



**Minutes of the Finance, Risk and Audit Committee
held on Tuesday, 21 February 2023 at 9.00 am
Council Chamber, Council Administration Centre
245 Sturt Road, Sturt**

PRESENT

Ms Emma Hinchey (Chair)
Ms Nicole Rantanen
Mr Josh Hubbard
Councillor Jason Veliskou (from 9.05am)
Councillor Jayne Hoffmann

In Attendance

Acting Chief Executive Officer - Ben Keen
General Manager Corporate Services - Angela Allison
Acting General Manager City Development - Thuyen Vi-Alternetti
Manager Office of the CEO - Kate McKenzie
Unit Manager Governance and Council Support - Victoria Moritz
Chief Finance Officer – Ray Barnwell
Unit Manager Risk and Strategy – Maddie Frew
Water Resources Coordinator – Glynn Ricketts
Mark Booth – BRM Advisory
Mr Eric Beere – KMPG
Mr Glenn Winkler - KPMG

1 Open Meeting

The Chair opened the meeting at 9.00am.

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

The following interests were disclosed:

- Nil

4 Confirmation of Minutes

4.1 Confirmation of Minutes of the Finance, Risk and Audit Committee Meeting held on 13 December 2022

Report Reference FRAC230221R4.1

Moved Ms Rantanen

Seconded Mr Hubbard

That the minutes of the Finance, Risk and Audit Committee Meeting held on 13 December 2022 be taken as read and confirmed.

Carried Unanimously

5 Business Arising

5.1 Business Arising Statement - Action Items

Report Reference FRAC230221R5.1

The Committee noted the business arising statement and schedule of upcoming items and provided the following feedback:

- Item 1 on the Business arising relating to service reviews appeared to have continual moving deadlines, and queried the tracking of this item. Management advised that the Chief Executive Officer had asked for a full review of the program by the end of the financial year with the intent of a new program to commence the following year.
- The Committee queried the progress of the self-assessment on procurement internal controls. The Chief Finance Officer provided an update and confirmed that a review of contracts over the past 2 financial years had been undertaken and there were only 4 incidents over the entire 2 years where the contract sum exceeded the delegation held, indicating it is not systemic issue. Further controls have been put in place since the audit finding to address the occurrence . It was also noted each business unit undertakes an annual self-assessment on internal control processes with potential learnings identified through this process.
- An error was noted in the due date for Item 3 will be changed from March 2022 to March 2023
- The Committee queried the action relating to develop a criteria for the timing of the implementation of recommendations based on the risk level of the finding. Manager Office of the CEO confirmed that this had been discussed with KPMG and agreed the criteria would be included in all reports. It will also be included in audit plans moving forward to aid in the visibility with SLT Managers as they are going through the findings.
- It was noted the second budget review and third budget review would be coming to the next Committee Meeting.
- The Committee raised concerns over the schedule of upcoming items and number of items listed. It suggested this be reviewed to determine if there was anything identified as out of scope for the Committee.

9.05am Councillor Veliskou entered the meeting.

Moved Ms Rantanen

Seconded Mr Hubbard

That the Finance, Risk and Audit Committee:

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

Carried Unanimously

6 Confidential Items

6.1 Cover Report - Cybersecurity - Quarterly Update

Report Reference FRAC230221F6.1

Moved Ms Rantanen

Seconded Mr Hubbard

That pursuant to Section 90(2) and (3)(e) and 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 Corporate Services, General Manager City Services, Manager Office of the CEO, Chief Financial Officer, Unit Manager Governance and Council Support, Governance Officer, Manager IT Operations and IT Governance & Cybersecurity Lead 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

9.07am the meeting went into confidence

Moved Ms Rantanen

Seconded Mr Hubbard

In accordance with Section 91(7) and (9) of the *Local Government Act* 1999 the Committee orders 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)(e) 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 2023.

Carried Unanimously

9.12am the meeting came out of confidence

6.2 Cover Report - Marion Water Business Section 48 Prudential Report; proposed expansion project

Report Reference FRAC230221F6.2

Moved Ms Rantanen

Seconded Mr Hubbard

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 Services, General Manager City Development, General Manager Corporate Services, Chief Financial officer, Manager Engineering, Assets & Environment, Manager Office of the Chief Executive, Unit Manager Engineering, Water Resources Coordinator, Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to Marion Water Business Section 48 Prudential Report, 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 matters that may impact commercial contracts with 3rd parties.

Carried Unanimously

9.12am the meeting went into confidence

Moved Ms Rantanen

Seconded Mr Hubbard

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that this report, Marion Water Business Section 48 Prudential 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 2023.

Carried Unanimously

9.49am the meeting came out of confidence

6.3 Cover Report - Internal Audit Contract

Report Reference FRAC230221F6.3

Moved Ms Rantanen

Seconded Councillor Veliskou

That pursuant to Section 90(2) and (3)(d) 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 Officer of the Chief Executive and Unit Manager Governance and Council Support, be excluded from the meeting as the Committee receives and considers information relating to Internal Audit Contract, 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 management of the contract.

Carried Unanimously

9.50am the meeting went into confidence

Moved Ms Rantanen

Seconded Mr Hubbard

In accordance with Section 91(7) and (9) of the *Local Government Act 1999* the Committee orders that this report, Internal Audit Contract, any appendices and the minutes arising from this report having been considered in confidence under Section 90(2) and (3)(d) 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 2023.

Carried Unanimously

9.56am the meeting came out of confidence

7 Reports for Discussion

7.1 Council Member Report

Report Reference FRAC230221R7.1

9.59am Mr Hubbard left the meeting

The Committee noted the Council Member Report and requested a brief summary of the item relating to the Coastal Walkway. Manager Office of the CEO commented this related to a Section 270 review where the complainant's main concerns were relating to a viewing platform impeding on privacy, removal of stairs to the beach and re-alignment of a path. This is a delicate case and is currently with Norman Waterhouse to undertake the investigation.

It was noted the learnings and outcomes from this review would be embedded in engagement approaches moving forward, especially in relation to accessible communications and understanding affected residents and their needs.

The Committee queried the motion in relation to the rates explanation document. The Chief Finance Officer explained this was an education piece around the understanding of rates and how they are calculated and applied and will be included on the first rates notice each year when new rates are issued. The Committee suggested it would be good to test this reasoning out to see if the message is understood.

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee:

1. Notes this report.

Carried Unanimously

10.02am Mr Hubbard re-entered the meeting

7.2 Draft Annual Business Plan 2023-24 and Long-Term Financial Plan

Report Reference FRAC230221R7.2

The Committee took the report as read and provided the following feedback and comments on the development of the Draft ABP 2023-24 and Draft LTFP and the reasonableness, fairness and equity of potential rating approaches for 2023-24, including in the context of Councils LTFP and on-going financial sustainability.

- The Committee commented on the different rate models that have been discussed at Council Member planning day and whether these revised models would come through to Council. The Chief Finance Officer confirmed the rate models presented to the Committee are the original models as discussed at planning day, however further updates to these will be coming through to Council for discussion at March forum and will accommodate changes as discussed and varying circumstances, asset management review and annual business plan review.
- Concerns were raised over the 3.95% which is very low taking into account an 8.6% inflationary environment. Management commented the budget is being built from the ground up, incorporating changes every month including resolutions from Council, anticipated future costs and closely monitoring costs linked to CPI to ensure these are updated.

- It was noted that the priority and challenge was getting the balance right, long-term, short-term, strategic plan and community expectations.
- The Committee commented on the consideration of potentially delaying some projects given the increasing costs and at what point does this need to be considered to wait for this environment to stabilise (if at all). Management confirmed that further consideration by Council will be undertaken in relation to the inclusion of potential funding requirements for future aspirational projects, particularly those identified in the CoMPAS document. Consideration of the funding and timing will assist with aspirational planning and getting the balance right between short-term and intergenerational planning, however decision sits with Council in regard to any delays, however there are contingencies in place to mitigate this.
- Further to this it was noted that operating and maintenance costs need to be considered if an asset is coming to the end of its useful life and further delays may impact on these costs. This is something that will continue to be monitored.
- The Committee queried whether funds were bound by a timeframe or that had grants attached and whether this posed a risk to losing any funding. The Chief Finance Officer commented that grant funding for major projects can be provided in advance, particularly State grant funding and these are not of concern, but the timing for acquittal of grants should be monitored. For any projects that may get pushed out, Council can endorse different projects to cover that funding and has previously done this.
- There were questions raised around the cash backed reserves and whether we need to look at our policy in utilising this cash to reduce or defer borrowings. The Chief Finance Officer confirmed these cash reserves have been utilised over the past number of years and supported Council in keeping rates low during COVID and over the past two years. Any funding in reserves is quarantined for identified projects. Any future borrowings will be deferred with the strategy now in place to reduce these reserves as much as possible.
- The Committee queried the interest rate sensitivity adjustment on interest on \$1m borrowings over 10 years with this showing a very small potential variance over 10 years. Management will review this and provide further greater sensitivity adjustments in the current climate.
- There were discussions around additional funding that Council may receive through the state government given the marginal seats within the Council and the best way to manage this. It was noted a robust budgeting process would provide perspective on what the capability of the council is taking into consideration funding, resources, consequences, demand etc. The committee suggested it would be prudent to include a contingency in capital funding over the 10 years to cover these inevitable projects that are likely to come to fruition.
- The Committee raised concerns over the Rate Revenue modelling developed to assess with average rate increases applied ranging from 3.95% in 2023-24 moving gradually back to a forecast 2.0% average from 2027-28 onwards. The Committee suggested this was the absolute bottom line and suggested caution when including percentages relating to community expectations. The Chief Finance Officer commented that future modelling would likely be moving to 4% to 4.7% gradually moving back to around 3.5% to 3% with the next iteration of the budget and LTFP following updated modelling.
- It was noted this is a high-risk budgeting year, given the challenging environment, supply chain issues, inflation and CPI.
- The committee suggested displaying the cash balance at the end of each year in the table referring to the Cash/Funding Impact of Rate Models over the 10-year LTFP.

Moved Councillor Veliskou

Seconded Ms Rantanen

That the Finance, Risk and Audit Committee provide feedback on:

1. The development of the Draft ABP 2023-24 and Draft LTFP (Attachment 1)

2. The reasonableness, fairness and equity of potential rating approaches for 2023-24, including in the context of Councils LTFP and on-going financial sustainability.

Carried Unanimously

7.3 Aged Care Quality Standards

Report Reference FRAC230221R7.3

The Committee noted the report from the Aged Care Quality and Safety Commission dated 16 January 2023 and provided the following comments:

- The Committee queried how we were benchmarking with other councils who run similar programs in terms of standards. Manager Community Connections noted there were 5 other councils with similar audits, 2 of these had undertaken a second audit, however we were the only council to remain non-compliant at the second audit.
- The Committee questioned whether the service providers completing the paperwork understood the value of the reporting and were invested in this aspect of the process as well as providing the actual service. Manager Community Connections commented providers are aware of the reporting requirements, however acknowledged the depth of knowledge was not understood. The Committee suggested that the policies, procedures and instructions should be set out for an appropriate level of literacy to enable these to be understood and completed with the knowledge of the provider. It was noted that communication can be a real issue in this space. The committee also suggested tools that may make completing forms to a higher standard easier for example including dropdown menus with pre-populated text.
- It was noted that there is approximately a 50/50 split when looking at the services that are outsourced and those undertaken internally. Management confirmed that the organisation receives funding in its entirety, it then outsources some of these services (for example domestic and gardening services).
- One of the gaps identified for non-compliance resulted from a lack of details being reported. As a result of the audit findings, extensive training and education has been delivered including care planning, goal setting, compulsory reporting requirements. A digital literacy assessment is also planned to identify any gaps in this area with the aim to support and broaden the skills within the team.
- The Committee queried whether this was core council business and whether or not council should be operating in this space or if this is something that should be outsourced. Acting Chief Executive Officer commented the services provided under this funding were critical for these residents and acknowledged this was a future discussion for Council to consider and weigh up services, benefits, impact of funding, compliance, core business, viability, impact on the community and council's strategy.
- The Committee commented that the Aged Care Standards are high and this is also an opportunity that as an organisation we should strive to achieve. If these standards can be reached, there are opportunities to extend these practices and principles into other areas of the organisation. The Committee also suggested there may be benefits in reaching out to an external consultant with experience in this area to help the Council achieve and provide evidence. Management confirmed they have reached out to an external consultant to assist in reaching the recommendations.

Moved Ms Rantanen

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Notes the report from the Aged Care Quality and Safety Commission dated 16 January 2023.

Carried Unanimously

7.4 Strategic Risk Register Annual Review

Report Reference FRAC230221R7.4

The Committee reviewed the Strategic Risk Register and provided the following relevant feedback:

- The Committee questioned the how the corporate risk register interacts with the strategic risk register and how this managed throughout the organisation. Staff commented that currently each risk within the Strategic Risk Register is linked to relevant risks contained within the Corporate Risk Register. The quarterly reviews of the Corporate Risk Register are used, to assess whether there has been any movement within the Strategic Risk Register. Moving forward it will be reported through the quarterly Corporate Risk Register report, whether anything has emerged that needs to be considered as an impact to the Strategic Risk Register (and vice versa).
- The Committee questioned the risk relating to the inadequate recognition of and provision of services in response to the community's changing social health, cultural diversity, environmental, vibrant, diverse and economic conditions, noting that the long-term financial plan isn't a the core controls, suggesting that maybe this should be included.
- The risk relating to inadequate use and protection of technology and data to improve services and operational efficiency was discussed. The Committee felt that work was required on the controls. Staff noted that prior to the next review, management will be scrutinizing all controls and undertaking a thorough review. There have already been some proposed changes to this risk after the General Manager Corporate Services undertook a fulsome review. These amendments will be captured prior to reporting to Council and will include the ICT Strategy as a core control.
- The Committee discussed the risk relating to asset management planning not supporting community noting this is in relation to the planning which seems appropriate, however was there another risk that covered off on the delivery of projects. Management advised the asset management steering committee could be included in the controls which takes into consideration capturing data, predictive analysis and to manage the life of the asset.
- The Committee queried whether there was a risk associated with housing affordability / density and requirement for open space. Management confirmed this was picked up through the environmental scan and is covered broadly in SR001 and covered in more detail in the corporate risk register.
- Overall, the Committee commented some controls require work however it was a solid piece of work.

Action

Include asset management steering committee into the controls for SR007.

Moved Ms Rantanen**Seconded Mr Hubbard**

That the Finance, Risk and Audit Committee:

1. Review SR003, and provide feedback regarding the suitability of this risk within the Strategic Risk Register
2. Review the updates made to the Strategic Risk Register and provide any relevant feedback.

Carried Unanimously

7.5 Quarterly Corporate Risk Report

Report Reference FRAC230221R7.5

The Committee noted the Corporate Risk Register and provided feedback on the review outcomes noting the following:

- The Committee queried the risks relating to DHS screenings relating to vulnerable positions including child safe environments and how this came about. Unit Manager Risk and Strategy advised that the legislative requirements had changed resulting in these risks being identified. This only includes those checks that are ongoing and do not include one off checks related to so specific employment.
- It was suggested that this risk be broadened to include additional elements related to employment qualifications and checks as well as specifically identifying those already listed. There may also be a policy and procedure that sits behind those elements to help support and reduce the risk.
- Management commented that the strategic workforce committee was also capturing these categories and working through associated procedures and processes.
- The Committee questioned the risk relating to the inability to attract and preserve external funding required for Community Services delivery (e.g. Hubs, CHSP), with the Risk rating changed from Medium to high and queried whether this was a knee jerk reaction to the audit. This was further discussed, and management will review this risk with the consideration of amending the description and keeping the risk as high.
- It was noted that the number or risk to a page was reviewed in January, however effective controls were reviewed in September. The Committee suggested reviewing the controls at the time of reviewing risks.
- The Committee discussed and raised concerns relating to potential gifts and benefits aged care service providers may be receiving arising from providing services to vulnerable community members and ensure appropriate controls are in place
- The Committee noted the good work being done in this space and acknowledged that things were progressing.

11.21am Ms Rantanen left the meeting

11.24am Ms Rantanen re-entered the meeting

Moved Mr Hubbard**Seconded Councillor Hoffmann**

That the Finance, Risk and Audit Committee:

1. Notes the Corporate Risk Register Report (Attachment 1) and provides feedback on the review outcomes, ahead of this report being provided to Council at the 14 March 2023 General Council Meeting.

Carried Unanimously

7.6 Internal Audit Plan 2022 - 2023

Report Reference FRAC221213R7.6

11.25am Mr Hubbard left the meeting

Mr Eric Beere and Mr Glenn Jackson were present for the item

The Committee noted the progress of the internal Audit Program and provided the following comments on the Audits presented:

Digital Transformation Health Check

- The Committee raised concerns around the timeframes for implementing the recommendations to the findings relating to the DTP Health Check given 3 of the findings were due 30 June and one for 30 March. The Committee queried whether this was achievable.
- General Manager Corporate Services commented that the June timeframes related to the implementation of the project management framework. The overall governance structure and approach is dependent on the framework, however, the team is currently updating templates and tools prior to this due date. It is anticipated the Project Management Office and Framework will be approved in May. Following this, the recommendations can be closed out as they will already be embedded.
- The Committee commented on the weaknesses identified throughout the report and learnings identified moving forward for future system implementations. It was noted the systems previously chosen were based on capability rather than business requirements and the gathering of business requirements project governance was a contribution to the shortcoming that lead to the current situation.

11.27am Mr Hubbard re-entered the meeting

- KMPG commented that moving forward it is important to have the findings relating to stakeholder engagement and insufficient scoping requirements significantly intertwined, otherwise there is a risk that selection won't meet the needs.
- It was noted the data governance, standards, modules etc weren't part of this scope, however the findings represent these are areas of importance that should be there and moving forward these will be embedded in the process. Manager Officer of the Chief Executive provided further comments that previous audits included these elements as a core component and those findings are being worked through and closed out, including that Data Governance Framework being adopted by ELT in January 2023. The associated policies are due to be finalised by 30th June 2023.
- The Committee questioned whether the management actions are reflective of this specific project or more focused on future projects. General Manager Corporate Services commented that it was difficult to apply these findings given how advanced the project is with the team

currently undertaking remedial works and defining what is needed at this point in time. Where it is identified, remedial works are reported including engagement with the correct stakeholders. The team is implementing the elements that it can and will take on board these findings for any new projects using the right approach. It was noted that major enhancements will be considered and defined as a new project and will follow the revised approach and governance elements.

- The Committee suggested if there are any recommendations that management are not taking on board, to provide robust details around this decision. Any high rated findings may need further discussion and agreed management actions. The Committee also suggested ensuring there is enough details in the agreed management options to ensure clear actions and context around the findings.
- Manager Corporate Services confirmed that any outstanding recommendations would be included in the ICT Strategy. There were also discussions around auditing the implementation of the ICT Strategy to ensure we are seeing these elements embedded into our processes.

11.30am Ms Rantanen left the meeting and did not return

Volunteer Management

- There were some discussions around the compliance documents identified, however it was confirmed these were in relation to the Coordinators only and not for the volunteers.
- It was noted that a significant number of actions from the previous audit had been closed out.
- The Committee raised concerns around practices and processes relating to volunteers and whether there is a risk this could be bordering on employee practices, however, it was agreed it was beneficial to have good practices / training / processes relating to volunteers, just to be aware of how these are applied.

Moved Councillor Veliskou

Seconded Councillor Hoffmann

That the Finance, Risk and Audit Committee:

1. Notes the progress of the Internal Audit Program.
2. Considers and provides feedback on the:
 - a. Digital Transformation Health Check (Attachment 1)
 - b. Volunteer Management (Attachment 2)

Carried Unanimously

MEETING EXTENSION

Moved Mr Hubbard

Seconded Councillor Veliskou

That the meeting be extended for a period of 10 minutes to allow for the remaining items on the agenda to be considered.

Carried Unanimously

11.58am the meeting was extended

8 Reports for Noting

8.1 Internal Audit Program - Implementation of Recommendations

Report Reference FRAC230221R8.1

The Committee noted the status of the Internal Audit Program and took the report as read. Manager Office of the Chief Executive commented the Executive Management Group were scheduled to meet prior to the next Committee meeting to review and scrutinize all outstanding actions to ensure this is completely up to date. It was also noted that some of these are very close to being closed out.

- The Committee queried the percentage complete relating to action 4.1 in the Payroll 2020/21 Audit and why this had decreased. The General Manager Corporate Services advised this was due to the fixes arising from the implementation of Aurion. There has been a delay on some changes relating to the GL codes and additional issues that arose since the last reporting period. This may go up and down until Management are satisfied the root causes is fixed.
- The Committee queried the percentage complete relating to action 1.1 in the Metrics that Matter audit which had risen from 18% to 85% since the last reporting period. This is the full program is a 2-year implementation However draft reporting and KPI's are up and running with refinement occurring prior to 30 June 2023.

Moved Councillor Veliskou

Seconded Councillor Hoffmann

That the Finance, Risk and Audit Committee:

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

Carried Unanimously

8.2 DTP Status Update

Report Reference FRAC230221R8.2

The Committee noted the update on the Digital Transformation Program and provided the following comments:

- General Manager Corporate Services commented that the current focus is on embedding the systems that have already been implemented, and on improving both the user and customer experiences of these systems. The focus over the next six months will be to complete all outstanding DTP Projects.
- In addition, a non-DTP project – movement of the Property and Rates module to the Cloud will be implemented in August to accommodate business needs and reduce IT security risk. Work has commenced on the overarching Information Services (IS) Strategic Plan and the planning required for its implementation over 2023/24 to stabilise and enhance the CoM's operational processes.
- The Committee questioned the benefits realization noting this may take 18 months. They were, however, comfortable there were good processes in place to make sure these elements are being embedded and managed. In regard to the AMIS project, there will potentially be multiple benefit realization reviews to ensure this continues to provide the data required for decision making.

- In regard to the other outstanding projects, we need to define requirements and what the program is to deliver. The project management framework will apply to these and will work through these requirements as it is established.
- It was noted the CRM system has ongoing improvement opportunities with the next iteration including a consolidation of the categories.
- The Committee discussed the staff movements and revised structure, noting the current recruitments just completed and outstanding recruitments are in the process of being finalised. The Committee highlighted the importance of undertaking exit interviews to review any further issues identified.

Moved Mr Hubbard

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Note the update on the Digital Transformation Program.

Carried Unanimously

8.3 DTP Financial Transformation Update

Report Reference FRAC230221R8.3

The Committee noted it was good to see the progress on the DTP financial transformation and noted the updated.

The Committee questioned what the learnings were. General Manager Corporate Services commented the implementations will follow the requirements of the project management framework, in a considered manner working extensively with key stakeholders from the business units across the organisation.

Moved Mr Hubbard

Seconded Councillor Veliskou

That the Finance, Risk and Audit Committee:

1. Note the report.

Carried Unanimously

9 Workshop / Presentation Items – Nil

10 Other Business - Nil

11 Meeting Closure

The meeting was declared closed at 12.22pm.

CONFIRMED THIS 16 DAY OF MAY 2023

CHAIRPERSON