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3 December 2020

NOTICE OF MEETING

NOTICE IS HEREBY GIVEN in accordance with Section 87 of the *Local Government Act 1999* that an **ICT Reform Project Steering Committee** meeting of the City of Onkaparinga will be held on **Monday 7 December 2020** at **6.30pm** at the Council Chamber at the Civic Centre, Ramsay Place, Noarlunga Centre for the purpose of considering the items included on the attached agenda.

We recognise that the land on which we meet has considerable natural and cultural heritage, including thousands of years of traditional ownership by Kaurna.



Kirk Richardson
Chief Executive Officer (Acting)

Disclaimer: Please note that the contents of the Council Agendas have yet to be considered by Council and recommendations contained herein may be altered or changed by the Council in the process of formally making decisions of Council.

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AGENDA

ICT Reform Project Steering Committee
meeting

7 December 2020

VENUE:

Council Chamber
Civic Centre, Ramsay Place, Noarlunga Centre

TIME:

6.30pm

APOLOGIES:

LEAVE OF ABSENCE:

Nil

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1. Opening of meeting

2. Confirmation of minutes

That the minutes of the proceedings of the ICT Reform Project Steering Committee meeting held on 24 August 2020 be received and confirmed as an accurate record of those proceedings.

3. Adjourned business

Nil.

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4. Reports of officers

4.1 Benefits Realisation Plan – Presentation - Framework, Process and Approach

Report contact

Nicole Selth, Acting Manager Organisational Effectiveness
0410 622 937

Approving officer

Chris White, Director Corporate

Meeting

ICT Reform Project Steering Committee

Date

7 December 2020

1. Purpose

The purpose of the presentation on the Benefits Realisation Plan (BRP) for the ICT OneCouncil Reform Program is to provide committee members with a more detailed overview of the framework, process and approach to identifying, capturing, returning and reporting benefits and savings that arise from the program implementation.

2. Recommendations

That the ICT Reform Project Steering Committee:

- 1. Receive and note the information contained in the agenda report, and in the presentation from staff.**
- 2. Provide any recommendation that the committee sees fit.**

3. Executive summary

The Benefits Realisation Plan, originally prepared by Deloitte Touche Tohmatsu Limited, and distributed to the ICT Steering Committee on 4 May 2020, sought to provide a high-level framework for defining, planning, structuring and realising the benefits of the ICT Reform Program.

As part of the ICT Reform Program recasting process, staff have taken steps to operationalise the Deloitte framework, with significant focus on ensuring the approach:

- (i) remains fit for purpose;
- (ii) is consistent and sympathetic with the operational necessity of delivering the technical solution;
- (iii) is clearly articulated and defined; and
- (iv) is supported by a strong internal governance framework.

The proposed approach, process and framework will be presented to the ICT Steering Committee during the meeting on 7 December 2020. The slides forming the presentation are included as **Attachment 1** to this report.

4. Background

Community Plan 2030	performance: accountable, efficient, inclusive, sustainable
Policy and/or relevant legislation	n/a
Who did we talk to/who will we be talking to	As the OneCouncil solution is implemented, all impacted staff will be engaged as part of the Benefits Realisation Plan process.

5. Discussion

A presentation will be made to the committee, and through the chairperson, questions and feedback are invited (see **Attachment 1**).

6. Financial implications

Financial summary

Savings and efficiency targets have previously been presented to Council, based on Deloitte's strategic evaluation of an Enterprise Resource Planning system with a target delivery timeframe of mid-2020.

The actual savings and efficiencies yielded from the project are clearly tied to the delivery of the technical solution. Noting this, further modelling in parallel with the final Project Delivery Plan will be required to provide a clearer estimate of actual expected efficiencies and savings as the project evolves.

7. Risk and opportunity management

Information concerning risk identification, management and mitigation forms part of the presentation, included as **Attachment 1**.

8. Timelines and deadlines

The realisation of savings and efficiencies arising from the OneCouncil project will depend largely on the timeline for implementation of the technical solution, which will be outlined in more detail in the recast OneCouncil project plan.

9. Next steps

- Confirm and finalise framework following consultation from stakeholders
- Deliver and embed processes to progress the realisation of efficiencies and savings
- Continue to report progress via the Quarterly Performance Improvement Report (ARVEC) and through the ICT Steering Committee.

10. Attachments

Attachment 1 – Benefits Realisation Plan – Presentation (15 slides)

- END OF REPORT -



Benefits Realisation Plan Presentation

Framework, Process and Approach

Attachment 1



Primary goal of the OneCouncil project:

- Council will have maximised its investment in Technology One products by reducing its on-premises technology footprint, and by aligning business process with Corporate Business Systems functionality, thereby placing residents at the heart of service design.
- Further, Council's workforce will be mobile-enabled with access to the right information at the right time, in addition to self-service capabilities for analytics and reporting which is (from an end-user perspective) seamlessly integrated with Corporate Business Systems.

Primary goal of the Benefits Realisation Plan:

- Ensure the OneCouncil project maximises operational and process efficiency across the six agreed benefit categories.
 - Productivity Improvement
 - Performance Improvement
 - Cost Avoidance
 - Customer Experience
 - Operational Expenditure
 - Income Generation
- To capture and return cashable savings back to budget as they are identified through the BRP cycle

The key objectives for The City of Onkaparinga's project:

- Provide 'one view' of our customers and their interactions with us.
- Enable our staff to meet customer expectations of a seamless, faster, self-service capability today and into the future and make customer information easily and readily available to our staff, providing our customers with regular updates of the status of their requests.
- Create overall efficiency improvements by reducing current duplicated and manual data input and creating automated workflows for key business processes.
- Have the system automatically manage legislative and compliance controls, such as delegations, limits of authorities, response timelines and approval processes.
- Deliver a non-device dependent solution, be it computer, website, tablet or phone.
- Enable effective 'self serve' by all users including ratepayers, residents, contractors, suppliers and employees.
- Establish integration such that business functionality developed by multiple vendors 'talk to each other' in a consistent and, from an end-user perspective, seamless manner, enabling improved analytics and reporting functionality drawn from a single database.



Roles and Responsibilities for BRP:

Role	Responsibilities
ICT Steering Committee	<ul style="list-style-type: none"> - Responsible for the strategic oversight of the project and its progress, including savings and efficiencies.
CEO (or their delegate)	<ul style="list-style-type: none"> - Accountable to ARVEC committee and ICT Steering Committee in presenting benefits realised through the implementation and embedding of the OneCouncil project. - Responsible for presenting any variances (benefit/cost) to the project to ICT Steering Committee for approval.
Executive Sponsor	<ul style="list-style-type: none"> - Overall responsibility for the identification and realisation of efficiencies. - Promote the effective delivery of savings and efficiencies to the greatest extent possible. - Ensure appropriate resourcing and support is provided to deliver the project (and its efficiencies).
Program Delivery Board ("PDB") (OneCouncil Project)	<ul style="list-style-type: none"> - Responsible for oversight of ongoing identification and capture of savings and efficiencies, in parallel with the broader project's technical implementation and change management processes. - Reports on operational benefits/savings returned to budget post-implementation. - Manages variances to the Benefit Detection Agreement committed to at the pre-implementation stage, and escalates issues to the Directors Group where savings can no longer be returned or achieved for review and resolution.
Directors Group	<ul style="list-style-type: none"> - Review variation reports/presentation from Business Owners where benefits have not been realised or are no longer applicable, consider justification and advise appropriate remedial action/treatment. - Provides active and visible leadership to Business Owners and supports the achievement of savings, efficiencies and KPI achievement within their respective divisions. - Accountable for ensuring Business Owners are delivering as per the agreed KPI measures, and supporting the effective implementation and achievement of required efficiencies.

Roles and Responsibilities:

Role	Responsibilities
Business Owner (as per OC Project)	<ul style="list-style-type: none"> - Provides leadership to directly impacted teams to ensure current state processes are identified, documented and prioritised based on greatest impact and investment return. - Supports the identification of workforce analysis and appropriate management of FTE and contracts based on organisational procedures - Supports the identification and realisation of efficiencies/savings as per the six benefit categories, captured in the BRP process. - Business Owners will demonstrate their agreement and commitment to returning efficiencies through the Benefit Detection Agreements developed in the <i>Detect</i> phase of the BRP process. - Reports to the Program Control Board on any benefits that are delayed or no longer available and undertakes remedial action as directed. - Reports in detail on any justification (as part of the PDB's report to the Directors Group) where the PDB is unable to resolve the issue. Variances to agreed process and workflows are reported to the Directors Group where benefits/efficiencies will be reduced as a result of the change.
BRP Manager	<ul style="list-style-type: none"> - Reports to the Project Manager and Manager ICT. - Manages the BRP process, timeline and reporting to relevant stakeholders. - Responsible for compiling and reporting to all key stakeholders involved in the BRP process. - Ensures appropriate escalation and reporting to relevant stakeholders/decision makers when required. - Ensures the BRP is updated to reflect changes in the OneCouncil Project Delivery Plan / schedule. - Supports the BRP reporting process to ARVEC and ICT Steering Committee against agreed deliverables. - Ensures a consistent and effective end-to-end BRP cycle is delivered, suggesting improvements to process and deliverables where appropriate.



Roles and Responsibilities:

Role	Responsibilities
Chief Financial Officer (Financial Planning & Analysis)	<ul style="list-style-type: none"> - Ultimate responsibility for managing and maintaining the agreed process for returning cashable savings from Business Owner/operational budgets to a quarantined savings cast centre. - Ensures that the process for identifying, capturing, returning and recording savings is appropriately reported and managed in accordance with financial governance procedures. - Provides financial savings data to be reported in the BRP status report (Quarterly Improvement Report and ICT Steering Committee Report) - Escalates to the PDB instances where Business Owners resist the returning of savings as agreed in the Benefit Detection Agreements, and with the BRP Manager, provides input into such matters when they are reported to Directors Group for resolution.
Manager People and Culture (HR, L&D)	<ul style="list-style-type: none"> - Ultimate responsibility for managing FTE impacted by OneCouncil changes in accordance with the Redeployment Procedure and other FTE management processes. - Ensure FTE identified in the BRP is quarantined and managed appropriately where immediate removal is not achievable.
OneCouncil Project Team	<ul style="list-style-type: none"> - Ensures the solution delivered is in accordance with the OneCouncil project strategic objectives. - Supports business teams in capturing current state processes and entering into ProMapp. - Documents future state processes using ProMapp. - Ensures the OneCouncil solution meets business requirements, maximises operational efficiency and delivers the most effective product utilising the capability of OneCouncil within the scope and budget of the project. - Reporting to the PDB, and providing insight, knowledge and information that will support the capture and reporting of efficiencies/savings.

Strategic Focus Area

Strategic Focus Area	What we are trying to achieve
Reduce our Technology footprint	<i>Reduce our technology footprint by consolidating key business practices through the implementation of OneCouncil, reducing the number of systems we need to use, simplifying the technology we use and creating a central source of the truth.</i>
Change the way of working by automating and streamlining processes	<i>We will improve staff experience and efficiency by consolidating key business practices through OneCouncil providing the ability to automate and streamline processes, remove non value add steps and reduce manual and duplicated data input. This will also enable a remote mobile workforce with the ability to have the same functionality regardless of location through any device type, be it computer, website, tablet or phone.</i>
A seamless, consistent customer experience	<i>We will make it easy for our customers to do business with us by providing a seamless self service option that will provide customers updates on the status of their requests throughout the process. We will provide a range of options to allow our customers to communicate and connect with us in their channel of choice, at a time that suites them.</i>
Reduce Operating Expenses	<i>OneCouncil will provide the ability to strengthen forecasting capabilities through robust data and processes. The benefits from a business process, technology consolidation and reporting perspective will provide opportunities to reduce existing, and avoid future, operational costs by delivering the same services and levels of services with less effort, allowing future increases in services due to growth to be met without needing a commensurate increase in resourcing.</i>
Strengthening our digital services & capabilities	<i>Rethinking our services for the digital age and undertaking service design will identify and implement the optimal mix of business process re-engineering and technology-enabled outcomes to ensure a digital-first approach is realised, ensuring our staff and customers have the necessary technology-enabled tools and services to access the data and information they need, when they need it.</i>

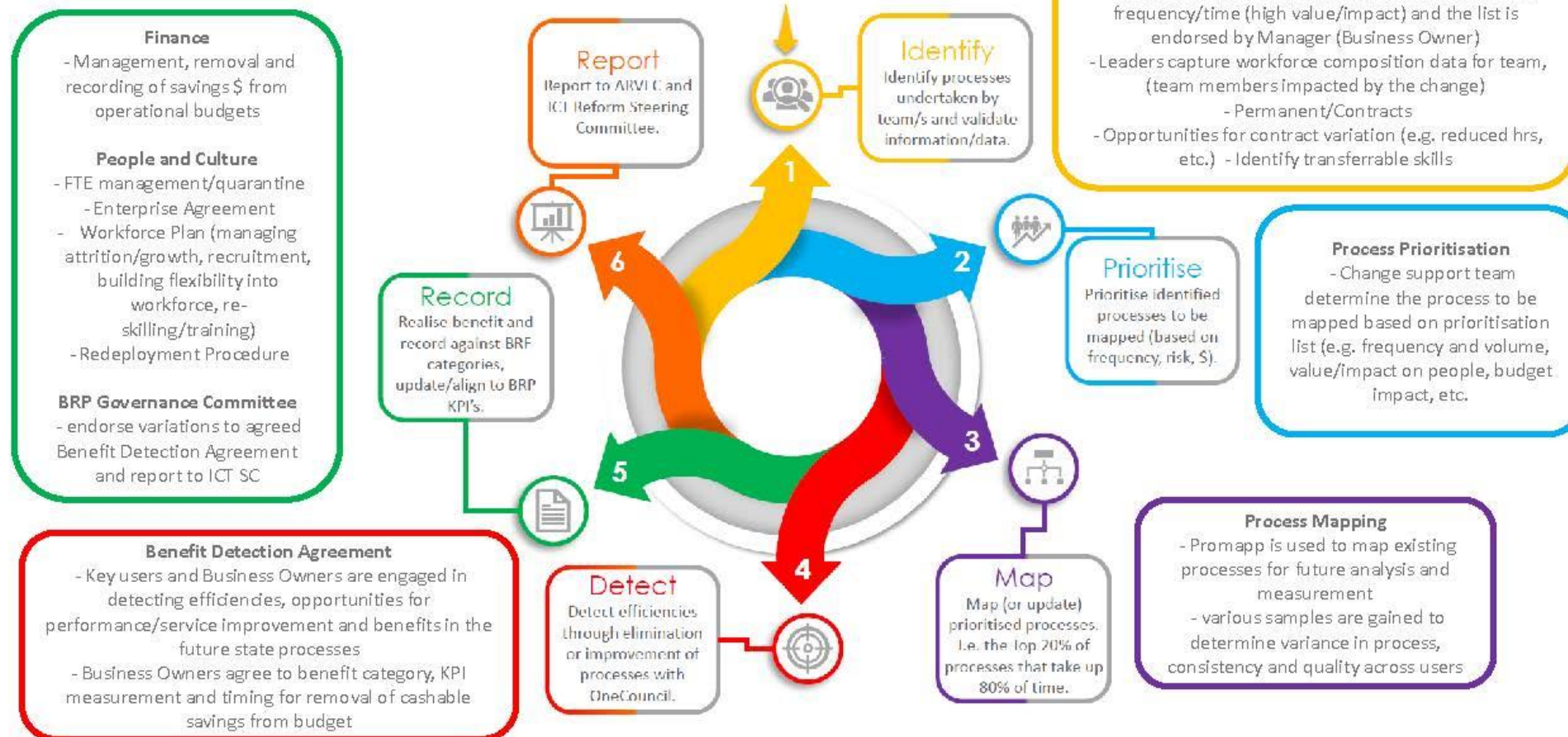
Strategic Focus Area

Strategic Focus Area	KPIs – what does success look like <i>KPI/targets will be clearly identified when future state is approved</i>	Measurement/Benefit Category <i>Measurement/Benefit Category will be identified in Benefit Detection Agreement</i>
Reduce our Technology footprint	Leading indicators: <ul style="list-style-type: none"> Reduction in servers Integrated technical solution Lagging indicators <ul style="list-style-type: none"> Reduction of business systems Reduced operational costs Greater shared knowledge within ICT and across the business in one solution Off-premise “Cloud” solution 	Cost avoidance Operational expenditure Productivity improvement Performance improvement Risk management Business continuity
Change the way of working by automating and streamlining processes	Leading indicators: <ul style="list-style-type: none"> Remove data duplication Reduced human interaction in manual processes Improved service level and turn-around times for tasks Integrated and real-time reporting capability Lagging indicators <ul style="list-style-type: none"> Automate manual triage process More effective customer experience for work delivered by contractors (e.g. Waste – Recycling/Green) More effective workflow management, prioritisation and allocation of tasks Increased reporting capability and use of data analytics to manage business operations through real-time reporting 	Productivity improvement Employee satisfaction Customer experience Performance improvement

Strategic Focus Area

Strategic Focus Area	KPIs – what does success look like <i>KPI/targets will be clearly identified when future state is approve</i>	Measurement/Benefit Category <i>Measurement/Benefit Category will be identified in Benefit Detection Agreement</i>
A seamless, consistent customer experience	Leading indicators: <ul style="list-style-type: none"> Improved customer experience through automated notification process Integrated customer data in the one system solution Automated workflow management Lagging indicators: <ul style="list-style-type: none"> Improved service levels Improved customer experience 	Customer experience Productivity improvement Cost avoidance (re-work) Performance improvement
Reduce Operating Expenses	Leading indicators: <ul style="list-style-type: none"> Productivity improvement Increased utilisation of plant/fleet and assets Lagging indicators: <ul style="list-style-type: none"> More effective external contract management through monitoring of productivity and efficiency Avoiding future costs (measured against the LTFP) 	Productivity improvement (reduction in cost per process) Performance improvement Operational expenditure Contractor management Cost avoidance
Strengthening our digital services & capabilities	Leading indicators: <ul style="list-style-type: none"> Reduction in customer phone calls through redirection to online self help functionally (AI enabled chat bot) Automated service requests processes (triage, prioritisation, work allocation/schedule and customer notification) 	Productivity improvement Performance improvement Customer experience Operational expenditure Cost avoidance

Benefits Realisation Plan



WE ARE **COURAGEOUS** **INSPIRATIONAL** **CURIOUS** **POSITIVE** **CONNECTED** **ACCOUNTABLE** WE ARE **COURAGEOUS** **INSPIRATIONAL** **CURIOUS** **POSITIVE** **CONNECTED** **ACCOUNTABLE**

Identify

Identify processes undertaken by team/s and validate information/data.

Identify processes undertaken in the “current state” using a variety of methods to validate existing work processes

- Project recasting workshops (mapping exercises)
- Review the BRP measures provided in the Deloitte BRP and validate with key business leaders and stakeholders
- Reviewing processes where the current state has already been mapped (if process is high value/impact)
- Identify if there is a variance to process/procedure and inconsistencies between workers on how the task is undertaken
- Identify inputs and outputs from other teams/business units and how this feeds in and out of the task the team is responsible for
- Document revised BRP measures as identified through the identification process

Prioritise

Prioritise identified processes to be mapped (based on frequency, risk, \$).

Review current state tasks/processes undertaken by the team through a consultation process with the Business Leader, and determine the priority order in which they need to be mapped based on the task impact. Processes will be prioritised based on the following criteria:

- Frequency and volume
- Risk and/or compliance value
- Value/impact of change on people
- Impact to budget
- Operational/capital value of the task
- Value/impact of the task (customer experience, legislative, etc.)
- Existing standards and measures

Map

Map (or update) prioritised processes. I.e. the Top 20% of processes that take up 80% of time.

Complete mapping of priority current state processes in partnership with task owners and the Business Leader

- Utilise any existing mapped processes, review, validate and update appropriately
- Help to identify the process map for priority tasks with the support of task owners
- Validate current state processes with Business Leader and task owners to ensure a robust assessment is conducted
- Use ProMapp to identify the end to end current state processes and record frequency and volume (top 20% of processes)
- Identify any performance metrics and/or service standards aligned to the current state processes
- Identify and capture roles impacted by the change and undertake a workforce analysis to determine level of agility (e.g. contract end dates, permanent contracts, alternative/reduced working arrangements for staff)

Detect

Detect efficiencies through elimination or improvement of processes with OneCouncil.

Identify future state processes based on the OneCouncil agreed solution and functionality and detect efficiency gains and improvements

- Business Teams support the Identification of tasks that are impacted by the change in process (e.g. processes to be eliminated, reduced in scope and/or automated)
- Using the agreed future state processes, map the future process and workflow in OneCouncil using ProMapp
- Using a gap analysis between current to future state processes, Business Teams support the identification of change impacts and benefits against the six agreed benefit categories.
- Identify how the benefit will be identified, measured and captured post-implementation and identify and record any process dependencies
- Detail and record the benefit detected including the benefit value and estimated timeframe for realisation post-implementation, and gain commitment from the Business Owner/Manager through a **Benefit Detection Agreement** and sign off.
- Ensure future state processes remain current by updating, documenting and reviewing benefits when processes are updated (UAT/BAU)

Record

Realise benefit and record against BRP categories, update/align to BRP KPI's.

Post-implementation revisit the Benefit Detection Agreements with Business Owners and realise benefits appropriately

- Conduct a benefits review (high level) to identify benefits and efficiencies that have been realised post-implementation in partnership with Business Leaders and key impacted staff. Use the centralised **Benefits Realised Register** to capture this information and report against the BRP Business unit/cost centre to clearly identify cashable savings returned to budget.
- Business Leaders and teams support the identification of additional benefits not detected in the pre-implementation phase
- Identify benefits realised through the change process outlined in the **Benefit Detection Agreement** and record for reporting purposes
- Review and identify benefits with Business Leaders that have not been realised and document reasons and/or delayed realisation timeframes to be revisited. Escalation to **Directors Group** for review and appropriate action.
- Use metrics identified in the detection phase to analyse/ identify realisation of benefits (against six benefit categories) with Business Leaders
- Business Owners/Leaders manage realisation of savings in accordance with appropriate procedures and process via Finance and HR (e.g. FTE/vacancy management, application for budget pressures, closing positions no longer required once benefit is realised, etc.)

Report

Report to ARVEC and ICT Reform Steering Committee.

Reporting through appropriate governance committees

- Report on BRP savings as a key component of the quarterly Performance Improvement Report
- Continue to provide the quarterly Performance Improvement Report to ARVEC and the ICT Steering Committee to ensure savings/ efficiencies are consistently reported and realised post-implementation
- Identify any variance to planned benefits vs. actual benefits realised and document in the report
- Continue to revisit outstanding benefits to be realised and report appropriately to the relevant governance committees on their status
- Continue to monitor, record and report ongoing benefits to reflect future continuous improvement initiatives and changes

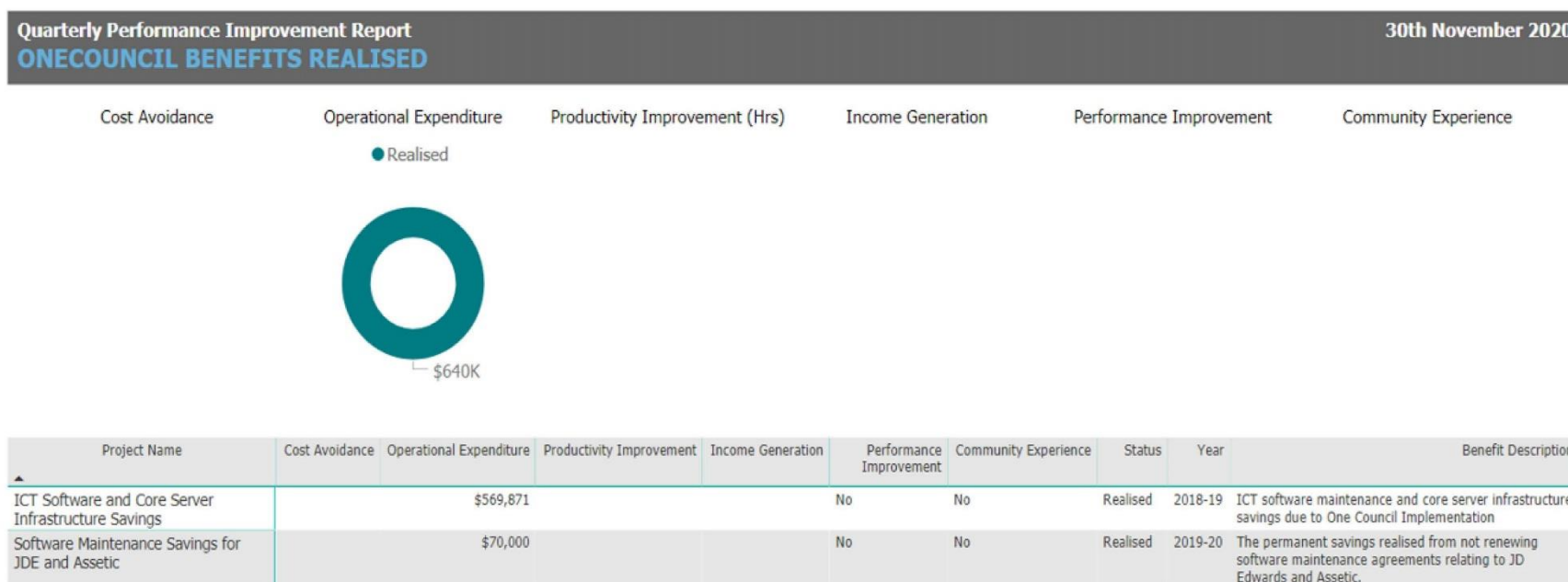
Risk Identification and Mitigation

Risk Identified	Mitigation
Lack of buy-in and ownership of Benefits Realisation Plan	<ul style="list-style-type: none"> • Endorse roles and responsibilities (accountability) • Executive Sponsor responsible for presenting to elected members and relevant committees • Managers to nominate key processes for targeted return (\$/FTE) • Directors Group/Executive Sponsor for executive endorsement and accountability • Implement My Plan performance goals/KRA for Business Owners and Directors around OneCouncil Project and BRP accountability for effective delivery/realisation • Benefit Detection Agreement endorsed/approved by Business Owner/Manager and execution supported by Director
Business Owners do not return identified benefits/savings	<ul style="list-style-type: none"> • Benefit Detection Agreement • Directors Group / PDB • Effective governance of roles and responsibilities (Finance and HR processes) • Processes for applying for budget pressures due to growth, additional operational costs, personnel/FTE changes, continuous improvement opportunities • Maintain a central repository of all Benefit Detection Agreements to be reviewed, managed and revisited if delays occur • Finance-led governance process that removes and quarantines benefits/savings from section budgets.

Risk Assessment - Identification and Mitigation

Risk Identified	Mitigation
Lack of understanding of current state processes	<ul style="list-style-type: none"> Engagement, involvement and accountability on individual process, frequency identification by employees/business teams Support provided by OneCouncil Project team to help identify current state Supported delivery of OneCouncil recasting workshops to identify current state process (major impact)
Benefits are not realised within planned timeframe due to post-implementation issues	<ul style="list-style-type: none"> Appropriate business testing (UAT) undertaken prior to go-live Go / no-go forums with Business Owners/Project Leads prior to implementation decision to understand all outstanding issues, risks, resources and timeframes required for transition to BAU Effective incident management process post-go live and agreed warranty/support period before handover to BAU Applying appropriate resources post-implementation to fixing issues, defects and go-live decisions
Enterprise Agreement limits timing of return of FTE and realisation of savings (redeployment process)	<ul style="list-style-type: none"> Workforce Plan / Redeployment procedure Understanding and implementing workforce processes to quarantine and appropriately manage resources, contracts and transitioning of employees impacted by OneCouncil project changes. Business Owner responsibilities Directors Group / PDB
The BRP doesn't align to the delivery of the OneCouncil project delivery plan	<ul style="list-style-type: none"> Governance, roles and responsibilities (BRP Manager and OneCouncil Project Team) Resources are aligned across the two projects, with the BRP included as an attachment to the OneCouncil Project Plan, and key milestones and timeframes included in the overall project critical path.

Reporting of Benefits – ARVEC and ICT Steering Committee (sample report)



5. Urgent business

6. Confidential items

Confidential Clause

If the ICT Reform Project Steering Committee so determines, items 6.1 and 6.2 may be considered in confidence under Section 90(2) of the *Local Government Act 1999* on the grounds contained in the Recommendations below.



Kirk Richardson
Chief Executive Officer (Acting)

6.1 ICT Reform program – Recasting Update

1. Exclusion of the public

That:

- a. under the provisions of Section 90(2) of the *Local Government Act 1999* an order be made that the public, with the exception of staff on duty, be excluded from attendance at the meeting in order to consider this item in confidence.
- b. the ICT Reform Project Steering Committee is satisfied that it is necessary that the public, with the exception of staff on duty, be excluded to enable the Committee to consider the report at the meeting on the following grounds:
 - Section 90(3)(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
 - and
 - Section 90(3)(d) commercial information of a confidential nature (not being a trade secret) the disclosure of which:
 - (i) could reasonably be expected to prejudice the commercial position of the person who supplied the information, or to confer a commercial advantage on a third party; and
 - (ii) would, on balance, be contrary to the public interest.
- c. Accordingly, on this basis the principle that meetings of the ICT Reform Project Steering Committee should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

2. Confidential recommendations

3. Period of confidentiality and delegations

- a. That the matter of ICT Reform – Recasting update report having been considered by the ICT Reform Project Steering Committee in confidence under sections 90(2) and 90(3)(a) and (d) of the *Local Government Act 1999* that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the agenda report, attachment 2 – ICT Reform Program Blueprint, and minutes of the Committee relating to the subject matter be released from confidence once the report has been considered at the Committee meeting on 7 December 2020 and that attachment 1 – Program Recasting Status Update and attachment 3 – Business Risks Assessment kept confidential until 2030.
- b. That, pursuant to section 91(9)(a) of the *Local Government Act 1999*, Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer or their sub-delegate.
- c. That, pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order to the Chief Executive Officer or their sub delegate.

6.2 Cyber Security and Network Robustness Review

1. Exclusion of the public

That:

- a. under the provisions of Section 90(2) of the *Local Government Act 1999* an order be made that the public, with the exception of staff on duty, be excluded from attendance at the meeting in order to consider this item in confidence.
- b. the ICT Reform Project Steering Committee is satisfied that it is necessary that the public, with the exception of staff on duty, be excluded to enable the Committee to consider the report at the meeting on the following grounds:
 - Section 90(3)(a) information the disclosure of which would involve the unreasonable disclosure of information concerning the personal affairs of any person (living or dead);
 - and
 - Section 90(3)(e) matters affecting the security of the council, members or employees of the council, or council property, or the safety of any person;
- c. Accordingly, on this basis the principle that meetings of the ICT Reform Project Steering Committee should be conducted in a place open to the public has been outweighed by the need to keep the information or discussion confidential.

2. Confidential recommendations

3. Period of confidentiality and delegations

- a. That the matter of Cyber Security and Network Robustness Review having been considered by the ICT Reform Project Steering Committee in confidence under sections 90(2) and 90(3)(a) and (e) of the *Local Government Act 1999* that an order be made under the provisions of sections 91(7) and (9) of the *Local Government Act 1999* that the agenda report, related attachments, discussion and minutes of the ICT Reform Project Steering Committee relating to the subject matter be kept confidential until 2030.
- b. That, pursuant to section 91(9)(a) of the *Local Government Act 1999*, Council delegates the duty to conduct an annual review of the confidentiality order to the Chief Executive Officer or their sub-delegate.
- c. That, pursuant to section 91(9)(c) of the *Local Government Act 1999*, Council delegates the power to revoke the confidentiality order to the Chief Executive Officer or their sub delegate.

7. Closure

Conflict of Interest Disclosure Form

CONFLICTS MUST BE DECLARED VERBALLY DURING MEETINGS

Councillor:	Date:
Meeting name:	Agenda item no:

1. I have identified a conflict of interest as:

MATERIAL ☐ ACTUAL ☐ PERCEIVED ☐

MATERIAL: Conflict arises when a councillor or a nominated person will gain a benefit or suffer a loss (whether directly or indirectly and whether pecuniary or personal) if the matter is decided in a particular manner. If declaring a material conflict of interest, Councillors must declare the conflict and leave the meeting at any time the item is discussed.

ACTUAL: Conflict arises when there is a conflict between a councillor’s interests (whether direct or indirect, personal or pecuniary) and the public interest, which might lead to decision that, is contrary to the public interest.

PERCEIVED: Conflict arises in relation to a matter to be discussed at a meeting of council, if a councillor could reasonably be taken, from the perspective of an impartial, fair-minded person, to have a conflict of interest in the matter – whether or not this is in fact the case.

2. The nature of my conflict of interest is as follows:

(Describe the nature of the interest, including whether the interest is direct or indirect and personal or pecuniary)

3. I intend to deal with my conflict of interest in the following transparent and accountable way:

- ☐ I intend to **leave** the meeting
- OR**
- ☐ I intend to **stay** in the meeting *(complete part 4)*

4. The reason I intend to stay in the meeting and consider this matter is as follows:

(This section must be filled in. Ensure sufficient detail is recorded of the specific circumstances of your interest.)

and that I will receive no benefit or detriment direct or indirect, personal or pecuniary from considering and voting on this matter.

CONFLICTS MUST ALSO BE DECLARED VERBALLY DURING MEETINGS

Governance use only: Member voted FOR/AGAINST the motion.

Ordinary Business Matters

A **material**, **actual** or **perceived** Conflict of Interest does not apply to a matter of ordinary business of the council of a kind prescribed by regulation.

- (1) *The following ordinary business matters are prescribed under Regulation 8AAA of the Local Government (General) Regulations 2013.*
 - (a) *the preparation, discussion, conduct, consideration or determination of a review under section 12 of the Act*
 - (b) *the preparation, discussion, adoption or revision of a policy relating to allowances and benefits payable to members if the policy relates to allowances and benefits payable equally to each member (rather than allowances and benefits payable to particular members or particular office holders)*
 - (c) *the preparation, discussion, adoption or alteration of a training and development policy under section 80A of the Act*
 - (d) *the preparation, discussion, adoption or amendment of a strategic management plan under section 122 of the Act*
 - (e) *the adoption or revision of an annual business plan*
 - (f) *the adoption or revision of a budget*
 - (g) *the declaration of rates (other than a separate rate) or a charge with the character of a rate, and any preparation or discussion in relation to such a declaration*
 - (h) *a discussion or decision of a matter at a meeting of a council if the matter—*
 - (i) *relates to a matter that was discussed before a meeting of a subsidiary or committee of the council*
 - (ii) *the relevant interest in the matter is the interest of the council that established the committee or which appointed, or nominated for appointment, a member of the board of management of the council subsidiary or regional subsidiary.*
- (2) *For the purposes of section 75(3)(b) of the Act, a member of a council who is a member, officer or employee of an agency or instrumentality of the Crown (within the meaning of section 73(4) of the Act) will not be regarded as having an interest in a matter before the council by virtue of being a member, officer or employee.*

Engagement and membership with groups and organisations exemption

A member will not be regarded as having a conflict of interest **actual** or **perceived** in a matter to be discussed at a meeting of council **by reason only of**:

- an engagement with a community group, sporting club or similar organisation undertaken by the member in his or her capacity as a member; or membership of a political party
- membership of a community group, sporting club or similar organisation (as long as the member **is not** an office holder for the group, club or organisation)
- the member having been a student of a particular school or his or her involvement with a school as parent of a student at the school
- a nomination or appointment as a member of a board of a corporation or other association, if the member was nominated for appointment by a Council.

However, the member will still be required to give careful consideration to the nature of their association with the above bodies. Refer Conflict of Interest Guidelines.

For example: If your **only** involvement with a group is in your role as a Council appointed liaison as outlined in the Council appointed liaison policy, you will not be regarded as having a conflict of interest actual or perceived in a matter, and are NOT required to declare your interest.