MINUTES

Audit, Risk and Governance Committee Meeting

8 June 2021

Committee Members

Here within are the Minutes of the Audit, Risk and Governance Committee Meeting held Tuesday 8 June 2021 in the City of South Perth Council Chamber, corner Sandgate Street and South Terrace, South Perth.

As this Committee does not hold Delegated Powers or Duties in accordance with Section 5.23 of the Local Government Act 1995 the meeting was not open to the public.

MIKE BRADFORD
CHIEF EXECUTIVE OFFICER

9 June 2021

City of
South Perth

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Audit, Risk and Governance Committee Meeting - Minutes

1. DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Chair declared the meeting open at 7.02pm and welcomed everyone in attendance.

2. ATTENDANCE

Elected Members

Mayor	Greg Milner
Manning Ward (Chair)	Councillor Blake D'Souza
Mill Point Ward (Deputy Chair)	Councillor Ken Manolas
Como Ward	Councillor Carl Celedin
Manning Ward	Councillor Andrè Brender-A-Brandis

External Members

Mr Phillip Draber
Ms Shona Zulsdorf

Officers

Chief Executive Officer	Mr Mike Bradford
Director Corporate Services	Mr Colin Cameron
Director Development and Community Services	Ms Vicki Lummer
Director Infrastructure Services	Mr Mark Taylor
Manager Finance	Mr Abrie Lacock
Manager Governance	Ms Bernadine Tucker
Governance Coordinator	Ms Toni Fry
Governance Officer	Mr Morgan Hindle

Guests

Paxon	Mr Cameron Palassis

2.1 APOLOGIES

- Councillor Glenn Cridland

2.2 APPROVED LEAVE OF ABSENCE

Nil.

3. DECLARATIONS OF INTEREST

- Mr Phillip Draber – Impartiality Interest in Item 7.4 as 'know out sourced surveyor as Rotarian'.

City of
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4.   CONFIRMATION OF MINUTES

4.1   AUDIT, RISK AND GOVERNANCE COMMITTEE MEETING HELD: 9 March 2021

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Mayor Greg Milner
Seconded: Councillor Blake D'Souza

That the Minutes of the Audit, Risk and Governance Committee Meeting held 9 March 2021 be taken as read and confirmed as a true and correct record.

CARRIED (7/0)

For: Mayor Greg Milner; Councillors Andrè Brender-A-Brandis, Carl Celedin, Blake D'Souza, Ken Manolas; Mr Phillip Draber and Ms Shona Zulsdorf.

Against: Nil.

5.   PRESENTATIONS

Nil.

6.   BUSINESS ARISING FROM PREVIOUS MEETING

Nil.

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7. REPORTS

7.1 INFORMATION SYSTEMS AUDIT (EXTERNAL) REPORT

This item is considered confidential in accordance with the Local Government Act 1995 section 5.23(2) (f)(ii) as it contains information relating to "a matter that if disclosed, could be reasonably expected to endanger the security of the local governments property"

Location:	Not Applicable
Ward:	Not Applicable
Applicant:	Not Applicable
File Ref:	D-21-7023
Meeting Date:	08 June 2021
Author(s):	Jeff Jones, Manager Information Systems
Reporting Officer(s):	Colin Cameron, Director Corporate Services
Strategic Direction:	Leadership: A visionary and influential local government
Council Strategy:	4.3 Good Governance

Summary

This report tables the Information Systems Audit management letter from the WA Auditor General for the period 1 July 2019 to 30 June 2020. The Management Letter includes findings, risk ratings, recommendations and management comments. It is recommended that the findings are accepted and added to the City's Audit Register, with progress on the resolution of findings reported at each Audit Committee Meeting. Staff from the Office of the Auditor General will be in attendance to address questions of the Committee.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Councillor Blake D'Souza
Seconded: Mr Phillip Draber

That the Audit, Risk and Governance Committee recommend to Council that it:

1. Notes the letter from the WA Auditor General contained in **Confidential Attachment (a);** and

2. Accept the findings contained in the Information Systems Audit for the year ended 30 June 2020 **Confidential Attachment (b)** and include in the Audit Register.

CARRIED (7/0)

For: Mayor Greg Milner; Councillors Andrè Brender-A-Brandis, Carl Celedin, Blake D'Souza, Ken Manolas; Mr Phillip Draber and Ms Shona Zulsdorf.

Against: Nil.

7.2 2020/21 CORPORATE BUSINESS PLAN 3RD QUARTER UPDATE

Location:	Not Applicable
Ward:	Not Applicable
Applicant:	Not Applicable
File Ref:	D-21-28278
Meeting Date:	08 June 2021
Author(s):	Leah Horton, Business Improvement Coordinator
Reporting Officer(s):	Colin Cameron, Director Corporate Services
Strategic Direction:	Leadership: A visionary and influential local government
Council Strategy:	4.3 Good Governance

Summary

This report provides an update on the progress of the Corporate Business Plan (CBP) and Integrated Planning and Reporting Framework since the adoption of the Strategic Community Plan 2020-2030 and Corporate Business Plan 2020-2024, as well as the progress of the projects and activities described in the reports.

It is recommended the Audit, Risk and Governance Committee notes the progress recorded against each project/activity contained within the 2020/21 Corporate Business Plan Quarter 3 Report and notes the results for all Measures of Success contained within the CBP Measures of Success Report.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Ms Shona Zulsdorf
Seconded: Mayor Greg Milner

That the Audit, Risk and Governance Committee notes the:

1. Progress recorded against each project/activity within the Corporate Business Plan as described in the report contained within **Attachment (a)**; and,

2. Results recorded against each Measure of Success within the Corporate Business Plan as described in the report contained within **Attachment (b)**.

CARRIED (7/0)

For: Mayor Greg Milner; Councillors Andrè Brender-A-Brandis, Carl Celedin, Blake D'Souza, Ken Manolas; Mr Phillip Draber and Ms Shona Zulsdorf.

Against: Nil.

Background

In 2019/20, the City completed a minor (desktop) review of the SCP 2017-2027 to produce the SCP 2020-2030 which was endorsed by Council at its meeting held 26 May 2020 along with approval to start the next major review in early 2020/21.

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Following the 2020-2030 SCP endorsement, the CBP 2020-2024 was finalised and endorsed by Council at its meeting held 23 June 2020. Some minor updates to the plan were recommended to Council from the 8 September 2020 ARGC meeting and were subsequently endorsed by Council at its meeting held 22 September 2020.

The CBP is an important part of the City's Integrated Planning and Reporting (IPR) Framework, and is the document that guides the implementation of the City's SCP.

The CBP translates the aspirations and strategies of the SCP into operational priorities and indicates how they will be resourced over a four-year period, outlining in detail the projects, services, actions, operations and performance measures required to ensure delivery of the SCP.

Comment

The dashboard (below) has been designed within the "My Performance Planning" 1System module, which went live into production during Quarter 1 2020/21. This module is now used by the City to record and report on all annual planned actions within the Corporate Business Plan 2020-2024.

The City of South Perth's Corporate Business Plan Report - Quarterly Dashboard
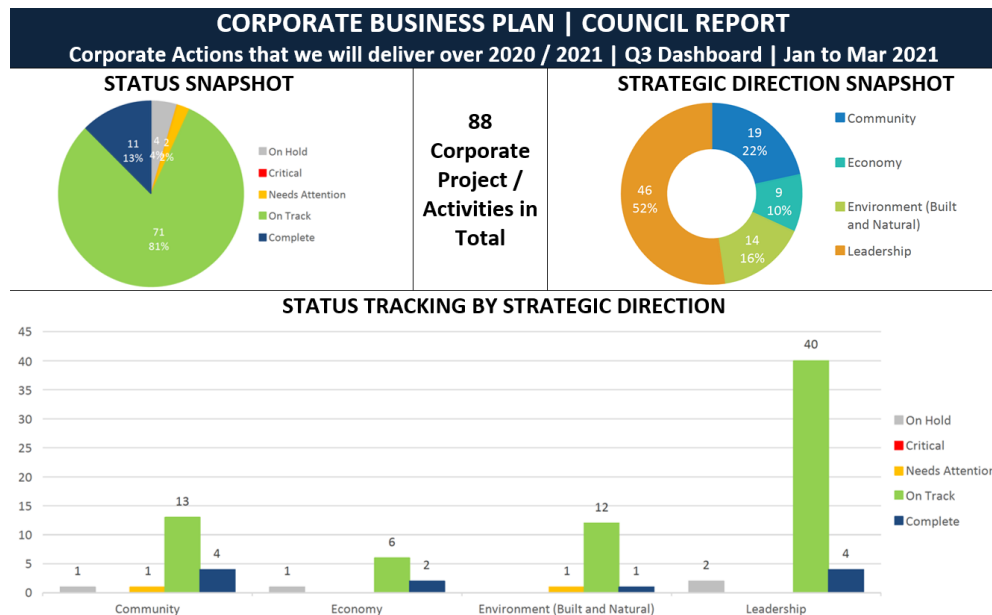

Colour coding is used to improve readability. The colours used under the Strategic Direction header are aligned to that of the SCP and CBP being: blue = Community; teal = Economy; green = Environment; and orange = Leadership.
In terms of the Status and % Complete headers, the colours used are traditional traffic lights, being: On Track = green, On Hold = grey, Critical = red, Complete = blue, and Needs Attention = orange.

It is likely that through further 1System module implementation, the information shown in the dashboard and represented in the detailed line by line report may be altered to improve readability and to ensure a focus on continuous improvement.

The City of South Perth's CBP Measures of Success Report – KPI Dashboard
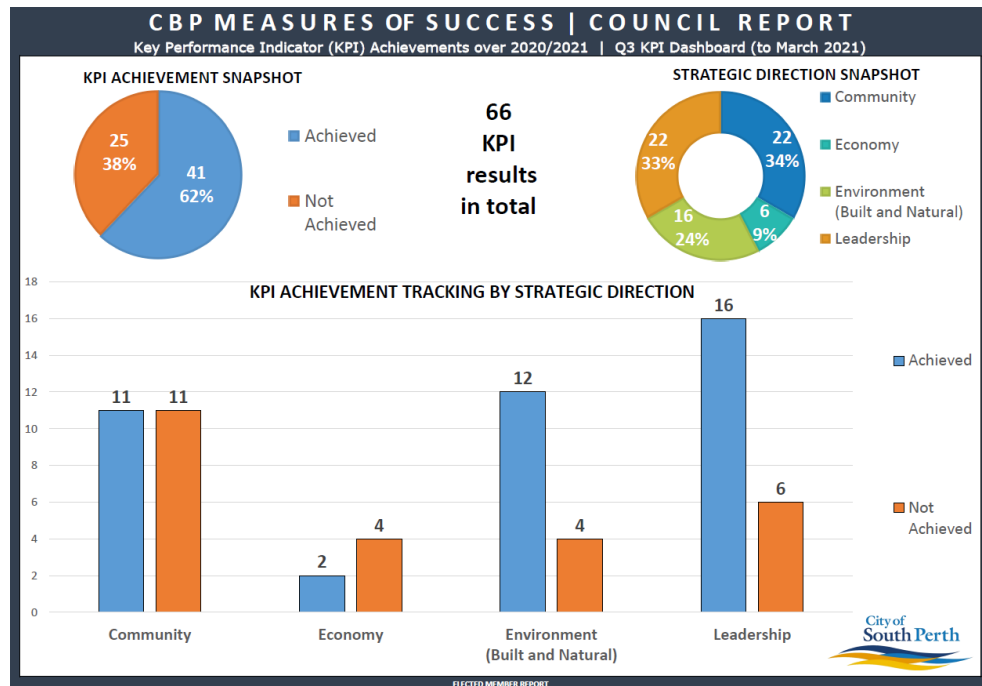
The above dashboard has been designed with Excel and shows the results of reportable Measures of Success (Key Performance Indicators) from the CBP 2024-2024 for the 2020/21 Financial Year. It is expected that through continuous improvement and further "My Performance Planning" 1System module implementation, recording and reporting of KPI's will be possible and therefore the information shown in the dashboard and represented in the detailed line by line result outcome report may be altered over time to improve its readability.

It is important to note that the majority of the measures of success represent annual key performance indicators and therefore the reports from Quarter 1, 2 and 3 will likely provide unfavourable results. The results shown are cumulative and build on the previous quarter/s results until the entire annual result is shown in Quarter 4. Every measure from the CBP has been included in the report, however when a KPI cannot yet be measured, the result is shown as 0 and "not achieved" with the comment providing an indication of why it is immeasurable and when reporting will be possible.

The CBP report and Measures of Success report is reported quarterly to the ARGC, reviewed annually by officers and reported yearly to the Community through the Annual Report.
The attached reports are presented for information, with a description of the progress as well as officer comments.

All completed (100%) items in the Q3 CBP report recorded against each project/activity is registered as closed for the 2020/21 financial year and will not be reported on in future periods. All outstanding projects/activities for 2019/20 have been considered in the development of the annual review for 2020/21.

Consultation

Nil.

Policy and Legislative Implications

Local Government (Administration) Regulations 1996.

Financial Implications

All projects and activities listed in the Corporate Business Plan 3rd Quarter Update are fully funded within the 2020/21 Annual Budget.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2020-2030](#):

Strategic Direction: Leadership
Aspiration: A visionary and influential local government
Outcome: 4.3 Good governance
Strategy: 4.3.1 Foster effective governance through quality decision-making

Attachments

7.2 (a):   Corporate Business Plan 2020/21 - Progress Report to Q3

7.2 (b):   Corporate Business Plan 2020/21 - Measures of Successs Report to Q3

7.3   AUDIT REGISTER - PROGRESS REPORT

Location: Not Applicable
Ward: Not Applicable
Applicant: Not Applicable
File Ref: D-21-28283
Meeting Date: 08 June 2021
Author(s):   Leah Horton, Business Improvement Coordinator
Reporting Officer(s):   Colin Cameron, Director Corporate Services
Strategic Direction: Leadership: A visionary and influential local government
Council Strategy: 4.3 Good Governance

Summary

This report provides an update on the progress of actions included in the Audit Register. The Audit Register includes all open audit findings that have previously been accepted by the Audit, Risk and Governance Committee (ARGC).

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Mr Phillip Draber
Seconded: Ms Shona Zulsdorf

That the Audit, Risk and Governance Committee recommends to Council that it:

1.   Notes the progress recorded against each item within the Audit Register in Confidential Attachment (a); and
2.   Approves the findings marked as Complete (100%) in the Audit Register, to be registered as closed and no longer reported to the Committee.

CARRIED (7/0)

For: Mayor Greg Milner; Councillors Andrè Brender-A-Brandis, Carl Celedin, Blake D'Souza, Ken Manolas; Mr Phillip Draber and Ms Shona Zulsdorf.

Against: Nil.

Background

The confidential Audit Register lists internal and external audit findings, describes the progress of implementing improvements and percentage completion. This report is prepared for noting the progress and completion of findings since the last meeting.

Comment

It is important to note that the Audit Register Confidential Attachment (a) counts actions and totals by "Finding #". Each finding may have more than one "Recommendation" and associated "Agreed Management Action", previously counted as **one** action. This can mean that some Recommendations within an Action will be completed (100%) and some will not.

Only when all assigned Recommendations/Agreed Management Actions are marked as 100% complete and approved to be closed by the ARGC.

As requested, following the September 2020 ARGC meeting, the Audit Register has been formatted to ensure clarity with;

1.   Each finding that has more than one agreed management action is represented with double lines around that entire finding,

2.   Each finding that has been closed (100% for all agreed actions) is represented through a purple "Closed Tally" column on the right and numbered, and

3.   All findings that are being recommended to close by the ARGC (100%) are filtered to the end of the register.

Following the December 2020 ARGC meeting, the Audit Register has been further formatted to ensure clarity with;

1.   The insertion of a "Count" column on the far left to provide the cumulative number (sum) of all findings within the register. The final count number at the end of the register will therefore represent the total number of findings.

The ARGC is requested to recommend to Council to note the progress and officer comments. In addition, it is recommended all findings marked as complete (100%) in the Audit Register be registered as closed. All closed items will not form part of the Audit Register report for future meetings. The closed items are available for the Internal and External Auditors and Committee/Council to review.

It is requested to note the Audit Register in **Confidential** Attachment (a).

A review of the Strategic Internal Audit Plan (SIAP) is underway with initial discussions held with the City's Internal Auditor, Paxon. The intention with this review is to expand the scope to be a Strategic Audit Plan (SAP) so that we can adequately plan for and report against all audits, internal and external.

This review and the new SAP will be presented at the next Audit, Risk and Governance Committee Meeting to be held 14 September 2021.

Consultation

Nil.

Policy and Legislative Implications

The Internal Audit function is considered a business improvement process that will assist in compliance with Regulation 5 of the Local Government (Financial Management) Regulation 1996 (CEO's duties as to financial management) and Regulation 7 of the Local Government (Audit) Regulations 1996 (CEO to review certain systems and procedures).

Financial Implications

The Internal Audit function (Paxon) has a budget of $40,000 for the 2020/21 financial year, and it is anticipated that a budget of a similar amount is to be adopted each year. Officers' effort to undertake the improvements and report on progress has not been estimated.

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The External Audit function (WA Auditor General) has a budget of $65,000 for the audit of the 2019/20 Annual Financial Statements, undertaken and incurred during the 2020/21 financial year.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2020-2030](#):

Strategic Direction: Leadership
Aspiration: A visionary and influential local government
Outcome: 4.3 Good governance
Strategy: 4.3.1 Foster effective governance through quality decision-
                      making

Attachments

7.2 (a):   Audit Register - June 2021 *(Confidential)*

Mr Phillip Draber disclosed an Impartiality Interest in Item 7.4.

7.4   INTERNAL AUDIT REPORT - BUILDING LICENCE APPROVALS

Location: Not Applicable
Ward: Not Applicable
Applicant: Not Applicable
File Ref: D-21-39092
Meeting Date: 08 June 2021
Author(s):   Leah Horton, Business Improvement Coordinator
Reporting Officer(s):   Colin Cameron, Director Corporate Services
Strategic Direction: Leadership: A visionary and influential local government
Council Strategy: 4.3 Good Governance

Summary

This report tables the Internal Audit Report – Building Licence Approvals, in accordance with the City's Strategic Internal Audit Plan. Building Licence Approvals are managed by the Development Services Business Unit within the Development and Community Services directorate. This is the first Internal Audit of Building Licence Approvals within the City, the report contains Paxon's four detailed findings, with a number of notations relating to possible efficiencies and other observations.

The audit includes strengths, weaknesses, rating, issues, risk ratings, recommendations and management comments.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Mr Phillip Draber
Seconded: Mayor Greg Milner

That the Audit, Risk and Governance Committee recommends to Council that it:

1.   Notes the Internal Audit Report – Building Licence Approvals contained in **Confidential** Attachment (a); and

2.   Accepts and adds the four recommendations contained in Section 5 of the Internal Audit Report – Building Licence Approvals report to the Audit Register.

CARRIED (7/0)

For: Mayor Greg Milner; Councillors Andrè Brender-A-Brandis, Carl Celedin, Blake D'Souza, Ken Manolas; Mr Phillip Draber and Ms Shona Zulsdorf.

Against: Nil.

Background

For each Internal Audit completed, the reports are presented to the Audit, Risk and Governance Committee (ARGC) and then Council for acceptance of the recommendations if there are detailed findings. Paxon attend the relevant ARGC meeting to respond to questions relating to the report.

Management respond to Paxon's recommendations, in relation to their findings, and these are listed in the Audit Register.

Comment

The Internal Audit Report – Building Licence Approvals is a confidential report to be used for internal purposes to assist in improving business processes and systems. The report includes the strengths, weaknesses, rating, issues, risk ratings, recommendations and management comments.

Internal Audit is an essential component of the City's continuous improvement process and findings are welcome. This is the first Internal Audit of Building Licence Approvals within the City, the report contains Paxon's four detailed findings, with notations relating to possible efficiencies and other observations.

All items included in the Audit Register are reported at each subsequent ARGC meeting, including information relating to the progress of implementing the Agreed Management Actions, a percentage complete indicator and officer comments. As these issues are implemented, a recommendation will be included to close the item. Closed items will no longer be reported in the Audit Register to the ARGC, but will be accessible by the Internal and External Auditors to review compliance.

Consultation

Nil.

Policy and Legislative Implications

The Internal Audit function is considered a business improvement process that will assist in compliance with Regulation 5 of the Local Government (Financial Management) Regulations 1996 (CEO's duties as to financial management) and regulation 7 of the Local Government (Audit) Regulations 1996 (CEO to review certain systems and procedures).

Financial Implications

The Internal Audit function has a budget of $40,000 for the 2020/21 financial year and it is anticipated that a budget of a similar amount is to be adopted each year.

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Strategic Implications

This matter relates to the following Strategic Direction identified within Council's
[Strategic Community Plan 2020-2030](#):

Strategic Direction: Leadership
Aspiration: A visionary and influential local government
Outcome: 4.3 Good governance
Strategy: 4.3.1 Foster effective governance through quality decision-
                       making

Attachments

7.3 (a):   Internal Audit Report - Building Licence Approvals (Final)
                       (Confidential)

7.5 1SYSTEM PROJECT UPDATE

Location:	Not Applicable
Ward:	Not Applicable
Applicant:	Not Applicable
File Ref:	D-21-39357
Meeting Date:	08 June 2021
Author(s):	Jeff Jones, Manager Information Systems
Reporting Officer(s):	Colin Cameron, Director Corporate Services
Strategic Direction:	Leadership: A visionary and influential local government
Council Strategy:	4.3 Good Governance

Summary

This is the 11th report to the Audit, Risk and Governance Committee (ARGC) providing an update on the 1System Project. Phase I and II were delivered on time, on scope, on quality and on (under) budget. This report describes delivery of Phase IIIA and planning for Phase IIIB, the largest phase due to it being Citywide. As described at the last ARGC meeting, TechnologyOne Ltd (TechOne) have delayed the release of modules that has impacted the City's ability to deliver the 1System project on time, hence the modified version of Phase III split into A and B.

Officer Recommendation AND COMMITTEE RECOMMENDATION

Moved: Mr Phillip Draber
Seconded: Councillor Carl Celedin

That the Audit, Risk and Governance Committee notes the progress of the 1System Project and the adjustment to timelines.

CARRIED (7/0)

For: Mayor Greg Milner; Councillors Andrè Brender-A-Brandis, Carl Celedin, Blake D'Souza, Ken Manolas; Mr Phillip Draber and Ms Shona Zulsdorf.

Against: Nil.

Background

In March 2018, Council resolved to implement the Information Systems (IS) Strategy, authorising the CEO to finalise the contract with TechnologyOne Ltd (TechOne) and report the progress of the "1System Project" implementation to each ARGC meeting.

The original project plan included delivery of the 1System Project over three years, now amended to four years, due to the TechOne release dates for modules within their new platform CiAnywhere. The previous report contained confidential financial information relating to adjustments to the project schedule to ensure the project remains on budget across the 8½ year contract.

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Comment

The updated 1System Project Management Plan (PMP) is summarised, as illustrated below.
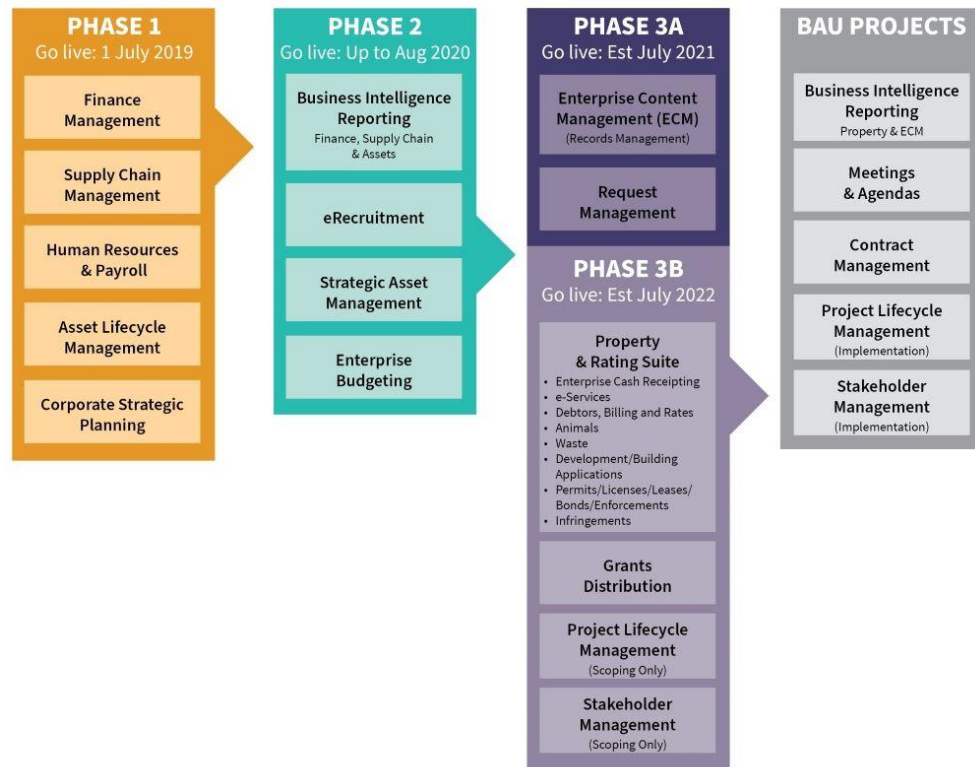
The Phase III A and B modules have commenced and will be implemented during the 2020/21 and 2021/22 financial year described above, replacing the following legacy systems:

- Enterprise Content Management (replaces RM8/TRIM, the document management system)

- Request Management (replaces Lagan, the customer management system)

- Property and Rating (replaces Civica Authority, the rates and compliance systems)

Elements of the Property & Rating modules will be implemented during 2020/21, however it is important to note that the 2021/22 Rates will still be issued from Civica Authority, rather than 1System as originally planned.

Phase IIIA is on time, on budget, on scope and quality, with Request Management (Lagan replacement) scheduled for go live on 5th July 2021. This scheduled date can be altered, however the City is keen to stay on target to avoid reducing the time available to implement Phase IIIB.

Phase IIIA Enterprise Content Management (ECM) is also on schedule, although this implementation is phased in that as each Phase III A and B modules are implemented, so is the ECM component, with RM8 still being used for non 1System modules, as well as email registrations. Therefore, the decommissioning of RM8, as planned, does not occur until the end of the 1System project.

Phase IIIB has commenced with the Property and Rating suite and is available in the test environment.

Business As Usual (BAU)

The 1System project tagline "Enabling Innovation" was deliberate to help shape the narrative that this business transformation does not end when the project ends. Rather the City needs to embed a culture of continuous improvement as part of BAU. From the very start of this project it was clear that the previous approach of all staff working in the system, with no dedicated resources working on the system, led to the current state, being an IS laggard. Continuing the previous approach would limit the benefits that should derive from the City's project investment and before long, the City would drift away from being a leader across Local Government in Australia. Working with old processes and systems, despite best endeavours, makes it very difficult for staff to delight the customer.

The City has already implemented a number of BAU improvements for Phase I and II, such as:

Phase I

- Replacement of two-way radio with smart phones for outdoor staff

- Accounts Payable Automation: invoices scanning and matching to Purchase Order

- 2019/20 Annual Financial Statements, complete book produced directly from 1System using the Publisher reporting tool

- Business Intelligence (analytics/dashboards)

- Capital and Operating reporting

- Spatial mapping of assets, added photographs of assets

Phase II

- 2020/21 Annual Budget and 2021/22 Annual Budget, complete book produced directly from 1System using the Publisher reporting tool

- Business Intelligence (analytics/dashboards)

The City is currently developing a 'run way' of BAU projects, to ensure these are well co-ordinated across the City and aligned the Council adopted strategy of an Integrated System, or as it is known in the industry, an Enterprise Resources Planning (ERP) system.

On 12th May, the City hosted a workshop for all the new (CiA) TechOne Local Government projects, those described below (Consultation) as well as the Cities of Swan and Nedlands. It was a chance to share our experiences, the good the bad and the ugly, and present what each project will stop, start and keep doing. South Perth described our approach to BAU, particularly establishing the governance approach. It was clear the South Perth was the only project to have commenced this work and that even the successful projects were yet to embed a business transformation or business ownership of the system.

At the conclusion of the workshop, the City of Armadale approached South Perth to undertake an MOU, after listening to Serpentine Jarrahdale describe their successful approach of copying everything South Perth. The City of Armadale commenced this project some two years prior to South Perth, and have not implemented a single module, an illustration of just how difficult this type of project can be.

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Portals (Customer, Suppliers, others)

Phase IIA and particularly IIIB delivers many digital services to the customer, who can choose to register or not. One of the significant future benefits will be to deploy Portals where the customer can have access to all their interactions, customer requests, rates, dogs, cats, buildings, etc. Likewise, suppliers can see their invoices, payments, contract details etc.

We are currently working through the technicalities of this, particularly the security issues, with our intention of starting with Councillors and members of Committees. Staff have developed dash boards (analytics) with drill down capabilities for a number of area's including the Quarterly report for the Corporate Business Plan and the Audit Register.

At present, the Audit Register report included for this Committee contains open audit items only, however the dash board allows items to be filtered by; open/closed, audit plan and risk (high, medium, low).
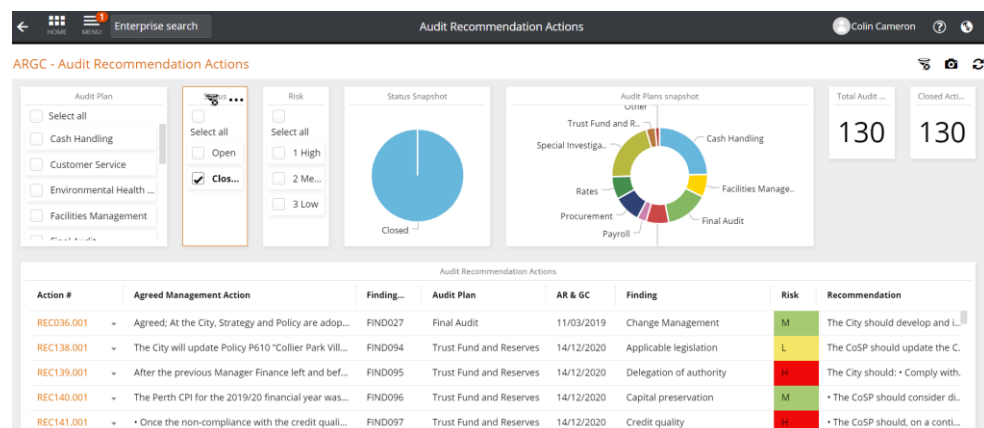
Deploying a Councillor/Member portal will assist our learning in the potential issues for customer/suppliers portals in a low risk environment as well as providing useful tools for Councillors/Members. We would then look to deploy more dashboards to assist Councillors/Members in their strategic role.

Consultation

Officers continue to work closely with the City of Canning (live in May 2018), as well as assisting the Shire of Serpentine Jarrahdale (live February 2020) and the Cities of Mandurah (September 2020), Armadale and Kwinana.

Policy and Legislative Implications

The 1System Project is managed in accordance with the *Local Government Act 1995* and Regulations, *State Records Act 2000,* as well as various policies and management practices relating to financial and project management.

Financial Implications

The 1System Project Budget for 2020/21 is $1.2m with the actual to once again come in under budget. Following successful implementation, the BigRedSky and Confirm have been decommissioned with an annual saving of approximately $35,000 p/a. The City has estimated a 2021/22 budget of $1.5m.

Strategic Implications

This matter relates to the following Strategic Direction identified within Council's [Strategic Community Plan 2020-2030](#):

Strategic Direction: Leadership
Aspiration: A visionary and influential local government
Outcome: 4.3 Good governance
Strategy: 4.3.1 Foster effective governance through quality decision-making

Attachments

Nil.

8. OTHER RELATED BUSINESS

Nil.

9. CLOSURE

The Presiding Member closed the meeting at 8.33pm and thanked everyone for their attendance.

These Minutes were confirmed at the next Audit, Risk and Governance Committee Meeting yet to be determined.

Signed: _____

Presiding Member at the meeting at which the Minutes were confirmed.

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