



**GLADSTONE**  
REGIONAL COUNCIL

MINUTES OF AN AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING OF

**GLADSTONE REGIONAL COUNCIL**

HELD AT THE COUNCIL CHAMBERS – CIVIC CENTRE BOARDROOM

101 GOONDOON STREET, GLADSTONE

ON **WEDNESDAY 1 DECEMBER 2021** COMMENCING AT **9:00AM**

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**PRESENT**

Kerry Phillips (Chairperson)  
Sandra Collins  
Stephen Coates  
Cr Desley O'Grady

**Officers:**

Leisa Dowling, Chief Executive Officer  
Mark Holmes, General Manager Finance, Governance and Risk  
Carly Quinn, General Manager Strategy & Transformation  
Brooke Saunders, Manager Governance and Risk  
Rachael Millett, Executive Secretary  
Ashlyn Chalker, Ethics Integrity and Audit Specialist, Acting  
Nerrilyne Taylor, Team Leader Financial Operations  
Andre Dookoo, Statutory Accountant  
Tania Brown, Manager Asset Governance (via teams)  
Mark Francis, General Manager Strategic Asset Performance  
Kylie Lee, General Manager Community Development and Events (via teams)  
Tim Howarth, Manager Information, Communications and Technology (via teams)  
Leslie Seminutin, Manager Culture and Capability  
Sue-Ellen Howie, Transformation Lead

**Others in Attendance:**

Steven Bosiljevac, PwC (via teams)  
Dale Hassell, QAO (via teams)  
Cr Rick Hansen (Observer)  
Cr Chris Cameron (Observer)

## **1. COMMITTEE IN CAMERA**

There were no matters to report from the Committee in Camera.

## **2. CONFIDENTIAL SESSION**

### **2.1. CHIEF EXECUTIVE OFFICER REPORT**

There were no matters to report from the Chief Executive Officer's Report

### **2.2. LEGAL REPORT**

There were no matters to report from the Legal Report.

## **3. APOLOGIES**

Councillor Kahn Goodluck was an apology.

Rowena Smallcombe, Ethics Integrity and Audit Specialist was an apology.

## **4. DECLARATION OF CONFLICTS OF INTEREST**

Nil.

## **5. CONFIRMATION OF MINUTES**

### **5.1. CONFIRMATION OF AUDIT RISK AND IMPROVEMENT COMMITTEE MINUTES FOR 15 SEPTEMBER 2021**

**Responsible Officer:** Chief Executive Officer

**Audit Risk and Improvement Committee Meeting:** 1 December 2021

**File Ref:** CM7.2

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**Purpose:**

Seeking confirmation of the Audit Risk and Improvement Committee Meeting Minutes of the 15 September 2021.

**Officer's Recommendation to the Business Improvement Committee:**

That the Committee confirm the Minutes of the Audit Risk and Improvement Committee Meeting held on the 15 September 2021.

**Decision:**

Moved Sandra Collins  
Seconded Stephen Coates

That the Officers recommendation be adopted.

**CARRIED**

## **6. BUSINESS ARISING FROM MINUTES**

### **6.1. AUDIT RISK AND IMPROVEMENT COMMITTEE OPEN TASKS REPORT**

**Responsible Officer:** General Manager Finance Governance and Risk

**Audit Risk and Improvement Committee Meeting:** 1 December 2021

**File Ref:** CM7.2

**Estimated Duration:** 5 mins

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**Purpose:**

Standing Item to update the Committee on the Open Tasks Report.

**Officer's Recommendation:**

That the Committee note and receive the Open Tasks Report.

**Discussion:**

The committee were advised that since the report was produced, action item 8.1 (Meeting Date - 15/09/2021) has been completed.

**Decision:**

Moved Stephen Coates  
Seconded Sandra Collins

That the Officers recommendation be adopted.

**CARRIED**

## **7. NOTING PAPERS**

### **7.1. INFORMATION COMMUNICATION & TECHNOLOGY REPORT**

**Responsible Officer:** General Manager Strategy & Transformation

**Officer Presenting Report:** Noting

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**Estimated Meeting Duration:** For noting

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**Purpose:**

The purpose of this report is to provide the committee with a quarterly update on the work managed by the Information, Communication and Technology (ICT) team.

**Officer's Recommendation to the Audit, Risk & Improvement Committee:**

Note the quarterly update provided.

**Decision:**

Moved Sandra Collins

Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**



## **7.2. MONTHLY FINANCIAL REPORTS FOR PERIOD ENDING OCTOBER 2021**

**Responsible Officer:** General Manager Finance Governance and Risk

**Officer Presenting Report:** For Noting

**Audit Risk and Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** FM15.1

**Estimated Meeting Duration:** For Noting

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**Purpose:**

To provide the Audit Risk and Improvement Committee with the Monthly Financial Reports for Period ending 27 October 2021 that were presented to Council on 16 November 2021.

**Officer's Recommendation to the Audit Risk and Improvement Committee:**

That the Audit Risk and Improvement Committee note the Monthly Financial Reports for Period ending 27 October 2021.

**Decision:**

Moved Sandra Collins  
Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**

### **7.3. INSURANCE REPORT**

**Responsible Officer:** General Manager Finance Governance and Risk

**Officer Presenting Report:** For Noting

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** RM1.7

**Estimated Meeting Duration:** For noting

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**Purpose:**

To provide an update to the Audit Risk and Improvement Committee (ARIC) with an overview of the claims for compensation following damages or loss that Council has received from members of the public and third parties.

**Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the Insurance Report is received and noted.

**Decision:**

Moved Sandra Collins  
Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**

## 7.4. ASSET MANAGEMENT

**Responsible Officer:** General Manager Strategic Asset Performance

**Officer Presenting Report:** Noting Only

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** FM18.1. PRJ-297

**Estimated Meeting Duration:** Noting Only

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**Purpose:**

To provide an update on Council's asset management activities including a summary of the current status of Council's asset data and future data improvement actions.

**Officer's Recommendation to the Audit, Risk & Improvement Committee:**

It is recommended that the update be noted.

**Decision:**

Moved Sandra Collins  
Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**

## **8. FINANCE REPORTS**

### **8.1. ADOPTED 2020/21 AUDITED FINANCIAL STATEMENTS**

**Responsible Officer:** General Manager Finance Governance and Risk

**Officer Presenting Report:** Mark Holmes, General Manager Finance Governance and Risk

**Audit Risk and Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** FM 15.1

**Estimated Meeting Duration:** 10 minutes

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#### **Purpose:**

To present to the Audit Risk and Improvement Committee the final audited 2020/21 Financial Statements and Management Representation Letter.

#### **Officer's Recommendation to the Audit Risk and Improvement Committee:**

That the Audit Risk and Improvement Committee note the report.

#### **Discussion:**

The committee were advised that the performance of the audit was in line with the expectations of officers.

The committee enquired if officers were on track with early close outs with advice received that officers have not progressed as expected due to an impact on resourcing however noted that it was pleasing to see the work load shared across the finance team and building capacity within the team is a continual process. A discussion regarding resources and the impact of employee turnover and knowledge loss was held.

A discussion was held regarding the Local Government Sustainability Framework that has been circulated for feedback noting that Council will be providing a submission on the document.

The committee enquired if a post implementation review would be held with advice received that a post implementation review is anticipated to be presented to the next committee meeting.

The committee enquired if officers have responded to QAO's survey with advice received that the response has been provided to QAO and will be circulated to the committee for information.

#### **Decision:**

Moved Sandra Collins  
Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**

## **8.2. AUDIT CLOSING REPORT AND FINAL MANAGEMENT LETTER**

**Responsible Officer:** General Manager Finance Governance and Risk

**Officer Presenting Report:** Mark Holmes, General Manager Finance Governance and Risk

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** FM4.4

**Estimated Meeting Duration:** 10 minutes

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### **Purpose:**

To provide the committee with the results from Council's external audit.

### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the Audit Closing Report and Final Management Letter and Report be received and noted.

### **Decision:**

Moved Cr O'Grady

Seconded Stephen Coates

That the Officers recommendation be adopted.

**CARRIED**

## **9. EXTERNAL AUDIT**

### **9.1. QUEENSLAND AUDIT OFFICE BRIEFING**

**Responsible Officer:** General Manager Finance Governance and Risk

**Officer Presenting Report:** Queensland Audit Office Representative

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** FM4.4

**Estimated Meeting Duration:** 10 minutes

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#### **Purpose:**

The purpose of this report is to allow Queensland Audit Office to provide an update to the committee.

#### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the Queensland Audit Office Briefing Paper dated 1 December 2021 be received and noted.

#### **Discussion:**

The committee were advised that QAO have developed an annual tool for performing a self-assessment for internal controls with the committee requesting that Council undertake the self-assessment and present back to the committee with the results.

It was noted that there are three grant audit acquittals due to be completed by end of December 2021 which will finalise the FY21 audit perspective.

The committee mentioned that, from a valuation perspective, Council wouldn't be undertaking any full valuations for the 2021/22 year and enquired if PwC had any suggestions regarding important issues to raise with valuers that may be providing index advice. It was noted that early engagement with valuers regarding indexation will be important along with consideration of averaging.

#### **Decision:**

Moved Stephen Coates  
Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**

## **10. INTERNAL AUDIT**

### **10.1. INTERNAL AUDIT REPORTS**

**Responsible Officer:** General Manager Finance Governance and Risk

**Officer Presenting Report:** Ethics Integrity and Audit Specialist

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** CM27.3

**Estimated Meeting Duration:** 10 minutes

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#### **Purpose:**

Presentation of internal audit and compliance assurance projects finalised in the quarter.

#### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the audit and investigation reports finalised for the quarter be accepted.

#### **Discussion:**

It was noted that the due date of Action 3 of 3.3 Storage and security of impounded vehicles should be shown as 10 February 2022.

The committee expressed appreciation for the quality of the reports as they were very thorough and gave great insight into the operations.

#### **Decision:**

Moved Sandra Collins

Seconded Stephen Coates

That the Officers recommendation be adopted.

**CARRIED**

## 10.2. ETHICS INTEGRITY AND AUDIT PROGRESS REPORT

**Responsible Officer:** General Manager Finance Governance and Risk

**Officer Presenting Report:** Ethics Integrity and Audit Specialist

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** CM27.3

**Estimated Meeting Duration:** 15 minutes

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### **Purpose:**

To provide an update on the progress of Ethics, Integrity and Audit activities during the quarter.

### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the Ethics Integrity and Audit Progress report be received and noted.

### **Discussion:**

It was noted that since the report was published, the PCI-DSS Review has been completed and the Performance Plans are anticipated to be completed by 30 June 2022.

The committee enquired regarding an update on the Audit Report - IA1008 Quarries noting that the due date has been reviewed multiple times. The committee were advised that a review of the site based management plans is continuing and there has been progress with officers working towards meeting the requirements.

A discussion was held regarding the Performance Plans and it was noted that the performance plans and development plans are being developed separately at this stage but ultimately will be completed together.

The committee noted that some items are shown as amber in the Ethics Integrity and Audit Activity Status table and enquired if there was anything the committee could do to assist. Advice was received that the items are shown as amber due to internal processes however it is expected for those items to be on track in the coming weeks.

### **Decision:**

Moved Cr O'Grady  
Seconded Sandra Collins

That the Officers recommendation be adopted.

**CARRIED**



## **11. RISK MANAGEMENT**

### **11.1. QUARTERLY RISK REPORT**

**Responsible Officer:** General Manager Finance, Governance & Risk

**Officer Presenting Report:** Brooke Saunders, Manager Governance and Risk

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** RM1.7

**Estimated Meeting Duration:** 10 minutes

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#### **Purpose:**

To provide an update to the Audit Risk and Improvement Committee on implementation of Councils risk management framework for the period ending 30 November 2021

#### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the Risk Management Quarterly Report be received.

#### **Discussion:**

An update was provided that there is currently a total of 305 operational risks captured in Beakon and allocated to their respective owners.

The committee enquired regarding the reclassification of a risk from extreme to medium with the example provided of the ICT report showing the risk of cyber threats as extreme and an awareness campaign was completed, and the risk is now listed as medium. Advice was provided that the example provided is a Corporate Risk and is reviewed in the Corporate risk workshops however the risk rating is the responsibility of the risk owner and Governance and Risk officers are working on educating and maturing the business in relation to risk. It was further noted that the priority at the moment is capturing the risk and the controls that are currently in place, prior to reviewing and challenging and improving the controls.

The committee enquired regarding how the corporate risks are captured with an example of the risk of staff turnover provided. Advice was provided that the corporate risks are developed and reviewed by the Executive Leadership Team and that the operational risks are different. The framework for the operational risks allows owners to manage their own risks (noting that the system captures an audit trail) with the Governance and Risk team providing assistance where required. It was noted that the system is not confidential and allows any employee to search and view risks.

#### **Decision:**

Moved Stephen Coates  
Seconded Sandra Collins

That the Officers recommendation be adopted.

**CARRIED**

## **11.2. REVIEW CORPORATE RISK REGISTER**

**Responsible Officer:** General Manager Finance, Governance & Risk

**Officer Presenting Report:** Manager Governance and Risk, Brooke Saunders

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** RM6.1

**Estimated Meeting Duration:** 10 minutes

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### **Purpose:**

To present the outcomes of a review of the Corporate Risk Register.

### **Officer's Recommendation to the Audit Risk and Improvement Committee:**

That the Audit, Risk & Improvement Committee receive and note changes made to the Corporate Risk Register.

### **Discussion:**

The committee enquired regarding the monitoring of the corporate risks by the Executive Leadership Team with advice received that the corporate risks are reported on a six-monthly basis however can be reviewed at any time in the system. A further enquiry regarding capturing and addressing items that are not being done with advice received that there have been challenges with the system and reviewing the data. It was noted that the Executive Leadership Team have been given some space to review and get items up to date and any outstanding ones will be addressed directly with the relevant General Manager.

The committee requested a colour code for the task status be added to the report for ease of identifying issues. The committee additionally requested that the position of officers be provided rather than names.

### **Decision:**

Moved Kerry Phillips

Seconded Stephen Coates

That the Officers recommendation be adopted.

**CARRIED**

**The meeting was adjourned at 10:45am and reconvened at 11:00am.**

## **12. OFFICER'S REPORTS**

### **12.1. CONTRACTS AND PROCUREMENT REPORT**

**Responsible Officer:** General Manager Operations

**Officer Presenting Report:** Manager Contracts and Procurement

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** PE7.2

**Estimated Meeting Duration:** 20 minutes

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#### **Purpose:**

The purpose of this report is to discuss current focus areas and to present refreshed KPIs that will be reported in future quarterly reports to ARIC.

#### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the Contracts and Procurement Report is received and noted.

#### **Discussion:**

A discussion was held regarding procurement compliance and it was noted that non-compliances are captured once a purchase requisition is created and added to a register to allow increased visibility and monitoring. It was further noted that the Procurement Corporate Standard has been updated to include a non-compliance process to address any non-compliances. This process demonstrates the escalation steps taken when a non-compliance has been identified.

The committee enquired regarding the time taken to provide a purchase order with officers waiting at the counter for a purchase order to be sent. Advice was provided that officers are currently trialing with a supplier a different approach where employees are not requiring a purchase order every time they go to the counter and if successful will be rolled out further.

The committee noted that for the month of October, the instances of receiving an invoice before a purchase order is created is high and enquired if there were any trends identified that attributed to that. Advice was provided that it was unknown but will be investigated. It was further noted that officers are working with employees and suppliers regarding the requirement for a purchase order.

#### **Decision:**

Moved Stephen Coates  
Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**

## 12.2. TRANSFORMATION PROGRAM UPDATE

**Responsible Officer:** General Manager, Strategy & Transformation

**Officer Presenting Report:** Sue-Ellen Howie, Transformation Lead

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:**

**Estimated Meeting Duration:** 20 minutes

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### **Purpose:**

The purpose of this report is to update the Committee on the progress of the Transformation Program.

### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the report be received for information.

### **Discussion:**

The transformation program journey was presented to the committee and it was noted that the current focus of the program is the Works Delivery project. It was noted that the Works Delivery project forms part of the 2021/22 Operational Plan and includes 5 specific projects; IPP Data Cleanse; Biosolids; Computerised Maintenance Management System (CMMS); Asset Data Standards; Procure to Pay.

The committee enquired regarding where the step change occurs for the business as opposed to business as usual with advice received that the Works Delivery project is about reviewing the whole of Council approach and implementing systems and improvements to the entire process within Council. An example was provided of the Procure to Pay project which will improve the procurement / supply chain process by changing the process of requesting goods or services, matching invoices, creating a work order which will then connect the items that need to be purchased with the contracts that are already in place and provide automated processes. This example was noted as a large multi-year project which impacts the whole of Council.

A discussion was held regarding the transformation project and tools used in monitoring the progress of the program. It was noted that the project management style of monitoring is used along with a specific tool kit that has been developed for the capital projects and that a review and development of a tool kit for operational projects is currently underway. The committee were advised that the project teams undertake a monthly stakeholder engagement with the project leads delivering the discussion and that the project delivery is moving into a more cross functional and collaborative process. It was noted that as part of the discovery phase, the project team goes out into the field to hear on the ground what the problems are that need to be solved.

The committee cautioned the terminology of 'transformation' with various interpretations of the term which could cause angst within the workplace. It was advised that consideration has been given to the transformation title and roles however given the traction that the transformation team has within the business, a change to the title was not considered appropriate. It was further noted that the focus is on what transformation means for Council and bringing teams together to work collaboratively.

The committee requested regular updates to be provided on the transformation program with a request to add a quarterly update of the Transformation Program to be added to the committee workplan.

**Decision:**

Moved Sandra Collins  
Seconded Cr O'Grady

That the Officers recommendation be adopted.

**CARRIED**

**Decision:**

Moved: Kerry Phillips  
Seconded: Cr O'Grady

That the Audit Risk and Improvement Committee Annual Work Plan be updated to include a quarterly update from Transformation Program.

**CARRIED**

## 12.3. PEOPLE CULTURE AND SAFETY REPORT

**Responsible Officer: General Manager People Culture and Safety**

**Officer Presenting Report:** Theunis Mienie, General Manager People, Culture & Safety

**Audit, Risk & Improvement Committee Meeting Date:** 1 December 2021

**File Ref:** HS9.1

**Estimated Meeting Duration:** 30 minutes

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### **Purpose:**

The purpose of this noting report is to provide the Audit, Risk and Improvement Committee with an update of the People and Culture statistics and activities.

### **Officer's Recommendation to the Audit, Risk & Improvement Committee:**

That the PCS report be received and noted.

### **Discussion:**

A discussion was held regarding an increase in vehicle incidents and it was noted that officers were reviewing the process for operating vehicles and implementing additional safety procedures. The committee provided advice that another organisation has had some success in improving vehicle safety by working with their insurer who sponsored gift cards for employees that demonstrated safe driving practices and recommended that officers explore proactive encouragement of positive safety practices.

It was noted that Council have received a gold award for mental health first aid and there are currently 7% of employees trained in mental health first aid.

A discussion was held regarding excess leave and the plan to address the number of employees with excess leave. It was noted that the travel restrictions and reluctance to travel due to the COVID-19 pandemic were the likely cause. It was further noted that managers are working with the relevant employees to develop leave plans however with the easing of travel restrictions it was expected that the number of employees with excess leave will be reduced.

The committee enquired regarding environmental incidents and where that is reported to the committee with advice received that officers will take the request on notice and include environmental incidents in future reports.

The committee discussed the importance of identified hazards being risk assessed to determine high potential hazard and low potential hazard items.

The committee requested future reports to be clear in the language used with example of Council's current LTIFR is 3.56, as it was unclear what that number represents. An additional example was provided of the Continuous Improvement Review table referencing ISO45001:2018 Element 3 requiring additional information. It was additionally requested that the information provided on the dashboards is clear on what the data represents.

A discussion was held regarding the increase in voluntary turnover and the committee enquired if there were any trends identified. Advice was provided that no trends have been identified with various different reasons provided such as relocating for family reasons. Further discussion

regarding this current trend being experienced in many industries and as an outcome of the COVID19 pandemic, people are looking to stimulate themselves with a changing role, are more cognisant of enjoying what they are doing and there are more flexible working opportunities available.

A discussion regarding the culture measure results was held and it was noted that a steering group has been created with people from across the business. It was advised that the steering group is chaired by the CEO, has decision making rights and is currently developing the culture roadmap. The committee expressed concern with the 5-year plan and resurvey 2 years out noting that Council might find employees may experience fatigue of the conversations over time and may be worth the investment to move the program forward. The committee were advised that a 12 week culture coaching program has commenced where each General Manager has been matched with a leader from a different business unit. It was noted that training is underway to ensure the coaching is provided appropriately and effectively. The committee enquired if the situation of two different cultures in one organisation was identified with advice received that there were teams that are experiencing a different culture to others, noting that some teams also require different styles to achieve the desired outcomes. The committee noted that there is a lot of discussion in the corporate environment regarding culture and the end game of continually working to move those behaviours. It was noted that culture takes time to shift positively and the conversation should always be had with the level of the conversation on culture changing as required.

**Decision:**

Moved Kerry Phillips  
Seconded Stephen Coates

That the Officers recommendation be adopted.

**CARRIED**

### **13. SELF-DEVELOPMENT**

- Sandra Collins reported that she had completed some excellent on-the-ground training in contractor management and ensuring contractors are meeting requirements, particularly in the safety sphere.
- Stephen Collins reported that he has had some excellent networking conversations, noting a conversation regarding climate change and the impacts of promises made by a country's leader on local governments who may be delivering on the promises.
- Kerry Phillips reported that she will be attending a session at QAO and will circulate the information to members. Kerry further reported that she attended a AICD not for profit economic update and noted that the those close to the border are feeling overwhelmed by the continual pressure of the COVID response however more broadly the financial impact across the board doesn't appear to have been as significant as initially feared.

### **14. COUNCIL REFERRALS**

Nil.

### **15. GENERAL BUSINESS**

Nil.

### **16. CLOSED SESSION - AUDIT REPRESENTATIVES**

Nil.

There being no further business the Chair formally closed the meeting.

**THE MEETING CLOSED AT 1:02pm**