



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

FINANCE & AUDIT COMMITTEE

9AM, WEDNESDAY 27 OCTOBER 2021
COUNCIL CHAMBER, FIRST FLOOR, CIVIC ADMINISTRATION BUILDING
32 THE SQUARE, PALMERSTON NORTH

MEMBERS

Susan Baty (Chairperson)
Karen Naylor (Deputy Chairperson)
Grant Smith (The Mayor)

Vaughan Dennison
Renee Dingwall
Lew Findlay QSM
Patrick Handcock
ONZM
Leonie Hapeta

Lorna Johnson
Bruno Petrenas
Aleisha Rutherford
Stephen Armstrong

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

pncc.govt.nz | Civic Administration Building, 32 The Square
City Library | Ashhurst Community Library | Linton Library

Heather Shotter

Chief Executive | PALMERSTON NORTH CITY COUNCIL

FINANCE & AUDIT COMMITTEE MEETING

27 October 2021

ORDER OF BUSINESS

1. Apologies

2. Notification of Additional Items

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

3. Declarations of Interest (if any)

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

4. Public Comment

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

(NOTE: If the Committee wishes to consider or discuss any issue raised that is not specified on the Agenda, other than to receive the comment made or refer it to the Chief Executive, then a resolution will need to be made in accordance with clause 2 above.)

- 5. Confirmation of Minutes** Page 7
“That the minutes of the Finance & Audit Committee meeting of 22 September 2021 Part I Public be confirmed as a true and correct record.”
- 6. Quarterly Performance and Financial Report - Quarter Ending 30 September 2021** Page 11
Report, presented by Stuart McKinnon, Chief Financial Officer and Andrew Boyle, Head of Community Planning.
- 7. Treasury Report - 3 months ending 30 September 2021** Page 67
Memorandum, presented by Steve Paterson, Strategy Manager - Finance.
- 8. Assurance Report - Independent Progress Update on Asset Management Planning Maturity Assessment** Page 79
Memorandum, presented by Masooma Akhter, Business Assurance Manager.
- 9. Committee Work Schedule** Page 99
- 10. Exclusion of Public**

To be moved:

“That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
11.	Minutes of the Finance & Audit Committee meeting - Part II Confidential - 22 September 2021	For the reasons setout in the Finance & Audit Committee minutes of 22 September 2021, held in public present.	

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Also that the persons listed below be permitted to remain after the public has been excluded for the reasons stated.

[Add Third Parties], because of their knowledge and ability to assist the meeting in speaking to their report/s [or other matters as specified] and answering questions, noting that such person/s will be present at the meeting only for the items that relate to their respective report/s [or matters as specified].

PALMERSTON NORTH CITY COUNCIL

Minutes of the Finance & Audit Committee Meeting Part I Public, held in the Conference & Function Centre, 354 Main Street, Palmerston North on 22 September 2021, commencing at 9.00am

Members Present: Susan Baty (in the Chair), The Mayor (Grant Smith) and Councillors Vaughan Dennison, Renee Dingwall, Lew Findlay QSM, Patrick Handcock ONZM, Leonie Hapeta, Lorna Johnson, Karen Naylor, Bruno Petrenas, Aleisha Rutherford and Mr Stephen Armstrong.

Non Members: Councillors Brent Barrett, Zulfiqar Butt, Billy Meehan and Orphée Mickalad.

Apologies: Councillor Rachel Bowen.

Councillor Rachel Bowen entered the meeting at 9.05am during consideration of clause 61 and left the meeting at 10.03am after consideration of clause 61. She was not present for clauses 59, 60 and 62 to 68 inclusive.

59-21 Apologies

Moved Susan Baty, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

Clause 59-21 above was carried 16 votes to 0.

60-21 Confirmation of Minutes

Moved Susan Baty, seconded Aleisha Rutherford.

The **COMMITTEE RESOLVED**

1. That the minutes of the Finance & Audit Committee meeting of 23 June 2021 Part I Public be confirmed as a true and correct record.

Clause 60-21 above was carried 16 votes to 0.

61-21 Results of Public Engagement - Extension of Paid Parking Hours

Memorandum, presented by Michael Duindam, Acting City Planning Manager and Vinuka Nanayakkara, Senior Transport Planner.

Councillor Rachel Bowen entered the meeting at 9.05am.

Moved Susan Baty, seconded Karen Naylor.

The **COMMITTEE RECOMMENDS**

1. That the following existing paid parking hours are retained:

- a. Thursday 8.30am-5.30pm
- b. Friday 8.30pm-5.30pm
- c. Saturday 11.00am-3.00pm

Clause 61.1-21 above was carried 16 votes to 1.

Moved Susan Baty, seconded Karen Naylor.

- d. Sunday no paid parking hours

Clause 61.2-21 above was carried 15 votes to 2.

Note:

Moved Orphée Mickalad, seconded Brent Barrett.

On a motion 'That on-street parking fees be set at \$2.00 per hour from 1 January 2022', the motion was lost 4 votes to 13.

Councillor Rachel Bowen left the meeting at 10.03am.

62-21

Health, Safety and Wellbeing Report - April to June 2021

Memorandum, presented by Alan Downes, Safety & Health Manager and Wayne Wilson, Human Resources Manager.

Moved Susan Baty, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

1. That the memorandum titled 'Health, Safety and Wellbeing Report - April to June 2021', presented to the Finance & Audit Committee on 22 September 2021, be received for information.

Clause 62-21 above was carried 16 votes to 0.

The meeting adjourned at 10.35am.

The meeting resumed at 10.51am.

63-21

Treasury Report - 12 months ending 30 June 2021

Memorandum, presented by Steve Paterson, Strategy Manager - Finance.

Moved Susan Baty, seconded Karen Naylor.

The **COMMITTEE RECOMMENDS**

1. That the performance of Council's treasury activity for the 12 months ending 30 June 2021 be noted.

Clause 63-21 above was carried 16 votes to 0.

64-21 Committee Work Schedule

Moved Susan Baty, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

1. That the Finance & Audit Committee receive its Work Schedule dated September 2021.

Clause 64-21 above was carried 16 votes to 0.

EXCLUSION OF PUBLIC

65-21 Recommendation to Exclude Public

Moved Susan Baty, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

"That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
11.	Minutes of the Finance & Audit Committee meeting - Part II Confidential - 23 June 2021	For the reasons set out in the Finance & Audit Committee minutes of 23 June 2021, held in public present.	
12.	Oriana Reserve: Request to return land to a developer	Legal Privilege and Negotiations	s7(2)(g) and s7(2)(i)
13.	Assurance Report on Review of Health & Safety	Safety and Health Safety	s6(b) and s7(2)(d)

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Clause 65-21 above was carried 16 votes to 0.

The public part of the meeting finished at 11.16am

Confirmed 27 October 2021

Chairperson

REPORT

TO: Finance & Audit Committee

MEETING DATE: 27 October 2021

TITLE: Quarterly Performance and Financial Report - Quarter Ending 30 September 2021

PRESENTED BY: Stuart McKinnon, Chief Financial Officer and Andrew Boyle, Head of Community Planning

APPROVED BY: Stuart McKinnon, Chief Financial Officer
David Murphy, Chief Planning Officer

RECOMMENDATION(S) TO COUNCIL

1. That the memorandum titled 'Quarterly Performance and Financial Report – Quarter Ending 30 September 2021' presented to the Finance & Audit Committee on 27 October 2021, be received.

1. ISSUE

To provide an update on the performance and financial achievements of the Council for the period ending 30 September 2021.

2. BACKGROUND

Details of operating and financial performance are included in the following sections. Reports are against the goals as detailed in the 10 Year Plan 2021-31.

3. NEXT STEPS

The next performance and financial report will be provided after the end of the December 2021 quarter.

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special	No

Consultative procedure?		
Is there funding in the current Annual Plan for these actions?		No
Are the recommendations inconsistent with any of Council's policies or plans?		No
The recommendations contribute to Goal 5: A Driven and Enabling Council		
The recommendations contribute to the outcomes of the Driven and Enabling Council Strategy.		
The recommendations contribute to the achievement of action/actions in a plan under the Driven and Enabling Council Strategy		
The action is: to enable Council to exercise governance by reviewing financial performance and operating performance and provide accountability for these to the public.		
Contribution to strategic direction and to social, economic, environmental and cultural well-being	As above.	

ATTACHMENTS

1. Quarterly Performance and Financial Report - Quarter Ending 30 September 2021 - CE and Catalyst Report [↓](#) 
2. Quarterly Performance and Financial Report - Quarter Ending 30 September 2021 - Performance Measures [↓](#) 
3. Quarterly Performance and Financial Report - Quarter Ending 30 September 2021 - Supplementary Material [↓](#) 

Quarterly Report to Council – September 2021

Chief Executive's Quarterly Report to Council For September 2021

Introduction

The start of the new financial year has once again been disrupted by a COVID-19 lockdown. The cumulative effect of the pandemic continues to affect the labour market, contractor availability, and supply chains. As a result expenditure is tracking under budget for both capital and operating. While the majority of our Key Performance Indicators are on track, usage statistics have been affected and delivery to plan will be an ongoing challenge. We were able to stand up a reduced Emergency Operations Centre having applied many of the lessons learnt through the previous lockdown. I wish to acknowledge the effort by staff who worked tirelessly during lockdown to maintain services to the community.

Financial

For the period ending September 2021, our net operating position is \$2.06M favourable against budget. This is made up of \$280k rates, \$360k operating revenue, \$1.35M operating expenses, and \$70k favourable net interest. The bulk of the favourable position is due to inability to source contractors and fill vacancies, as well as the incompleteness of work during the most recent lockdown.

The 2021/22 financial year sees Council's largest investment into its capital new and renewal programmes of \$102M. The delivery programme for the first quarter of the year has been impacted by Covid. The lockdowns, both locally and in the Auckland region, have placed strain on engaging contractors and transportation of materials, plant and equipment to projects currently in construction. Despite these constraints, work has continued on delivering the programme with \$4.8M of capital new expenditure and \$4.8M of capital renewal expenditure occurring. The Waka Kotahi decision to reduce their overall capital funding contribution, combined with their delayed confirmation of which programmes have funding, will impact the delivery of transport and roading related capital programmes. Officers are currently preparing a report to Council with options to address the funding shortfall.

Three Waters Reform

The Government's Three Waters Reform grant funding allocation, and our associated programme of works, is included in the above financial results across operational and capital renewal/new programmes. To date \$6.5M (70%) of the work has been delivered against the grant funded allocation of \$9.34M, required to be spent by 31 March 2022. Spending against the year to date delivery plan is 76%, due to investigations and design work taking longer than expected.

Catalyst projects

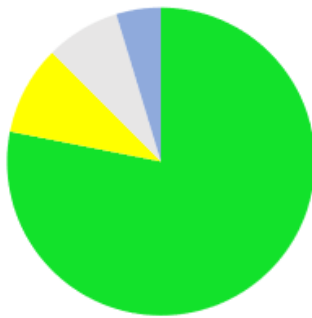
Catalyst Projects are those that will make major contributions to Council's vision. This is the first quarter of the new 10-Year Plan, with catalyst projects updated to reflect this. This report outlines progress made on these projects, with a common theme being delays on some of these due to Covid-19. Officers are

assessing what impact Covid-19 ongoing restrictions will have on the ability to complete these projects on time.

Safety and Health

Civil Construction received an Executive Leadership Team (ELT) health and safety focused visit in July, unfortunately due to Covid-19, two scheduled ELT site visits were postponed. ELT site visits afford an opportunity for the unit managers to provide operational clarity and highlight what is going well and where they face challenges. Three Health, Safety and Wellbeing Committee meetings were held during the quarter. A Healthy Thinking & Psychological First Aid webinar promoted by Taituarā — Local Government Professionals Aotearoa was made available to all health and safety representatives, and extended to others.

10 Year Plan KPIs



- On Track
- Not on track but still achievable
- Unlikely to achieve
- Not yet due for measurement
- Unlikely to achieve for reasons outside of Council's control

Our 10-Year Plan Key Performance Indicators (KPIs) monitor the delivery of major services for the city.

At the end of our first quarter, 50 of 64 KPIs are on track to be achieved for this financial year, with a further 6 not on track but still achievable and 5 not yet due for measurement. 3 KPIs are unlikely to be achieved for reasons outside Council's control, being Covid-19 restrictions.

Heather Shotter
Chief Executive

MEMORANDUM

TO: Finance & Audit Committee

MEETING DATE: 27 October 2021

TITLE: Treasury Report - 3 months ending 30 September 2021

PRESENTED BY: Steve Paterson, Strategy Manager - Finance

APPROVED BY: Stuart McKinnon, Chief Financial Officer

RECOMMENDATION(S) TO FINANCE & AUDIT COMMITTEE

1. That the performance of Council's treasury activity for the 3 months ending 30 September 2021 be noted.
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1. ISSUE

To provide an update on the Council's treasury activity for the 3 months ending 30 September 2021.

2. BACKGROUND

The Council's 10 Year Plan 2021-31 forecast additional debt requirements for 2021/22 of \$49.5m would need to be raised during the year to fund the \$67.5m of new capital expenditure programmes (including assumed carry forwards from 2020/21). In July 2021 the Council resolved to specifically authorise the raising of up to \$50m of additional debt. In September 2021 the Council approved increasing the new capital expenditure programme for the year by a further \$4.2m (with associated external funding of \$2.3m) due to a revised assessment of the level of carry forwards from 2020/21, though there was no change to the formal resolution approving increased debt levels as there was a high likelihood the full capital expenditure programme for the year would not be achieved.

Council's Financial Strategy (updated version adopted 7 July 2021) contains the following ratios which the Council has determined to be prudent maxima:

- Net debt as a percentage of total assets not exceeding 20%
- Net debt as a percentage of total revenue not exceeding 200%
- Net interest as a percentage of total revenue not exceeding 15%
- Net interest as a percentage of annual rates income not exceeding 20%

An updated version of the Treasury Policy (embracing the Liability Management and Investment Policy), adopted by the Council in August 2020, also contains a number of other criteria regarding debt management.

3. PERFORMANCE

Following the annual review published on 3 May 2021 Council's S&P Global Rating's credit rating remained unchanged at AA / A-1+.

Schedule 1 attached shows the details of Council's debt as at 30 September 2021. Debt levels were within the policy parameters outlined in section 2 of this report.

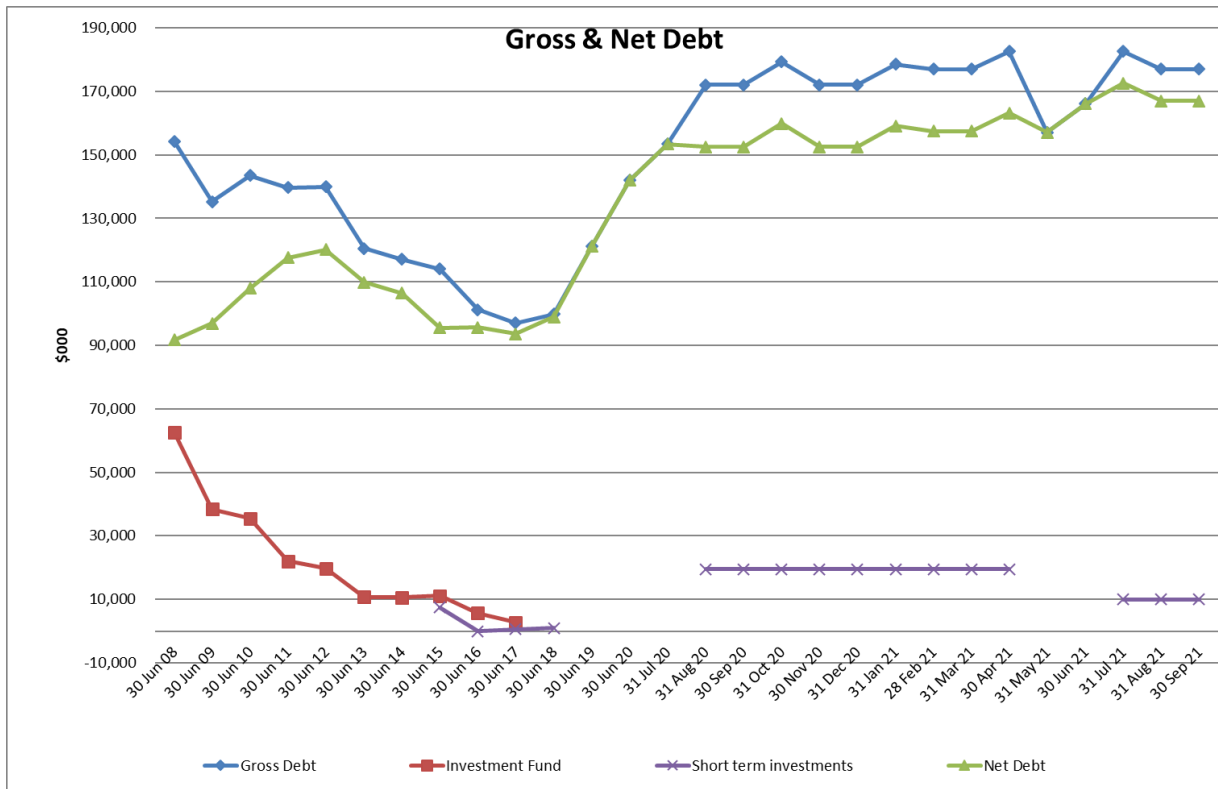
The summarised gross term debt movements are shown in the following table:

	10YP Budget for year (2021/22) \$000	Actual – 3 months (2021/22) \$000
Debt Balance at 1 July 2021	163,163	166,125
New Debt #	49,184	20,000
Debt repayments #		(9,125)
Closing Balance	212,347	177,000
<u>Comprising:</u>		
Bank advance (on call)		
LGFA short term advance		
LGFA & Council stock		177,000

A portion of the Council's debt is drawn on a daily basis – daily drawdowns and repayments are not included in these figures but the net draw or repayment for the year to date is shown as part of new debt or debt repayment as appropriate.

Gross debt at 30 September 2021 was \$177m compared with \$166.125m at 1 July 2021. \$10m of this sum was raised in advance to prefund debt maturing on 5 April 2022.

Movements in recent years are shown in the following graph:



Actual finance costs incurred during the 3 months (including interest, line fees and the effects of payments relating to swaps) amounted to \$1.23m compared with the budget for the year of \$5.09m. \$16k of this expense related to \$10m of new loans raised in July 2021 to prefund debt maturing on 5 April 2022. This cost was more than offset by unbudgeted interest income of \$23k received from short term investment of this \$10m. The effective average interest rate for the quarter was 2.8% and this was the same as the budgetary assumption.

The Council has entered financial instruments related to its debt portfolio utilising swap trading lines established with Westpac, ANZ and BNZ. The details of these are shown in **Schedule 2** attached.

The value of these instruments is measured in terms of its 'mark-to-market', i.e. the difference between the value at which the interest rate was fixed and the current market value of the transaction. Each of these transactions was valued at the date they were fixed and again at the reporting date. Financial reporting standards require the movement in values to be recorded through the Council's Statement of Comprehensive Income (Profit & Loss Account). They have been revalued as at 30 September 2021 and show a reduction in the book value liability of \$2.98m for the quarter.

Swaps with a notional value of \$5m matured during the quarter.

The Council's Treasury Policy contains guidelines regarding the measurement of treasury risk as follows:

- Funding and liquidity risk is managed by the Council maintaining a pre-set portion of its debt in a range of maturity periods, eg. < 3 years, 3 - 7 years, 7 years +.
- Interest rate risk is managed by the Council maintaining the ratio of debt that is subject to floating versus fixed interest rates within pre-set limits.

The position compared to the policy is illustrated in the graphs in **Schedule 3 attached**.

The funding & liquidity risk position can be summarised as follows:

- Council's liquid position complies with policy
- Since 30 June \$20m of term debt has been raised. \$10m of this is to pre-fund debt maturing in April 2022 and has been invested in the meantime at a rate that more than covers the cost of the interest expense. The remainder is funding activity in the 2021/22 year.
- A further \$5m of new term debt to pre-fund debt maturing in August 2022 is programmed to be raised on 18 October through the LGFA tender.

The interest rate risk position describes the portion of the overall forecast debt that is fixed versus floating and can be summarised as follows:

- There is significant uncertainty about forecast levels of future debt – this very much depends on a number of factors including future Council decisions on the proposed capital expenditure programme and Government decisions on the future structure of the provision of three waters.
- At the present time the strategy being adopted is to use the forecast debt figures from the recently adopted 2021-31 10 Year Plan but reducing them by 30% each year. Past experience is the Council has struggled to deliver its full programme of budgeted work so it is prudent to assume this reduced requirement. Failing to do this would likely lead to the Council's portfolio becoming over hedged.
- At the present time projected debt levels that exclude debt assigned for three waters programmes are also being considered to make sure the Council is not over hedged if water related debt is effectively transferred (or paid off) on 30 June 2024.
- At the present time interest rates are being fixed at or near policy minimums based on the debt forecasts mentioned above and that is the position as at 30 September. This approach is kept under constant review in the light of changing market conditions.

As at 30 September 2021 all policy targets had been met.

Council's credit lines with the banks include a \$18m three-year credit facility with Westpac Bank (maturing 31 July 2022) and a revolving \$25m three-year facility with ANZ Bank (maturing 31 March 2024). To ensure appropriate liquid funding lines are in place the facility due to mature in 2022 has been renewed for four years from October 2021.

4. CONCLUSION & NEXT STEPS

Finance costs for the year (including interest, line fees and the effect of swaps) was \$1.23m compared with budget for the year of \$5.09m.

In conjunction with Council's treasury advisors hedging instruments are regularly reviewed in an effort to ensure the instruments are being utilised to best advantage as market conditions change. The level of hedging cover is also reviewed as the forecasts of future debt levels are revised.

Council's borrowing strategy is continually reviewed, in conjunction with Council's treasury advisors, to ensure best advantage is taken of Council's quality credit rating. In recent weeks there has been upward market movement in NZ short term interest rates (90 Bank bill rates) and these will be reflected in the 90 interest rate resets for Council's floating rate borrowing. However margins for present borrowing are fixed. Council's hedging strategy is based on the use of forward start swaps. These are influenced by international market movements for long term bonds and there has been little movement in these.

A further performance report will be provided after the December 2021 quarter.

5. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 5: A Driven & Enabling Council This report outlines the outcomes of a fundamental administrative activity of the Council.	
Contribution to strategic direction and to social, economic,	Managing the Council's treasury activity is a fundamental component of day to day administration of the Council.

environmental and cultural well-being	
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ATTACHMENTS

1. Schedules 1 to 3 [↓](#) 

MEMORANDUM

TO: Finance & Audit Committee

MEETING DATE: 27 October 2021

TITLE: Assurance Report - Independent Progress Update on Asset Management Planning Maturity Assessment

PRESENTED BY: Masooma Akhter, Business Assurance Manager

APPROVED BY: Sheryl Bryant, Assistant Chief Executive

RECOMMENDATION(S) TO FINANCE & AUDIT COMMITTEE

1. That the Memorandum titled 'Assurance Report – Independent Progress Update on Asset Management Planning Maturity Assessment' and its attachment, presented to the Finance & Audit Committee on 27 October 2021, be received for information.
-

1. ISSUE

The Business Assurance plan for 2021/22 endorsed by Council on 21 December 2020 required this review.

2. BACKGROUND

In 2019, a maturity assessment was undertaken by an independent consultant (Infrastructure Associates). Subsequently, a progress report was presented to the Infrastructure Committee in September 2020 by the Asset and Planning Manager.

The objective of this review is to provide an independent view on the current status of the recommendations from the maturity assessment that were made to assist PNCC to move into an intermediate level of maturity.

3. NEXT STEPS

The agreed action plan will be followed up by the Business Assurance division in due course. The results will be reported back to this Committee through the 6-monthly accountability reporting.

To ensure PNCC is on the right track and to confirm an updated maturity status, a subsequent maturity assessment review is being considered for the next Business Assurance Plan (to be presented to and approved by Council early 2022).

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 5: A Driven & Enabling Council	
The recommendations contribute to the achievement of action/actions in (Not Applicable)	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	This report is presented as a business assurance activity in response to the business assurance plan endorsed by Council.

ATTACHMENTS

1. Assurance Report - Progress Update on Asset Management Planning Maturity Assessment [↓](#) 

COMMITTEE WORK SCHEDULE

TO: Finance & Audit Committee

MEETING DATE: 27 October 2021

TITLE: Committee Work Schedule

RECOMMENDATION(S) TO FINANCE & AUDIT COMMITTEE

1. That the Finance & Audit Committee receive its Work Schedule dated October 2021.

ATTACHMENTS

1. Committee Work Schedule_October 2021 [↓](#) 

