

**Minutes of the Finance, Risk and Audit Committee
held on Tuesday, 22 February 2022 at 2.00 pm
Virtual Meeting via Zoom Webinar**

PRESENT

Ms Emma Hinchey (Chair)
Ms Nicolle Rantanen
Mr David Papa
Councillor Maggie Duncan

In Attendance

Chief Executive Officer - Tony Harrison
Acting General Manager City Services - Mathew Allen
General Manager Corporate Services - Sorana Dinmore
Acting General Manager City Development - Tony Lines
Manager Office of the CEO - Kate McKenzie
Unit Manager Governance and Council Support - Victoria Moritz
Chief Finance Officer – Ray Barnwell
Unit Manager Risk – Sherie Walczak
Manager IT Operations – Michael Bowden
Manager Operations – Russel Troup
Mr Eric Beere (KPMG)
Ms Heather Martens (KPMG)
Mr Hayden Love (KPMG)

1 Open Meeting

The Chair opened the meeting at 2.00pm

2 Kaurna Acknowledgement

We acknowledge the Kaurna people, the traditional custodians of this land and pay our respects to their elders past and present.

3 Elected Member Declaration of Interest (if any)

The Chair asked if any member wished to disclose an interest in relation to any item being considered at the meeting

- Nil Interests were disclosed.

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 14 December 2021
Report Reference FRAC220222R4.1

Moved Mr Papa

Seconded Councillor Duncan

That the minutes of the Finance, Risk and Audit Committee Meeting held on 14 December 2021 be taken as read and confirmed.

Carried Unanimously

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference FRAC220222R5.1

The Committee queried item number 3 in relation the Service Reviews and queried the revised date for this action was still to be confirmed. The Committee was concerned with the risk of the being overdue and requested an update. The CEO acknowledged a date needed to be confirmed and noted this was a work in progress and more details were being developed around the structure of the framework. A number of new initiatives have commenced and are in train with six different components in the framework. A status update will be provided out of session.

Action: CEO to provide a status update on the Service Review and framework

Moved Ms Rantanen

Seconded Mr Papa

That the Finance, Risk and Audit Committee:

1. Notes the business arising statement, meeting schedule and upcoming items.

Carried Unanimously

Order of Agenda Items

The Chair sought and was granted leave of the meeting to vary the order of the agenda and consider the item *Elected Member Report (7.1)* after the item *DTP Update (8.2)* and consider the item *Internal Audit 2021/22 Progress Update* next on the agenda.

7 Reports for Discussion

7.4 Internal Audit 2021/22 Progress Update

Report Reference FRAC211214R7.4

Mr Eric Beers, Ms Heather Martens and Mr Hayden Love from KPMB entered the meeting.

Manager Office of the CEO introduced the item and provided a summary of where we are at with the Internal Audit program for 2021/22.

Collaborative Project(s) Health Check

Mr Beere provided an overview of the collaborative health check report and together with Ms Martens made the following comments:

- The current model and approach is good and this was an opportunity to take stock on how the model has been working. This was generally positive, noting some turnover in key positions. The scope provided an opportunity to review how to make this more sustainable from a governance perspective.
- When looking at the summary observations, it is clear a lot of this is driven strongly by relationships between the CEOs championing the benefits of the model and clear alignment

between the three councils. There is an opportunity to strengthen the change management through the organisation right down through the lower levels.

- In terms of governance, this looked good and was supported through good documentation, however it was noted a lack of consistency in practical application. There appeared to be an inconsistent governance application to the structure and framework. Relevant roles and responsibilities are not clearly understood. This was recognised and acknowledged the need to adopt the lessons learnt.
- There is an opportunity to further consider WHS and how this is factored into projects, with a view to tighten this moving forward.
- Other benefits included the sharing of knowledge and resources with councils being able to scale buying power resulting in a high level of skill in people playing a role across all councils in turn applying extra resilience.
- It was noted there was a big reliance on key persons, this risk resulting in a reduction in traction the program would get. Some artefacts were unable to be sourced due to the heavy reliance on key persons and their document management however records management improvements has addressed this issue. The recommendations are reflective of resourcing and spreading the load to mitigate this risk.
- One project was reviewed in detail focusing on the benefits and savings of the strategic procurement review. Several key stakeholders across all three councils met to understand how the process has worked. Generally, this was positive, however, there is opportunity to look at this as a whole over time and tighten up, this was acknowledged by all councils. Through a number of the findings there is opportunity to make this more robust moving forward. The recommendations were developed to provide sustainability so that it is not highly dependent on one person.
- Senior stakeholders through to middle management were aware of the positives and noted the improvements that could be made.
- It was acknowledged the collaborative approach was very large and complex, however there was a positive level of commitment and level of leadership to form the foundation.
- There was limited guidance on WHS management. Feedback was provided on changes that need to happen and positive recommendations to address the high-risk findings. It was noted the change management plans didn't filter down to the specific areas impacted. Initiatives moving forward include consultation for critical stakeholders.
- It was noted in the benefits realization framework, that we need to build the KPIs. Some of these are not clearly spelt out. It was identified we need to be very clear on what they mean and who/how these will be monitored and tracked and to communicate the positive wins to the relevant stakeholders.
- KPMG are happy to be flexible with the program and work around the Committee's suggestions and noted they will keep the audit integrated with emerging risks.

The Committee noted this was a great report and made the following comments:

- There had been perceived risks for a long time around the collaborative arrangement. However, the structures being proposed is what the committee had been looking for including decision making protocols and governance documentation. The Recommendations are critical to ensure maximising the project. With the structure in place, this has huge potential.
- The Committee queried the limited document guidance for WHS management in regard to statutory requirements, noting that things have potential to fall through the gaps. Management advised they are very confident and have very robust measures in place to mitigate this, even more evident in the last six months. There is a senior FTE dedicated position allocated to this noting we also have good management and union representation. Management noted there could always be more done and will take this on board. Management confirmed there were no concerns from our perspective in relation to strategic risk for example, with additional response treatments and practices put in place regarding COVID-19. Management noted a new collaboration service improvement consultation that is

working across the three councils has commenced and is committed to prioritising systems and processes.

- It was also queried whether there was a heightened risk in the interim with the potential gaps given the structure will take time to implement.
- It was suggested that future internal audits take into consideration how they are linked to the strategic and emerging risk that relate to our council, raising concerns that collaborative projects may not be covering emerging risks that specifically relate to us.
- The committee acknowledged we are doing a lot in this space and doing well, however are still reliant on other parties pulling their weight and bringing them along. The committee queried what we can do to ensure there are no gaps in the things we can't control.
- It was noted that the audit found that the high-level communications didn't always feed down through all levels of staff and management need to focus communication to ensure that everyone involved understands what the benefits are.
- The committee noted the recommendations are very straightforward and workable.
- Concerns were raised around documentation when a key person left and whether we are utilising our records management system appropriately. Staff advised that it is reliant on internal structures and how these are set up, however we have a three-year records management plan, introduced Office 365, and excellent records management staff assisting the organisation with the skills, capability and confidence to move forward in the right direction. The identified gap is specific to the contractor and identified as an isolated risk rather than an organisation wide risk.
- Management further noted that as of January this year, the three CEOs from the collaborative councils have created a reference group to monitor quality of service. The group are committed to driving a systems approach to improvement. An important aspect of the group is the formal mechanism put in place to generate reports, recommendations and post implementation reviews.

Contract Management (Collaborative)

Mr Beere and Mr Love introduced the item and provided an overview of the Contract Management final report. It was important to note the scope of the audit focused on post-award as opposed to pre-award and the governance framework, including how this worked in practice. The report identified positives and opportunities including more formalised governance documents. Another key theme was risk management and ensuring the inclusion of the risk assessment in the contract tool.

The Committee provided the following comments and feedback:

- There were some questions around the contract module target date of December 2021 and whether this had occurred or whether all the findings will be covered in the implementation of the financial systems. Management confirmed the target date is incorrect, this should be by July 2022 to align to the financial system implementation.
- The committee queried how many contract administrators there are for City of Marion. KMPG advised there was some difficulty in determining this due to the manual process, however commented there were no standouts for overload, noting without the profiling of a strategic nature, this was unclear. Management noted there were around 70-80 involved during the process and a variety of technical people are within the teams.
- In relation to spot audits in the contract management procedure, the committee suggested that the action be revised to include a performance management process.

Desktop Review of Stakeholder Management

Manager Office of the CEO provided an overview noting this review was born out of the assurance mapping initiated last year and was identified as one of the top risks. It was prepared in consultation

with ELT with part of the scoping body of work already prepared in the Stakeholder map. The review speaks to this. It was noted this will be completed separate to the work already being completed in the customer experience space.

The Committee provided the following comments:

- The Committee queried whether there were any external benchmarks or ways to measure success in stakeholder management or are these only internal? Management advised we are not ready for this yet, noting the foundations need to be established and set up first. With Salesforce only just going live, it will be more beneficial to review once we have moved down this path and the foundations have been set.
- Suggested the next steps are to build the success framework and identify any gaps.

Action: The City of Marion Action to be revised to: “The recently implemented Contract Management Procedure outlines the requirement for spot audits. During implementation, a risk-based performance management process will be put in place, with regular reporting of KPIs and metrics, minuted meetings and adequate records management”

Moved Ms Rantanen

Seconded Mr Papa

That the Finance, Risk and Audit Committee:

1. Notes the progress of the Internal Audit Program.
2. Considers and provides feedback on the:
 1. Collaborative Project(s) Health Check and
 2. Contract Management (Collaborative) Reports.
3. Endorses the Project Management (Collaborative) Scope

Carried Unanimously

7.2 Internal Audit Program - Implementation of Recommendations

Report Reference **FRAC220222R7.2**

The Manager Office of the CEO introduced the item noting a thorough review of the outstanding recommendations and how these are tracking had occurred. A number of the off-track items are close to being closed out and are sitting around the 80% complete mark. We are comfortable with where these are sitting and the comments against these. There are a few items that didn't quite hit the mark, these were reviewed and validated noting that progress is being made.

The Committee noted:

- There were some concerns of the number of overdue items that have a high-risk rating, however acknowledged these are close to being closed out and are moving forward.
- It was noted that some findings are not articulated well due to some parts being closed out. The committee suggested being careful when completing items to ensure the original recommendation is actually finalised and provided a reminder to keep an eye on the risk.

Moved Mr Papa

Seconded Councillor Duncan

That the Finance, Risk and Audit Committee:

1. Notes the status of the Internal Audit Program (Attachment 1).

Carried Unanimously

7.3 Corporate Risk Review Report Q2 2021/22

Report Reference FRAC211214R7.3

The Unit Manager Risk introduced the item noting this report is a standing quarterly risk review. The review has undertaken the usual process including engagement with the Senior Leadership Team. Key changes this quarter include the supply chain risk escalated to a high risk. Work has been done within the team to record mitigating strategies. An additional risk was added as a low risk from a claim lodged on using un-licensed material. The review also includes the usual environmental scan outlining themes that are topical from a risk and opportunity perspective. It was noted this is a changing environment with the State Elections currently underway.

The Committee provided the following comments on the Corporate Risk Review Report:

- The Committee queried the supply chain risk, wanting to understand how we are dealing with this as a business with reference to “de-scoping” projects and how this is achieved practically without any compromise. Management confirmed this is not happening in practice and projects are being managed as best they can and the wording around this is being reviewed. Despite COVID-19 and the significant delays this has not significantly impacted project delivery timeframes. Management are looking at bringing forward the capital budget timeframes to get ahead of the traditional cycle of tender and procurement to gain priority through contractors and trades, who have been put on notice with the proposed timings. A lot of work has gone on the background regarding a procurement plan to ensure we hit the market at the right time. Management also noted the Council Members who have a close responsibility to the community are aware of heightened expectations and are looking to minimize any expectations regarding delays and delivery of projects.
- The Committee noted the Council Members are concerned around the costs of changes in procurement with management acknowledging these expectations need to be managed.
- The Committee noted circumstances have changed now as a result of COVID19 and suggested this be articulated to the Members and queried whether the KPI’s put on projects currently account for COVID effects and whether these are achievable or whether they need to be brought back to council from a risk perspective and look at the measurables for the projects, building this into the controls and mitigating strategies.
- Management noted if the projects are delayed, the prices may not necessarily retreat. It was noted a lot of major projects have been delivered over recent years, and the next few years doesn’t contain as many major capital projects at this time.
- The Committee queried the retention of a High risk rating in relation to the completion of the planned treatments for one risk. Management confirmed this was an oversight and may need to identify further actions. It was further queried whether the planned treatments were enough to achieve the targets. Management commented there were intended to do so, however some environmental factors including staff changeover and treatments undertaking in training, may need to continue to look at an extension of time.
- The committee suggested including the forecasted risk at the end of planned treatments to compare the target against.

Moved Ms Rantanen

Seconded Councillor Duncan

That the Finance, Risk and Audit Committee:

1. Notes the report.

Carried Unanimously

7.5 Draft Annual Business Plan 2022-23 and Long-Term Financial Plan Report Reference FRAC220222R7.5

The Chief Finance Officer introduced the item and provided an overview. It was noted this is one of the most challenging budgets to prepare in current market conditions in addition to three elections occurring in 2022. Discussions at the planning day with Council Members were around getting the balance right with balancing the financial impact on the community - knowing we are currently in a strong financial position while also looking at future funding requirements for project. Discussions included various options and rates of from 1% to 1.7% all well below current year on year CPI at 3.3%. These discussions are ongoing with a list of unfunded initiatives still in consideration as well as potential election funding. The further development of the 2022-23 ABP will continue to focus on balancing the real cost of service provision and service demand from the community with the financial impact this may have on City of Marion ratepayers' and their capacity to pay.

The Committee noted:

- That risks from materials supply costs and indexation are being considered. They agreed that to establish the rate would be difficult as this was a moving target. Management advised the forecast is what we know at this stage and confirmed they will utilise available cash before any borrowings. There will be a further review in March / April where there may be some unfunded projects added through this process. It was noted the unallocated Asset Sustainability Reserve funding reserve is down to around \$2million and will continue to be utilized for major projects.
- The committee sought clarification around the use of CPI. Management confirmed we won't have the March CPI figures prior to adopting the Annual Business Plan for consultation in April, therefore the CPI considered will be based on the December year on year figure of 3.3%. The LTFP is applying an indexation rate of 2.5% for beyond the 2022/23 year.
- Concerns were raised if council members are trying to land on a number for a rate increase, underestimating CPI which may put them in a worse position. Management commented the CPI is increasingly difficult to forecast, however the organisation benefits from a sound financial position at this time.
- The committee noted it is nice to see the debt level noted in the paper across the LTFP, acknowledging this is likely to change with the focus to reduce cash and use borrowing if needed for major projects.
- The committee suggested it is worth exploring how other councils fund major projects, with the potential of borrowing for the expected life of the project and access intergenerational borrowings. Management noted both models including borrowing for the project or the requirements of the LTFP would be used moving forward.
- It would be nice to see the council have a 10-year plan on funding for major planned and unplanned projects, presenting the community with a financially sustainable long-term budget strategy. Management commented the ComPAS program being implemented in June this year will include at 10-year vision of major projects including environmental scanning.

Moved Ms Rantanen

Seconded Councillor Duncan

That the Committee provide feedback on:

1. The development of the Draft ABP 2022-23 and LTFP (Attachment 1)
2. The reasonableness, fairness and equity of the potential rating approaches for 2022-23, including in the context of Council's LTFP and on-going financial sustainability.

Carried Unanimously

7.6 2nd Budget Review 2021-22

Report Reference FRAC220222R7.6

The Chief Finance Officer introduce the item and provided a summary of the 2nd Budget Review 2021-22. It was noted the budget review is a revised forecast of the original 2021-22 budget and as such any savings identified during the budget reviews will not be confirmed until the financial statements are prepared and audited at the end of the financial year. The completion of the 2nd Budget Review has identified a favourable cash adjustment of \$0.065m. Deducting this from the 1st Budget Review Budget Deficit of \$0.487m leaves a revised full year cash deficit of \$0.422m, a favourable movement of \$0.259m against the original adopted budget deficit of \$0.681m.

In addition, some funding requirements from council resolutions contributed to increased costs, however, despite what is occurring from the marketplace from a cash perspective, we are still in a good position. Employee recruitment costs have increased from recent turnover, and costs relating to some streetscape projects had gone over with specific time frames not initially envisaged. This was due to some unplanned service locations and variation in the span of working hours on Sturt Road. This was managed more closely with the Diagonal Road works being very clear when the tender was released with the specific details included.

The Committee noted the report and provided the following comments:

- The Committee queried the presentation format to ensure it meets compliance with the legislation. Management acknowledged they would review to ensure we are meeting the requirements.
- The Committee queried why the user charges were forecasting a negative change. Management advised that when the original budget was adopted council were running the Edwardstown Facility. This has since shifted back to a model with the clubs running the facility.
- It queried the prepayment of IT licences was unfavourable. Management explained this was due to the timing of the licence renewal payments and confirmed a normal accrual accounting method is being used.
- Management confirmed that *Other Expenses* under the year-to-date variance analysis should have stated unfavourable, not favourable.
- The Committee suggested the operating surplus ratio include the actual performance against the target for a more accurate reflection.

Moved Mr Papa

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Note the 2nd Budget Review 2021-22 position

Carried Unanimously

8 Reports for Noting

8.1 Service Review Program and recommendations progress update Report Reference FRAC220222R8.1

General Manager Corporate Service introduced the item noting they continue to review the outstanding actions with some of these hinging on the DTP. It was noted the new Cross Council Improvement Lead has commenced and will lead collaborative improvement initiatives across the three councils (Marion, Charles Sturt, and Port Adelaide Enfield), the program is still in development. It was also noted the change with the DTP and the need to finish the projects before the review can occur. This will include an implementation review. Management are working on a more structured framework.

Management also acknowledged the necessity to look at a new infringement notice system, and the opportunity for improved post implementations review to look at the learnings and realise the benefits.

Moved Ms Rantanen

Seconded Councillor Duncan

That the Finance, Risk and Audit Committee notes:

1. That a Cross Council Improvement Lead has commenced and will lead collaborative improvement initiatives across the three councils, the program is still in development
2. Implementation progress of the Service Review Program recommendations (Appendix 1).

Carried Unanimously

8.2 DTP Update Report Reference FRAC220222R8.2

The General Manager Corporate Services provided a status update on the delivery of the DTP program which is continuing, and satisfactory progress is being made, despite delivery challenges and significant human resourcing constraints.

The Committee made the following comments:

- The Committee queried whether we had articulated the benefits expected to be achieved for each of the digital projects. Management commented that we are going to market with an EOI process to have someone help with the benefits realisation piece.
- It was also queried why we are doing the digital literacy and what we were hoping to achieve from this. Management advised we were ensuring there was alignment with the product and to determine what we should be looking for at the end of the project. These will be added in and we will report on how we are tracking towards these.

Moved Ms Rantanen

Seconded Mr Papa

That the Finance, Risk and Audit Committee:

1. Note the update on the Digital Transformation Program.

Carried Unanimously

7.1 Elected Member Report

Report Reference FRAC220222R7.1

The Committee noted the Elected Member Report and queried why the Mitchell Park item required additional funding. Management confirmed this was in relation to the future operations of the facility to optimise the running of the facility. Council endorsed an additional FTE. Management confirmed the learnings from Edwardstown and how this worked had been transferred to Mitchell Park.

Moved Ms Rantanen

Seconded Mr Papa

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Development, General Manager City Services, General Manager Corporate Services, Manager of the Office of the CEO, Chief Financial Officer, Manager City Activation, Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to *Sam Willoughby International BMX Facility Damage* and *South Adelaide Basketball Redevelopment – Feasibility and Business Case* upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the report relates to commercial and financial information.

The Committee went into confidence to discuss the following Confidential Items from the Elected Member Report:

- *South Adelaide Basketball Redevelopment - Feasibility and Business Case (Report Reference: GC220208F18.1)*
- *Sam Willoughby International BMX Facility damage Report Reference: GC220208F18.3*

Moved Ms Rantanen

Seconded Mr Papa

That the Finance, Risk and Audit Committee:

1. Notes this report.

Carried Unanimously

6. Confidential Items

Order of Agenda Items

The Chair sought and was granted leave of the meeting to vary the order of the confidential items and consider the item *External Audit Tender (6.2)* next on the agenda.

Moved Ms Rantanen

Seconded Mr Papa

That the cover reports to move into confidence for the following confidential items be moved en bloc:

- External Audit Tender (6.2)
- Cyber Security Quarterly Update (6.1)
- Civil Service Review (6.3)

Carried Unanimously

6.2 Cover Report - External Audit Tender

Report Reference FRAC220222F6.2

Moved Ms Rantanen**Seconded Mr Papa**

That pursuant to Section 90(2) and (3)(b) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager Corporate Services, Chief Financial Officer, Manager Office of the Chief Executive and Senior Procurement Specialist, be excluded from the meeting as the Council receives and considers information relating to the provision of External Audit Services, upon the basis that the Council is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to commercial information.

Carried Unanimously

4.07pm the meeting went into confidence.

Moved Ms Rantanen**Seconded Mr Papa**

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, External Audit Tender Report, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(b) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2022.

Carried Unanimously

4.12pm the meeting came out of confidence.

6.1 Cover Report - Cybersecurity - Quarterly Update

Report Reference FRAC220222F6.1

Moved Ms Rantanen**Seconded Mr Papa**

That pursuant to Section 90(2) and (3)(b)(i) and (ii) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, A/General Manager City Development, General Manager Corporate Services, A/General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance and Council Support and Governance Officer, be excluded from the meeting as the Committee receives and considers information relating to Cyber security of CoM, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to the current status of the CoM Cyber Security and the impact on contractual expectations.

Carried Unanimously

4.13pm the meeting went into confidence.

Moved Ms Rantanen**Seconded Councillor Duncan**

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the committee members order that this report, Cybersecurity – Quarterly Update, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2022

Carried Unanimously

4.21pm the meeting came out of confidence.

6.3 Cover Report - Civil Service Review

Report Reference FRAC220222F6.3

Moved Ms Rantanen**Seconded Mr Papa**

That pursuant to Section 90(2) and (3)(a) of the Local Government Act 1999, the Committee orders that all persons present, with the exception of the following persons: Chief Executive Officer, General Manager City Services, General Manager City Development, General Manager Corporate Services, Chief Finance Officer, Manager Office of the CEO, Manager Operations, Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to the Civil Services Review, upon the basis that the Committee is satisfied that the requirement for the meeting to be conducted in a place open to the public has been outweighed by the need to keep consideration of the matter confidential given the information relates to personnel matters.

Carried Unanimously

4.21pm the meeting went into confidence.

Moved Ms Rantanen**Seconded Mr Papa**

In accordance with Section 91(7) and (9) of the Local Government Act 1999 the Council orders that this report, Civil Service Review, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(a) of the Act, except when required to effect or comply with Council's resolution(s) regarding this matter, be kept confidential and not available for public inspection for a period of 12 months from the date of this meeting. This confidentiality order will be reviewed at the General Council Meeting in December 2022.

Carried Unanimously

4.26pm the meeting came out of confidence.

9 Workshop / Presentation Items - Nil**10 Other Business - Nil**

11 Meeting Closure

The meeting was declared closed at 4.26pm.

CONFIRMED THIS 17 DAY OF MAY 2022

CHAIRPERSON