide advice on risk management and fraud prevention systems and controls;
- Oversee internal and external audit functions;
- Provision of advice and guidance on the adequacy of initiatives for values and ethics; and
- Provision of advice and guidance on governance matters.

Further details on the functions and responsibilities of the Audit and Risk Committee are outlined in the Audit and Risk Committee Charter.

The Chief Executive Officer, Director Corporate Services, Director Infrastructure Services, Director Community Services, Manager Governance, Chief Finance Officer, Corporate Governance Coordinator and other Council Officers (as required) attend meetings of the Committee and provide appropriate administrative support.

## **Time Commitment**

The Audit and Risk Committee meets at least four times a year (March, June, September and December) with authority to convene additional meetings, as circumstances required. Meetings are generally being held on the first Thursday of the month.

Meetings will commence at 1.00pm and will be held either in person, at the Glenelg Shire, Reception Room, 71 Cliff Street Portland, or with the option of attending remotely via technological means.

It is anticipated that the demand on individual members will be approximately 5 hours per meeting. This will comprise of meeting preparation, attendance at Audit and Risk Committee meetings and other input as required from time to time.

Audit and Risk Committee Meetings are not open to the public.

## **Current Membership and Tenure**

The Committee is made up of up to five independent members and three Councillors:

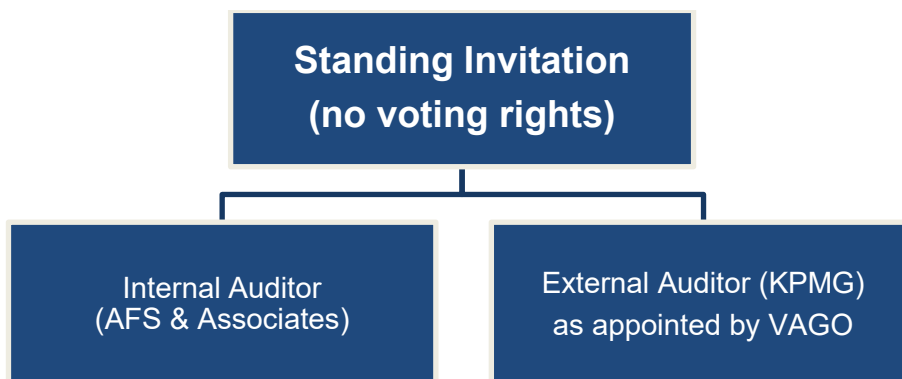
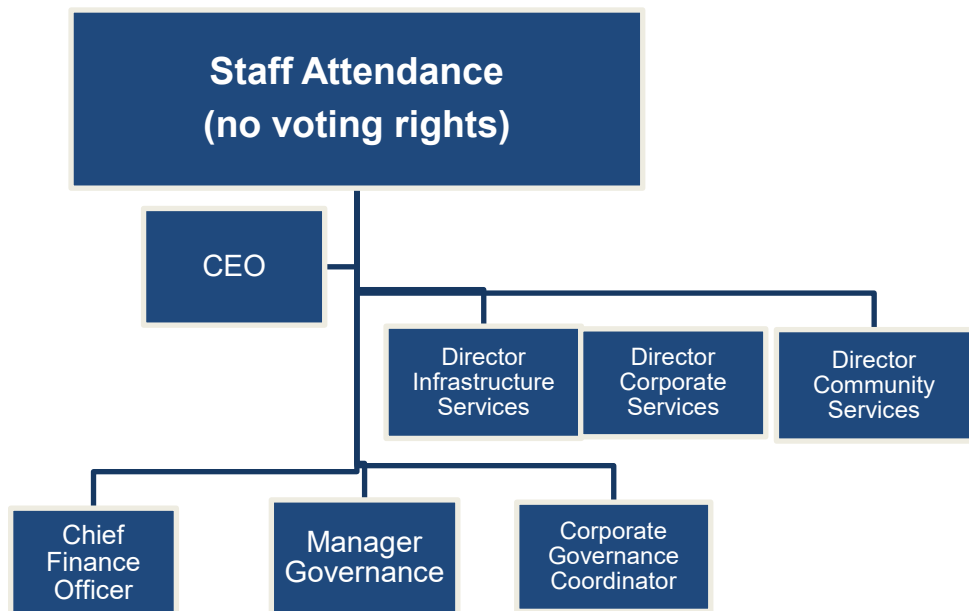
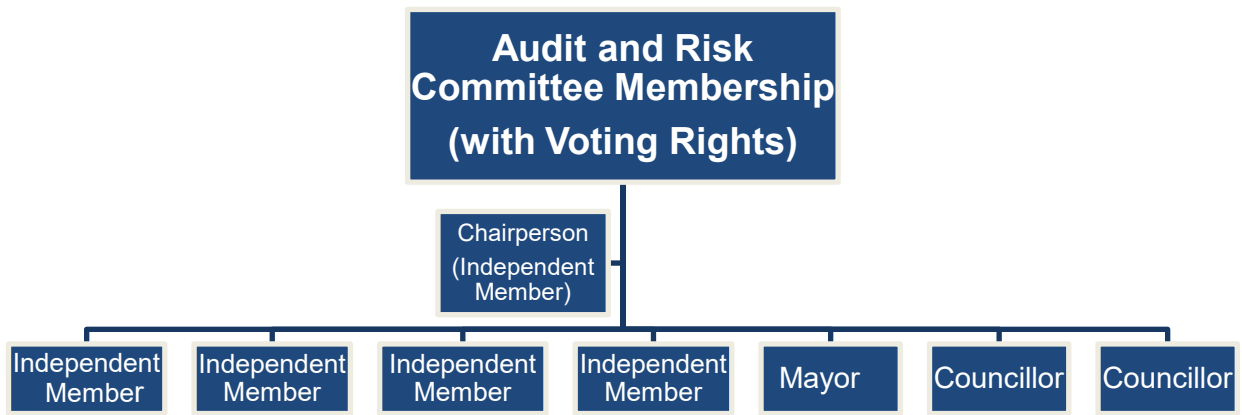
Name	Membership Type	Term Expiry Date
David Stafford	Independent Member	25 August 2028
Tony Oxford	Independent Member	25 June 2028
John Duffield	Independent Member	28 February 2029
Samantha Sharp	Independent Member	11 March 2029
Roland Freyer	Independent Member	25 November 2029
Cr Karen Stephens	Mayor	Pending Mayoral Election November 2026
Cr Matt Jowett	Councillor (Deputy Mayor)	October 2028
Cr Duane Angelino	Councillor	October 2028

The Chairperson of the Committee is appointed on an annual basis from the independent membership by all members of the Committee.

The term of each independent member is four years. Independent members may be reappointed for one additional four year term subject to satisfactory performance, that is, a maximum of eight years.

Councillor Representatives will be appointed to the Audit and Risk Committee by the Council for the term of the current Council.

## Structure of Audit and Risk Committee



## **Remuneration**

Independent members of the Audit and Risk Committee will be paid a meeting allowance for attending meetings outlined in the [Audit and Risk Committee Charter 2025 - 2027](#) .

A purchase order will be issued to each Independent Member prior to the Audit and Risk Committee Meeting and payment will be made on receipt of independent members invoice after each Audit and Risk Committee meeting.

All independent members will be responsible for their own travel costs incurred in attending meetings of the Audit and Risk Committee.

## **Conflict of Interest**

All Audit and Risk Committee members are required to complete Personal Interest returns within 30 days of being appointed to the committee and every six months thereafter in accordance with Section 132-136 of the *Local Government Act 2020* and the Glenelg Shire Council Governance Rules.

The Independent Member must be free from any conflict of interest and any business or other relationship that could, or could reasonably be perceived to materially interfere with the member's ability to act in the best interests of Council.

Audit and Risk Committee members must declare any conflicts of interest at the start of each meeting and take action in accordance with the Governance Rules. These details are to be appropriately minuted.

## **Internal Audit**

Council manages the internal audit function with audits being outsourced to a single service provider established via a public tender process. Council's Internal Audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. This function is performed by an external provider, AFS & Associates who were awarded the contract on 26 August 2022, expiring 26 August 2026.

Council adopts a three year risk based Strategic Internal Audit Program which is reviewed annually to ensure the audit resources remain focused on the appropriate areas.

The internal auditor attends each Audit and Risk Committee Meeting to report on the status of the Internal Audit Program, provide an Industry update and present findings of completed internal audits.

## **External Audit**

Council's external auditor is the Victorian Auditor General. The Auditor-General has appointed KPMG as its representative to conduct the Glenelg Shire Audit for the 2024/2025 financial year.

## Financial Report:

The *Audit Act 1994* requires the Auditor-General to:

- Form an opinion on whether Council's financial report presents fairly in accordance with the *Local Government Act 2020*; the *Local Government (Planning and Reporting) Regulations 2020*; the Australian accounting standards, and to provide an audit report to Council.
- Provide a copy of the auditor's report to:
  - The Minister for Local Government; and
  - The Assistant Treasurer where a modified audit opinion is provided, or where the Auditor-General directs.
- The *Local Government Act 2020* requires the Auditor General to:
  - Form an opinion on whether Council's performance statement presents fairly in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*; and
  - Provide a copy of the auditor's report on the Council's performance statement to the Council and Minister.

## **Relevant Documents**

Relevant Documents available from Council's website at [www.glenelg.vic.gov.au](http://www.glenelg.vic.gov.au)

[Annual Reports and Annual Financial Reports](#)

[Long Term Financial Plan 2025 - 2035](#)

[Council and Wellbeing Plan 2025-2029 | Glenelg Shire Council](#)

[Glenelg Shire 2040 Community Plan | Glenelg Shire Council](#)

[Audit and Risk Committee Charter 2025 - 2027](#)

## **Contact Officer**

For further information on the Audit and Risk Committee please contact Council's Corporate Governance Coordinator, Kylie Walford on 03 5522 2294 or [kwalford@glenelg.vic.gov.au](mailto:kwalford@glenelg.vic.gov.au)



## **AUDIT AND RISK COMMITTEE INDEPENDENT MEMBER PROFILES**

### **DAVID STAFFORD, BCom, CPA, MAICD**



David Stafford has been an independent Member of the Audit and Risk Committee for the Glenelg Shire since August 2020 and is the current Chairperson. He is based in Portland and has owned and operated Portland Studios since 1980.

David is currently the CEO of Rural Financial Counselling Victoria and is responsible for managing the program in Western Victoria. The program provides assistance to farmers through business and wellbeing support.

He heads the administration team for the program and deals with the compliance aspects back to State and Federal government.

With an accounting, teaching and management background he was former head of Campus at South West TAFE, along with Board Chair of Bayview College, where he provided an audit oversight and chaired the Finance Committee.

David has been a CPA Member since 2006, is a current member of Australian Institute of Company Directors, completing his last update in 2020.

David is the current Treasurer of Glenelg and Southern Grampians Local Learning and Employment Network where he also provides an audit oversight.

David has a strong focus on risk management.

### **ANTHONY (TONY) OXFORD, ASM OAM CStJ FACPara MAIES**



Tony Oxford has been an Independent Member of the Audit and Risk Committee since 2024.

As a resident of Portland for 26 years, with his wife Brenda (a born and bred Portlander) Tony recently retired as a Paramedic with Ambulance Victoria in the role of Senior Team Manager in the Emergency Management Planning Coordinator role.

He is also a volunteer with St John Ambulance and has been volunteering with them since 1976. Working in ambulance for over 40 years, he has a passion for emergency management and has undertaken numerous deployments to disaster impacted areas including the Queensland Floods, various Victorian bushfires and in 2021, undertook a three-month deployment to Papua New Guinea to assist the local ambulance service in its response to Covid 19. He was made a Fellow of the Australian College of Paramedicine in 2020 and has qualifications in Paramedicine, Emergency Management and Business Management.

Tony lives in Portland and spent 12 years as the Area Manager for Ambulance Victoria responsible for the Glenelg, Moyne, Southern Grampians and Warrnambool Shires.

He is currently the Board Chair for Heywood Rural Health and has served on their Board for six years. With this background, he has developed a keen interest and understanding for good governance, particularly as it pertains to Clinical & Board Governance and has a keen interest in audit and risk, sitting on the Finance, Audit & Risk Committee of Heywood Rural Health.

### **JOHN DUFFIELD, FCPA, GAID**



John Duffield has been an Independent Member of the Audit and Risk Committee for the Glenelg Shire since 2025.

John is a Fellow of Certified Practising Accountant (CPA), Graduate of Australian Institute of Company Directors (AICD), Master of Business Administration (MBA) from Deakin University and Diploma of Business (Accounting) Preston Institute of Technology now RMIT.

Prior to retirement from full time in December 2021 he held senior positions in Finance, Corporate Services and Project Management at Saputo/Warrnambool Cheese and Butter, Boeing Service Corporation and Alcoa. These positions provided extensive experience in financial management, risk management, fraud prevention, internal and external audits functions, organisational culture and strategy and strong interpersonal and communications skills.

Since retirement he been an Independent Director and Chairperson of the Audit and Risk Committee for Genetics Australia Co-operative, Director (GAC representative) and Chairperson of Audit and Risk Committee for Genetics Australia Holdings (a joint venture between GAC and GENEX - a part of the URUS Group) and an Independent member and Chairperson of the Moyne Shire Audit and Risk Committee.

### **SAMANTHA (SAM) SHARP**



Sam has been an Independent Member of the Audit and Risk Committee for the Glenelg Shire since 2025.

Sam has spent over 20 years working in different services and establishing networks in the South West of Victoria and inner-city Melbourne, having worked in Aged Care, Children's Services, Youth Work, Community Development, Emergency Management and Drug and Alcohol in rural communities in Western Victoria and in inner city Melbourne in local government and community health.

Sam has previously worked for Glenelg Shire Council in a variety of roles, Western Victoria Primary Health Network as a Director of Commissioning and Logistics/ Service System Integration, leading transformation in the delivery of mental health and Alcohol and other drug services and population health planning, including the delivery of innovative headspace and head to health services.

More recently, Sam worked in the Department of Health establishing vaccination services across Victoria during the COVID 19 outbreaks and then moved into running the Mental Health system in Victoria as the Executive Director of Mental Health and AOD System

Management and more recently was the CEO of Portland District Health and General Manager of Corporate Services at Cobdenhealth.

Sam is currently consulting in a range of industries in governance, emergency management, aged care, risk and policy. Sam has a Bachelor of Arts Education, Bachelor of Social Work, Master of Business Administration in Public Sector Administration, and an Advanced Diploma of Public Safety and is a graduate of the Leadership Victoria - Williamson Community Leadership Program.

## **ROLAND FREYER**

(BIO & PHOTO PENDING)

## **COUNCILLOR AUDIT AND RISK COMMITTEE REPRESENTATIVE PROFILES**

### **MAYOR CR KAREN STEPHENS**



Cr Karen Stephens was first elected to the Glenelg Shire Council in March 2002 and was re-elected to Council on 11 November 2024. Cr Stephens is the current Mayor also served as Mayor in 2004/2005, 2012/2013 and 2023/2024. Cr Stephens has been a member of the Audit and Risk Committee since 2005.

Over the years Cr Stephens has been involved in several regionally significant projects - chairing the review by Australian National University of Land Use Change in the Green Triangle Region and Barwon South West Women's Forum for Climate Change and become an inaugural member in 2005 of the Green Triangle Freight Action Plan Implementation Committee and was Chair from 2016-2022 which during this period successfully advocated and achieved over \$250mil for road funding in the region.

Cr Stephens is heavily involved in the Casterton community as a volunteer through a number of different organisations and is a founding member and current President of the Casterton Kelpie Association. Karen has spent many years developing the now nationally and internationally renowned Australian Kelpie Muster which is held on the King's Birthday weekend each June and was a driving force behind the development of the now completed Australian Kelpie Centre in Casterton.

## **CR MATT JOWETT**



Cr Matt Jowett was elected to Council on 11 November 2024. Cr Jowett was appointed to the Audit and Risk Committee on 26 November 2024.

Cr Jowett is a Portland resident, husband, father and business owner. He is passionate about all things happening in the Glenelg Shire. He has an ability to see issues from multiple different perspectives.

## **CR DUANE ANGELINO**



Cr Duane Angelino was elected to the Glenelg Shire on 11 November 2024. Cr Angelino has been a member of the Audit and Risk Committee since December 2025.

Cr Angelino has lived in the Heywood community for approximately 60 years. His mother's family have been here for four generations and his father emigrated from Holland after the second world war. He has worked in many jobs including banking, business and 32 years at Alcoa. He has a Certificate IV in OHS and Supervision.

He is also a member of Heywood Promoting Inc and Hood Street Indoor Bowls and Cards group.