



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 16 MARCH 2022** COMMENCING AT **9:00AM**

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PRESENT

Kerry Phillips (Chairperson)
Sandra Collins
Stephen Coates
Cr Desley O'Grady (via teams)
Cr Natalia Muszkat

Officers:

Leisa Dowling, Chief Executive Officer
Mark Holmes, General Manager Finance, Governance and Risk (via teams)
Theunis Mienie, General Manager People, Culture and Safety
Carly Quinn, General Manager Strategy & Transformation
John Tumbers, General Manager Operations
Ashlyn Chalker, Ethics Integrity and Audit Specialist (Acting)
Tanya Whalley, Manager Governance & Risk
Rachael Millett, Executive Secretary
Mark Francis, General Manager Strategic Asset Performance
Nerrilyne Taylor, Team Leader Financial Operations
Tania Brown, Manager Asset Governance
Ali Moore, Manager Environment and Conservation
Tim Howarth, Manager Information Communications and Technology (via teams)

Others in Attendance:

Steven Bosiljevac, PwC (via teams)
John Skilling, PwC (via teams)
Mansheel Kumar, PwC (via teams)
Dale Hassell, QAO (via teams)
Cr Chris Cameron
Cr Glenn Churchill

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 Report.

2.2. LEGAL REPORT

There were no matters to report from the Legal Report.

3. APOLOGIES

Nil

4. DECLARATION OF CONFLICTS OF INTEREST

Nil.

5. CONFIRMATION OF MINUTES

5.1. CONFIRMATION OF AUDIT RISK AND IMPROVEMENT COMMITTEE MINUTES FOR 1 DECEMBER 2022

Responsible Officer: Chief Executive Officer

Audit Risk and Improvement Committee Meeting: 16 March 2022

File Ref: CM7.2

Purpose:

Seeking confirmation of the Audit Risk and Improvement Committee Meeting Minutes of the 1 December 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 1 December 2021.

Discussion:

Nil.

Decision:

Moved Stephen Coates
Seconded Sandra Collins

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: 16 March 2022

File Ref: CM7.2

Estimated Duration: 5 mins

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:

It was noted that the outstanding action and not yet due action were completed at the planning workshop held Tuesday 15 March 2022.

Decision:

Moved Kerry Phillips
Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

7. NOTING PAPERS

7.1. INFORMATION COMMUNICATION TECHNOLOGY REPORT

Responsible Officer: General Manager Strategy and Transformation

Officer Presenting Report: Noting

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: IT5.1

Estimated Meeting Duration: For Noting

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 ICT update for November 2021 – January 2022 including an update on Council's Cyber Security Plan.

Discussion:

A discussion was held regarding the cyber security monitoring. It was noted that officers are finalising a cyber security panel contract, which will look to engage an external company to monitor Council's networks 24 hours a day to address the small gap in cyber security monitoring. It is anticipated that the contract will be in place by end of 21/22 financial year.

The committee highlighted the importance of classifying the data and it was noted that officers have completed a high-level classification of the data and are working to finalise the classification of all data into the record management system.

Decision:

Moved Kerry Phillips
Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

7.2. INSURANCE REPORT

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: For Noting

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: RM1.7

Estimated Meeting Duration: For Noting

Purpose:

To provide an update to the Audit Risk and Improvement Committee with an overview of the claims for compensation following damage 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.

Discussion:

Nil.

Decision:

Moved Kerry Phillips
Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

7.3. CONTRACTS & PROCUREMENT REPORT

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: For Noting

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: PE7.2

Estimated Meeting Duration: For Noting

Purpose:

The purpose of this report is to present procurement KPIs for the quarter ending 31 January 2022.

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

That the Contracts and Procurement Report is received and noted.

Discussion:

The committee enquired regarding the escalation of invoices before purchase orders and if repeat offenders are reported to ethics and integrity for review. Advice was provided that Governance and Risk receive all reports regarding employee conduct matters to assess for corrupt conduct or PIDS. It was acknowledged that no reports had been received in relation to procurement which indicated it was not believed to be a conduct issue. It was noted that improvements on the visibility and reporting to the Executive Leadership Team on the comprehensive registers that officers manage was underway.

The committee enquired regarding the purchase order splitting and what action had been undertaken with advice provided that the items had been rectified by process improvements including the use of standing panels.

Decision:

Moved Kerry Phillips

Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

7.4. PEOPLE CULTURE AND SAFETY REPORT

Responsible Officer: General Manager People Culture and Safety

Officer Presenting Report: Theunis Mienie

Business Improvement Committee Meeting Date: 16 March 2022

File Ref: HS9.1

Estimated Meeting Duration: For noting

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:

Discussion:

The committee requested future reports include details of the Medical Treatment Injury (MTI) and recommended that MTI's be reported in the same format as a Lost Time Injury (LTI).

The committee mentioned the voluntary turnover and noted that there was a known backlog of number of employees that would've departed with Council in 2021 and enquired if there had been any analysis on if the lag is catching up. Advice was provided that the voluntary turnover is a focus for the Executive Leadership Group (ELT) and officers are identifying the trends on why employees are leaving and trends that are being experienced globally. It was noted that the trends identified that people were re-evaluating where work fits into their life, where they live and if their current role fits with their long term needs and flexibility. It was advised that upon reviewing the data, the voluntary turnover with Council is not uncommon in the sector and the labour market as a whole.

A discussion was held regarding the status of performance plans and it was noted that performance plans are currently being finalised ensuring that CEO to Level 3 Managers have performance plans in place. It was acknowledged that to develop performance plans for officers below Level 3, it would require an electronic system to be implemented, noting that the current process is paper based. It was further acknowledged that work is being undertaken to improve the process and embed the methodology. It was noted that the performance plans are based on a financial year. A discussion was held regarding development plans and it was acknowledged that as part of the certified agreement Council will have development plans for all employees in place by 30 June 2022.

A discussion was held regarding the trainees and apprentices that were recently employed, noting that Council currently has 5 employees under the age of 20, and strategies that are in place to employ and retain school leavers. It was noted that work is being undertaken on succession planning, which would open up opportunities for lower level positions, and refining the value proposition.

Decision:

Moved Kerry Phillips

Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

8. INTERNAL AUDIT

8.1. ETHICS INTEGRITY AND AUDIT PROGRESS REPORT

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: Ashlyn Chalker, Ethics Integrity and Audit Specialist (Acting)

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: CM27.3

Estimated Meeting Duration: 15 minutes

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:

The committee were advised that the Waste Third Party Compliance audit, shown in draft in the report, is now completed.

The committee enquired if the site based management plans for the operations quarry were completed by the due date with advice provided that they have been developed and under review with Council's environmental team.

Decision:

Moved Kerry Phillips
Seconded Cr Muszkat

That the Officers recommendation be adopted.

CARRIED

8.2. INTERNAL AUDIT REPORTS

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: Ashlyn Chalker, Ethics Integrity and Audit Specialist (Acting)

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: CM27.3

Estimated Meeting Duration: 10 minutes

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 reports finalised for the quarter be accepted.

Discussion:

A discussion was held regarding the Hydrocarbons AS1940 Audit report with the committee commending officers on the standard that is being maintained with the storage. The committee enquired regarding a comment noted in the report that "*a full audit against relevant standards for the storage of chemicals other than fuel was not within the scope*" and if there was to be a further review or if the risk was low. It was noted that while the workshops are well established, internal hazard inspections are identifying issues within Council's smaller facilities and it would be appropriate to undertake a further full review.

Decision:

Moved Kerry Phillips
Seconded Cr O'Grady

That the Officers recommendation be adopted.

CARRIED

8.3. INTERNAL AUDIT PLAN 2022/23

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: Ashlyn Chalker, Ethics Integrity and Audit Specialist (Acting)

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: CM27.3

Estimated Meeting Duration: 5 mins

Purpose:

To consider the draft Internal Audit Plan for 2022/2023.

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

That the Internal Audit Plan for 2022/2023 be endorsed, subject to amendments arising from the Committee Planning Day discussions.

Discussion:

It was noted that a discussion was held regarding the 2022/23 Internal Audit Plan at the planning workshop held prior to the meeting and that changes will be made to the plan as agreed, including amending the cash handling audit to include all revenue. It was noted that the key for the committee was receiving the six (6) reviews over the year.

Decision:

Moved Stephen Coates
Seconded Kerry Phillips

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: 16 March 2022

File Ref: FM4.4

Estimated Meeting Duration: 10 minutes

Purpose:

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

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

That the Queensland Audit Office Briefing Paper and External Audit Plan dated 16 March 2022 be received and noted.

Discussion:

It was noted that the Improving asset management in local government report is currently in the process of obtaining information and nominations on which councils to undertake a deep dive on. A questionnaire has been provided to all councils in relation to asset management practices.

The QAO recommended that audit clients undertake a self-assessment against the recommendations made in the performance and assurance audit reports tabled between 2015-16 and 2017-18 and as shown in the 2021 status of Auditor-General's recommendations and although there were no specific recommendations for Gladstone Regional Council there were recommendations made generally for all council's regarding financial sustainability.

A discussion was held regarding potential impacts on asset valuation, including increasing costs and supply availability, and impairments. It was noted that the potential impacts were being closely monitored and there is potential for an impairment reversal.

The committee requested that the proforma financial statements and position papers be presented to the committee prior to submitting to QAO with advice provided that the papers are anticipated to be presented at the next meeting.

Decision:

Moved Kerry Phillips

Seconded Stephen Coates

That the Officers recommendation be adopted.

CARRIED

10. FINANCE REPORTS

10.1. FINANCIAL STATEMENT PREPARATION AND PROCESS UPDATE

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: Nerrilynne Taylor, Team Leader Financial Operations

Business Improvement Committee Meeting Date: 16 March 2022

File Ref: FM4.4

Estimated Meeting Duration: 15 minutes

Purpose:

The purpose of this report is to provide the Audit Risk and Improvement Committee members with an update on the financial statement process for their consideration and feedback.

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

That the Audit Risk and Improvement Committee note the report.

Discussion:

It was noted that officers were satisfied with the current status of the financial statement preparation and that resourcing had had an impact on the progress. It was noted that ideally a full close would have been preferred however officers were satisfied that a partial soft close has been completed.

Decision:

Moved Kerry Phillips

Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

10.2. MONTHLY FINANCIAL REPORT FOR THE PERIOD ENDING 28 FEBRUARY 2022

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: For Noting

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: FM15.1

Estimated Meeting Duration: For Noting

Purpose:

To provide the Audit Risk and Improvement Committee with the Monthly Financial Reports for Period ending 28 February 2022.

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

That the Audit Risk and Improvement Committee note the Monthly Financial Reports for period ending 28 February 2022.

Discussion:

The committee were advised that the Monthly Financial Report for the Period Ending 28 February 2022 was presented to the General Meeting held on 15 March 2022. An overview of the monthly financial report was provided to the committee.

The committee enquired regarding the increased operating deficit and if there were any actions put in place to bring that back. Advice was provided that the main contributor to the increased operating deficit is around the quarries and quarry activities. The committee further enquired if Council was looking to close any of the quarries with advice provided that the intent is to close as many quarries as possible within reason.

A discussion was held regarding the depreciation and it was noted that it was an emerging issue which is being worked through with the Asset Governance team.

Decision:

Moved Stephen Coates
Seconded Sandra Collins

That the Audit Risk and Improvement Committee note the verbal update provided regarding the monthly financial reports for period ending 28 February 2022.

CARRIED

11. ASSET MANAGEMENT

11.1. ASSET MANAGEMENT

Responsible Officer: General Manager Strategic Asset Performance

Officer Presenting Report: Manager Asset Governance

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: FM18.1. PRJ-297

Estimated Meeting Duration: 15mins

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.

Discussion:

The committee were pleased with the level of progress and information provided in the report. The committee recommended that when reporting on completion with %, eg, 90% complete, to also include the completion date which will provide relevance of the %.

A discussion was held regarding the asset planning and understanding when assets will become critical and it was noted that work is being undertaken to rationalise and build more integrity into the team plans. It was anticipated that the team plans will be presented at the next meeting.

Decision:

Moved Kerry Phillips

Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

The meeting was adjourned at 10:51am and reconvened at 11:08am

12. RISK MANAGEMENT

12.1. RISK REPORT

Responsible Officer: General Manager Finance Governance & Risk

Officer Presenting Report: Tanya Whalley, Manager Governance & Risk

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: RM1.7

Estimated Meeting Duration: 10 minutes

Purpose:

To provide an update to the Audit Risk and Improvement Committee on Council risk position.

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

That the risk management quarterly report is received.

Discussion:

The committee enquired regarding the Goods and Services TechOne Catalogue residual high risk noting the risk associated with the goods and services within the TechOne catalogue unable to identify critical spares and what action was being undertaken to control the risk. It was noted that the committee assumed that this would be a foundational function of TechOne. Advice was provided that a project will be commencing through asset maintenance which will systemically review, identify and catalogue what the critical spares are. It was further noted that the catalogue has been included as an item within the CMMS project.

The committee enquired regarding the Infrastructure Charges Recovery residual high risk and what work was being undertaken to address the risk. Advice was provided that the Infrastructure Charges is one of the internal audits to be conducted and that this risk refers to the linkage between our Development Application (DA) systems, the recovery of DA charges and ensuring that there is communication with the Revenue team. The committee provided advice that this is a multi-function piece of work which requires cross team communication and recommended that a documented work flow be developed to ensure an understanding of roles and responsibilities.

Decision:

Moved Kerry Phillips

Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

13. OFFICER'S REPORTS

13.1. ENVIRONMENT REPORT

Responsible Officer: General Manager Strategic Asset Performance

Officer Presenting Report: Manager Environment and Conservation

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: EM6.2

Estimated Meeting Duration: 15 minutes

Purpose:

The purpose of this report is to provide an update of Council's environmental performance against the established indicators from the last quarter being 1 October 2021 to 31 December 2021, for noting and discussion by the Audit, Risk and Improvement Committee.

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

That the Audit, Risk and Improvement Committee receive and note the environmental performance report for the October to December 2021 period.

Discussion:

A discussion was held regarding the recent rain event and the overflows that occurred. It was noted that further information would be provided on these incidents at the next committee meeting.

The committee enquired if the Gladstone Region, being an industrial zone with higher industry concentration, was subject to stricter Environmental Agreements and if any comparison with neighbouring council's had been undertaken. Advice was provided that a comparison has not been undertaken and that Council's licences are quite old with different conditions based on the age of the infrastructure. It was further advised that the issue is due to storm water flowing into the pump stations and identification of where the water is coming from is required. Examples of possible sources were provided such as age of the sewer networks and illegal connections. It was noted that the sewer networks and pump stations are on a ERA63 licence which is a standard licence and the waste water treatment plants have different licencing requirements which varies from site to site.

The committee enquired regarding the number of environmental issues reported and it was noted that under ERA63 licence an incident only has to be reported if it meets certain criteria including if Council has impacted a sensitive environment. It was further advised that as Council is yet to undertake an assessment regarding determining a sensitive environment for all the pump stations, locations and outfall and in the interest of protecting and preventing harm, Council reports all incidents.

Decision:

Moved Stephen Coates

Seconded Kerry Phillips

That the Officers recommendation be adopted.

CARRIED

13.2. INTERNAL CONTROL SELF-ASSESSMENT

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: Nerrilynne Taylor, Team Leader Financial Operations

Business Improvement Committee Meeting Date: 16 March 2022

File Ref: FM4.4

Estimated Meeting Duration: 10 minutes

Purpose:

The purpose of this report is to provide the Audit Risk and Improvement Committee members with insight into where the business sits after an initial look at the Internal Control Self-Assessment Tool.

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

That the Audit Risk and Improvement Committee note the report.

Discussion:

The committee requested further information be provided clarifying the monitoring element and what that entails.

Decision:

Moved Sandra Collins
Seconded Kerry Phillips

That the Officers recommendation be adopted.

CARRIED

13.3. ARIC ANNUAL WORKPLAN

Responsible Officer: General Manager Finance Governance and Risk

Officer Presenting Report: Tanya Whalley, Manager Governance and Risk

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: CM26.2

Estimated Meeting Duration: 10 minutes

Purpose:

Endorse the draft Audit Risk and Improvement Committee Workplan for 2022/2023

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

That the Audit Risk and Improvement Committee Workplan for 2022/2023 be endorsed, subject to amendments arising from discussion.

Discussion:

It was acknowledged that the Annual Workplan was discussed at the planning workshop with no amendments required.

The committee highlighted the importance of the content in the reports provided ensuring that the intended audience is considered. It was further highlighted that there were some additional items to consider in the preparation of reports including an executive summary, the identification of risks and any movement in the risk at the front end of the report, shorter succinct reports, progress on past recommendations and any major project initiative progress.

Decision:

Moved Kerry Phillips

Seconded Stephen Coates

That the Officers recommendation be adopted.

CARRIED

13.4. WORKS DELIVERY PROGRAM UPDATE

Responsible Officer: General Manager Strategy & Transformation

Officer Presenting Report: Sue-Ellen Howie, Transformation Lead

Audit, Risk & Improvement Committee Meeting Date: 16 March 2022

File Ref: CM26.11

Estimated Meeting Duration: 20 minutes

Purpose:

The purpose of this report is to update the Committee on the progress of the Works Delivery Program of work.

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

That the Works Delivery update be received for information.

Discussion:

The committee were advised that the IPP Data Cleanse Project has been completed and that learnings from the project will be implemented across other projects. The committee enquired regarding the process of reducing the projects to 226. Advice was provided that some of the projects were as a result of a single Customer Service Request (CSR) and that the IPP Data Cleanse Project reviewed the projects in line with the IDF process which put rigour around the projects to determine if they are valid, current and accurate. It was noted that an idea might be entered at the establish phase of the IDF but doesn't enter the capital projects list until Decision Gate 2 has been achieved.

The committee enquired regarding the Asset Information Project and the anticipated implementation of the migration plan with advice provided that there is an opportunity to undertake the migration plan earlier than anticipated with the standards and pre-work that is being undertaken expected to speed up the process. The committee requested to be updated on the progress of the migration plan.

The committee enquired if the timings for the projects qualify with subject to available resources and what is the impact to the timings if the resources are not available. Advice was provided that work is undertaken with the project leads to determine the resources required and that the full scope of work is clear on what needs to be undertaken to enable sharing of the work load.

The committee mentioned that a benefit within the investment framework and the capital approval program is having an expectation of the outcome and benefits and enquired if a post assessment review of the projects will be undertaken to understand if the project was worth the investment, were the outcomes achieved, what was expected and lessons learnt. The committee suggested a single page report be provided on post investment reviews. The committee further suggested projects completed several years ago have a post investment review undertaken. Advice was provided that the IDF was implemented for capital projects and work is being undertaken to implement the IDF for operational projects. It was noted that the first decision gate of the IDF has a very clear problem statement and the project is documented from the beginning on what is trying to be solved. Additionally, the IDF includes a post investment review which will start to eventuate as projects are completed through the IDF. The committee recommended that post implementation

reviews should be completed upon the project close out and three (3), six (6) and nine (9) year reviews to ensure the benefit has been realised.

Decision:

Moved Kerry Phillips
Seconded Sandra Collins

That the Officers recommendation be adopted.

CARRIED

14. SELF-DEVELOPMENT

Cr O'Grady advised that the councillors completed a first aid course with CQ First Aid and highly recommended the course. Cr O'Grady enquired if all Council vehicles were stocked with first aid kits with the enquiry taken on notice and advice to be provided.

Kerry Phillips advised that she had attended an exceptional panel event that CPA held to celebrate International Women's Day. Kerry noted that the panel consisted of a diverse group of perspectives and inspired reflection on good attempts at celebrating International Women's Day. Kerry reflected on breakfast events held in Townsville which were organised by men in the organization. The motivation for the men were that they were fathers of daughters and wanted to setup a better future for their daughters. Kerry noted that they were the best celebrations that were held in terms of a common platform. Kerry noted that the opportunities provided to those men to be great fathers was created by the flexibility afforded to the men as the same as the women in terms of maternity / paternity leave, flexible work hours and conditions.

15. COUNCIL REFERRALS

Nil

16. GENERAL BUSINESS

Nil

17. CLOSED SESSION - AUDIT REPRESENTATIVES

Nil

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

THE MEETING CLOSED AT 12:10pm