PALMERSTON NORTH CITY COUNCIL

AGENDA

RISK & ASSURANCE COMMITTEE

9AM, WEDNESDAY 23 AUGUST 2023

COUNCIL CHAMBER, FIRST FLOOR
CIVIC ADMINISTRATION BUILDING
32 THE SQUARE, PALMERSTON NORTH

MEMBERS

Stephen Armstrong (Chair)
Karen Naylor (Deputy Chair)
Grant Smith (The Mayor)

Mark Arnott	**Lorna Johnson**
Brent Barrett	**Orphée Mickalad**
Vaughan Dennison	**William Wood**
Leonie Hapeta	**Kaydee Zabelin**

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

Te Marae o Hine | 32 The Square
Private Bag 11034 | Palmerston North 4442 | New Zealand
pncc.govt.nz

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PALMERSTON
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RISK & ASSURANCE COMMITTEE MEETING

23 August 2023

ORDER OF BUSINESS

1. **Karakia Timatanga**

2. **Apologies**

3. **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.

4. **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.

13. **Karakia Whakamutunga**

14. **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
15.	Minutes of the Risk & Assurance Committee meeting - Part II Confidential – 26 April 2023	For the reasons set out in the Risk & Assurance Committee minutes of 26 April 2023, 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 Risk & Assurance Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 26 April 2023, commencing at 9.00am

Members Present:	Mr Stephen Armstrong (in the Chair) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Lorna Johnson, Orphée Mickalad, William Wood and Kaydee Zabelin.
Non Members:	Councillors Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.
Apologies:	The Mayor (Grant Smith) and Councillor Leonie Hapeta for lateness, and Councillor Lew Findlay for early departure.

The Mayor (Grant Smith) entered the meeting at 9.50am during the consideration of clause 4. He left the meeting at 11.09am during consideration of clause 6. He was not present for clauses 1 to 3 and 6 to 10 inclusive.

Councillor Leonie Hapeta entered the meeting at 9.33am during the consideration of clause 3. She was not present for clauses 1 and 2.

Councillor Roly Fitzgerald was not present when the meeting resumed at 10.40am. He was not present for clauses 6 to 10 inclusive.

Karakia Timatanga

Councillor Debi Marshall-Lobb opened the meeting with karakia.

1-23   Apologies

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

Clause 1-23 above was carried 14 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

REPORTS

2-23   **2023/24 Business Assurance Work Programme**
Memorandum, presented by Masooma Akhter, Business Assurance Manager.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee approve the Business Assurance Work Programme for the 2023/24 period (Attachment 1) presented to the Risk & Assurance Committee on 26 April 2023.

2. That each review from the 2023/24 Business Assurance Work Programme be included on the work schedule for Risk & Assurance Committee.

Clause 2-23 above was carried 14 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

3-23   **Quality Assurance Report - Kōtuia (Ozone Replacement) Project**
Memorandum, presented by Masooma Akhter, Business Assurance Manager & Simon Lloyd-Evans, Programme Manager.

Councillor Leonie Hapeta entered the meeting at 9.33am.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Quality Assurance Report – Kōtuia (Ozone Replacement) Project' and its attachment, presented on 26 April 2023.

Clause 3-23 above was carried 15 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

4-23   **Assurance Report - Risk Management Review**
Memorandum, presented by Masooma Akhter, Business Assurance Manager, Jason McDowell, Head of Risk & Resilience, and Stephen Minton, Risk Management Advisor.

The Mayor (Grant Smith) entered the meeting at 9.50am.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Assurance Report – Risk Management Review' and its attachment, presented to the Risk & Assurance Committee on 26 April 2023.

Clause 4-23 above was carried 16 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong, the Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

5-23   **Business Assurance Accountability Report**
Memorandum, presented by Masooma Akhter, Business Assurance Manager.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Committee receive the memorandum titled 'Business Assurance Accountability Report' and its attachment, presented to the Risk & Assurance Committee on 26 April 2023.

Clause 5-23 above was carried 16 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong, the Mayor (Grant Smith) and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

The meeting adjourned at 10.23am.
The meeting resumed at 10.40am.

Councillor Roly Fitzgerald was not present when the meeting resumed.

6-23   **Health, Safety and Wellbeing Report, July to September 2022 (Q1 2022)**
Memorandum, presented by Danelle Whakatihi, Chief People & Performance Officer.

The Mayor (Grant Smith) left the meeting at 11.09am.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the memorandum titled 'Health, Safety and Wellbeing Report, July to September 2022 (Q1 2022)' presented to the Risk and Assurance Committee on 26 April 2023, be received for information.

Clause 6-23 above was carried 14 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

7-23   **Health, Safety and Wellbeing Report, October to December 2022 (Q2 2022)**
Memorandum, presented by Danelle Whakatihi, Chief People & Performance Officer.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the memorandum titled 'Health, Safety and Wellbeing Report, October to December 2022 (Q2 2022)' presented to the Risk and Assurance Committee on 26 April 2023, be received for information.

Clause 7-23 above was carried 14 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

8-23   **Health, Safety and Wellbeing Report, January to February 2023 (Q3)**
Memorandum, presented by Danelle Whakatihi, Chief People & Performance Officer.

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the memorandum titled 'Health, Safety and Wellbeing Report, January to February 2023 (Q3)' presented to the Risk and Assurance Committee on 26 April 2023 be received for information.

Clause 8-23 above was carried 14 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

9-23   **Committee Work Schedule**

Moved Stephen Armstrong, seconded Karen Naylor.

The **COMMITTEE RESOLVED**

1. That the Risk & Assurance Committee receive its Work Schedule

dated April 2023.

Clause 9-23 above was carried 14 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Roly Fitzgerald, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

EXCLUSION OF PUBLIC

10-23   Recommendation to Exclude Public

Moved Stephen Armstrong, 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
14.	Business Assurance Accountability Report - Confidential	Third Party Commercial and Health Safety	s7(2)(b)(ii) and s7(2)(d)
15.	Fraud & Whistleblowing Policy Update	Privacy, Third Party Commercial, Prejudice supply of similar Information, and Protect from improper Pressure or Harassment	s7(2)(a), s7(2)(b)(ii), s7(2)(c)(i) and s7(2)(f)(ii)

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 10-23 above was carried 14 votes to 0, the voting being as follows:

For:
Mr Stephen Armstrong and Councillors Karen Naylor, Mark Arnott, Brent Barrett, Vaughan Dennison, Leonie Hapeta, Lorna Johnson, Orphée Mickalad, William Wood, Kaydee Zabelin, Lew Findlay, Patrick Handcock, Debi Marshall-Lobb and Billy Meehan.

The public part of the meeting finished at 11.34am

Confirmed 23 August 2023

Chair

MEMORANDUM

TO:	**Risk & Assurance Committee**
MEETING DATE:	**23 August 2023**
TITLE:	**Health and Safety Report, April to June 2023 (Q4 inclusive March)**
PRESENTED BY:	**Selwyn Ponga-Davis, Health and Safety Manager**
APPROVED BY:	**Danelle Whakatihi, Chief People & Performance Officer**

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. **That the Committee received the memorandum titled 'Health and Safety Report, April to June 2023 (Q4 inclusive March)' presented to the Risk & Assurance Committee on 23 August 2023.**

1.   EXECUTIVE SUMMARY

1.1   Please note the information in this report includes March 2023 from the Q3 period as March was not included in the report presented at the last Committee meeting (26 April 2023) due to the data for the full period not being available at the time of reporting.

1.2   Furthermore, the Wellbeing information has been separated out from the quarterly report. Going forward other teams within People and Performance will report on:

- Lost Time Injuries
- Biennial Health/Eye Checks
- Annual Flu Vaccinations
- Gym Usage
- Vitae pastoral care
- Annual Leave
- Turnover

1.3   The Business Assurance division will continue to report on SafePlus audit actions through their accountability reporting.

1.4   Notable highlights over the March, and April to June, periods include:

- Completion of the PeopleSafe health and safety improvement project.

- Working with contractors on pre-qualification and resetting Palmerston North City Councils (Council) commitment and expectations with all-in induction sessions held in June.

- Post internal investigations provided opportunities to train staff with Situational Safety and Tactical Communications, and de-escalation training for front-facing staff.

1.5   Looking ahead:

- Development of training package for managers: contractor management, Person Conducting a Business or Undertaking (PCBU) responsibilities.

- Update and refresh Health and Safety Management Plans for Turitea Water Treatment Plant and WasteWater Treatment Plant.

- Work is currently progressing on refreshing the organisational emergency flip charts.

- Liaise with Infrastructure Leadership Team and understand how Health and Safety can support their Unit's operations.

- Review of PeopleSafe health and safety system has been completed. There is work still to be completed – competency framework, implementation of recommendations (including training plans for staff).

2.   HEALTH AND SAFETY REPORT

2.1   This report covers the periods 1 to 31 March 2023, as well as 1 April 2023 through to 30 June 2023. The information included in this report is discussed at the relevant Health and Safety Committee meetings.

A.   Hazards, Incidents and Near Misses Reported

Quarter	Mar 22		Jun 22		Sep 22		Dec 22		Mar 23		Jun 23	
	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON	PNCC	CON
Hazards	52		14		14		17		6	1	19	4
Incidents	32	4	49	2	100	3	69	8	45	1	99	16
Near Misses	18	1	25	1	14		19	3	7	0	10	5

Key: PNCC = Staff; CON = Contractor

2.2   Comments:

- March Incidents (9) of note involving Threatening Behaviour (Members of the Public) occurred within the Front of House. De-escalation training for front-facing staff has been delivered as a result.

- During the April to June quarter a portion of Members of the Public incidents (10) have seen homeless people seeking shelter in public bathrooms and youths damaging/forcing lockdowns of our i-site facilities.

- There have been incidents (4) where a significant contributing factor was contractors not being inducted onto our sites correctly or not fulfilling our expectations in terms of site management. The contractor risks have been addressed through contractor induction sessions held in June.

B.   Critical Risk Table[1]

2.3   The tables below have been included to provide clarity on the number of critical risk events and the category each event relates to.

No.	Critical Risk – for the month of March 2023	Near Miss	Incident
8	Working with mobile plant	2	
9	Work environment (psycho/social)	1	
10	Members of the public	1	23
12	Hazardous substances	1	

2.4   Comments:

- Several managers successfully completed Drug and Alcohol training.

- Successful PCBU/inspection training was delivered to Infrastructure Projects and Facilities teams.

No.	Critical Risk – April to June (Q4) 2023	Near Miss	Incident
1	Bodies of water		
2	Use of powered hand tools and stationary plant		
3	Tree felling / sectional takedowns		
4	Working alone		
5	Working at height (fall to lower level)		
6	Excavation work	2	1

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[1] Attachment 1 refers – pages 11-15.

7	Confined space work		
8	Working with mobile plant		
9	Work environment (psycho/social)		17
10	Members of the public	2	29
11	Asset control		
12	Hazardous substances		

2.5 Comments:

- Observed increased engagement from Council staff requiring information and assistance.

- As threatening behaviour (dealing with the public) continues to be an issue across Council, training is ongoing to provide staff with the skills necessary for Situational Safety and Tactical Communication, and frontline de-escalation (Front of House).

- Safety Plans for front-facing staff have been initiated to support the Safety Charter.

C. Manual Handling[2]

2.6 Manual Handling incidents of note for the current quarter (April to June 2023) and the last quarter (January to March 2023) are highlighted below:

- Incidents for the full Q3 2023 period, that includes March, totals 7: 1 involving an NZRT (NZ Response Team) volunteer during the Hawkes Bay flooding (minor injury sustained to knee); 3 involving Infrastructure workers (including a contractor) during rubbish collections (minor injuries sustained).

- Overall, Q4 2023 (April to June) incidents involved contractors (2; Awapuni Recycling Centre) and injuries (6 – removal of an aggressive dog, rubbish collections, removal of dead trees, and repositioning a ramp at Arena).

2.7 Comment:

- Of note, two of the Manual Handling incidents involved firearms: a contractor discovering a pouch containing a rifle bolt and ammunition whilst collecting rubbish bags, and a worker discovering 12-gauge ammunition just days afterwards. On both occasions the weaponry was reported and handed into the Police.

2.8 A number of proactive measures continue:

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[2] Attachment 1 refers – pages 7-10: Graphs titled '3-Incidents by Activity'.

- Education – Manual handling procedure including stretching, warm-up/cool-down and the importance of early reporting of discomfort, pain and injury are covered during a staff member's induction (early reporting of pain and discomfort).

- Training – Move at work/manual handling training occurs annually with refresher training occurring every three years (next occurrence is August 2025). There is also an online self-booking manual handling course available via the Sauce.

- Monitoring – Manual handling incidents are reviewed, and additional training/supervision initiated as needed.

- The Safe Systems of Work manual handling procedure (used as a refresher by business unit supervisors) has been superseded. A refresh on manual handling training options used over recent years (onsite via an external provider, internally, and virtually) are being considered.

D.   WorkSafe Investigations

2.9   WorkSafe investigation information remains on the report for 12 months or until actions are completed.

Investigations occurred this quarter	0
Previous investigations (last 12 months)	
Number of remedial actions required	4
Number of remedial actions completed	4

2.10   Comments:

- During the period being reported on, Council classified nil incidents as 'notifiable'.

- A previously reported investigation did not initiate any further action from WorkSafe.

E.   Training

2.11   Summary information on Health and Safety training undertaken in the last 12 months is shown below.[3]

Date	Jun 22	Sep 22	Dec 22	Mar 23[4]
Number of events	16	23	26	19

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[3] Further detail is provided in Attachment 2 – pages 16-22.

[4] Please note the information in the Training table for March 2023 relates to the month – the full data for the Q3 period was not available when previously reported but has been factored in when reporting for Q4 2023 (June).

Staff attending	212	330	315	140

Date	Sep 22	Dec 22	Mar 23	Jun 23
Number of events	23	26	29	48
Staff attending	330	315	329	398

2.12   Comments:

- Managers successfully completed Drug and Alcohol Training followed by the release of random Drug and Alcohol testing across safety sensitive roles (in April).

- As mentioned earlier, Situational Safety and Tactical Communications training, and De-escalation training, for front-facing staff has been carried out; Council has also reset its commitment and expectations with all-in Contractor Induction sessions (April and June).

3.   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?	**Yes**
Does this decision require consultation through the Special Consultative procedure?	**No**
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 & 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	Providing information to Council about the ongoing progress towards the good performance of the organisation regarding health and safety.

ATTACHMENTS

1. H&S Dashboard report Q4 2023 ⬇ 🔴
2. H&S Dashboard report March 2023 ⬇ 🔴
3. Training Update for March 2023 ⬇ 🔴
4. Training Update for April to June 2023 ⬇ 🔴

REPORT

TO:	**Risk & Assurance Committee**
MEETING DATE:	**23 August 2023**
TITLE:	**Wellbeing Report, April to June 2023 (Q4 inclusive March)**
PRESENTED BY:	**Connie Roos, Employee Experience Manager**
APPROVED BY:	**Danelle Whakatihi, Chief People & Performance Officer**

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. **That the Committee receive the memorandum titled 'Wellbeing Report, April to June 2023 (Q4 inclusive March)' presented to the Risk & Assurance Committee on 23 August 2023.**

1. ISSUE

1.1 Wellbeing continues to be a focus area for leadership at all levels of Council and is core to our Employee Experience. Our organisation aims to be proactive in managing risks to wellbeing, take a holistic view and enable our people to stay safe and well.

1.2 This memorandum has been separated from the Health, Safety and Wellbeing report to reflect the changed accountabilities within the People and Performance Unit. The purpose of this report is to keep Elected Members informed about ongoing and new projects to enhance kaimahi (staff) wellbeing and provide an opportunity for Elected Member oversight.

1.3 Employee initiated turnover is included in this report.

2. HIGHLIGHTS FROM QUARTER

2.1 Notable highlights over the April and June report period include:

- Reflect and Learn sessions have been trialled in some frontline areas. Feedback has generally been positive. These are a regular opportunity for kaimahi (staff) in frontline roles to meet with an independent facilitator to reflect on and explore work-related issues, challenges, and achievements in a safe and supportive environment. Sessions are designed to assist staff to deal constructively with high conflict incidents in front facing customer roles. Assessment of the impact of this trial will be considered by senior leaders.

- Introduction of New Starter Orientation Day Wellbeing presentation. The presentation discusses the Employee Experience Framework's focus on

Health, Safety and Wellbeing and how to access support available Presented to 28 staff this quarter and will be incorporated into business as usual.

3. QUARTER 4 REPORT (1 APRIL-30 JUNE 2023)

Quarter 4 Wellbeing Report (March inclusive)	Mar 23[5]	Q4	YTD	
Gym usage	509	1484	5671	Q4 2022-23 (January to February) showing a positive increase partially as the colder months encourage inside physical activity. Additionally, the Gym induction process at CAB has become business as usual which encourages more access.
Biennial health / eye check	8	15	122	Biennial Health and Eye Check information is sent directly to staff members on their even birthdays, e.g. age 38. This quarter had a significant decrease in uptake, potentially related to organisational capacity.
Annual flu vaccinations	0	259	259	Flu vaccination information is widely published across the organisation. These occur annually in Q4 period (May 2023). In future reports this will only be reported annually.
Vitae – Pastoral contacts (significant strengths / issues)	N/A	139	1196	In response to staff feedback, Vitae pastoral services in the Civic Administration Building ceased at the end of Q4 2023. This portion of data will therefore not be included in future reports. These services will continue at sites where it is confirmed to add value.

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[5] In the previous Health, Safety and Wellbeing Report, data presented only covered January and February 2023. Historic reporting mechanisms do not allow for monthly reporting so some data which is only accessible in a quarterly format is not available in this report.

Quarter 4 Wellbeing Report (March inclusive)	Mar 23[5]	Q4	YTD	
Creating Respectful Workplaces (attendees)	19	17	72	This training encourages positive workplace relationships by addressing unacceptable behaviours such as bullying and harassment that could create internal and unhealthy conflict.
Challenging Conversations & Resilience (attendees)	10	10	37	This workshop is designed to provide employees with practical information and frameworks to deal with successfully with situation evoking strong emotional responses.
Manager completion of Understanding Mental Health in the Workplace (attendees)	6	8	38	One way to support employee's wellbeing is to ensure managers understand the impact of mental health on wellbeing. Due to training this quarter a total 55% of Mangers at Council have completed. Understanding Mental Health in the Workplace.
Wellbeing Presentation	11	25	36	This presentation helps to inform new starters of the wellbeing support available here at PNCC.
Reflect and Learn sessions	8	19	24	Reflect and Learn sessions began in March and will continue into August.
Total Reflect and Learn participants	8	102	122	

3.1 The Employee Experience team continue to review the provision of Mental Health/Resilience training to identify opportunities to capture our workforce and equip our people with skills and tools.

3.2 Unmind App usage has continued to increase since the beginning of the year. Campaigns have been communicated to the organisation including Optimising Sleep, aligned with World Sleep Day in March, and Combatting Stress, a seven-session series designed to build understanding of stress and offer practical strategies to help kaimahi (staff) manage it in a more effective way. Top completed Unmind Shorts in April to June are Digital Detox, One-Minute Rule and Morning Goal Setting. The most completed Unmind course in this quarter is Wellbeing Champions Training. This implies that there is some

appetite in the organisation to 'champion' wellbeing. A total of 203 kaimahi (staff) have registered on Unmind.

3.3   Wellbeing is interconnected with a variety of individual and systemic factors which makes it a difficult area to report on. The above metrics have been recorded with that in mind.

Turnover – Employee initiated

Year	17/18	18/19	19/20	20/21	21/22	22/23
Number	67	67	85	120	123	119
%	12.0%	12.0%	14.1%	20.9%	19.8%	18.8%

Month	Turnover for Month	Turnover Previous 12 Months	Percentage (annual)
Jul 22	12	123	19.5%
Aug 22	8	121	19.5%
Sep 22	11	122	19.2%
Oct 22	9	114	18.0%
Nov 22	8	115	18.3%
Dec 22	8	119	18.9%
Jan 23	14	127	20.0%
Feb 23	9	130	20.6%
Mar 23	9	128	20.3%
Apr 23	13	128	20.3%
May 23	7	121	19.1%
Jun 23	11	119	18.8%
Jul 23	10	117	18.5%

3.4   Turnover is higher than desirable and has been for the last 3 years, although this is not unique to Council. The turnover rate is improving. The highest turnover occurs in the first 12 months of employment.

3.5   Although the number of suitable applicants is still low for roles, the quality of applicants has been higher so the ability to appoint successful candidates has increased.

4. NEXT STEPS

4.1 Organisational events and activities will be implemented for Mental Health Awareness week in late September.

4.2 A room in the Civic Administration Building has been repurposed for a wellness space. We will look at opportunities to implement similar spaces in other areas across the organisation.

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?	**No**
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	Providing information to Council about the ongoing progress towards the good performance of the organisation regarding wellbeing.

ATTACHMENTS

Nil

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MEMORANDUM

TO:	**Risk & Assurance Committee**
MEETING DATE:	**23 August 2023**
TITLE:	**Long Term Plan - Planning, Budgeting, Prioritisation & Benefits Review with Action Plan**
PRESENTED BY:	**Masooma Akhter, Business Assurance Manager, & Andrew Boyle, Head of Community Planning**
APPROVED BY:	**Donna Baker, Acting Chief Executive Unit Manager**

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. **That the Committee receive the memorandum titled 'Long Term Plan - Planning, Budgeting, Prioritisation & Benefits Review with Action Plan' presented at the Risk and Assurance Committee on 23 August 2023.**

1.   ISSUE

1.1   The Business Assurance Plan for 2021/22, was approved at Council on 20 December 2021, and required the following two reviews:

a) Review of project planning and budgeting

b) Benefits realisation framework and strategic prioritisation review

1.2   Following a scoping exercise for each, it was deemed that these reviews would be delivered more effectively if combined as they are both crucial parts of the Long-Term Plan (LTP) process.

1.3   In April 2023 the review outcome was presented at Council for information, at which point it was noted that a detailed action plan would be reported back in due course.

2.   BACKGROUND

2.1   The objective of this review was to provide confidence to stakeholders that the LTP planning and budgeting processes are robust and ensure that Elected Member decisions are made with appropriate information.

2.2   The findings of this review were based on interviews with key stakeholders to the process and a review of relevant documents. Interviews were conducted with both the Palmerston North City Council (Council) Officers and Elected Members to gain insights on the processes used in previous LTPs, their strengths

and weaknesses, and where interviewees saw opportunities to improve. In addition to interviews Council Officers, two other large New Zealand city councils were engaged with to provide an alternative perspective on how their LTPs are produced. The findings presented are the result of fieldwork completed between 19 September and 22 November 2022.

2.3 It appeared that Council followed a reasonably structured (albeit both protracted and rushed at certain points) process to work with Elected Members to consider changes to plans, levels of service and potential new programmes for inclusion in the LTP. This is undertaken within an inherently challenging context given incomplete and uncertain information, the political context in which it is undertaken, long-term budget horizons and the requirement to make trade-offs across multiple competing domains and activities.

2.4 Notwithstanding the above, it was concluded that there are a range of areas across planning, budgeting, prioritisation and benefits which could be strengthened to provide Elected Members with better information to make informed LTP decisions.

2.5 For many of the recommendations it was recognised that the Organisation was generally aware of the issue and already working towards achieving the recommendation to some degree. Recommendations are therefore focused on strengthening and improving current practice. It is expected that the recommendations would be implemented over the next two LTPs.

2.6 The agreed action plan highlights actions that will be prioritised over the next 12-18 months and are expected to bring more immediate value. An assessment (debrief) will then be undertaken to assess progress made once the LTP has been adopted and a new set of actions will be agreed.

2.7 A copy of the review report and agreed action plan are attached.

3. NEXT STEPS

3.1 The action plan that has been developed will be followed up on by Business Assurance every 6 months and will be reported back to Risk & Assurance Committee through the accountability reporting.

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?	**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.   LTP Review - Management Action Plan ⇩ 📄
2.   LTP Review Report ⇩ 📄

MEMORANDUM

TO:	**Risk & Assurance Committee**
MEETING DATE:	**23 August 2023**
TITLE:	**Audit NZ 2022 Management Report with Action Plan**
PRESENTED BY:	**Masooma Akhter, Business Assurance Manager & Cameron Mckay, Chief Financial Officer**
APPROVED BY:	**Donna Baker, Acting Chief Executive Unit Manager**
	Cameron McKay, Chief Financial Officer

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. **That the Committee receive the memorandum titled 'Audit NZ 2022 Management Report with Action Plan' presented to the Risk and Assurance Committee on 23 August 2023.**

1.   ISSUE

1.1   Audit NZ undertook the annual Statutory Financial Statement Audit for Year End 30 June 2022.

1.2   As part of the annual audit, each year Audit NZ produces an Audit Management Report providing an overview of the audit and outlining any matters from the audit, and an assessment of Councils internal controls. Recommendations for improvements are included in this report, along with progress against previous recommendations raised in prior audits.

1.3   In June 2023 Audit NZ released a draft final management report for the June 2022 audit. Following further discussions and clarifications with management, this was finalised by Audit NZ on 01 August 2023 (Attachment 1).

1.4   On 08 August 2023, management finalised an action plan to address the findings that Audit NZ had highlighted (Attachment 2).

2.   BACKGROUND

2.1   In response to the Audit NZ reports, the Business Assurance division facilitated the preparation of an action plan that was subsequently endorsed by management.

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ITEM 10

2.2 It should be noted that through clarification with Audit NZ, three out of seven new findings were removed. A few of the previous points are still outstanding, however the reason for a lack of progress on that front can be attributed to resourcing and system constraints. We have therefore updated the previous action plan to reflect up-to-date target dates.

2.3 It is expected that with the implementation of the new finance system, procurement tool and internal policy framework, we will see an improvement in our internal controls and therefore see a number of our recommendations close off. However, this should not be expected until the report for the 2024 financial year is released.

2.4 Three recommendations have been closed since June 2022 and this has been acknowledged in the report. These are marked completed in the action plan.

3. NEXT STEPS

3.1 The action plan that has been developed will be followed up on by Business Assurance every 6 months and will be reported back to Risk & Assurance Committee through the accountability reporting.

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?	**No**
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 Governance and Active Citizenship	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Business Assurance aims to help the Council succeed by building trust and confidence in the core controls relied on by management and governance.

ATTACHMENTS

1. Audit NZ 2022 Management Report ⇩
2. Audit NZ June 2022 - Action Plan ⇩

MEMORANDUM

TO:	**Risk & Assurance Committee**
MEETING DATE:	**23 August 2023**
TITLE:	**Sustainable Practices Review with Action Plan**
PRESENTED BY:	**Masooma Akhter, Business Assurance Manager & David Murphy, Chief Planning Officer**
APPROVED BY:	**Donna Baker, Acting Chief Executive Unit Manager**

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. **That the Committee received the memorandum titled 'Sustainable Practices Review with Action Plan' presented to the Risk & Assurance Committee on 23 August 2023.**

1.   ISSUE

1.1   The Business Assurance Plan for 2021/22, was approved at Council on 20 December 2021, required a review of our sustainable practices.

1.2   In September 2022 the review outcome was presented to the former Finance & Audit Committee for information, at which point it was noted that a detailed action plan would be reported back in due course.

2.   BACKGROUND

2.1   Sustainability is fundamental to building future resilience and agility. Sustainability is about meeting the needs of people living today without compromising the ability of future generations to meet their needs. It's about protecting and enhancing our environmental, economic, social and cultural wellbeing.

2.2   The objective of this review was to assess Palmerston North City Councils (Council) climate change and sustainability maturity. The scope of this work included the systems and settings related to Councils sustainability and climate change initiatives. This maturity assessment tool is organised around four substantive domains:

Governance

This domain assesses whether 'Governance-level' Elected Members (EM) and 'Management-Level' Executive Leadership Team (ELT) have the right structures, skills, processes, and policies in place to govern Councils sustainability risks, opportunities, and performance in an effective manner.

Strategy

Strategy is understood to describe a solution for moving from where an organisation is now to where it wants to be. As such, a strategy sets out the conditions (for example: people, policies, and processes) that an organisation believes will enable it to achieve an end.

Risk Management

This domain assesses Councils processes for identifying, analysing, and managing material sustainability-related risks and opportunities. This includes processes for managing and reporting on critical risks, and integration of risks into organisation wide risk processes.

Metrics and Targets

Metrics are understood as a system of measurement used for assessing, comparing and tracking performance. Targets are understood to be time-bound levels of achievement. Target setting transforms 'expected results' into measurable quantities against which future progress can be objectively compared.

3. SUMMARY OF REVIEW FINDINGS AND RECOMMENDATIONS

3.1 Governance

General observations are that sustainability considerations are not actively embedded into all decision-making processes by EMs. The creation of the Sustainability Committee was noted as a step in the right direction. It was noted that there is no governance procurement policy that prioritises the sustainability goals that we want to achieve. This indicates that we have not formally made a commitment to invest in delivering sustainable outcomes.

3.2 It was noted that no ELT member has formal accountability for overseeing Councils sustainability practices, initiatives, and resourcing. As a result of this gap at ELT level, roles and responsibilities regarding sustainability throughout Council are not clear. Further, there is a lack of understanding of who is responsible for establishing processes to achieve sustainability related goals and targets. Responsibility for elements of sustainability exists at operational levels across three different business units, however these staff members work in silos. This means that sustainability is being driven by personal values of staff as opposed to clear and joined-up strategic direction.

3.3 It is recommended that ELT formally demonstrate commitment to sustainability.

3.4 Management Agreed Actions:
- Allocate sustainability accountability to an ELT member **(Completed – Chief Planning Officer).**

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ITEM 11

- Define and develop a sustainability framework through the LTP that joins all the siloed efforts across the organisation and how the goals will be achieved.

- Account for sustainability principles in a governance procurement policy **(Drafted)**.

- Add a section for sustainability risks and opportunities in all agenda templates, to ensure Council considers this as part of all reports.

- Incorporate sustainability into EM training programme.

3.5 Strategy

When the strategic LTP goals are viewed holistically as a set, the structure embeds sustainability principles into Councils strategic direction. However, there appears to be a lack of structure at the ELT and senior management level, to support how Councils goals will be executed at an operational level. Some key issues include the lack of an operational framework to support implementation of both Councils strategic goals and the Low-Carbon Fund initiative.

3.6 The Low-Carbon Fund represents great initiative by Council and signposts the direction that funding needs to be heading in. However, allocation of funding towards making business-as-usual projects more sustainable is not currently embedded into Council operations and sustainability is (based on our interviews) currently viewed as an optional add-on.

3.7 The work underway to create an improved LTP prioritisation process is a valuable piece of work to embed broader sustainability outcomes into planning decisions. This process will enable EMs to understand LTP decisions in the context of wellbeing value as well as cost. This process will create a solid foundation for Councils sustainability structures, systems, and settings.

3.8 The Low-Carbon Fund, the improved LTP prioritisation process, and the strategic goals, represent a great start to incorporating sustainability into Councils strategic direction. It is recommended that the roll-out of the LTP prioritisation process is supported by a change management plan.

3.9 Management Agreed Actions:
- Actions from the "Governance" section will support this category too.

- Develop a LTP prioritisation model and obtain EM buy-in prior to implementation.

3.10 Risk Management

While Councils sustainability risk management approach is lacking compared to best practise, the current enterprise risk management framework represents a solid foundation to build upon once scenario analysis has been completed.

3.11 Operational progress has been made around the risk register for water modelling. Environmental uncertainty regarding flood risk has been built into asset management planning through the development of robust storm water models.

3.12 Sustainability risks are highly complex and dynamic. In order to effectively evaluate risks and opportunities across the organisation, it is recommended that a cross functional working group is more effective than a single technically specialised role. Ideally this group should understand both the strategic direction of Council as a whole, as well as being experts in the operational delivery role of different divisions. Furthermore, building risk management capability council-wide, combats the issue of climate-related capacity being lost in case of a key individual/champion leaving Council.

3.13 Management Agreed Actions:
● Build sustainability risks and opportunities into the risk management framework **(completed)** and practice. This should include scenario analysis, coverage of sustainability principles, processes and associated accountability in the risk management framework.

3.14 Metrics and Targets
Council has made a good start setting up city dashboards to demonstrate progress towards Goal 4: An Eco-City. Reporting currently includes greenhouse gas emissions, waste diverted from landfill and electricity usage, however there is lack of targets associated with other metrics relating to sustainability. For example, there is a clear gap with targets associated with climate change adaptation.

3.15 It is difficult for Council to achieve any existing targets because of a lack of operational guidance and process for establishing team and individual targets and Key Performance Indicators (KPI), and to drive and monitor progress.

3.16 Officers note a lack of a framework detailing clear delivery expectations, particularly timeframes and review periods, associated with the goals. This results in uncertainty of when to prioritise resources needed to achieve or measure progress. Similarly, Officers note that Council has not been measuring what has been achieved so far and the Sustainability Committee has not received the type of reporting it was expecting to demonstrate progress towards the Eco-City goal.

3.17 Overall, this creates the risk that Council is unable to demonstrate their progress and commitment to sustainability to the Palmerston North community. It is recommended that key measures and monitoring processes are established for a broader range of sustainability activities.

3.18 Management Agreed Actions:
● Build monitoring of a wide range of sustainability metrics and targets into an LTP monitoring plan. Specify roles and responsibilities for monitoring, evaluation and learning actions.

4. CONCLUSION

4.1 Strong beginnings have been made by a small group of highly committed people that can now be supplemented and extended through organisational support. However, the approach to sustainability is currently siloed, and this can result in missing both opportunities and synergies. The lack of clear accountability, roles and responsibilities relating to sustainability, mean that progress towards sustainability is being driven by the initiative and passion of a small number of individuals rather than from clear organisational direction. These factors together result in confusion and frustration by Council staff and is likely to negatively impact the motivation and retention of valuable staff members.

4.2 Implementing some of these actions will be challenging. Key headwinds in the organisation's journey include constrained resources, including specialist staff and budgets, and election cycle shifts in priorities and plans. Meanwhile, significant tailwinds include existing commitments and internal momentum in key areas. The organisation has passionate staff, for whom the opportunity to create a more sustainable council will strongly resonate.

4.3 The overall maturity of Council climate change and sustainability structures, systems and settings are basic. Council could reasonably aim to achieve high intermediate or low advanced maturity over the next 3- 5 years, based on other public sector organisations in New Zealand. Consequently, the agreed action plan highlights actions that will be prioritised over the next 12-18 months and are expected to bring more immediate value. An assessment (health check) will then be undertaken to assess progress made and what the next steps should be at that point in time.

4.4 A more detailed action plan is attached.

5. MANAGEMENT COMMENT BY CHIEF PLANNING OFFICER

5.1 Management acknowledges the findings and recommended actions of the Sustainable Practices Review. Sustainability is at the core of the Councils strategic direction and functions under the Local Government Act 2002 and Resource Management Act 1991 and is expressed through the four well-beings. ELT has reviewed the recommendations and endorsed the following action plan, which identifies appropriate project workstreams, timeframes and responsible executive and officer leads. ELT held a sustainability-focused session in July which recognised that sustainability is connected across the four well-beings, and that more clear and targeted sustainability actions and KPIs are required in the next LTP.

5.2 The plan focusses on key actions over the next 12-18 months and these have been sequenced to the appropriate step in LTP planning and implementation. Several of the recommendations, such as procurement, risk management and LTP planning are already underway. Management recognises the important connections between these various actions and will ensure these are delivered in an integrated way. This aligns well with EMs intention to have a more integrated strategic approach across the 2024-34 LTP goals.

6. NEXT STEPS

6.1 The action plan that has been developed will be followed up on by Business Assurance every 6 months and will be reported back to Risk and Assurance Committee through the accountability reporting.

7. 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**
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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. Sustainable Practices Review - Action Plan

COMMITTEE WORK SCHEDULE

TO: **Risk & Assurance Committee**

MEETING DATE: **23 August 2023**

TITLE: **Committee Work Schedule - 23 August 2023**

RECOMMENDATION TO RISK & ASSURANCE COMMITTEE

1. **That the Risk & Assurance Committee receive the Work Schedule dated August 2023.**

COMMITTEE WORK SCHEDULE – 23 AUGUST 2023

Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause number
~~23 Aug 2023~~	~~Health and Safety Quarterly Update~~	~~Chief People and Performance Officer~~		
~~23 Aug2023~~	~~Wellbeing Quarterly Update~~	~~Chief People and Performance Officer~~	~~Wellbeing separated out from H&S quarterly reports~~	
~~23 Aug 2023~~	~~Audit NZ Management Report & Action Plan - update~~	~~Business Assurance Manager~~		~~Finance and Audit Committee 22 June 2022 Clause 46~~
~~23 Aug 2023~~	~~Sustainable Practices Review - Action Plan~~	~~Business Assurance Manager~~		~~Finance and Audit Committee 28 September 2022 Clause 67~~
~~23 Aug 2023~~ 18 Oct 2023	Animal Shelter Review	Business Assurance Manager	In progress	Committee of Council 15 June 2022 Clause 38.4-22 - 26 April 2023 Clause 2-23

~~23 Aug 2023~~ 18 Oct 2023	Quality Assurance Framework for Wastewater Discharge Consent Project	Business Assurance Manager	In Progress. Work aligned with timeframes of external authorities.	<u>Finance and Audit Committee 28 September 2022 Clause 69</u>
~~23 Aug 2023~~ 18 Oct 2023	Risk Management Reporting	Chief Financial Officer	Initial workshop on matter scheduled same day	Terms of Reference of Committee
~~23 Aug 2023~~ 18 Oct 2023	Follow Up Auditors Report - Annual Report 2021/22	Chief Financial Officer	Dependent on external report	Finance and Audit Committee 22 June 2022 Clause 46-22 Adopted Council 29 June 22 Clause 80-22
~~23 Aug 2023~~ 18 Oct 2023	Quality Assurance Reporting for Ozone Replacement Project - post go-live	Business Assurance Manager	Final review in progress	Finance and Audit Committee September 2022
18 Oct 2023	Business Assurance six-monthly accountability report	Business Assurance Manager		Finance and Audit Committee 16 December 2020 Clause 68.2
18 Oct 2023	Review of Human Resource Support Processes	Business Assurance Manager		26 April 2023 Clause 2-23
18 Oct 2023	Fraud and Whistleblowing Policy Update	Business Assurance Manager		26 April 2023 Clause 12-23
TBC	3 Waters Transition - Assets and Liability	Chief Financial Officer	On hold until direction is set after elections	

	Assessment			
TBC 2024	Review of Commercial Advisory Framework	Business Assurance Manager		26 April 2023 Clause 2-23
TBC 2024	Review of Contract Management Framework	Business Assurance Manager		26 April 2023 Clause 2-23
TBC 2024	Review of Complaints Policy	Business Assurance Manager		26 April 2023 Clause 2-23
TBC 2024	Review of Legal Services Framework	Business Assurance Manager		26 April 2023 Clause 2-23
TBC 2024	Quality Assurance Reporting - Call Centre Review	Business Assurance Manager		26 April 2023 Clause 2-23
TBC 2024	Quality Assurance Reporting - Risk Review & Future of Libraries	Business Assurance Manager		26 April 2023 Clause 2-23
TBC 2024	Quality Assurance Reporting for Council Controlled Entities	Business Assurance Manager		26 April 2023 Clause 2-23
TBC 2025	Review of CCTV Policy/Processes	Business Assurance Manager		26 April 2023 Clause 2-23