Audit & Risk Subcommittee Agenda 26 November 2020



Meeting is held in the Council Chamber, Level 2, Philip Laing House 144 Rattray Street, Dunedin

Members:

Cr Hilary Calvert, Chair Mr Andrew Douglas (Independent Member) Cr Kevin Malcolm Cr Andrew Noone Cr Kate Wilson

Senior Officer: Sarah Gardner, Chief Executive

Meeting Support: Liz Spector, Committee Secretary

26 November 2020 02:00 PM

Agenda Topic Page

APOLOGIES

No apologies have been received.

2. CONFIRMATION OF AGENDA

Note: Any additions must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

CONFLICT OF INTEREST

Members are reminded of the need to stand aside from decision-making when a conflict arises between their role as an elected representative and any private or other external interest they might have.

PUBLIC FORUM

No requests from members of the public to address the Audit and Risk Subcommittee were received prior to publication of the agenda.

CONFIRMATION OF MINUTES

3

The Subcommittee will consider minutes of the previous meeting as a true and accurate record, with or without changes.

5.1 Minutes of the 23 September 2020 Audit and Risk Subcommittee Meeting

3

6. ACTIONS (Status of Subcommittee Resolutions)

There are no outstanding actions of the Audit & Risk Subcommittee (public).

7. MATTERS FOR CONSIDERATION

7

	7.1	SAFE	TY AND WELLBEING REPORT	7
	indicato	rs for the	marises progress towards the Safety and Wellbeing Team's key strategic priorities and period July 2020 – Sept 2020 (Quarter 1, FY 20/21). The report also summarises key being Team for the 2020/21 financial year.	, ·
		7.1.1	Attachment 1: Safety and Wellbeing Dashboard Q1FY21	12
	7.2 This rep		RNAL DEBT - LOCAL GOVERNMENT FUNDING AUTHORITY OVER ides an overview of external borrowing via the Local Government Funding Authority (L	
- 3.1 A - 3.2 M	e public b Innual Re Ianaged	e exclude port and Fund Rep	N TO EXCLUDE THE PUBLIC ed from the following items: Audit Management Letter (LGOIMA 48(1)(1): Sec 7(2)(c)(i) port June 2020 (LGOIMA 48(1)(a): Sec 7(2)(b)(ii), 7(2)(c)(i), and 7(2)(h)) MA 48(1)(a): Sec 7(2)(a), 7(2)(h); and 7(2)(i))	15
	8.1	Public	Excluded Reason and Grounds	15
9.	CLOS	URE		



Minutes of a meeting of the Audit and Risk Subcommittee held in the Council Chamber at Level 2 Philip Laing House 144 Rattray Street, Dunedin on Wednesday 23 September 2020 at 1 pm

Membership

Cr Hilary Calvert Mr Andrew Douglas Cr Kevin Malcolm Cr Andrew Noone Cr Kate Wilson (Chairperson)
(Independent Member)

Welcome

Audit and Risk Subcommittee Chairperson Hilary Calvert welcomed Councillors, members of the public and staff to the meeting at 1 pm.

Staff present: Sarah Gardner (Chief Executive), Nick Donnelly (GM Corporate Services), Gavin Palmer (GM Operations), Gwyneth Elsum (GM Strategy, Policy and Science), Amanda Vercoe (Executive Advisor) and Liz Spector (Committee Secretary).

External auditors Heidi Rautjoki and Scott Hawkins were present representing Deloitte on the auditor's management letter.

1. APOLOGIES

There were no apologies.

2. CONFIRMATION OF AGENDA

The agenda was confirmed as circulated.

3. CONFLICT OF INTEREST

No conflicts of interest were advised.

4. PUBLIC FORUM

No public forum was held.

5. CONFIRMATION OF MINUTES

Resolution

That the minutes of the meeting held on 3 June 2020 be received and confirmed as a true and accurate record, with or without changes.

Moved: Cr Wilson Seconded: Cr Noone

CARRIED

6. ACTIONS (STATUS OF COMMITTEE RESOLUTIONS)

There are no outstanding recommendations of the Audit and Risk Subcommittee.

7. MATTERS FOR COUNCIL DECISION

There were no matters for decision.

8. MATTERS FOR NOTING

8.1. P&S1871 Safety and Wellbeing Report

The report was provided to summarise progress towards the Safety and Wellbeing Team's key strategic priorities and safety performance indicators for the period April 2020 - June 2020 (Quarter 4, FY 19/20). The report also summarised key areas of focus for the Safety and Wellbeing team for the 2020/21 financial year. Rebecca Webster (Safety and Wellbeing Partner) and Nicole Ross (Manager People and Safety) were present to answer questions about the Safety and Wellbeing Report.

Mr Andrew Douglas noted good progress had been made in reporting across several areas, including updating policies and procedures. Cr Calvert asked if reporting of public transport safety and wellbeing was included in this report. Chief Executive Gardner said those issues were typically managed by the bus companies who contracted with ORC. Cr Calvert and Mr Douglas suggested it would be proactive and diligent to include transport issues in this report. Mrs Gardner said any public transport concerns were typically managed through the transport team, rather than the health and safety team, but she noted that these issues could potentially be included in this report.

Resolution

That the Audit and Risk Subcommittee:

1) Receives this report.

Moved: Cr Noone Seconded: Cr Wilson

CARRIED

9. RESOLUTION TO EXCLUDE THE PUBLIC

Resolution

That the Subcommittee excludes the public from the following part of the proceedings of this meeting (pursuant to the provisions of the Local Government Official Information and Meetings Act 1987) namely:

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 the passing of this resolution
3.1 Annual Report and Audit Management Letter	To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied—Section 7(2)(c)(i)	(a) that the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
4.1 Managed Fund Report	To protect information where the making available of the information—would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information—Section 7(2)(b)(ii); To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied—Section 7(2)(c)(i); To enable any local authority holding the information to carry out, without	(a) that the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.

	prejudice or disadvantage, commercial	
	activities – Section 7(2)(h).	
4.2 Risk Report		(a) that the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
	would be likely otherwise to damage the public interest – Section 7(2)(c)(ii).	
L		

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 or section 6 or section 7 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above after each item and that Ms Heidi Rautjoki and Mr Scott Hawkins of the Deloitte audit team be permitted to remain in the meeting and provide assistance in relation to the matters to be discussed.

10. CLOSURE There was no further public busines 01:15 pm.	ss and Chairperson Calvert declared	d the meeting closed at
Chairperson Calvert	Date	

MINUTES Audit and Risk Subcommittee 2020.09.23

7.1. P&S1887 Safety and Wellbeing Report

Prepared for: Audit and Risk Subcommittee

Report No. P&S1887

Activity: Governance Report

Author: Rebecca Webster, Safety and Wellbeing Partner

Endorsed by: Amanda Vercoe, Executive Advisor

Date: 14 November 2020

PURPOSE

This report summarises progress towards the Safety and Wellbeing Team's key strategic priorities and safety performance indicators for the period July 2020 – Sept 2020 (Quarter 1, FY 20/21). The report also summarises key areas of focus for the Safety and Wellbeing Team for the 2020/21 financial year.

RECOMMENDATION

That the Audit and Risk Subcommittee:

1) **Receives** this report.

LEGISLATIVE COMPLIANCE AND RISK MANAGEMENT

Continuous improvement of ORC's safety system is a key priority for the Safety and Wellbeing Team to ensure legislative compliance and best practice in managing risk. A summary of key activities for Quarter 1 are as follows:

Health and Safety Committee (HSC)

The HSC meets every 6-8 weeks and continues to progress well with positive feedback from members. The function of the HSC and group objectives for 2021 will be evaluated with a member survey prior to our final meeting in December 2020. The HSC is enabling worker engagement and participation on health and safety matters at ORC and offers members an opportunity to contribute towards ongoing improvements of the health and safety system, for example providing ideas for how safety matters can be effectively communicated across the organisation. Formal training for Health and Safety Representatives (HSRs) took place October 2020. Staff members provided very positive feedback on this training.

Policy and Procedure Development

[4] An internal audit of current safety policies and procedures is progressing. Topics are being prioritised according to risk (further detail is provided in the "risk management" section of this report). This project will continue for the remainder of the 2020/21 financial year and beyond. A consultation process for safety policy and procedure reviews has been established to ensure that employees can contribute and provide feedback via the HSC. An internal Policy Review Group has been set up to finalise policies/procedures across the organisation to ensure a consistent approach. This group

met for the first time in October 2020 and will be reviewing the revised Contractor Health and Safety Policy and Procedure as a priority before Christmas.

Risk Management

- [5] A key goal for the Safety and Wellbeing Team is to partner with ORC leaders to ensure a focus on risk identification, elimination and mitigation, ensuring safety management forms part of each leadership role.
- Rebecca Webster (Safety and Wellbeing Partner) and Gina Watts (Safety and Wellbeing Coordinator) have been working with teams, particularly those who are field based, to assist in identifying and addressing key hazards and risks. This includes meeting with staff in the field to understand the work being done, updating risk assessments, providing guidance to staff in developing Safe Operating Procedures (SOPs) and undertaking Site Safety Inspections which is a new initiative. Site inspections have now been completed for all sites and will be reviewed every six months. Independent audits are also being undertaken for specific areas of risk including a hazardous substances review in August 2020 and a pump station safety review in September 2020.
- [7] The assessment and management of ORC's risks is an ongoing process, subject to continuous improvement. The Safety and Wellbeing Team have recently proposed a list of critical risks to ELT for review and feedback. Critical risks are those which can cause serious harm, injury or a fatality. Worksafe recommend managing critical risks as a priority, before managing less serious risks. These risks have been determined based on ORC incident data, feedback from staff and HSR's, feedback from other councils, in addition to Worksafe and other Central Government data. Critical risks are presented as a new addition to the Safety and Wellbeing Dashboard (attached) under "Progress on Risk Management Activities" and "Priority Initiatives". Examples are contractor health and safety, hazardous substance management, mental health, operation of a vehicle, fatigue and lone/remote and isolated workers. The dashboard shows progress towards management of these critical risks. Risk management strategies include undertaking audits/surveys to understand these risks, updating policies, developing and reviewing Safe Operating Procedures (SOP's), implementing specific risk controls such as PPE or equipment, and staff and manager training.
- [8] Secondary risks are also displayed on the Safety and Wellbeing dashboard. These risks require management however have less severe consequences and therefore are not defined as critical (e.g. hazardous manual handling, slips and trips).
- [9] Reporting of contractor incidents for our public transport providers was raised at the previous Audit and Risk Subcommittee meeting in September 2020. All contractors are required to comply with ORC's health and safety requirements which are stipulated in all contracts. This includes providing health and safety plans and data on incidents and near misses. For our public transport contractors, Richie's and Go-Bus, monthly reporting and meetings occur with the ORC's Public Transport Team which cover health and safety. The Safety and Wellbeing Team are currently working with the Public Transport Team to improve information sharing on health and safety matters with Richie's and Go-Bus. We are also working towards centralised reporting of all contractor incidents and near misses to allow greater oversight and allow a high-level view of any trends across projects, regions, or with specific contractors.

SYSTEMS AND PROCESS IMPROVEMENT

- [10] A fit for purpose online safety management system is currently being sought to support the ongoing improvements to ORC's safety system. The recommendations for the new online system and an implementation plan were presented to ELT for review on 23 November 2020. Once approved by ELT, a request for proposal will be put out to the market to source a suitable provider.
- [11] Action plans developed by the indoor/security working group and outdoor working group in 2019 are currently progressing well with most items addressed. Outstanding actions from these groups are now being tracked via the relevant Health and Safety Representatives (HSRs) and the HSC.

TRAINING AND DEVELOPMENT

- Training has resumed since Covid-19 restrictions have lifted. Advanced driving and 4WD training are taking place November 2020; first aid training resumed in September 2020. A pilot programme for training in de-escalation and tactical communication was also completed in September 2020 to address the risks of physical and psychological harm due to aggression from customers and members of the public. This was a risk raised through the indoor/security working group. Six staff members with specific responsibilities in site asbestos management plans also attend asbestos awareness training in September 2020.
- Training for team leaders and managers regarding their safety and human resources responsibilities is also a key priority. A "People and Safety 101" training programme is being developed to increase leadership capability and confidence in leading safety. The programme will be implemented in early 2021.
- [14] A training workshop for ELT is also being provided by Dr Philip Voss from 'Leading Safety' in early 2021 which will cover exercising due diligence to ensure that ORC meets is legal obligations under the Health and Safety at Work Act 2015 (HSWA 2015), and the important role ELT serve as "Officers" under the HSWA 2015.
- [15] Upskilling and development of the Health and Safety Representatives (HSR) group is occurring and will continue, to ensure HSRs are performing their roles effectively. An internal HSR induction program has been implemented, with formal HSR training completed in October 2020.
- [16] Focus areas for the future are to implement a training needs analysis for high risk and field-based positions; and training for staff on incident and near miss reporting.

STAFF WELLBEING

The organisational wellbeing policy was successfully launched at the beginning of Mental Health Awareness Week (MHAW) in September 2020. The policy sets out the ORC wellbeing model, focused around mental, physical, community (social, cultural and spiritual) and financial wellbeing. The overarching vision of this policy is a healthy, connected and engaged workforce, delivering for our environment and our communities. The consecutive days of MHAW were each focused around one of these pillars, where education and resources were provided to staff.

- [18] At the conclusion of MHAW a wellbeing survey was released to all staff. This survey was aimed to quantify what staff value the most around their wellbeing and to collate initiatives that staff would value. Thus, ensuring that the 'Fit for Future' annual wellbeing programme will meet the needs of ORC employees. The annual wellbeing programme is currently in the final stages of development and is planned to be launched at the beginning of 2021.
- [19] Wellbeing activities are continuing for the remainder of 2020/2021 financial year and beyond, with the wellbeing survey to be repeated annually to capture changing values and to ensure that the programme is delivering for our people.

SAFETY AND WELLBEING PERFORMANCE REPORTING

- [20] In Quarter 1 there were seven incidents and nine near misses reported. Of the seven incidents, two were contractors working on the wilding conifer project. For ORC staff, one incident involved a verbal threat of violence towards a staff member, one was a minor laceration, a slip/trip out in the field and a staff member being knocked on the head by a cable whilst disconnecting a laptop. Of the nine near misses, one related to driving (another road user), two were slips/trips, two related to equipment failure, one related to protest action at a Council meeting and three were due to environmental factors.
- [21] All incidents and near misses that have resulted in an injury or potential for injury have been investigated with corrective actions implemented as needed. For example, following the incident involving a threat of violence, guidance and training was provided to staff on how to safely manage these situations. The matter was also referred to Police.
- [22] In addition to incident and near miss reporting, the Safety and Wellbeing Team have implemented reporting on proactive lead indicators such as participation in safety training and completion of safety activities such as risk assessments, site safety inspections and SOP's. Further reporting on lead indicators will occur as the safety system continues to improve. Refer to the "Safety and Wellbeing Dashboard" which displays performance indicators and progress towards managing priority "critical" risks.

[23] Key Definitions for Incident/Near Miss Reporting:

Equipment	All reported near miss or incidents relating to any equipment used i	
Equipment	the workplace.	
Vehicles	All reported near miss or incidents relating to vehicles or their use.	
Field Activities	All reported near miss or incidents relating to activities undertaken	
rieid Activities	in the field.	
Chairs/Desks	All reported near miss or incidents relating to chairs, desks or	
Chairs/ Desks	workstation ergonomics.	
Slips, Trips and Strains	All reported near miss or incidents relating to slipping, tripping or	
Slips, Trips and Strains	strain injuries in the workplace (field or office).	
	All reported near miss or incidents relating to the work environment,	
Environmental	for example appropriate temperatures, or the psychological	
	environment.	

COVID-19 INTERNAL RESPONSE

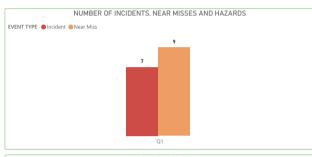
- In addition to business as usual Health and Safety activity, the Safety and Wellbeing Team have worked with Council's Continuity Management Team (CMT) on the internal response to COVID-19. ORC has operated in line with Central Government advice and requirements for management of risks relating to COVID-19, having taken a cautious and humanistic approach through Alert Levels 3, 4 and 2. To date, one incident has been reported in relation to COVID-19 exposure. There have been no breaches of the Government or organisational requirements.
- [25] The CMT continues to review the Safety Plan for the organisation in line with advice from Central Government.

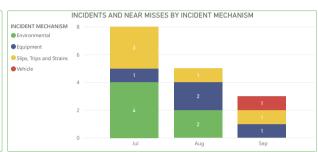
ATTACHMENTS

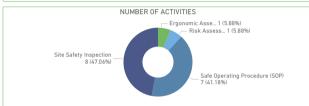
1. SAFETY AND WELLBEING DASHBOARD Q 1 FY 2020-21 [7.1.1 - 1 page]

ORC 🙎 SAFETY AND WELLBEING DASHBOARD



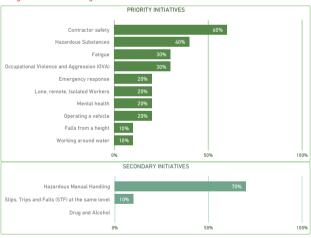








Progress on Risk Management Activities



Initiative	Wellbeing Initiatives	Completion Date
Annual flu vaccinations (2020)		April - August
Communication of Mental Health Awareness Week		9/1/2020
Communication of Wellbeing Policy & Framework		9/1/2020
Staff Wellbeing Survey		9/1/2020
SunSafe Lunch'n'Learn Session		10/1/2020

Key	Explanation
0-20%	Early stages of planning (e.g. audits of requirements, staff surveys, data collection)
20-40%	Development has started (creation of policies, procedures, supporting tools such as risk assessments; reviewing control measures)
40-60%	Development in progress and on track (consultation has commenced on policies, procedures supporting tools/resources, recommended control measures; establishing staff training needs)
60-80%	Development in final stages of consultation and refinement
80-100%	Completed (Risk management process finalised, communication to staff complete, training plans & mechanisms for review in place)

Audit and Risk Subcommittee 2020.11.26

7.2. CS1967 External Debt - Local Government Funding Authority Overview

Prepared for: Audit and Risk Subcommittee

Report No. CS1967

Activity: Governance Report

Author: Nick Donnelly, General Manager Corporate Services

Endorsed by: Nick Donnelly, General Manager Corporate Services

Date: 17 November 2020

PURPOSE

[1] To provide an overview to the Audit and Risk Subcommittee of borrowing externally via the Local Government Funding Authority (LGFA).

EXECUTIVE SUMMARY

- [2] As part of the LTP 2021-31 Council is considering whether it should utilise external debt as a funding source.
- [3] ORC uses Bancorp Treasury Services for independent treasury and investment advice. Bancorp have assisted Council with advice on the Treasury Management Policy (TMP) and Statement of Investment Policies and Objectives (SIPO) and most recently the Fund Manager tender and appointment process.
- [4] Bancorp have advised a number of Council's on joining the LGFA and will attend the meeting and present an overview of the process involved in borrowing from the LGFA and the matters Council needs to consider as part of that process.

RECOMMENDATION

That the Audit and Risk Subcommittee:

- 1) **Receives** this report and the presentation from Bancorp.
- 2) **Notes** that the use of external borrowing via the LGFA will be considered further as part of the LTP 2021-31.

CONSIDERATIONS

Policy Considerations

[5] There are no policy considerations other than those noted above for the TMP.

Financial Considerations

[6] Financial implications of borrowing externally will be considered as part of the LTP 2021-31.

Significance and Engagement

[7] Amendment to the TMP may require consultation which could be included as part of the LTP consultation process.

Legislative Considerations

[8] There are no legislative requirements.

Risk Considerations

[9] There are inherent levels of risk associated with any borrowing. These would be outlined in any proposal and recommendation presented to Council.

ATTACHMENTS

Nil

RESOLUTION TO EXCLUDE THE PUBLIC

That the Council excludes the public from the following part of the proceedings of this meeting (pursuant to the provisions of the Local Government Official Information and Meetings Act 1987) namely:

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 the passing of this resolution
1.1 Minutes of the 23 September 2020 public- excluded Audit & Risk Subcommittee meeting	Section 7(2)(b)(ii) - To protect information where the making available of the information—would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.	
	Section 7(2)(c)(i) - To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied.	
	Section 7(2)(c)(ii) - To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—would be likely otherwise to damage the public interest.	
	Section 7(2)(h) - To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities.	
3.1 Audit Management Letter – Initial Response	Section 7(2)(c)(i) - To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available	Section 48(1)(a): that the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information

	of the information—would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied.	for which good reason for withholding would exist.
3.2 Managed Fund Report – Sept 2020	Section 7(2)(b)(ii) - To protect information where the making available of the information—would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information.	Section 48(1)(a): that the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist.
	Section 7(2)(c)(i) - To protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information—would be likely to prejudice the supply of similar information, or information from the same source, and it is in the public interest that such information should continue to be supplied. Section 7(2)(h) - To enable any local	
	authority holding the information to carry out, without prejudice or disadvantage, commercial activities.	
3.3 Risk Report	To protect the privacy of natural persons, including that of deceased natural persons – Section 7(2)(a)	Section 48(1)(a): that the public conduct of the whole or the relevant part of the proceedings of the meeting
	To enable any local authority holding the information to carry out, without prejudice or disadvantage, commercial activities – Section 7(2)(h)	would be likely to result in the disclosure of information for which good reason for withholding would exist.
	To enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations) – Section 7(2)(i)	

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 or section 6 or section 9 of the Official Information Act 1982, as the case may require, which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public are as shown above.

Audit & Risk Subcommittee Agenda	26 November 2020 - RESOLUTION TO EXCLUDE THE PUBLIC