



Minutes

Audit & Risk Committee Meeting

29 August 2022

ATTENTION

This is a Committee which has only made recommendations to Council. No action should be taken on any recommendation contained in these Minutes. The Council resolution pertaining to an item will be made at the next Ordinary Meeting of Council following this meeting.

Information

Audit & Risk Committee Meetings are run in accordance with the City of Nedlands Standing Orders Local Law. If you have any questions in relation to items on the agenda, procedural matters, public question time, addressing the Committee or attending meetings please contact the Executive Officer on 9273 3500 or council@nedlands.wa.gov.au

Public Question Time

Public question time at an Audit & Risk Committee Meeting is available for members of the public to ask a question about items on the agenda. Questions asked by members of the public are not to be accompanied by any statement reflecting adversely upon any Council Member, Committee Member or Employee.

Questions should be submitted as early as possible via the online form available on the City's website: [Public question time | City of Nedlands](#)

Questions may be taken on notice to allow adequate time to prepare a response and all answers will be published in the minutes of the meeting.

Addresses by Members of the Public

Members of the public wishing to address the Audit & Risk Committee in relation to an item on the agenda must complete the online registration form available on the City's website: [Public Address Registration Form | City of Nedlands](#)

The Presiding Member will determine the order of speakers to address the Council and the number of speakers is to be limited to 2 in support and 2 against any particular item on the Agenda. The Public address session will be restricted to 15 minutes unless the Committee, by resolution decides otherwise.

Disclaimer

Members of the public who attend Committee meetings should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. For example, by reference to the confirmed Minutes of Council meeting. Members of the public are also advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

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Table of Contents

1.	Declaration of Opening	4
2.	Present and Apologies and Leave of Absence (Previously Approved)	4
3.	Public Question Time.....	4
4.	Addresses by Members of the Public.....	4
5.	Disclosures of Financial / Proximity Interest.....	5
6.	Disclosures of Interests Affecting Impartiality	5
7.	Declarations by Members That They Have Not Given Due Consideration to Papers	5
8.	Confirmation of Minutes	5
8.1	Audit & Risk Committee Meeting Minutes – 30 May 2022.....	5
9.0	Items for Discussion.....	6
9.1	ARC13.08.22 – Internal Audit Report – Risk Management	6
9.2	ARC14.08.22 – Update from Moore Australia	9
9.3	ARC15.08.22 – ERP Project Phase One Report.....	11
9.4	ARC16.08.22 – City of Nedlands Complaints Handling Policy	19
10.0	Date of Next Meeting	22
11.0	Declaration of Closure	22

1. Declaration of Opening

The Presiding Member declared the meeting open at 5.30pm and drew attention to the disclaimer on page 2.

2. Present and Apologies and Leave of Absence (Previously Approved)

Councillors	Councillor L J McManus (Presiding Member)	Coastal Districts Ward
	Mayor F E M Argyle	
	Councillor O Combes	Hollywood Ward
	Councillor A W Mangano	Dalkeith Ward
	Councillor R Senathirajah	Melvista Ward

Observers

Staff

Mr W R Parker	Chief Executive Officer
Mr M R Cole	Director Corporate Services
Ms N L McGill	PA to Director Corporate Services

Invited Guests	Ms M Shafizadeh	Director Governance & Risk Moore Australia
	Mr J Boude	Internal Auditor Moor Australia

Public Gallery There were 0 members of the public present and 0 online.

Press Nil.

**Leave of Absence
(Previously Approved)** Nil.

Apologies Mr Tony Benson, Manager ICT

3. Public Question Time

Public questions submitted to be read at this point.

Nil.

4. Addresses by Members of the Public

Addresses by members of the public who had completed Public Address Registration Forms to be made at this point.

Nil.

5. Disclosures of Financial / Proximity Interest

The Presiding Member reminded Council Members and Staff of the requirements of Section 5.65 of the *Local Government Act* to disclose any interest during the meeting when the matter is discussed.

There were no disclosures of financial interest.

6. Disclosures of Interests Affecting Impartiality

The Presiding Member reminded Council Members and Staff of the requirements of Council's Code of Conduct in accordance with Section 5.103 of the Local Government Act.

There were no disclosures affecting impartiality.

7. Declarations by Members That They Have Not Given Due Consideration to Papers

Nil.

8. Confirmation of Minutes

8.1 Audit & Risk Committee Meeting Minutes – 30 May 2022

Moved – Councillor Combes
Seconded – Councillor Senathirajah

The Minutes of the Audit & Risk Committee Meeting 30 May 2022 be accepted as a true and correct record of that meeting.

CARRIED UNANIMOUSLY 5/-

9. Items for Discussion

9.1 ARC13.08.22 – Internal Audit Report – Risk Management

Meeting & Date	Audit & Risk Committee – 29 August 2022
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Nalin Dias IT Governance Manager
Director/CEO	Michael Cole Director Corporate Services
Attachments	1. Internal Audit – Risk Management

Report delivered by Ms Shafizadeh, Director Governance & Risk Moore Australia.

Regulation 11(da) - The Committee requested a report at the next Audit and Risk Committee meeting (Special), outlining the City's progress to date, and plans to action the Audit recommendations and findings, to bring Risk Management up to an acceptable standard.

Moved – Councillor Senathirajah

Seconded – Councillor Combes

That the Recommendation be adopted.

(Printed below for ease of reference)

**CARRIED 4/1
(Against: Cr. Mangano)**

Committee Recommendation

The Audit and Risk Committee:

- 1. receives the Risk Management report and notes the findings, and recommendations of the Audit and the Management comments; and**
- 2. directs the Chief Executive Officer to prepare a report for the next Audit and Risk Committee meeting (Special), outlining the City's progress to date, and plans to action the Audit recommendations and findings, to bring Risk Management up to an acceptable standard.**

Committee Recommendation

The Audit and Risk Committee

1. receives the Risk Management report and notes the findings, and recommendations of the Audit and the Management comments; and
2. directs the Chief Executive Officer to prepare a report for the next Audit and Risk Committee meeting (Special), outlining the City's progress to date, and plans to action the Audit recommendations and findings, to bring Risk Management up to an acceptable standard.

Purpose

This report provides the findings and recommendations from the audit of the City's Risk Management conducted by Moore Australia

Voting Requirement

Simple Majority.

Background

Moore Australia as the City's appointed Internal Auditors conducted a review of the City's Risk Management function. Moore's audit was conducted with input from City personnel.

The attached report contains details of the findings, issues raised and management comments.

Discussion

Risk management is an integral part of good management practice and an essential element of sound corporate governance. Risk management involves establishing an appropriate framework and culture and applying a logical and systematic method to identify and manage risks. The objective of the review was to determine the compliance, efficiency, and effectiveness of the Risk Management Framework and its consideration of better practice principles.

The final report contains the findings from Moore Australia together with management comments for each finding.

The audit findings are noted and accepted with agreed actions. The report and its findings are presented to the Committee.

Consultation

Over the period of the audit, City staff members were interviewed and consulted with by the Moore Australia audit team.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

Vision Our city will be an environmentally-sensitive, beautiful and inclusive place.

Values **Great Governance and Civic Leadership**
We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Budget/Financial Implications

The annual budget includes provision to address the recommendations arising in this report.

Legislative and Policy Implications

Risk Management Policy refers.

Decision Implications

Should the recommendations be endorsed, administration will implement actions as outlined in report.

Conclusion

The Risk Management findings, with management comments, is presented to the Audit and Risk Committee for their information.

Further Information

Nil.

9.2 ARC14.08.22 – Update from Moore Australia

Meeting & Date	Audit & Risk Committee – 29 August 2022
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Moore Australia
Director/CEO	Michael Cole –Director Corporate Services
Attachments	1. Moore Australia Agenda Paper Audit and Risk Committee 29 August 2022

Report delivered by Ms Shafizadeh, Director Governance & Risk Moore Australia.

Regulation 11(da) - Not applicable - Recommendation adopted.

Moved – Mayor Argyle

Seconded – Councillor Senathirajah

That the Recommendation be adopted.

(Printed below for ease of reference)

CARRIED UNANIMOUSLY 5/-

Committee Recommendation

That the Audit and Risk Committee received the agenda paper from Moore Australia.

Purpose

This report is for Moore Australia to present its agenda paper to the Audit and Risk Committee.

Voting Requirement

Simple Majority.

Background

Moore Australia has submitted an agenda paper for the discussion at the Committee meeting.

Consultation

Nil.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

Vision Our city will be an environmentally sensitive, beautiful and inclusive place.

Values **High standard of services**
We have local services delivered to a high standard that take the needs of our diverse community into account.

Great Governance and Civic Leadership
We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Priority Area

Nil.

Budget/Financial Implications

There are no financial implications to this report.

There may be budget implications when the report's recommendations are addressed in detail, where operational impacts are estimated and considered by the Administration, and then by Council at the appropriate time. There is no immediate budgetary implication to receiving this report.

Decision Implications

Should the recommendations be endorsed, administration will implement actions as outlined in report.

Conclusion

That Audit and Risk Committee receives the agenda paper from Moore Australia.

9.3 ARC15.08.22 – ERP Project Phase One Report

Meeting & Date	Audit & Risk Committee – 29 August 2022
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Tony Benson – Manager ICT
Director/CEO	Michael Cole – Director Corporate Services
Attachments	Nil.

Regulation 11(da) - Not applicable. Recommendation adopted.

Moved – Councillor Combes

Seconded – Councillor Senathirajah

That the Recommendation be adopted.
(Printed below for ease of reference)

CARRIED UNANIMOUSLY 5/-

Committee Recommendation

That the Audit & Risk Committee receives the Report.

Purpose

The purpose of this report is to present an end of Phase One report on the implementation of the City's Enterprise Resource Planning System - OneCouncil.

Voting Requirement

Simple Majority.

Background

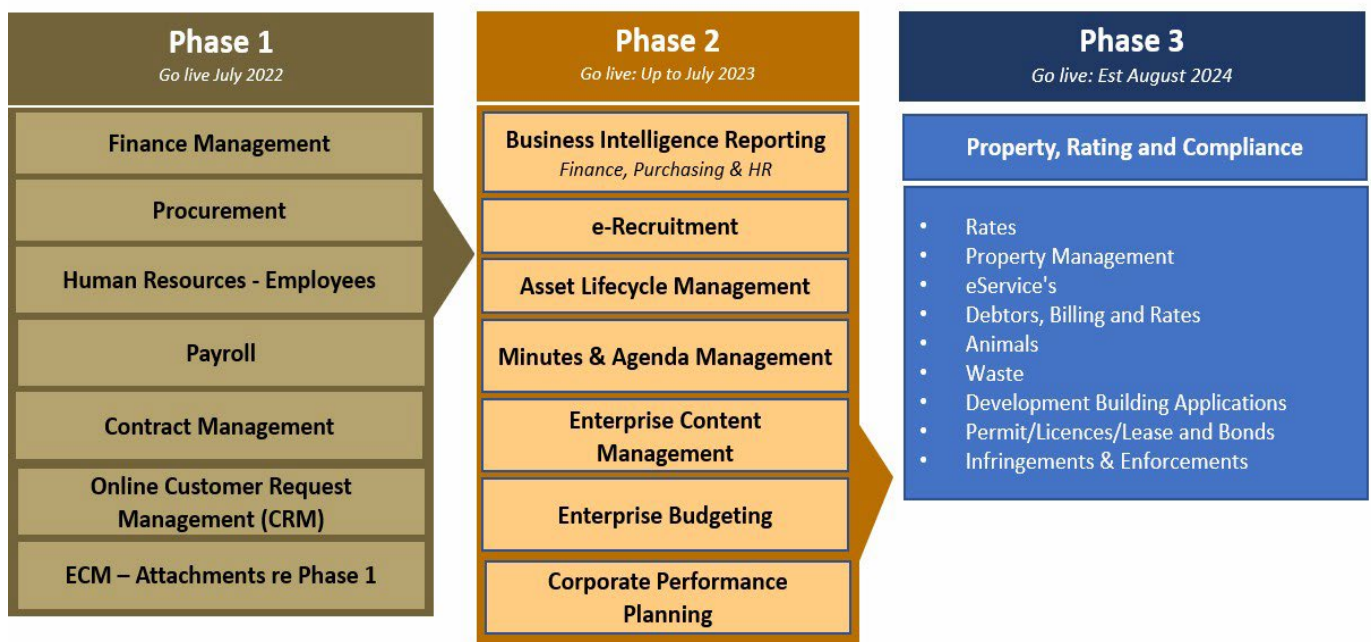
At the Ordinary Council Meeting held on the 22nd of June 2021 Council resolved the following:

1. approves the supplier, TechnologyOne, to be awarded the contract for RFT 2020-21.03 – Provision City Finance System (Enterprise Resource Planning System) for the initial term of 5 years, comprising the initial 3 years with two one-year extensions, to be awarded under Local Government (Functions & General) Regulations 1996 11(2).

2. agrees to enter a contract with TechnologyOne to purchase their Enterprise Resource Planning System, called OneCouncil, with final contract subject to independent review to the satisfaction of the Chief Executive Officer; and notes:
 - a. The adoption of the Integrated Enterprise Resource Planning approach for implementing Information Systems; and
 - b. The implementation of the TechnologyOne One Council solution using the Cloud model called "Software as a Service".

Following the Council resolutions made at the Ordinary Council Meeting dated 22nd June 2021, the City entered into a contract with TechnologyOne to purchase their Enterprise Resource Planning System, called OneCouncil.

As previously detailed, the oneCouncil implementation project has been split into three (3) phases over three (3) years using a standard project management methodology as per the following.



Outcome

I am delighted to report that on **4th July 2022**, the council successfully transitioned to oneCouncil per the Phase One objectives whilst remaining within the budget for the phase.

Budget Performance

Budget Item	\$ Budget	\$ Actual	\$ Variance
SaaS Cloud Services	\$432,000	\$311,395	\$120,605
Sundry Expenses	\$0	\$23,385	-\$23,385
T1 Implementation Services	\$395,000	\$286,852	\$108,148
Staff Salaries	\$482,000	\$417,256	\$64,744
TOTAL	\$1,309,000	\$1,038,889	\$270,111

Subject to confirmation, unused funds will be returned to Reserve and not carried forward into the FY22/23 project budget.

Lessons Learnt

Change Management

- The transition to a new system or process is more about the people adopting and using the system than the technology itself. Changes in the executive structure and its' necessary focus on more fundamental matters have had impacts.
 - Ideally, the key governing Council plans would have been *in situ* before the embarkment of the oneCouncil process.
- Change Management, like any knowledge set, evolves.
 - Approaches that may have been acceptable historically can become less effective over time
 - The position of Change Manager is no longer viewed as subordinate to the Project Manager but rather as an equal partner in the process.
 - The positions of Change Manager and Project Manager, ideally, would report directly to the Project Sponsor
- Change Management needs to be contextual to each organisation's culture.
 - A process for one does not necessarily fit all.
 - TechnologyOne has a very prescribed process for project delivery which can be challenging.
- Phase one was canted with an external customer service focus however this treated all internal functions as having the same day-to-day needs.
 - Splitting the transition process into phases focusing on Direct External Facing (customer service), and Indirect External Facing (IT, Finance, HRP) may have been more appropriate
- Whilst twelve months for phase one was allocated, the team was not acceptably in place until Q3. This had negative implications for the change process, especially with the Customer Service and HR teams.
 - The project team is working closely with those teams to resolve but this will take some time and will cause tension with overall project phase two objectives
- The process has also highlighted several areas for improvement outside this project's auspices, such as organisational culture and people development.

- This information has been folded into the broader Workforce Plan for the City
- 42 training sessions were delivered with 99% of staff attending at least one session.
 - 70% of staff two or more sessions
 - Training was delivered via a mixture of in-person and virtual sessions.
- As part of the change process, staff were surveyed about their experiences, with 88% of respondents saying the tools and information to generate to aid the transition were helpful, and 70% of respondents stated that the system is meeting their expectations.
 - The survey also showed that 60% of respondent's confidence increased after the training sessions
 - However, the results show some challenges in the use of the Customer Request module with 35% of respondents finding this difficult to use. This echoes previous comments.
 - In general, training was complimented as having been done well during this phase. However, phase two should include more specialist and focused training for specific areas.
 - As phase two is more 'focused', this will happen naturally.
 - An additional question of "In your opinion, how much better is OneCouncil to use compared with Authority?" was not posed.
 - Anecdotal evidence suggests that such a question would have received an overwhelmingly positive response.

Project Management and Team

- At no point during phase one was the project team fully staffed
 - Economic conditions mean this is unlikely to happen.
- The phase has been delivered without the appointment of a dedicated Project Manager.
 - This appointment proved difficult due to the unique nature of TechnologyOne in the LGA space, along with prevailing market conditions.
 - The depth of documentation that should accompany this type of process has suffered as a result.
 - It may be prudent to appoint a 'Project Officer' with a particular focus on closing those documentation gaps
- Skills and Experience of oneCouncil and TechnologyOne products come at a premium.
 - The City has been able to build a team of committed, experienced and knowledgeable staff whose hard work made this phase work.
 - They, however, represent a specialist knowledge that the City will find difficult to retain in the current employment market.

Specialist Areas: Finance

- Whilst 1 July is a clear line in the sand, and it used to be strongly recommended by the Vendor to transition on this date, the end of the financial year period is the peak time for finance teams, and it may have been more appropriate to schedule a transition for a different timeframe.
 - This is being folded into the phase two planning with less onus being placed upon a 1st July mantra
- Linked to the above statement, which is fundamentally one of resource, the budget process for FY22/23 has also been impacted.
 - Budgeting against the updated Chart of Accounts when the familiarity of these accounts was at its' lowest has caused operational issues in the management of the budget process.
 - It may have been more prudent to budget in the legacy Chart of Accounts and then complete a single translation into the new Chart of Accounts after approval

- Whilst the legacy platform does have its' own shortfalls, the transition to oneCouncil has highlighted that some operational knowledge is not as well developed as it could be. The limitations of the previous platform may have been masking this skill gap.

Specialist Areas: Payroll

- Unsurprisingly, pay conditions and the management of both the current, but also historical, Enterprise Bargaining Agreements is a complicated issue
 - With some employees being with the City for over twenty-five (25) years, there are more than thirty (30) different versions of awards that must be considered when reconciling the various accruals and entitlements for staff.
 - This reconciliation was made worse by having little in-house knowledge of how those awards were configured within the legacy platform.
- To accommodate variations in work conditions, the project team were required to create
 - 12 timesheet entry formats supporting 23 versions of leave and 46 versions of work pattern¹
 - For comparison similar sized councils, using the same TechnologyOne products, have two timesheet formats
 - Whilst this is reflective of the range of services offered by the City and the range of tenure of staff, it creates a high level of complexity in the payroll process.
 - This complexity would need much simplification should the City ever wish to outsource the Payroll function in the future.
- As the City has one dedicated Payroll Officer, there was a constant tension between the delivery of the fortnightly pay and the configuration and validation of the new system.
 - It proved impossible to backfill the Payroll Officer position to create capacity as the in-depth specialist knowledge required to process the pay proved too great to hand over.
 - The conflict between project requirements and 'Business as Usual' operations for Payroll was identified early as a risk to the project.
 - If such a transition were to occur again, I would strongly advocate that the incumbent Payroll Officer be backfilled to allow secondment to the project on a full-time basis.
- Whilst the oneCouncil solution has the technical capability to support much of the complexity of the City's payroll obligations, it would have been preferable to standardize and simplify processes as part of the transition. This proved difficult due to
 - Continued absence of overarching policies
 - Misunderstanding of those policies that are in place
 - No formalized process for the agreement to a Work Pattern, nor the amendment of a work pattern
 - No centralized list of work patterns maintained.
 - Individually negotiated employment conditions
 - This latter is likely to be exacerbated as the City offers flexibility to potential candidates as means of an overall offer of employment
- The transition to oneCouncil has provided a platform with the sophistication to accommodate such diversity, however, there will be a constant risk to payroll

¹ A work pattern details on which days and during which hours a person works. This is necessary to allow the oneCouncil system to calculate when that person has worked additional hours for example

operations as a high degree of both specialist 'Nedlands' knowledge and oneCouncil configuration is required to ensure it operates smoothly.

Specialist Areas: Human Resources

HR and Payroll are, often, 'joined' together into a single group. Indeed, TechnologyOne has done just this. Clearly, there are strong links between HR and Pay but this linking can create challenges, particularly where: -

- The business is not operationally organized to match the Vendor's thoughts
- Mandatory 'Segregation of Duty' obligations add layers of processing
- The working relationship between HR and Payroll team members is strained

Unfortunately, the project team often fed back frustration when working with the HR and Payroll teams due to a lack of ownership being taken by those teams. This, perhaps, reflects a lack of clarity around the roles and responsibilities when HR and Payroll are separated organizationally as they are at Nedlands.

It is equally important to say that, due to the exigencies of ensuring staff and suppliers are paid promptly and correctly, the transition to oneCouncil has not been as fully delivered as it might have been from an HR point of view.

For example, the digitization of processes, such as authorizing of Higher Duties, is not as well developed as it might otherwise have been.

This is a direct result of resources being focused on ensuring the complexity of Payroll operations were met.

In General

- The City entered into arrangements with sister LGAs which had already completed the transition to oneCouncil. This afforded access to pre-existing, operational configurations.
 - On the whole, these arrangements have been positive however in certain cases unpicking copied configurations to be more Nedlands appropriate was more time-consuming than starting with a clear piece of paper.
- The City was also very fortunate that it was able to appoint a key worker from one of those sister LGAs. This key worker brought real-world insight and experience to the process meaning the City was able to avoid potential pitfalls.

Phase Two

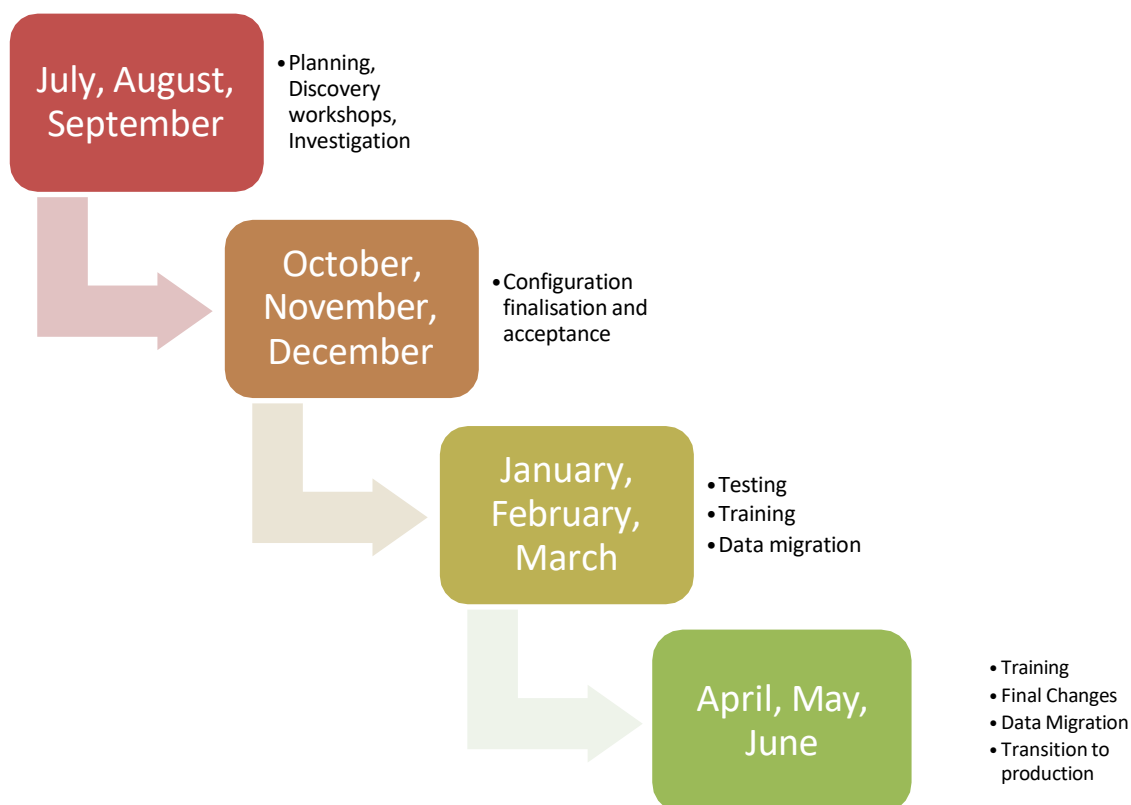
Building upon the foundation laid during phase one, Phase 2 has a strong focus on 'Works and Assets' and 'Corporate Performance Planning' with a rolling program of delivery throughout the financial year.

Broadly, the areas of delivery can be split into two categories. 'Major' indicates that the process involves significant effort from the vendor, the project team, and General Staff. 'Minor' will be delivered internally without requiring significant consultancy effort from the vendor.

Type	ITEM	Description	Estimated Delivery
Minor	Business Intelligence Reporting	Real-Time Dashboarding and Analysis to support decision making	September 2023 with continuous improvement thereafter

Major	Asset Lifecycle Management	This is a significant topic which will afford the assets team greater transparency of information whilst also enabling a more flexible work process	July 2023
Major	Corporate Performance Planning	Representation of the Corporate Business Plan within the oneCouncil framework for transparency and reporting	July 2023
Major	Enterprise Budgeting	Enablement of the oneCouncil native budgeting process which tightly integrates with the finance components	January 2023
Minor	Minutes and Agenda Management		TBC
Minor	Contract Management	Held over from Phase One; the enablement of oneCouncil as the principal store for all information related to the City's contracts	TBC
Minor	Credit Card Expense Management		April 2023

The method of delivery will, broadly, follow the same tollgates as Phase One.



Phase Three – Property, Rating and Revenue

Phase 3 contains a single item for delivery, the transition to the 'P&R' suite. This covers most revenue generation methods for the City (Rates, Fees, and Charges); the size of which should not be underestimated.

Project Planning for this phase will commence in Q2 FY2223 despite delivery not being estimated until the start of FY2425.

Summary

The completion of Phase One is really the 'end of the beginning' rather than the 'beginning of the end.'

The implementation of, and use of, the oneCouncil platform is just one pillar of activity that will enable the City to transform its operations.

The access to information facilitated by oneCouncil is already making an impact on business operations, and those impacts will grow as more modules are made available, and as the City's ability to interrogate and integrate with a modern business system improves.

Considering best practices in both Project and Change management, this phase has been as far from ideal as may be imagined.

However, the system is live, it was delivered on time, and on budget.

The project team members committed to those objectives and considering the changes in management structure, team member departures, Covid and other real-world challenges, the phase should, overall, be considered a success.

9.4 ARC16.08.22 – City of Nedlands Complaints Handling Policy

Meeting & Date	Audit & Risk Committee – 29 August 2022
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Michael Cole Director Corporate Services
Director/CEO	Michael Cole Director Corporate Services
Attachments	1. City of Nedlands Code of Conduct 2. City of Nedlands Complaint Handling Policy

Regulation 11(da) - The Committee requested the Chief Executive Officer to seek independent professional advice in relation to the City of Nedlands Complaint Handling policy for areas of discretion to aid the development of a revised policy which minimises risk to the City and Council.

Moved – Councillor Senathirajah
Seconded – Councillor Combes

That the Recommendation be adopted.
(Printed below for ease of reference)

CARRIED UNANIMOUSLY 5/-

Committee Recommendation

That the Audit and Risk Committee:

- 1. request the Chief Executive Officer to seek independent professional advice in relation to the City of Nedlands Complaint Handling policy for areas of discretion to aid the development of a revised policy which minimises risk to the City and Council; and**
- 2. requests the Chief Executive Officer to report back to the next Audit and Risk Committee meeting.**

Purpose

Council has requested the Audit and Risk Committee consider if the City's complaints policy creates a risk by contributing to an unsafe workplace for Councillors and a defamation risk to the Council and the City.

Voting Requirement

Simple Majority.

Background

At its meeting of 26 July, in considering Confidential Item 22.3 CEO07.07.22, Council requests the Audit and Risk Committee consider if the City's complaints policy creates a risk by contributing to an unsafe workplace for Councillors and a defamation risk to the Council and the City.

Discussion

The Code of Conduct and the Complaints Handling Policy were developed following the introduction of the *Local Government (Model Code of Conduct) Regulations 2021*.

This Code of Conduct sets out general principles to guide the behaviour of council members, committee members and candidates. This Complaints Handling Policy is made to give effect to clause 15(2) of the Local Government (Model Code of Conduct) Regulations 2021 and to determine the procedure for dealing with complaints.

The objective of the Complaints Handling Policy is to set out the processes for the management of complaints involving Council Members, Committee Members, and candidates for election in matters relating to breaches of the behaviour requirements in the City's Code of Conduct.

Discussion on Item CEO07.07.22 was behind closed doors and the reasons for referring this matter to the Committee will be known by Committee Members.

The Committee may decide to recommend the engagement of independent legal advice to provide Committee members with further guidance on whether there is a risk of contributing to an unsafe workplace for Councillors and a defamation risk to the Council and the City.

Consultation

Not applicable. This is being brought to the Committee at the first opportunity to seek direction on next steps, if any.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

Vision Our city will be an environmentally-sensitive, beautiful and inclusive place.

Values **Great Governance and Civic Leadership**
We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Budget/Financial Implications

There are no budget or financial implications in this report. Depending on the Committee's direction, legal advice may be required that can be funded from within existing resources.

Legislative and Policy Implications

Clause 15(2) of the *Local Government (Model Code of Conduct) Regulations 2021* and to determine the procedure for dealing with complaints.

Decision Implications

Subject to Committee's recommendation, further legal advice may be sought to clarify any concerns the Committee may raise.

Conclusion

Direction is requested from the Committee on further action required to be taken.

Further Information

N/A

10. Date of Next Meeting

The date of the next meeting of the Audit & Risk Committee Meeting will be on Monday 21 November 2022 at 5.30pm. Special Meeting for October 2022 to be confirmed.

11. Declaration of Closure

There being no further business, the Presiding Member declared the meeting closed at 6:55pm.