



Ararat Rural City

Fraud and Corruption Control Plan

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Councillors

Chief Executive Officer

Manager Corporate Support

Governance and Administration Coordinator

HR Business Partner

1. PURPOSE

The purpose of the Fraud and Corruption Control Plan is to establish an appropriate framework that defines management and employee responsibilities and to ensure the implementation of robust practices for the effective detection, investigation and prevention of fraud and corruption of any description.

2. DEFINITIONS

Control (or internal control)

Control is defined as an existing process, policy, device, practice or other action that acts to minimise negative risks or enhance positive opportunities.

Corruption

Is defined as dishonest activity in which a Councillor, employee, contractor or volunteer of Council acts contrary to the interests of the organisation and abuses his or her position of trust in order to achieve some personal gain or advantage for him or her or for another person or entity. Corruption is any conduct that is improper, immoral and fraudulent.

Examples of corruption include:

- Release of confidential information for other than a proper business purpose in exchange for some form of non-financial benefit or advantage accruing to the employee releasing the information; or
- Collusive tendering (the act of multiple tenderers for a particular contract colluding in preparation of their bids).

Fraud

Is defined as any dishonest activity causing actual or potential loss to any person or Council (including theft of money or other property) by Council officers or persons external to the organisation and whether or not deception is used at the time, immediately before or following the activity. This also includes the deliberate falsification, concealment, destruction or use of (or intention to use) falsified documentation and the improper use of information or position for personal financial benefit.

Fraud examples include the following activities that result in actual or potential financial loss:

- Forgery or alteration of cheques, invoices, computer records and other documents;
- Any misappropriation of funds, securities, supplies or any other assets;
- Any irregularity in the handling or reporting of monetary transactions;
- Unauthorised use or misuse of Council property, equipment, materials or records;
- Any computer related activity involving the alteration, destruction, forgery or manipulation of data for fraudulent purposes or misappropriation of Council owned software; or
- Any claim for reimbursement of expenses that is not made for the exclusive benefit of Council.

Prima Facie

Prima facie is a Latin term meaning “at first look” or “on its face” and refers to evidence which, unless rebutted, would be sufficient to prove the case.

3. SCOPE

This plan applies to all Council employees, Councillors, contractors and volunteers of Council.

4. CONTEXT

This plan forms the foundation of fraud and corruption control at Council and is to be read in conjunction with the following policies:

- Staff Code of Conduct;
- Councillor Code of Conduct;
- Risk Management Policy;
- Risk Management Framework;
- Public Interest Disclosure Procedure;
- Councillor Gifts Policy;
- Staff Gifts Policy;
- Fraud & Corruption Control Policy;
- Performance Management Employee Discipline Policy; and
- Complaints Handling Policy
- Equal Employment Opportunity Policy
- Workplace Anti-discrimination & Harassment Policy

5. PLAN

5.1 Prevention

In balancing fraud and corruption control considerations with the organisation’s objectives, every effort has been made to ensure fraud and corruption minimisation strategies are efficient and effective and take account of these objectives and their financial impact.

Fraud and corruption control is an essential element of sound corporate governance and is integral to internal risk control. Council believe that an emphasis on prevention and detection is the best way to deal with fraud and corruption.

The underlying thrust of Council’s policy on fraud and corruption prevention is to encourage the public and staff to understand that fraudulent acts against Council are unacceptable, may constitute a criminal offence and will be prosecuted.

An important element of any fraud and corruption control program is awareness in the minds of all employees of the various aspects of fraud and corruption risks and how to respond if fraud or corruption is suspected. Experience has shown that one of the most common ways to detect fraud or corruption is by observation, investigation and reporting by fellow workers of the perpetrator/s.

5.2 Responsibilities for Fraud and Corruption Control

Chief Executive Officer (CEO) & Senior Management

The CEO has the ultimate responsibility for the prevention, control and minimisation of fraud and corruption across Council.

The CEO and senior management are responsible for monitoring the corporate implementation and performance of the Fraud & Corruption Control Policy and the Fraud & Corruption Control Plan, which includes promoting an environment where fraud and corruption are not tolerated.

As a key factor in fraud prevention, senior management must exhibit to staff and customers a genuine and strong commitment to fraud and corruption control.

In the instance that the CEO is the subject of a fraud or corruption allegation, the reporting person is directed to enact the Public Interest Disclosure Act 2012.

Audit and Risk Committee

The Audit and Risk Committee is responsible for adopting the internal audit plan and reviewing audit reports. It has an overseeing role on behalf of Council of risk management activities relating to fraud and corruption minimisation. The internal auditor reports on finding and makes recommendations to management and the Audit and Risk Committee.

Managers

Managers are required to manage risk, control costs, monitor and improve systems, institute proper controls and foster an ethical working environment, as well as:

- Delegation of duties to employees where practical;
- Continuously promote ethical behaviour by their actions and advice;
- Identifying high fraud risk areas;
- Developing/modifying local practices to reduce fraud risks;
- Assessing the cost benefit of introducing anti-fraud procedures;
- Reporting suspected fraud; and
- Adhere to the procedures to follow once fraud has been alleged and/or identified.

Employees

Employees must:

- Comply with internal control requirements, policies and procedures;
- Be aware of the signs of acts of misconduct, fraud and corruption;
- Report suspected acts of fraud, corruption or misconduct; and
- Assist with any enquiries and investigations pertaining to fraud, corruption or misconduct.

Public Interest Coordinator

The Governance and Administration Coordinator fulfils the role of Public Interest Disclosure Coordinator and Investigator for the purposes of Public Interest Disclosures made under the *Public Interest Disclosure Act 2012*. Under certain circumstances, a person is entitled to statutory protection from any retaliation for having made a “Public Interest Disclosure”. However, those statutory protections are not available in all cases and further detail can be obtained from the Governance and Administration Coordinator or by consulting Council’s Public Interest Disclosure Procedure.

5.3 Fraud and Corruption Risk Assessment

Council has a Risk Management Framework which facilitates the systematic identification, analysis and evaluation of risks within its business operations. The register includes identification of fraud risk and the controls in place to mitigate it.

This methodology considers the combined influences of the following factors on the activities of Council:

- The environment (both internal and external) within which Council operates;
- The timeframe and deadlines in which Council operates; and
- An overall assessment of Council's internal controls.

The effectiveness of internal controls needs to be measured regularly through internal reviews and on the basis of findings from a number of internal audits.

Further work is required to undertake more specific risk assessments of fraud in each high risk area from a strategic and operational perspective.

The relevant officer will undertake a review of all fraud and corruption risk assessments annually to ensure there is a check on the implementation of all actions identified in the risk register. Council, in conducting and reviewing risks will take into account industry trends and incidents.

This Fraud Control Plan operates within an existing legislative and strategic framework. The

Fraud and Corruption Control Plan



Ararat Rural City

diagram below shows the interdependency of a good plan with complimentary programs and processes.



Communicating Intent

A fraud and corruption prevention policy and code of conduct are key mechanisms for clearly articulating a Council's objectives and expected outcomes in managing fraud or corruption.

An effective fraud and corruption control policy clearly establishes Council's attitude and approach to fraud and corruption control, while a code of conduct promotes high standards of ethical behaviour expected of staff and Council's commitment to these standards.

Identifying Risks

Developing an effective fraud control framework requires having a good understanding of Council's key fraud risks.

The fraud risk assessment should cover all the discrete functions and operations of a Council. To ensure an integrated and consistent approach, the assessment should also form part of Council's overall risk management strategy.

Limiting Opportunities

Once Council has established its fraud risk profile through a risk assessment process, it needs to implement dedicated internal controls — system processes and procedures — that will minimise those risks.

Raising Awareness

Fraud awareness training is an effective method of ensuring that all Councillors, staff, contractors and volunteers are aware of their responsibilities for fraud control and of expectations for ethical behaviour in the workplace.

Monitoring

Audit and Risk Committee oversight is critical to the success of the fraud control framework. The Audit and Risk Committee should regularly review Council's internal controls, risk management processes and fraud control strategies.

5.1 Monitoring and Review

Internal fraud and corruption controls should be proactive – meaning they should be in place from the beginning, before an incident occurs, rather than after and they should be cost effective.

A good system of internal fraud controls will lessen the chance of misuse of funds and resources, through appropriate documentation and procedures and will help to identify the cause of a problem.

Fraud and corruption control measures should be supported by regular testing and review of the control framework (such as that undertaken by internal audit and other compliance and assurance functions).

5.2 Fraud Education, Awareness and Training Ethics

In seeking to prevent fraudulent and corrupt activity, two of the most important factors are:

- Establishing and maintaining a sound ethical culture amongst all staff and volunteers; and
- Heightening awareness of the exposures and risks of fraud at all levels of management.

Managers are required to manage risk, control costs, monitor and improve systems, institute proper controls and foster an ethical environment. Council expects all employees to behave ethically and to be responsible for minimising any possibility of fraud and corruption within Council.

Where employees are faced with ethical dilemmas, they need assistance in deciding the appropriate course of action. This assistance is provided in the form of guidelines, established procedures and by maintaining an open environment in which employees are prepared to discuss ethical dilemmas. Council provides a number of resources to assist staff and volunteers including a Code of Conduct and an Employee Assistance Program.

Fraud and Corruption Awareness Training

Council recognise that the primary purpose of education and training in the area of fraud and corruption is to raise the general level of awareness amongst personnel about what fraudulent practices are and to make it very clear that they will not be tolerated under any circumstances.

All staff participate in annual compliance training where fraud and corruption awareness is one topic covered.

Fraud and Corruption Risk Assessment.

Risk assessments will be undertaken for all identified fraud and corruption risks in accordance with Council's current Risk Management approach.

Risks that can be assessed include:

- Theft of cash;
- Theft of material or equipment;
- Misuse of equipment;
- Misuse of credit cards and purchasing cards;
- Accounts payable;
- Payroll practices, including not recording leave;
- Procurement; and
- Recruitment.

Additional risks will be identified through normal business unit operations and through the regular review of the risk register in accordance with the Risk Management Framework.

6 DETECTION AND REPORTING

6.1 Internal reporting

A range of options are available to report instances of behaviour involving possible fraud or corruption.

The reporting options are:

1. Reporting the incident to the employee's manager/supervisor;
2. Reporting the incident to Governance and Administration Coordinator;
3. Making a Public Interest Disclosure under the Public Interest Disclosure Act 2012. Further detail can be obtained from the Public Interest Disclosure Coordinator (the Governance and Administration Coordinator) or by consulting Council's Public interest Disclosure Policy and Procedure.

The information provided in a report should include:

- Details relating to the suspecting offence; and
- Details of the suspected offender(s) where known.

Under certain circumstances statutory protections are available to staff disclosing fraud or corruption as a Public Interest Disclosure under the Public Interest Disclosure Act 2012. Individuals wishing to explore this option should confidentially contact the Public Interest Disclosure Coordinator.

Management recognises that the reporting of fraud and corruption is a sensitive issue (especially against colleagues). To affirm the integrity of this function, management will, as far as reasonably practicable, ensure the confidentiality of information passed to any senior manager or internal auditor. This will be achieved by maintaining the confidentiality of both the complainant and suspect and by avoiding rumours, morale problems and the possibility of wilful destruction of evidence. Regardless of the reporting option exercised, Council will take all practical steps to protect the welfare of the person making the report.

6.2 Internal Auditors role in detecting fraud and corruption

Management and the internal audit activity have differing roles with respect to fraud detection. The normal course of work for the internal audit activity is to provide an independent appraisal, examination and evaluation of an organisations activities as a service to the organisation. The objective of internal auditing in fraud detection is to assist members of the organisation in the effective discharge of their responsibilities by furnishing them with analysis of controls, appraisals, recommendations, counsel and information concerning the activities reviewed.

7 RESPONSE

7.1 Internal reporting by employees and volunteers

Subject to the conditions mentioned in clause 6.1, instances of fraud and corruption will be reported to the police where:

- The monetary value of the fraud case is material;
- Any non-financial benefit or advantage gained results in a significant loss to Council; or
- The fraud undermines confidence in a program or system.

Fraudulent or corrupt activity falling below the reporting threshold may be reported to the police where there is reasonable cause to believe that the activity:

- Is part of a conspiracy or involves collusion;
- Is part of a pattern of activity or is linked with previous patterns of activity (either of an individual or an organisation);

- Involves bribery or other forms of corruption;
- Involves the inappropriate or unjustified use of a Corporate Credit Card; or
- Involves disclosure of sensitive or classified information.

The requirement for Council to report information on fraud does not detract from Council's authority to determine the appropriate remedy to be applied, i.e. prosecution, administrative action, civil remedy, recovery action, use of internal disciplinary procedures, or whether any further action will be taken in the matter.

Council staff should in all instances seek the advice and guidance of the Governance and Administration Coordinator who will determine whether disciplinary or legal action is appropriate.

7.2 External reporting to outside authorities

In the event that there is a reasonable suspicion that, in a particular matter, an offence has occurred, and that the matter may have implications for another agency, then a report on that matter, excluding personal information unless prima face evidence exists, will be provided to the relevant agency at the earliest opportunity.

7.3 Investigations

Public Interest Disclosures will be dealt with as per Council's Public Interest Disclosure Procedure.

In the case of allegations of fraud or corruption made by an employee, volunteers, contractor or external party, and where the fraud or corruption report is not being made as a Public Interest Disclosure, the officer taking the report should:

- Meet with the informant without delay and take detailed notes of the facts;
- Review the facts and establish that the allegations are being made in good faith;
- Report the matter to the Fraud Control Officer (Governance and Administration Coordinator).

As the public disclosure of the making of an allegation of fraud or corruption could expose Council to a civil action, all employees receiving a complaint are bound to:

- Maintain confidentiality at all times around all allegations raised and as to the identity of any individuals involved;
- Not attempt to personally undertake an investigation;
- Not contact any employees who are the subject of the allegations;
- Not discuss the complaint with any other employees other than as directed by an authorised investigating officer; and
- Not compromise the integrity of any evidence supporting allegations.

7.4 External Investigation

Where the initial investigation discloses:

- Instances of fraud as outlined in clause 7.1; or
- In the case of a Public Interest Disclosure under the Public Interest Disclosure Act 2012, at the direction of the Victorian Ombudsman.

The matter will be referred to the Victoria Police for further investigation. Council and its insurers will actively pursue the recovery of any money/property lost through fraud.

8 REFERENCES

- Fraud and Corruption Control Policy;
- Councillors Code of Conduct;
- Staff Code of Conduct
- Public Interest Disclosure Procedures;
- Risk Management Framework ;
- Risk Management Policy;
- Procurement Policy;
- Performance Management Employee Discipline Policy and Procedure.
- Councillor Gifts Policy;
- Staff Gifts Policy;
- Australian Standard AS 8001-2008 Fraud and Corruption Control;