



# AUDIT AND RISK COMMITTEE

## Agenda and Reports

for the meeting on

Friday, 17 April 2026

at 9.00 am

in the Colonel Light Room, Adelaide Town Hall

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Our Adelaide.  
**Bold.**  
**Aspirational.**  
**Innovative.**

Membership	The Lord Mayor (ex-officio) 1 Council Member 4 External Independent Members 2 Proxy Council Members
Quorum	3
Presiding Member	Nicolle Rantanen Reynolds
Committee Members	The Right Honourable the Lord Mayor, Dr Jane Lomax-Smith (ex-officio) Mark Davies Matthew Fletcher Councillor Janet Giles John Jovicevic

## Agenda

Item	Pages
<b>1. Acknowledgement of Country</b>	
‘Council acknowledges that we are meeting on traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.  And we also extend that respect to other Aboriginal Language Groups and other First Nations who are present today.’	
<b>2. Apologies and Leave of Absence</b>	
Nil	
<b>3. Confirmation of Minutes</b>	
That the Minutes of the meeting of the Audit and Risk Committee held on 6 February 2026, be taken as read and be confirmed as an accurate record of proceedings.  View public 6 February 2026 Minutes <a href="#">here</a> .	
<b>4. Declaration of Conflict of Interest</b>	
<b>5. Presiding Member Reports</b>	
<b>6. Workshop</b>	
6.1 2026 Election Legislative Reforms	4 - 24
6.2 Draft 2026/27 Business Plan and Budget – Update	25 - 40
<b>7. Reports</b>	
7.1 Audit and Risk Committee Self-Assessment Results	41 - 48
7.2 Annual Terms of Reference Review	49 - 71
<b>8. Emerging Key Risks</b>	

- 9. Independent Member Discussion**
- 10. Other Business**
- 11. Exclusion of the Public** 72 - 73

In accordance with sections 90(2),(3) and (7) of the *Local Government Act 1999 (SA)* the Audit and Risk Committee will consider whether to discuss in confidence the reports contained within section 12 of this Agenda.
- 12. Confidential Item**
  - 12.1** Activity of Strategic Risk and Internal Audit Group [S90(3) (i)] 74 - 85
- 13. Closure**

## 2026 Election Legislative Reforms

Friday, 17 April 2026  
Audit and Risk Committee

Strategic Alignment - Our Corporation

**Presenter:** Rebecca Hayes,  
Associate Director Governance &  
Strategy

Public

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### PURPOSE OF WORKSHOP

The purpose of this workshop is to present to the Audit and Risk Committee (ARC) the legislative changes to the *City of Adelaide Act 1998*, resulting from amendments introduced through the *Amendment Review Act 2021* and the *Election Review Bill 2025* and to describe how these amendments will impact the 2026 Periodic Elections for the City of Adelaide.

The workshop will highlight the legislative changes, the risks involved with undertaking the election project and examples of how the changes in legislation will impact the City's voters.

The workshop (**Attachment A**) was presented to Council Members on 3 March 2026.

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- END OF REPORT -

# Our Corporation

## Audit & Risk Committee Workshop

### Elections 2026: From Complexity to Clarity

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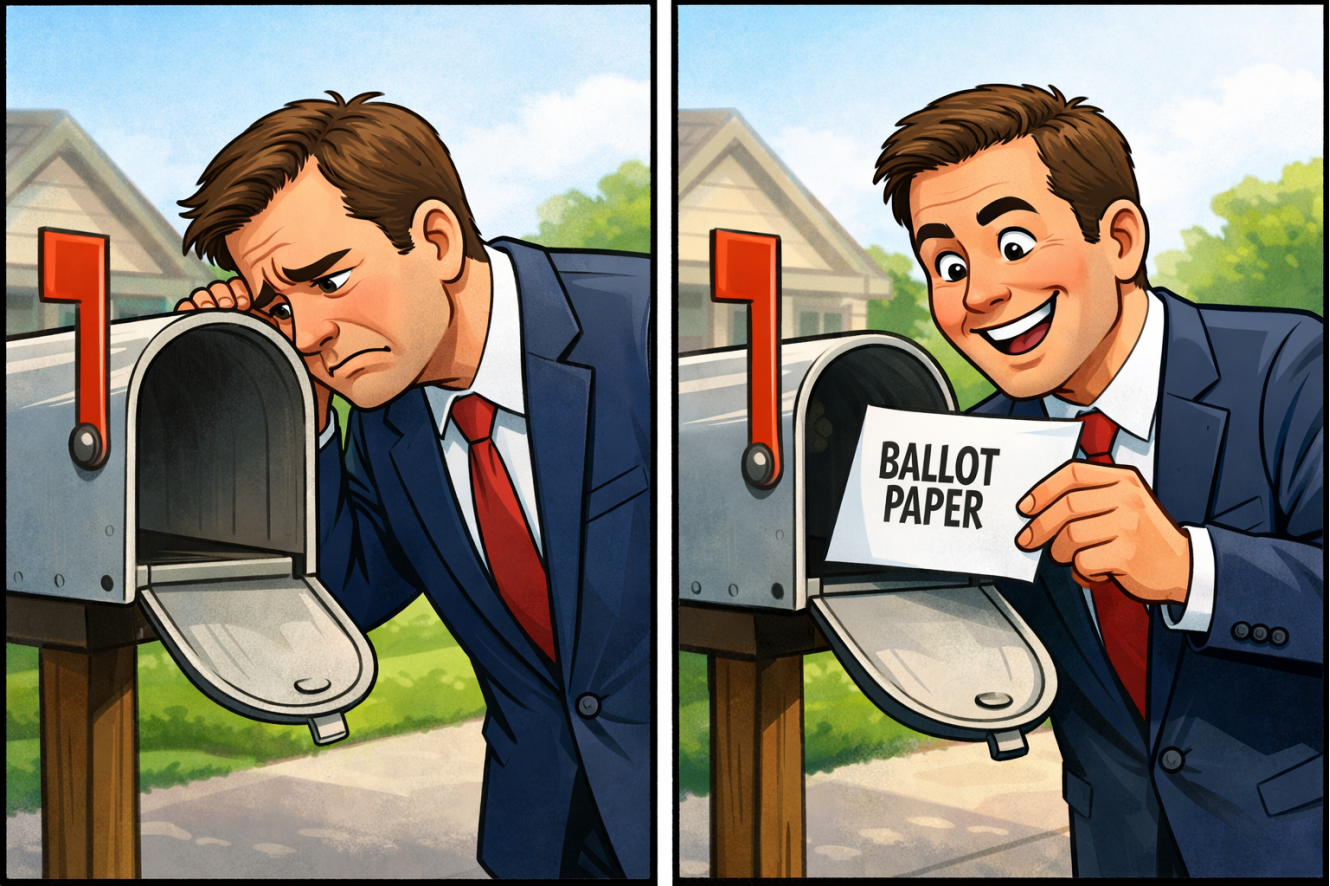
17 April 2026



Presented by:  
**Rebecca Hayes**  
Associate Director Governance & Strategy

Attachments

# The Two Letters Story



Election 2026 Project closes this gap with clarity and fairness.



# Overview

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1. Election Timeline
2. Election Facts
3. Legislative Reset – Election 2026
4. Voter's Roll: Assurance & Certification Risk
5. Data Integrity & External Dependency
6. Frontline Customer Contact
7. Engagement Over Awareness
8. Voter Profiles
9. Customer – The Voter Journey
10. Resourcing and Project Governance
11. CoA Resourcing for Elections 2026
  - Current State: Resourcing & Gap Analysis
  - Proposed Team & Governance Structure
12. Proposed Budget for Elections 2026

# Election Timeline



	Milestone Name	Start	Finish
<b>NEW</b>	Enrolment mailout: Apply & Nominate [Body Corps & Groups]	Mon 1 Jun.	Fri 12 Jun.
<b>1.</b>	<b>Roll Close</b> (Council's supplementary roll and HoA)	5pm Fri 31 Jul.	
<b>2.</b>	Last day for Electoral Commissioner to provide HoA roll data to CEO	TBC	TBC
<b>NEW</b>	Issue Default nominee notice	Mon 3 Aug.	Fri 14 Aug.
<b>NEW</b>	Receive appeals for default	Mon 17 Aug.	Fri 21 Aug.
<b>3.</b>	<b>Nominations Open</b>	Tue 25 Aug.	12pm Tue 8 Sep
<b>4.</b>	Last day for voters roll to be finalised	TBC	Fri 28 Aug.
<b>6.</b>	<b>Ballot Draw</b>	9am Wed 9 Sep.	
<b>7.</b>	Ballot pack mailout	Thu 15 Oct.	Wed 21 Oct.
<b>8.</b>	<b>Close of Voting (Polling day)</b>	5pm Wed 11 Nov.	
<b>9.</b>	Conclusion of uncontested elections	Fri 13 Nov.	
<b>10.</b>	<b>Scrutiny and Count</b>	9am Sat 14 Nov.	
<b>11.</b>	Public notice of election result	Within one month after the conclusion of the election	

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# Election Facts

- Voting in Council elections in South Australia is **voluntary**.
- CoA has its own Act – **City of Adelaide Act 1998**. While voting in elections isn't compulsory, enrolment may be.
- The Council produces a **Voter's Roll** – made up of the Council Roll and the State House of Assembly (HoA) roll managed by ECSA. Council (CEO) is responsible for the combining of the two rolls, producing and certifying the Voter's Roll.
- As of 1 January 2026, you must be a **State Elector and therefore an Australian citizen** to be on the Voter's Roll.
- However, you can no longer be enrolled to vote on the Council Roll if you live **interstate** or reside **overseas**, even if you are an Australian Citizen.
- The Council Roll is made up of electors that are eligible based on their relationship to property as owners or occupiers therefore voting rights are not personal or civic.
- As of 2026, if you are a Body Corporate or a Group Owner, you must have a **natural person** enrolled to vote on your behalf.
- This may be done through **nomination** (in an application) or **default appointment** by the CEO.

# Legislative Reset – Election 2026



City of Adelaide Act 1998 | Amendment Review Act 2021 (ARA21) |  
Election Review Bill 2025 (ERB25)

**Expanded Statutory Accountability** 🌀 : Amendments under ARA21 and ERB25 materially expand CEO obligations, including automatic enrolment requirements and State Elector cross-checking, increasing certification exposure.

**Cross-Agency Dependency** 🌀 : The State Elector requirement introduces formal reliance on House of Assembly roll validation and coordination with ECSA, elevating shared delivery and reputational risk.


**Compressed Legislative Timelines** : Hard statutory deadlines, including elector engagement by 12 June 2026, significantly constrain systems updates and data stabilisation windows.

**Entitlement Complexity** : More than ten enrolment scenarios and expanded definitions of nominee, default and officer materially increase interpretation and governance risk.


# Voter's Roll: Assurance & Certification Risk



Transparency, Auditability and CEO Certification Exposure

**Certification Evidence Requirement**  : CEO certification under the *City of Adelaide Act 1998* requires an auditable and defensible evidence base for entitlement determinations and roll integrity.

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**System Transparency Constraints**  : Current roll construction workflows limit end-to-end visibility of entitlement logic and decision pathways, constraining assurance confidence.

**Compressed Review Windows** : Statutory roll-build and challenge periods restrict time available for validation, exception handling and executive oversight.

**Vendor Dependency Exposure** : Reliance on configured vendor modules for critical election functions concentrates delivery risk and limits rapid internal remediation capacity.

# Data Integrity & External Dependency

## – Roll Construction

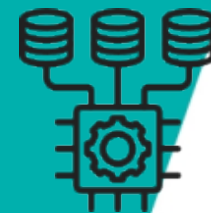
State Elector Requirement | External Data | MVP Operating Model

### State Elector Validation Requirement



ERB25 requires nominees to be verified as State Electors, introducing formal cross-checking of the Supplementary Roll against the House of Assembly Roll.

### Increased External Data Reliance



Roll construction now depends on third-party datasets and external validation arrangements, reducing direct Council control over timing and data consistency.

### Statutory Engagement Deadline



Initial elector engagement by 1 June 2026 materially compresses timelines for system uplift, data acquisition and transformation.

### Minimum Viable Product: Data Architecture



A compliant, auditable MVP data layer is required to ingest Pathway data and third-party extracts within legislative timeframes.



# Frontline Customer Contact

Customer Enquiries | Eligibility Complexity | Reputational Sensitivity

## Increased Enquiry Complexity

Eligibility rules, nominee and default provisions, and State Elector validation requirements have materially increased the complexity and sensitivity of customer interactions.



## Election Support Team

With increased complexity in enrolment rules, customer contact needs are increased. To meet demand and not burden business areas, an Elections Support Team will be established; trained in the elections context to keep advice consistent.



## Reputational Sensitivity

Customers who perceive disenfranchisement or ineligibility decisions are likely to escalate concerns, increasing public scrutiny and governance exposure.



## Capability & Resourcing Uplift

Dedicated election-period resourcing, structured guidance and escalation pathways will be required to ensure consistent, defensible advice under compressed timeframes.



# Engagement Over Awareness

Clarity, Inclusion and Sequencing Aligned to Elections context

## Reach Prioritised Over Impact



Previous campaigns allocated budget to maximise audience reach, focussed on general messaging, resulting in high impressions but without the desired enrolment or informed action.

## CALD & Accessibility Exposure



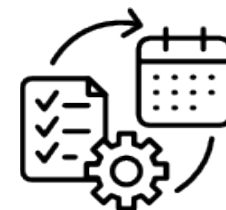
With significant proportions of residents speaking English as a second language or born overseas, plain-English and multilingual design are essential to reduce confusion risk. As best practice, any communications created should consider audial and visual accessibility.

## Sequencing Dependency



Communications must align precisely with roll readiness, system configuration and legislative interpretation to avoid customer confusion or avoidable enquiry spikes.

## Shift from promotional reach to communications planning



Election 2026 requires a structured, staged engagement model focused on understanding, voter action, available and effective self-service over promotional marketing.



# Voter Profiles

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Who are our voters and what do they look like?



# VOTER PROFILES



MARIA

*44 years old | Allied Health Clinic owner | Lives in South Ward*

Maria is a 44-year-old clinic owner who lives and works in the City of Adelaide. She has twin girls about to start kindy, and a pet cat called Toby.

When she gets a minute, she loves timing her laps on river runs. She cycles to work from South Ward to her practice on Frome Street. She's a values driven go-getter who cares about the community and their wellbeing.

As an Australian citizen she is automatically enrolled to vote in South Ward, but she is also entitled to vote in Central Ward on behalf of the clinic (if nominated on behalf of the group).



ACME Group

*Proprietary company | Owns a multi-story office building in the CBD | Listed ratepayer | Several directors | One in SA*

ACME Corp Pty Ltd Owns has a property portfolio that spans VIC, NSW and SA. Sara Chen is a director of ACME who lives in Glenelg.

The company values being a 'good corporate citizen' - but naturally this is down to time and availability.

Nonetheless, they must vote in NSW and VIC so 'I guess this is just another compliance task'.

A Public Officer of the company needs to be identified and who is on the House of Assembly roll in SA.



Hua Corp +

DJ Jarvis

*Share an office building in North Ward | Both pay rates as occupiers | Listed as a GROUP in records | Not aware they are a group*

Consultant (David) and small tech company (Hua Corp) share an office in North Ward.

Together they form a "group" entitlement that must be exercised by one eligible natural person.

David is curious about local tech/startup ecosystem, but not elections-focused. Hua Corp sees elections in the city as "admin in the background". Neither realises they collectively have one vote, not two.

David and Hua Corp have a group vote entitlement and therefore 1 eligible person will need to be identified to vote on behalf of the group.

## PREFERRED TONE & STYLE

- Warm, supportive, human-centred.
- Removes fear of doing the "wrong thing":  
"It's okay to ask – here's the answer."
- Professional, Corporate Social Responsibility - flavoured.
- Avoids guilt and emphasises leadership: "Show up for your city."
- Collaborative, not bureaucratic:  
"Work this out together."
- Encourages conversation between tenants rather than just forms.

# VOTER PROFILES



## ROBERT

- 78, owns a commercial building in Central Ward,
- lives outside CoA
- State Elector

Robert owns a commercial building in Central Ward in his own name. The registered postal address is a GPO Box in Adelaide.

Robert also owns a second commercial property in Central Ward through the entity UMR P/L. Robert, his wife and 2 daughters are all Directors of UMR.

Robert is an Australian Citizen and is on the HoA in SA. However, as he will receive a vote for the commercial property in his name, UMR will need to nominate another Public Officer.



## PRIYA

- 33 years old
- Permanent Resident
- Retail shop owner in Central Ward
- Lives in Adelaide Hills

Priya is a 33-year-old retailer who runs her food business in Central Ward at the Adelaide Central Market. She came to Adelaide as a student 10 years ago where she met her (now) husband Marco. They've recently moved out of the city and closer to Marco's parents as they start thinking about building a family.

Priya loves the city's vibe and is emotionally invested on foot traffic and tourism and has voted previously.

As Priya is a permanent resident, rather than an Australian Citizen, she is not eligible to be on the House of Assembly roll and will not have a vote.



## JAMES

- 36 years old
- Association CEO
- Lives in Central Ward

James is the CEO of an Association based in the city (Central Ward) he is also its Public Officer.

He moved to Adelaide from Victoria 5 years ago with his partner Jay and loves the city life and beautiful parks.

He's passionate about bike lanes, sustainability and local amenities. He loves all the annual events and festivals Adelaide has to offer, especially Gather Round- but still barracks for the Cats!

James will automatically receive a vote as a resident in Central Ward and can't hold two votes in the same ward. The Association will need to nominate another Public Officer

## PREFERRED TONE & STYLE

- Professional, outcome-focused, no fluff.
- Energetic, visual, positive.
- Confident, factual, not preachy.
- Uses language like 'stability', 'investment', 'risk', 'return'
- Inclusive and welcoming: acknowledges migrant stories and new citizens
- Respect for his time: "Here's the 2-minute version"



Becker Family Group

*Proprietary company | Owns multiple properties across the CBD | Listed ratepayer | Several directors | All in SA*

Becker Group has a property portfolio that spans the CBD and multiple suburbs in SA. All directors reside in SA and are Australian citizens.

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The company values being a 'good corporate citizen' - and highly values their vote in the City of Adelaide elections.

Nonetheless, they must nominate a public officer for each property/entity.

The Group will need to work out who can be nominated as a "Public Officer" to ensure they maximise their voting entitlements.



Williams Corp +Tannock Enterprises

*Own an office building in North Ward | Head Lessee not In occupation| Both pay rates as occupiers | Creates a GROUP | Not aware they are a group*

Williams Corp owns a property in North Ward, they do not occupy the property.

Tannock Enterprises has a headlease over the property but does not occupy the property and sublets the property to a third party who is considered 'the occupier' (will receive a vote in its own right).

Williams Corp and Tannock Enterprises form a "Group" under the legislation – but are not aware of this and do not have a relationship, other than as lessor/lessee.

They must now nominate someone to vote on their behalf as a group. Given both entities are body corporates that person must be a public officer and on the HoA Roll in SA.



Pappas Bros.

*Proprietary company | Owns a seafood business in the Central Market | Listed ratepayer | Several directors*

Pappas Bros owns a Seafood business located in the Central Market. The business has been in the family for 3 generations.

Pappas Bros is a family-owned **company** with 4 directors all living in South Australia.

The company values being a 'good corporate citizen' – and appreciates its ability to vote in council elections.

A Public Officer of the company needs to be identified and who is on the House of Assembly roll in SA.

A Public Officer is a Director, Secretary or someone who has significant financial or operational oversight of the business.

Pappas Bros will need to determine who they will nominate (Public Officer) to vote on their behalf.

If they do not nominate, the CEO will nominate a default person – determined alphabetically.

# CUSTOMER – The Voter Journey

- Awareness → Understanding → Enrol → Verify → Ballot.
- Each step has potential unique failure points.

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# Resourcing & Project Governance

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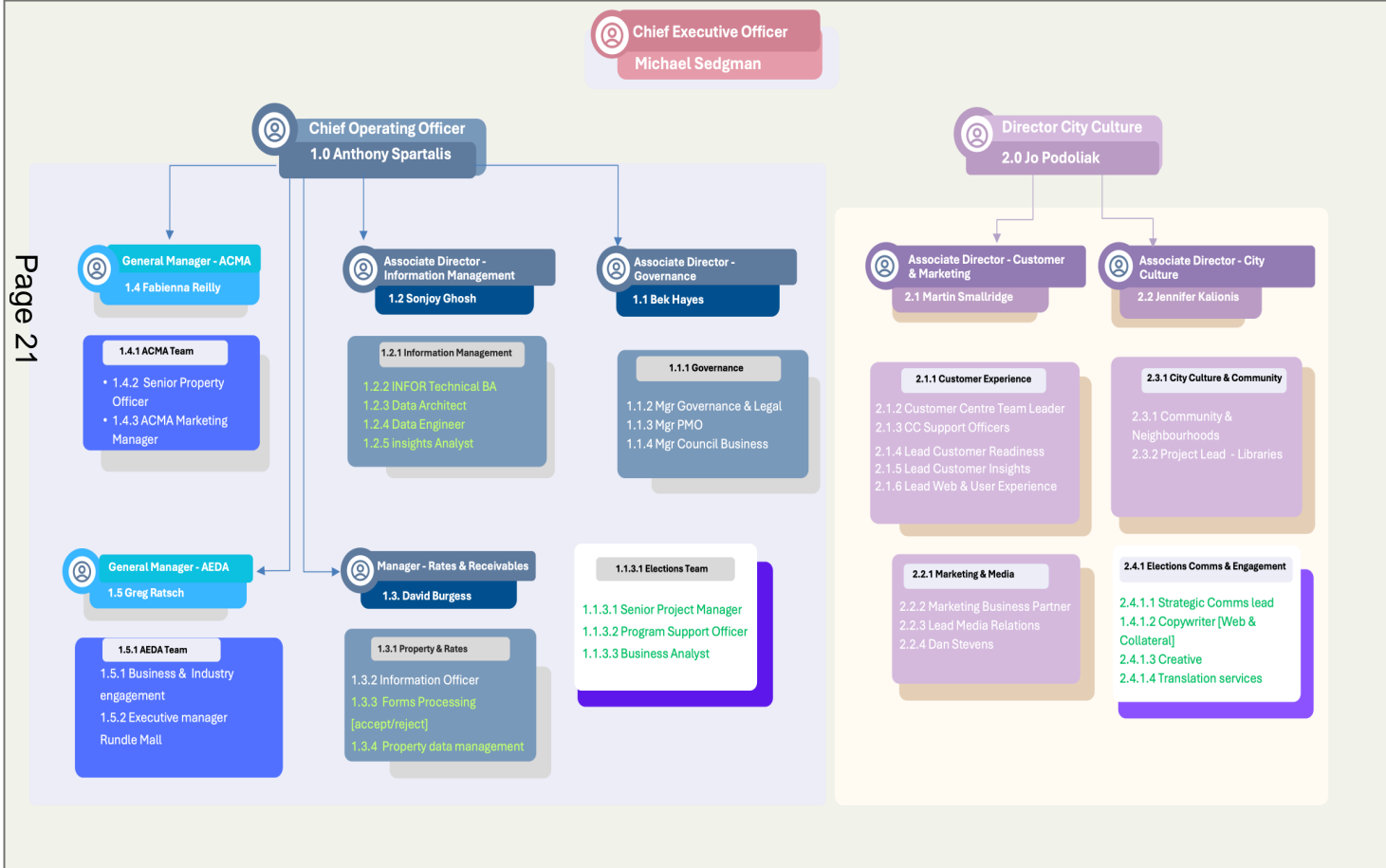
1. Demonstrate the business areas and their roles involved in Elections
2. Identify skills gaps and required supplementary resourcing
3. The proposed structure and governance of the Elections Project

# CoA Resourcing for Elections 2026

## Current State: Resourcing & Gap Analysis



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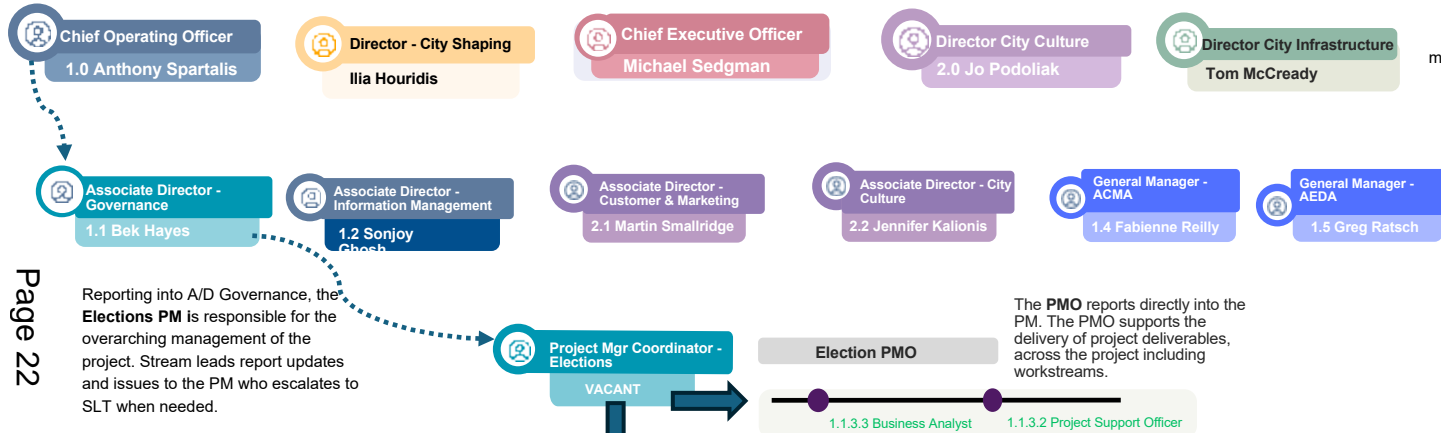
This organisational chart shows the business areas that play a direct role in CoA elections as they have historically run, and the new skills (capabilities) that will be required for Elections 2026 in green.

This chart is formatted to present the Business as Usual (BaU) governing structures of these teams including Senior and Exec Leadership.

The chart highlights the many operational and service driven touch-points that have a role to play in elections; the primary requirements are the creation of the Voter's Roll, complying with legislation, and engaging the electorate.

# CoA Resourcing for Elections 2026

## Proposed Team & Governance Structure



**Executive Stakeholders** will be provided a monthly update during the campaign period (June to November). They are **accountable** for the success of the project and election duties

**Senior Leadership** are responsible for successfully delivering against CoA commitments and outcomes. They are responsible for managing project issues as they arise, mitigating risks and making sure all key milestones are hit. They do this as formal delegates of the Steering Committee, committing to the Terms of Reference.

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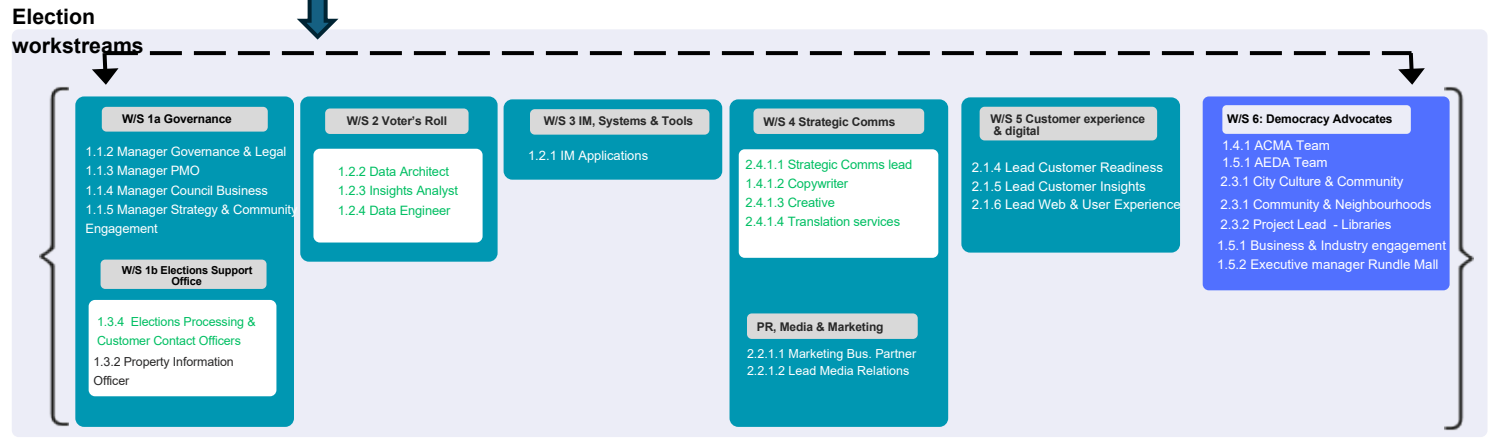
Reporting into A/D Governance, the **Elections PM** is responsible for the overarching management of the project. Stream leads report updates and issues to the PM who escalates to SLT when needed.

The **PMO** reports directly into the PM. The PMO supports the delivery of project deliverables, across the project including workstreams.

**Workstreams** are discreet project teams that work together to deliver specific things based on team subject matter knowledge. They are supported by the Election PMO and matrix managed by the Elections PM.

Stream leads must provide frequent updates through stand ups, status reports, planning docs etc. and report emerging issues quickly, manage risk, scope and timelines.

This might include: webpage go-live, campaign content and collateral, property system changes, testing, data processing.



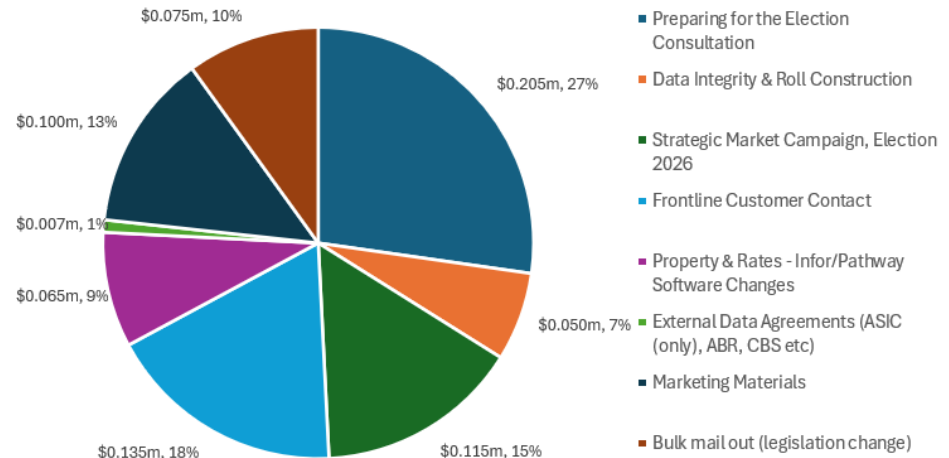
# CoA Proposed Budget for Elections 2026



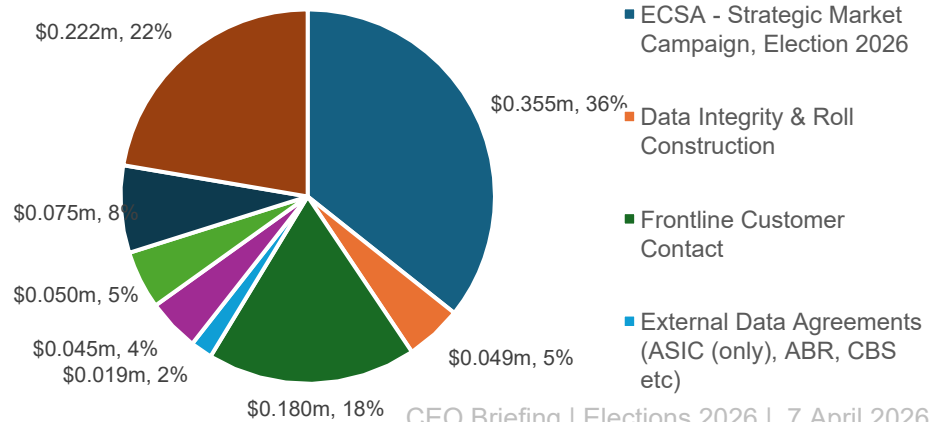
Election 2026	2025-26 Budget
Preparing for the Election Consultation	\$0.205m
Frontline Customer Contact	\$0.135m
Strategic Market Campaign, Election 2026	\$0.115m
Marketing Materials	\$0.100m
Bulk mail out (legislation change)	\$0.075m
Property & Rates - Infor/Pathway Software Changes	\$0.065m
Data Integrity & Roll Construction	\$0.050m
External Data Agreements (ASIC (only), ABR, CBS etc)	\$0.007m
<b>Total 2025-26 Budget Requirement</b>	<b>\$0.752m</b>
<b>Q3 2025-26 Approved Budget</b>	<b>\$0.275m</b>
<b>Q3 2025-26 Additional Budget</b>	<b>\$0.477m</b>
Election 2026	2026-27 Budget
ECSA - Strategic Market Campaign, Election 2026	\$0.355m
Frontline Customer Contact	\$0.180m
Bulk mail out (legislation change)	\$0.075m
Marketing Materials	\$0.050m
Data Integrity & Roll Construction	\$0.049m
Strategic Market Campaign, Election 2026	\$0.045m
External Data Agreements (ASIC (only), ABR, CBS etc)	\$0.019m
Contingency*	\$0.222m
<b>Proposed 2026-27 Budget</b>	<b>\$0.995m</b>
<b>Total Election 2026 Budget</b>	<b>\$1.747m</b>

\*Some cost elements are estimates only (including ECSA cost) and contingency has been allowed

2025-26 Budget



2026-27 Budget



# Questions?



ECSA Election Information Contact:  
[Ecsa@lgenrolment.sa.gov.au](mailto:Ecsa@lgenrolment.sa.gov.au)

FAQs being developed by ECSCA & CoA

## Draft 2026/27 BP&B – update

Friday, 17 April 2026  
Audit and Risk Committee

Strategic Alignment - Our Corporation

**Presenter:** Anthony Spartalis  
Chief Operating Officer

Public

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## PURPOSE OF WORKSHOP

The purpose of this presentation is to update the Audit and Risk Committee on the process to date on the development of the Draft 2026/27 Business Plan and Budget. It outlines the engagement and input from Council members, considerations and proposed budget position. The presentation covers:

- Engagement with Council Members to date.
- Initial budget positions presented and discussions with Council Members, as per the February CEO Briefings.
- Proposed Service Changes (including the approach to increasing the appropriation for AEDA) and Strategic Projects currently included in the draft budget.
- Proposed changes to operating budget key assumptions, and challenges.
- Proposed revised budget position.
- Capital new and upgrade budget, and issues for consideration for Council Members.
- Capital renewal budget.

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## RECOMMENDATION

### THAT THE AUDIT AND RISK COMMITTEE

1. Notes the update of the development of the Draft 2026/27 Business Plan and Budget as presented in Item 6.2 on the Agenda for the meeting of the Audit and Risk Committee held on 17 April 2026 and provides the following advice:
  - 1.1. \_\_\_\_\_

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- END OF REPORT -

# Our Corporation

## 2026/27 Business Plan and Budget

Update to  
Audit and Risk Committee

17 April 2026

Anthony Spartalis, Chief Operating Officer



# Introduction

## Building a Business Plan and Budget

Date	Forum	Type	Topic	
2-Dec	Spec CFG	Workshop	Building the 2026/27 BP&B – Process, Priorities, Objectives and Involvement	✓
9-Dec	Spec CFG	Workshop	Base position (LTFP) and AEDA allocation	✓
6-Feb	ARC	Presentation	2026/27 BP&B – priorities, parameters, assumptions and current position	✓
7-Feb	CEO Briefing	Presentation	2026/27 Base Operating Budget	✓
21-Feb	CEO Briefing	Presentation	2026/27 Capital Budget	✓
12-Mar	CEO Briefing	Presentation	Mainstreet Revitalisation Projects – Update	✓
23-Mar	CEO Briefing	Presentation	AEDA Appropriation	✓
14-Apr	Spec CFG	Workshop	Draft 2026/27 BP&B – Inflation assumption	✓
17-Apr	ARC	Presentation	Draft 2026/27 BP&B – Update	
21-Apr	CEO Briefing	Presentation	Delivery Options for Mainstreet Projects	
21-Apr 28-Apr	CFG Council	Report	Draft 2026/27 BP&B – Operating Budget	
21-Apr 28-Apr	CFG Council	Report	Delivery Options for Mainstreet Projects	
28-Apr 28-Apr	Spec CFG Council	Report	Draft 2026/27 BP&B for public consultation	
5-26 May	N/A	Public	Community consultation (22 Days)	
15-May	ARC	Report	Draft 2026/27 BP&B	
26-May	Council	Public	Public Hearing	
9-Jun	Council	Report	Consultation results	
16-Jun 23-Jun	CFG Council	Report	Final 2026/27 BP&B for endorsement	

# Journey to Date

## Engagement with Council

**The development of the 2026/27 BP&B with Council commenced in December 2025.**

**Council Members have been engaged in the process through:**

- **Three** City Finance and Governance Committee workshop discussions
  - 2 December – Process, priorities, objectives and involvement
  - 9 December – Current position and AEDA budget allocation
  - 14 April – Revised budget position – inflation assumption
  
- **Five** CEO Briefings
  - 7 February – Base operating budget (including challenges, opportunities, Strategic Projects and Service Changes)
  - 21 February – Capital budget
  - 12 March – Mainstreet revitalisation projects update and approach (confidential)
  - 23 March – AEDA appropriation
  - 21 April - Delivery Options for Mainstreet Projects (confidential) – **to be delivered**
  
- Presentation documents and pre-reading for discussions

# Initial 2026/27 Operating Budget Projections

As presented at 7 February CEO Briefing

\$'000s	Draft Base Budget	Targeted Position	Available Funding for Proposed Changes	Proposed Changes		Revised Draft	Funding Shortfall
				Service Changes	Projects		
<b>Income</b>							
Rates Revenues	164,019			742	-	164,761	
Fees and Charges	97,486			636	-	98,122	
Grants, Subsidies and Contributions	4,468			(27)	276	4,717	
Other Income	1,103			-	-	1,103	
<b>Total Income</b>	<b>267,076</b>			<b>1,351</b>	<b>276</b>	<b>268,703</b>	
<b>Expenses</b>							
Employee Costs	96,698			-	-	96,698	
Materials, Contracts & Other Expenses	87,805			3,419	1,006	92,230	
Sponsorships, Contributions and Donations	6,563			-	-	6,563	
Depreciation, Amortisation & Impairment	65,582			-	-	65,582	
Interest Cost on borrowings	734			-	-	734	
Finance costs - ROU Assets	2,437			-	-	2,437	
<b>Total Expenses</b>	<b>259,819</b>			<b>3,419</b>	<b>1,006</b>	<b>264,244</b>	
<b>Operating Surplus / (Deficit)</b>	<b>7,257</b>	<b>5,283</b>	<b>1,974</b>	<b>(2,068)</b>	<b>(730)</b>	<b>4,459</b>	<b>(824)</b>

## Key Financial Principle:

Adjust rate revenue after consideration of all other budget components and use growth in rate revenue to partly fund servicing new rateable properties and to service new borrowings.

## Assumptions:

- Incorporates Q2 adjustments, and LTFP assumptions (CPI of 2.5% applied).
- General Rates Revenue average increase of 5.1% driven by inflation of 2.5%, Asset Renewal Repair Fund of 2.1% and an increase to the Asset Renewal Funding Ratio of 0.5%.
- Rates growth of 1.5% (from new properties).
- Interest Rates for new borrowings are currently forecast at 5.10% based on the current Local Government Finance Authority (LGFA) rate.
- Depreciation impacts from revaluations and New/Upgraded assets.

# Initial 2026/27 Capital Budget – LTFP and Impacts of Q2

As presented at 21 February CEO Briefing

New and Upgraded Assets \$'000s	2025-26 (Q2)	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total 10 Years
Adopted LTFP position	46,361	34,553	37,123	5,104	5,187	4,199	4,174	9,455	9,632	4,084	159,873
Plus net changes in projects approved	3,622	-	(913)	3,752	-	-	-	-	-	-	6,461
Plus projects retimed from previous year(s)	7,981	4,574	17,546	23,207	-	-	-	-	-	-	53,308
Less projects retimed into future years	(6,081)	(15,356)	(23,207)	-	-	-	-	-	-	-	(44,644)
<b>Total</b>	<b>51,883</b>	<b>23,771</b>	<b>30,549</b>	<b>32,063</b>	<b>5,187</b>	<b>4,199</b>	<b>4,174</b>	<b>9,455</b>	<b>9,632</b>	<b>4,084</b>	<b>174,998</b>

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- Net changes in projects approved relate to new projects (e.g. City Library Capital Fit Out (State Library), Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) Improvements) as well as the impact on Project Delivery Costs in 2027/28 and 2028/29
- Projects retimed from previous year(s) reflects projects continuing from 2024/25 across the LTFP, as well as Administration's recommendation on the timing of the delivery of existing committed projects (e.g. Mainstreets)
- Projects retimed into future years reflect Administration's recommendation on the timing of the delivery of existing committed projects (e.g. Mainstreets)

# Proposed 2026/27 Budget

## Discussions with Council

### Discussions with Council Members during the Briefings included:

- Functions across the organisation
- Proposed base operating budgets
- Challenges and opportunities
- Proposed Strategic Projects and Service Changes
- Delivery and current position of in progress capital new and upgrade projects, as per the LTFP (including impacts of Q2)
- LTFP implications in adopting additional new and upgrade projects (in addition to those already in progress)
- Approach in delivering the Mainstreet Revitalisation projects
- Exploring an increase to the AEDA funding appropriation
- A revised operating budget position based on recommended changes to budget assumptions (i.e. CPI, fuel prices and inflation), and potential rate increase scenarios.

# Proposed Operating Budget

## AEDA Appropriation

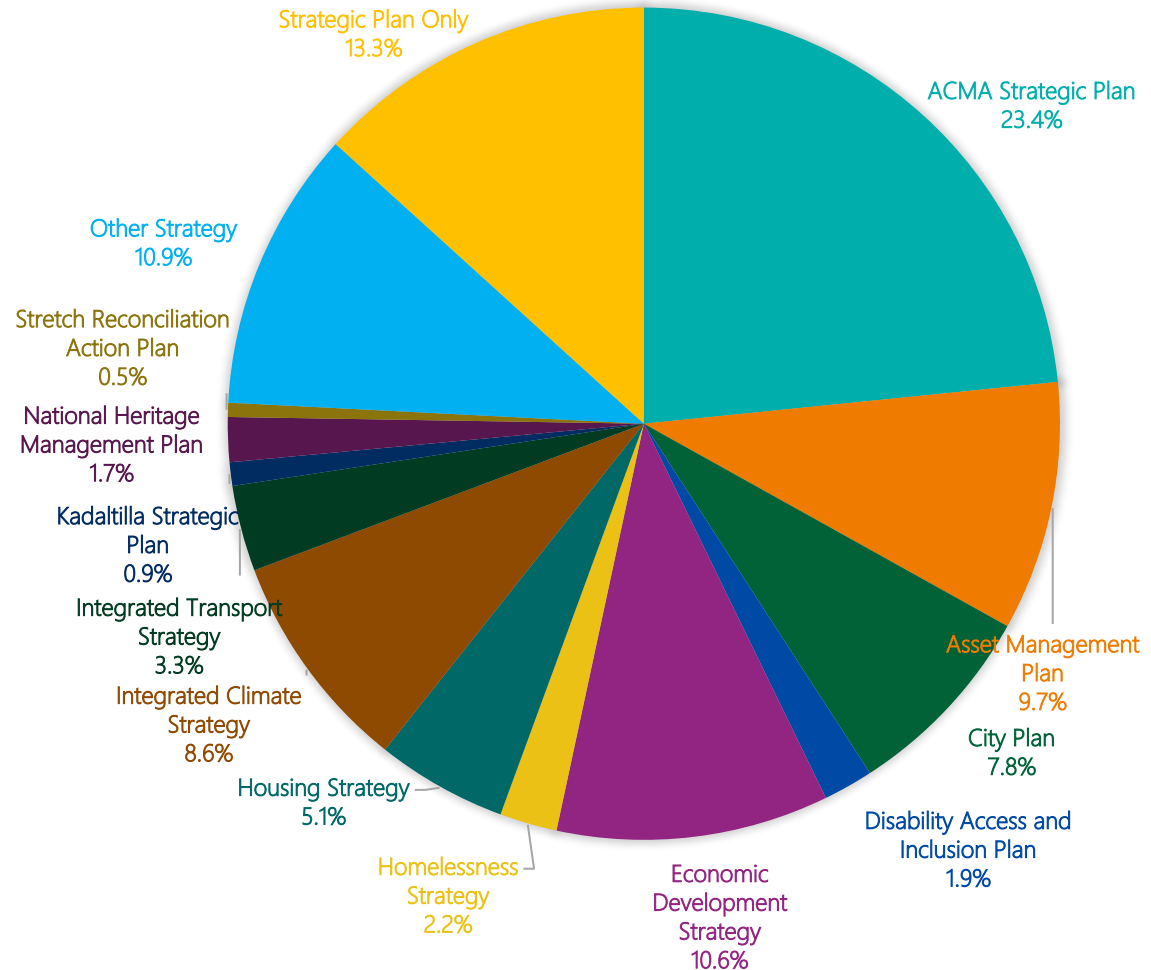
	2025/26 Q2 Budget	Currently proposed for 2026/27
Operating Costs (Base Budget)	(8,607)	(9,039)
Service change increases (Data & VEC)	-	(135)
<b>Total Operating Costs</b>	<b>(8,607)</b>	<b>(9,174)</b>
<b>Strategic Projects</b>		
<b>Currently Being Delivered</b>		
Rundle Mall Live Music	(100)	-
Tourism Product Attraction	(150)	-
Partner Marketing - Winter	(75)	-
Black Friday marketing	(50)	-
City Brand	(100)	(150)
Investment Attraction	(100)	(200)
<b>Additional Projects</b>	<i>Strategic alignment</i>	
Rundle Mall 50th Anniversary	<i>AEDA SP</i>	(257)
<b>Strategic Projects Total</b>	<b>(575)</b>	<b>(607)</b>
<b>Total Operating Deficit</b>	<b>(9,182)</b>	<b>(9,781)</b>
<b>Appropriation of Funds from CoA</b>	<b>9,182</b>	<b>9,781</b>
<b>Net Position</b>	<b>-</b>	<b>-</b>

- Total proposed budget is \$0.742 million higher than the 2026/27 Base Budget of \$9.039m.
- Proposed 2026/27 AEDA base operating budget is \$9.039m (\$9.174m including service changes)
  - \$0.567m (6.6%) more than AEDA Q2 2025/26 base operating budget of \$8.607m
- A \$0.742m total increase comes from Strategic Projects and service changes:
  - \$0.135 million service changes
  - \$0.607 million strategic projects
- Total proposed budget is \$9.781m, \$0.6m increase on 2025/26 Q2 Budget (6.1% more).
- At its November 2025 meeting, the AEDA Board prioritised this funding envelope to investment attraction, Rundle Mall's 50th anniversary, Visitor Experience Centre, data & insights and City brand implementation.

# Proposed Operating Budget (current)

## Strategic Project - Allocation to Endorsed Strategies/Plans

Endorsed Strategies/Plans	Expenditure (\$'000)	% of Pool
ACMA Strategic Plan	2,560	23.4%
Asset Management Plan	1,060	9.7%
City Plan	850	7.8%
Disability Access and Inclusion Plan	212	1.9%
Economic Development Strategy	1,157	10.6%
Homelessness Strategy	244	2.2%
Housing Strategy	556	5.1%
Integrated Climate Strategy	940	8.6%
Integrated Transport Strategy	365	3.3%
Kadaltilla Strategic Plan	100	0.9%
National Heritage Management Plan	190	1.7%
Stretch Reconciliation Action Plan	60	0.5%
Other Strategy	1,195	10.9%
Strategic Plan Only	1,452	13.3%
<b>Total</b>	<b>10,941</b>	



# Operating Budget

## Initial Budget Position (7 April)

\$'000s	Draft Base Budget
<b>Income</b>	
Rates Revenues	164,761
Fees and Charges	98,267
Grants, Subsidies and Contributions	4,717
Other Income	1,103
<b>Total Income</b>	<b>268,848</b>
<b>Expenses</b>	
Employee Costs	97,661
Materials, Contracts & Other Expenses	90,603
Sponsorships, Contributions and Donations	6,548
Depreciation, Amortisation & Impairment	65,582
Interest Cost on borrowings	734
Finance costs - ROU Assets	2,437
<b>Total Expenses</b>	<b>263,565</b>
<b>Operating Surplus / (Deficit)</b>	<b>5,283</b>

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### Key Assumptions:

- CPI indexation of **2.5%**
- General Rates Revenue increase of **5.1%**
  - CPI 2.5%
  - Asset Renewal Repair Fund 2.1%
  - Asset Renewal Funding Ratio 0.5%
- Growth from new developments of **1.5%**
- Fees & Charges increases linked to CPI
- 39 Strategic Projects funded to deliver on Council's adopted strategies, with a total net cost of \$9.418 million
- Service changes embedded with a total net cost of \$1.746 million
- Targeted Operating Position is achieved

# Proposed changes to Key Assumptions and Challenges

## CPI Forecast, Fuel and Inflation

An assumption of 2.5% CPI for 2026/27 was based on the SACES Forecast used in Council's LTFP update back in December 2025. The current economic environment suggests this key assumption should be reviewed:

- December 2025 Adelaide Annual CPI increase (ABS) – **3.3%**
- February 2026 Adelaide Annual CPI increase (ABS) – **3.4%**
- LGPI 2026/27 Forecast (SACES) – **3.4%**
- January 2026 Adelaide Annual CPI Increase (ABS) – **3.5%**
- Banks predicting Australian 2025/26 CPI of **~5.0%**

### Proposed Changes

The following changes to the Key Assumptions embedded in the current base budget include:

- Increase to inflation forecasts (CPI) from 2.5% to 3.5% impacting:
  - Rates Revenue
  - Fees and Charges
  - Materials, Contracts & Other Expenses (where contracts link to CPI increases)
  - Depreciation (through an uplift in the valuation of our Assets)
- Current targeted operating position assumes borrowings are serviced in line with the adopted LTFP. Current forecast indicates a reduction in borrowings to 30 June 2026, resulting in a revision to the principal and interest requirement for 2026/27.

### Challenges

- 60% increase in current fuel costs (Feb 26 – **175.0 cents/L** - Mar 26 – **280.6 cents/L**)
- Banks' economists inflation forecasts:
  - "Headline inflation could hit 5% for Q2 (NAB)
  - "The effect of higher oil prices on headline inflation is large" (Westpac)
  - "Inflation could peak above 5% if oil prices persist" (NAB)
  - "Oil shocks risk unmooring inflation expectations" (RBA)

# Operating Budget

## Proposed Revised Budget Position - 5.6% rates increase

General Rates (Net of rebates)	Current Base (5.1%)		Proposed Budget (5.6%)	
	\$'000s	%	\$'000s	%
General Rates Revenue – 2025/26	148,400		148,400	
General Rates Increase (CPI)	3,710	2.50%	5,194	<b>3.50%</b>
Asset Renewal Repair Fund (exc ARFR Increase)	3,110	2.10%	3,110	2.10%
Asset Renewal Funding Ratio Increase	705	0.50%	705	0.50%
Imputed Rate Relief Provided			(742)	(0.50%)
<b>General Rates Revenue for existing properties</b>	<b>155,925</b>	<b>5.10%</b>	<b>156,667</b>	<b>5.60%</b>
<b>Rates Growth</b>				
Growth – from new properties	2,226	1.50%	2,226	1.50%
<b>Total Rates Growth</b>	<b>2,226</b>	<b>1.50%</b>	<b>2,226</b>	<b>1.50%</b>
<b>Total General Rates (including Growth)</b>	<b>158,151</b>	<b>6.60%</b>	<b>158,893</b>	<b>7.10%</b>
<b>Other Levies</b>				
Regional Landscape Levy	1,928		1,893	
Rundle Mall Management Levy	4,232		4,232	
<b>Total Other Levies</b>	<b>6,160</b>		<b>6,125</b>	
<b>Other</b>				
Fines and Interest on Overdue Rates	409		567	
Building Upgrade Finance	41		41	
<b>Total Other</b>	<b>450</b>		<b>608</b>	
<b>Total Rates Revenue</b>	<b>164,761</b>		<b>165,626</b>	

### Key Assumptions:

- Maintain targeted Operating Position
- CPI indexation of **3.5%**
- General Rates Revenue increase of **5.6%**
  - CPI 3.5%
  - Asset Renewal Repair Fund 2.1%
  - Asset Renewal Funding Ratio 0.5%
  - Imputed Rate relief provided (0.5%)
- Growth from new developments of **1.5%**

# Capital Budget

## LTFP and Impacts of Q2

\* All or part of the project has been retimed between Financial Years

^ One-off projects delivered in 2025/26 only

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New and Upgraded Assets \$'000s	2025-26 (Q2)	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34	2034-35	Total 10 Years
Central Market Arcade Redevelopment	1,425	-	-	-	-	-	-	-	-	-	1,425
Hindley Street Upgrade *	552	511	1,000	12,053	-	-	-	-	-	-	14,116
Gouger Street Upgrade *	854	7,499	6,297	-	-	-	-	-	-	-	14,650
O'Connell Street Upgrade *	1,163	2,000	5,669	5,669	-	-	-	-	-	-	14,501
Melbourne Street Upgrade *	1,440	900	4,761	-	-	-	-	-	-	-	7,101
Hutt Street Upgrade *	269	972	5,485	5,485	-	-	-	-	-	-	12,211
Brown Hill Keswick Creek	329	320	320	320	320	320	320	320	320	320	3,209
School Safety Implementation Project	180	805	-	-	-	-	-	-	-	-	985
Franklin Street Pedestrian Crossing	128	500	-	-	-	-	-	-	-	-	628
Minor Works Building – Security Upgrades	55	100	300	-	-	-	-	-	-	-	455
West Pallant Street Improvements	37	60	-	-	-	-	-	-	-	-	97
Public Realm Greening Program*	4,787	-	45	-	-	-	-	-	-	-	4,832
UPark Central Market – Parking Guidance System	300	600	-	-	-	-	-	-	-	-	900
Flinders Street Housing *	740	250	500	-	-	-	-	-	-	-	1,490
Community Sports Building Redevelopment - Park 21 West *	4,382	-	-	-	-	-	-	-	-	-	4,382
Community Sports Building Redevelopment - Park 27B *	982	2,800	-	-	-	-	-	-	-	-	3,782
Upgrade to Park Lands Buildings (1.5% Rates Revenue)	106	100	2,047	1,854	1,926	926	889	2,070	2,237	3,262	15,418
Melbourne Street Public Art Commission *	-	180	-	-	-	-	-	-	-	-	180
Place of Courage *^	7	190	-	-	-	-	-	-	-	-	197
Public Art Action Plan Deliverables *	125	150	-	-	-	-	-	-	-	-	275
Public Art - Kaurua Welcome Art Installation *	20	-	140	-	-	-	-	-	-	-	160
Torrens Lake Earth Retaining Structure *	140	968	-	-	-	-	-	-	-	-	1,108
Project Delivery Costs	5,454	4,866	3,985	4,182	441	453	465	476	486	502	21,310
<b>Assumed forward Commitment</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>6,589</b>	<b>6,589</b>	<b>-</b>	<b>23,178</b>
Aquatic Centre Community Playing Field	5,758	-	-	-	-	-	-	-	-	-	5,758
Experience Adelaide Visitor Centre^	3,905	-	-	-	-	-	-	-	-	-	3,905
City Library Capital Fit Out (State Library)	2,500	-	-	-	-	-	-	-	-	-	2,500
South West Community Centre	1,521	-	-	-	-	-	-	-	-	-	1,521
Belair-City Bikeway/Adelaide Park Lands Trail – Glen Osmond Road^	1,390	-	-	-	-	-	-	-	-	-	1,390
Adelaide Park Lands Trail – Sir Donald Bradman Drive^	1,288	-	-	-	-	-	-	-	-	-	1,288
Glen Osmond Road / Hutt Road and Carriageway Park / Tuthangga (Park 17) Improvements	1,200	-	-	-	-	-	-	-	-	-	1,200
James Place Upgrade	1,083	-	-	-	-	-	-	-	-	-	1,083
Market Expansion Capital Works – Ground Floor	1,026	-	-	-	-	-	-	-	-	-	1,026
Other ^	8,737	-	-	-	-	-	-	-	-	-	8,737
<b>Total New and Upgraded Expenditure</b>	<b>51,883</b>	<b>23,771</b>	<b>30,549</b>	<b>32,063</b>	<b>5,187</b>	<b>4,199</b>	<b>4,174</b>	<b>9,455</b>	<b>9,632</b>	<b>4,084</b>	<b>174,998</b>

# Capital Budget

## Issues for Council

The following issues were presented to Council Members at the CEO Briefing on 21 February 2026:

- Current commitments (*projects in progress*) and potential new projects fully commit New and Upgrade allocation over the life of the LTFP, with limited capacity for incoming Councils.
- Constrained ability to further implement endorsed Council strategies into the future.
- A number of significant projects reduces the capacity to deliver other New and Upgrade projects.
- Direction required regarding existing commitments i.e. Mainstreets, street greening and Park Lands buildings.
- The use of assumed forward commitments to fund new projects will exhaust the financial cushion, removing flexibility to respond to unknown/unplanned future impacts or events.
- Higher levels of borrowings earlier than previously anticipated will require a larger surplus to service i.e. increase in rates.
- Delivery of major projects concurrently will constrain and constrict the functions of a capital city.

### Mainstreet Projects

- The confidential CEO Briefing held on 12 March provided more information on Administration's recommendation on the timing of the Mainstreet projects going forward.
- A range of views were discussed regarding an appropriate approach to timing and staging of the program. These views related to scope, staging, timing and prioritisation.
- A further confidential CEO Briefing and a confidential CFG report are scheduled for 21 April to determine the Mainstreet projects delivery approach, which will inform the 2026/27 capital budget.

# Capital Budget

## Renewal

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\$000s	Asset Management Plans (AMPs)		Renewal Program	
	Adopted AMP	Revised AMP	LTFP	Draft Budget
Buildings	10,680	14,329	10,092	13,541
Lighting & Electrical	5,437	5,675	5,138	5,363
Park Lands & Open Space	2,934	1,670	2,772	1,578
Transport	29,670	25,036	28,038	23,659
Urban Elements	5,437	4,693	5,138	4,435
Water Infrastructure *	10,587	7,985	10,147	7,653
<b>Total Infrastructure Renewals</b>	<b>64,744</b>	<b>59,388</b>	<b>61,326</b>	<b>56,229</b>
Plant, Fleet & Equipment Replacement	3,708	5,276	3,504	4,986
Delivery Resources	6,466	8,053	6,110	7,610
<b>Total Renewal &amp; Replacement of Assets</b>	<b>74,918</b>	<b>72,717</b>	<b>70,940</b>	<b>68,825</b>
<b>Asset Renewal Funding Ratio</b>				<b>94.6%</b>

- The AMPs and associated Renewal Program are reviewed on an annual basis based on current condition audit, risk, and the delivery of upgrades to existing assets.
- Based on Administration's recommendation on the timing of the delivery of existing committed projects, the AMPs and Draft Renewal Program have been revised.

\* Includes funding for the Torrens Weir Structure (Significant Renewal)

# Next Steps

## Roadmap

**We will work with Council to ensure that a final 2026/27 BP&B is adopted in June, ready to be implemented in July.**

Council will have a CEO Briefing and receive two reports on 21 April:

- Approach for delivering the Mainstreet Revitalisation projects (2026/27 budget allocations for these projects) – *Confidential CEO Briefing and Confidential Report*
- Revised operating budget, including Strategic Projects, for inclusion in the Draft 2026/27 Business Plan and Budget – *Report*

Council will then receive a report on 28 April, seeking endorsement on the Draft 2026/27 BP&B for community consultation.

Date	Forum	Topic	
2-Dec	Spec CFG	Building the 2026/27 BP&B – Process, Priorities, Objectives and Involvement	✓
9-Dec	Spec CFG	Base position (LTFP) and AEDA allocation	✓
6-Feb	ARC	2026/27 BP&B – priorities, parameters, assumptions and current position	✓
7-Feb	CEO Briefing	2026/27 Base Operating Budget	✓
21-Feb	CEO Briefing	2026/27 Capital Budget	✓
12-Mar	CEO Briefing	Mainstreet Revitalisation Projects – Update	✓
23-Mar	CEO Briefing	AEDA Appropriation	✓
14-Apr	Spec CFG	Draft 2026/27 BP&B – Inflation assumption	✓
17-Apr	ARC	Draft 2026/27 BP&B – update	✓
21-Apr	CEO Briefing	Delivery Options for Mainstreet Projects	
21-Apr	CFG	Draft 2026/27 BP&B – Operating Budget	
28-Apr	Council		
21-Apr	CFG	Delivery Options for Mainstreet Projects	
28-Apr	Council		
28-Apr	Spec CFG	Draft 2026/27 BP&B for public consultation	
28-Apr	Council		
5-26 May	N/A	Community consultation (22 Days)	
15-May	ARC	Draft 2026/27 BP&B	
26-May	Council	Public Hearing	
9-Jun	Council	Consultation results	
16-Jun	CFG	Final 2026/27 BP&B for endorsement	
23-Jun	Council		

## Audit and Risk Committee Self-Assessment Results

Friday, 17 April 2026

Audit and Risk Committee

Strategic Alignment - Our Corporation

**Program Contact:**

Rebecca Hayes, Associate  
Director Governance & Strategy

Public

**Approving Officer:**

Anthony Spartalis, Chief  
Operating Officer

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## EXECUTIVE SUMMARY

In accordance with the Audit and Risk Committee's Terms of Reference, the Audit and Risk Committee shall at least once a year, review its own performance, membership, and Terms of Reference to ensure it is operating at maximum effectiveness.

To facilitate a review, an Assessment Survey was sent to all Audit and Risk Committee Members on 12 January 2026, with a closing date of 26 January 2026. Six members (including the *ex-Officio* member) responded to this survey. This report provides a summary of the survey results.

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## RECOMMENDATION

### THAT THE AUDIT AND RISK COMMITTEE

1. Notes the results of the Audit and Risk Committee Self-Assessment 2026 as contained in Attachment A to Item 7.1 on the Agenda for the meeting of the Audit and Risk Committee held on 17 April 2026.

## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<p><b>Strategic Alignment – Our Corporation</b></p> <p>Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions.</p> <p>Enable effective governance, risk management, accountability and transparency at all times in decision making.</p>
Policy	The Audit and Risk Committee is required to do an annual self-assessment in accordance with its Terms of Reference.
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	The Audit and Risk Committee is required to do a self-assessment in accordance with its Terms of Reference.
Opportunities	The self-assessment provides the opportunity to assess and strengthen the activities of the Audit and Risk Committee.
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

## DISCUSSION

1. In accordance with the Audit and Risk Committee Terms of Reference (ToR) (view [Link 1](#)), the Audit and Risk Committee (the Committee) shall at least once a year, review its own performance, membership, and Terms of Reference to ensure it is operating at maximum effectiveness
2. The Audit and Risk Committee Assessment Survey 2026 was sent to all Committee Members on 12 January 2026, with a closing date of 26 January 2026. All six members responded, including the *ex-Officio* member.
3. All results and comments provided are summarised in the Audit and Risk Committee Self-Assessment Summary Report as contained in Attachment A.

### Survey Results

4. In response to the survey results, a review of the ToR was undertaken, with the updated document to be presented separately to the Committee at its meeting to be held on 17 April 2026, ahead of approval by Council. No amendments to the ToR have been identified on the basis of the survey results.
5. In response to the survey results, the following information is provided:
  - 5.1. Committee Member Training opportunities:
    - 5.1.1. The Local Government Association of South Australia provides training and development opportunities for ARC Members. The following upcoming opportunities include:
      - 5.1.1.1. Audit and Risk Committees: General Overview – A half day session designed to provide an overview of the legislative requirements and practical responsibilities of an Audit and Risk Committee. The next session is to be held on 27 May 2026 at 9:30am until 12:30pm either face to face or via live virtual classroom.
      - 5.1.1.2. Beyond Compliance: Audit and Risk Chairs Forum – An annual forum to hear directly from key leasers, explore emerging risks and strengthen oversight. The forum is scheduled for Monday 22 June 2026 with further details to be released.
    - 5.2. Should Committee members be interested in the above opportunities, they are encouraged to contact the Chief Operating Officer to further discuss opportunities.
    - 5.3. In response to Question 15, comments received in relation to new committee members being unable to interact with the external auditor, reflects the completion of the previous external auditors term, the commencement of the new external auditor and the appointment of new Committee members.
  6. General comments provided through the survey have been considered by Administration who are considering improvement opportunities in response to the feedback.

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## DATA AND SUPPORTING INFORMATION

**Link 1** – [Audit and Risk Committee Terms of Reference](#)

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## ATTACHMENTS

**Attachment A** – Audit and Risk Committee Self-Assessment Summary Report

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- END OF REPORT -



Question	Answer	Comment
<b>Q1:</b> Based on your experience to date, do you believe the Audit and Risk Committee is effectively fulfilling its purpose and responsibilities?	6 x Yes	<ul style="list-style-type: none"> <li>Comments indicate that the Audit and Risk Committee is effectively performing its role through strong oversight and active scrutiny of information and leadership.</li> </ul>
<b>Q2:</b> Do you believe the Committee collectively has sufficient skills, experience, time, and resources to undertake its duties effectively?	6 x Yes	
<b>Q3:</b> Do you believe the Committee has access to sufficient induction and training opportunities to optimise its effectiveness (including for new members)?	6 x Yes	<ul style="list-style-type: none"> <li>Comments indicate that while initial induction was adequate, there is a gap in ongoing, role-specific training for Committee members, suggesting an opportunity to strengthen capability and continuous development.</li> </ul>
<b>Q4:</b> Over the last year or in your experience, do you believe the Presiding Member and Committee Members have prepared for (and participated in) Committee meetings appropriately?	6 x Yes	<ul style="list-style-type: none"> <li>Comments indicate that members are generally well prepared and actively engaged in meetings, demonstrating appropriate participation and effective questioning of management. While the Council nominee has not always been able to attend, the proxy has ensured continuity through consistent and diligent participation.</li> </ul>
<b>Q5:</b> When reviewing agenda items, providing feedback, and making recommendations, do you believe the Committee operates, or will operate, as a cohesive and respectful team, balancing challenge with collaboration?	6 x Yes	
<b>Q6:</b> Do you believe the Committee works effectively and professionally with management,	6 x Yes	

**Audit and Risk Self-Assessment Report 2026**

<p><b>auditors, and other attendees at meetings, maintaining appropriate challenge and mutual respect?</b></p>		
<p><b>Q7:</b> <b>Over the last year or in your experience, do you think the Committee has effectively monitored the integrity of Council and subsidiary financial statements?</b></p>	<p>6 x Yes</p>	
<p><b>Q8:</b> <b>Over the last year or in your experience, do you think the Committee has effectively reviewed Council's adherence to evolving accounting standards and policies?</b></p>	<p>4 x Yes 2 x Other</p>	<ul style="list-style-type: none"> <li>Comments indicate that most members consider the Committee to be effectively reviewing Council's adherence to evolving accounting standards and policies. However, a portion of members were unable to form a view due to being new to the Committee and having attended a limited number of meetings, reflecting a lack of sufficient exposure rather than concern with the process itself.</li> </ul>
<p><b>Q9:</b> <b>Over the last year or in your experience, do you think the Committee has effectively reviewed internal controls such as Council financial controls and risk management systems?</b></p>	<p>5 x Yes 1 x Other</p>	<ul style="list-style-type: none"> <li>Comments indicate that most members consider the Committee to be effectively reviewing internal controls, including financial controls and risk management systems. One member was unable to form a view due to being new and having limited exposure, reflecting insufficient experience rather than concern with the process.</li> </ul>
<p><b>Q10:</b> <b>Over the last year or in your experience, do you think the Committee has effectively reviewed the policies, systems and procedures in place for managing strategic, financial and operational risks and the activities of the Executive Strategic Risk and Internal Audit Group?</b></p>	<p>6 x Yes</p>	
<p><b>Q11:</b> <b>Over the last year or in your experience, do you think the Committee has effectively reviewed the content and delivery of Council's Strategic Management Plans, Business Plan, Long Term Financial Plan and Asset Management Plans?</b></p>	<p>5 x Yes 1 x Other</p>	<ul style="list-style-type: none"> <li>Comments indicate that most members consider the Committee to be effectively reviewing key strategic and financial plans. One member was unable to form a view due to being new and having attended a limited number of meetings, reflecting limited exposure rather than concern with the process.</li> </ul>

## Audit and Risk Self-Assessment Report 2026

<p><b>Q12:</b></p> <p>Over the last year or in your experience, do you think the Committee has effectively reviewed the Internal Audit Work Plan including monitoring the effectiveness of management's responsiveness to findings and recommendations of the Internal Auditor?</p>	<p>6 x Yes</p>	
<p><b>Q13:</b></p> <p>Over the last year or in your experience, do you think the Committee has been effective in ensuring a robust approach has been implemented at City of Adelaide to sufficiently manage risk and opportunity?</p>	<p>6 x Yes</p>	
<p><b>Q14:</b></p> <p>Over the last year or in your experience, do you think there has been a productive relationship between Committee members and the External Auditor, with open lines of communication and ongoing dialogue?</p>	<p>5 x Yes 1 x Other</p>	<ul style="list-style-type: none"> <li>Comments indicate that most members consider there to be a productive relationship with the External Auditor, supported by open communication and ongoing dialogue. One member was unable to form a view due to being new and not yet involved in this aspect, reflecting limited exposure rather than concern with the process</li> </ul>
<p><b>Q15:</b></p> <p>In your experience, do you believe there is an adequate process in place for the Committee to review the effectiveness of the External Audit and oversee actions to follow up on matters raised by the External Auditor?</p>	<p>4 x Yes 2 x Other</p>	<ul style="list-style-type: none"> <li>Comments indicate that most members consider there to be an adequate process in place to review the effectiveness of the External Audit and oversee follow-up actions. However, one comment suggests there may be delays in organisational response times, indicating an opportunity to improve timeliness. Another member was unable to form a view due to being new and not yet involved in this area, reflecting limited exposure rather than concern with the process.</li> </ul>
<p><b>Q16:</b></p> <p>Over the last year or in your experience, do you believe that meeting arrangements (eg frequency, timing, duration, venue and format) have supported and are set up to support the Committee in operating as effectively as possible?</p>	<p>6 x Yes</p>	

## Audit and Risk Self-Assessment Report 2026

<p><b>Q17:</b></p> <p>Over the last year or in your experience, do you believe that meeting materials (eg Agendas, reports, presentations and minutes) have been distributed and presented in such a way as to maximise Committee effectiveness?</p>	<p>6 x Yes</p>	
<p><b>Q18:</b></p> <p>Over the last year or in your experience, do you believe that meeting materials (reports and presentations) have had the quality content needed to enable the Committee to operate as effectively as possible?</p>	<p>6 x Yes</p>	<ul style="list-style-type: none"> <li>Comments indicate that members are generally satisfied with the quality of meeting materials and consider them sufficient to support effective Committee operation. However, one comment highlights a need for clearer identification of draft documents, suggesting an opportunity to improve clarity and reduce potential confusion.</li> </ul>
<p><b>Q19:</b></p> <p>Do you believe that Committee reporting and feedback mechanisms to and from Council are effective in supporting the Committee to fulfil its purpose?</p>	<p>5 x Yes 1 x No</p>	<ul style="list-style-type: none"> <li>Comments indicate that most members consider reporting and feedback mechanisms between the Committee and Council to be effective. However, one comment indicates there may be scope to enhance engagement with Council.</li> </ul>
<p><b>Q20:</b></p> <p>If you have any further comments or feedback on the effectiveness of the Audit and Risk Committee over the last year that you would like to share, please feel free to provide them here.</p>		<ul style="list-style-type: none"> <li>Comments reflect a positive view of the Committee's composition, noting that while there are several new members, they are highly capable and, together with existing members, are expected to strengthen scrutiny and continue elevating the Committee's performance in line with its Terms of Reference</li> </ul>
<p><b>Q21:</b></p> <p>In your opinion, are there any skills or knowledge gaps you think should be addressed within the Committee membership?</p>		<ul style="list-style-type: none"> <li>Comments indicate that there are no evident skills or knowledge gaps within the Committee, with members described as experienced and diligent, and the Chair demonstrating strong attention to clarity and detail.</li> </ul>
<p><b>Q22:</b></p> <p>Are there any areas relevant to your role on the Committee for which you would like to have further training?</p>		<ul style="list-style-type: none"> <li>Comments indicate that members have not identified a need for specific further training, noting confidence in their understanding of the Committee's processes and role following exposure to a full annual cycle, as well as positive support from</li> </ul>

**Audit and Risk Self-Assessment Report 2026**

		<p>management. However noting response to Q3 (<i>a gap in ongoing, role-specific training for Committee members, suggesting an opportunity to strengthen capability and continuous development</i>), there is an opportunity to monitor this during the year.</p>
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## Annual Terms of Reference Review

Strategic Alignment - Our Corporation

Public

Friday, 17 April 2026

Audit and Risk Committee

**Program Contact:**

Rebecca Hayes, Associate  
Director Governance & Strategy

**Approving Officer:**

Anthony Spartalis,  
Chief Operating Officer

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## EXECUTIVE SUMMARY

Clause 12.4 of the Audit and Risk Committee (the Committee) Terms of Reference (ToR) states that at least once a year, the Committee will review its own performance, membership, and ToR to ensure it is operating at optimum effectiveness. The review has highlighted minor changes to the ToR document as contained in Attachment A.

If endorsed by the Committee, the proposed Committee 'Terms of Reference and Meeting Procedures' as contained in Attachment A will be presented to the Council Meeting on 28 April 2026 and will replace the existing ToR upon Council's adoption.

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## RECOMMENDATION

THAT THE AUDIT AND RISK COMMITTEE RECOMMENDS TO COUNCIL

THAT COUNCIL

1. Adopts the Audit and Risk Committee Terms of Reference as contained in Attachment A to Item 7.2 on the Agenda for the meeting of the Audit and Risk Committee held on 17 April 2026.
  2. Authorises the Chief Executive Officer or delegate to make any necessary typographical or syntactical amendments to the Terms of Reference for the Audit and Risk Committee as contained in Attachment A to Item 7.2 on the Agenda for the meeting of the Audit and Risk Committee held on 17 April 2026.
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## IMPLICATIONS AND FINANCIALS

City of Adelaide 2024-2028 Strategic Plan	<b>Strategic Alignment – Our Corporation</b> Demonstrate bold capital city leadership and robust governance with our community at the heart of our decisions Enable effective governance, risk management, accountability and transparency at all times in decision making
Policy	Audit and Risk Committee Terms of Reference (Current) - ( <a href="#">Link 1</a> )
Consultation	Not as a result of this report
Resource	Not as a result of this report
Risk / Legal / Legislative	<i>Local Government Act 1999 (SA)</i> <i>Local Government (Procedures at Meetings) Regulations 2013</i>
Opportunities	Not as a result of this report
25/26 Budget Allocation	Not as a result of this report
Proposed 26/27 Budget Allocation	Not as a result of this report
Life of Project, Service, Initiative or (Expectancy of) Asset	Not as a result of this report
25/26 Budget Reconsideration (if applicable)	Not as a result of this report
Ongoing Costs (eg maintenance cost)	Not as a result of this report
Other Funding Sources	Not as a result of this report

# DISCUSSION

## Background

1. The City of Adelaide Audit and Risk Committee (the Committee) is established pursuant to section 126 of the *Local Government Act 1999* (SA).
2. The Terms of Reference (ToR) assist the Committee, Council, and the community in understanding the Committee's role and responsibilities.
3. The current ToR adopted by Council on 28 January 2025 is available on the City of Adelaide website ([Link 1](#))
4. Clause 12.4 of the ToR states that at least once a year, the Committee will review its own performance, membership, and Terms of Reference to ensure it is operating at maximum effectiveness.
5. The recommended changes to the ToR are listed below:
  - 5.1. Inclusion at part 11.4.5 under 'Internal Audit':
    - 5.1.1. 'Provide oversight and feedback (as required) on draft Internal Audit Scopes.'
  - 5.2. Inclusions from part 156 – 159 to facilitate out of session resolutions in exceptional circumstances:
    - 5.2.1. 'In exceptional circumstances, as determined by the Chief Operating Officer, the Committee may be presented with a written resolution outside of a formal meeting of the Committee.'
    - 5.2.2. A proposed resolution in writing and given to all Committee Members in accordance with procedures determined by the Committee will be a valid decision of the Committee where a majority of Committee Members vote in favour of the resolution by providing written notice of their consent.'
    - 5.2.3. The resolution shall thereupon be as valid and effectual as if it had been passed at a meeting of the Committee duly convened and held.
    - 5.2.4. The resolution must be presented at the next ordinary meeting of the Committee for noting.'
  - 5.3. Minor typographical and grammatical amendments have been made throughout the document.
6. A tracked changes version of the proposed ToR is available here ([Link 2](#)).
7. At its meeting held on 10 March 2026, Council adopted an updated Acknowledgement of Country protocol which will be implemented across City of Adelaide documentation from 1 May 2026. The ToR and other relevant Committee templates will be updated at this time.

## Next Steps

8. If endorsed by the Committee, the proposed Committee 'Terms of Reference and Meeting Procedures' as contained in Attachment A will be presented to the Council Meeting on 28 April 2026 and will replace the existing ToR upon adoption by Council.

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# DATA AND SUPPORTING INFORMATION

[Link 1 - Audit and Risk Committee Terms of Reference \(Current\)](#)

[Link 2 - Tracked changes - Draft Audit and Risk Committee Terms of Reference](#)

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# ATTACHMENTS

**Attachment A** – City of Adelaide Audit and Risk Committee Terms of Reference and Meeting Procedures

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- END OF REPORT -

# City of Adelaide Audit and Risk Committee Terms of Reference and Meeting Procedures

XX April 2026

Legislative



## **ACKNOWLEDGEMENT OF COUNTRY**

The City of Adelaide acknowledges that we are located on the traditional Country of the Kaurna people of the Adelaide Plains and pays respect to Elders past, present and emerging.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.

And we also extend that respect to visitors of other Aboriginal Language Groups and other First Nations.

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**1. PREAMBLE**

1. The Audit and Risk Committee is a formally appointed committee of the City of Adelaide (CoA), pursuant to Section 126 of the *Local Government Act 1999 (SA)* (the Act).
2. The establishment of the Audit and Risk Committees does not derogate from the power of the Council to act in a matter.
3. The Audit and Risk Committee will operate until the end of the 2022-2026 term of office unless Council resolves otherwise.

**2. PURPOSE OF THE AUDIT AND RISK COMMITTEE**

4. The purpose of the Audit and Risk Committee is to provide independent assurance and advice to Council on accounting, financial management, internal controls, risk management and governance matters.
5. The functions of the Committee as prescribed under Section 126 (4) of the Act include:
  - 5.1 reviewing annual financial statements to ensure that they present fairly the state of affairs of Council; and
  - 5.2 proposing, and providing information relevant to, a review of Council's strategic management plans or annual business plan; and
  - 5.3 proposing, and reviewing, the exercise of powers under section 130A; and
  - 5.4 liaising with Council's auditor; and
  - 5.5 reviewing the adequacy of the accounting, internal control, reporting and other financial management systems and practices of Council regularly.
6. Act as the Audit and Risk Committee of the following Council subsidiaries:
  - 6.1 Adelaide Economic Development Authority (AEDA)
  - 6.2 Adelaide Central Market Authority (ACMA)
  - 6.3 Kadaltilla / Adelaide Park Lands Authority
7. The Audit and Risk Committee will report to Council and provide appropriate advice and recommendations on matters relevant to its Terms of Reference to facilitate informed decision making in relation to discharging its legislative responsibilities and duties. The Committee does not enjoy the delegation of any powers or functions of the Council but acts in accordance with these Terms of Reference.

**3. AUDIT AND RISK COMMITTEE ROLE, RESPONSIBILITIES AND REPORTING**

8. Whilst the Audit and Risk Committee format is less structural and seeks less formality than a Council meeting, several procedures emulate those procedures observed by and mandated by Regulation for a meeting of Council and/or a committee established by the Council. The Audit and Risk Committee will observe the provisions contained in Parts 1, 3 and 4 of the *Local Government (Procedures at Meetings) Regulations 2013 (SA)*, along with the provisions in this Terms of Reference and Meeting Procedures document.
9. The Audit and Risk Committee will report directly to Council, presenting recommendations for Council determination.
10. The Audit and Risk Committee may:
  - 10.1 Receive and consider reports to resolve a recommendation for Council determination.
  - 10.2 Receive reports for noting.
  - 10.3 Determine their own procedure provided it is not inconsistent with the Act, Regulations, or the *Core Committees Terms of Reference and Meeting Procedures* document.
  - 10.4 Access, at the Council's expense, legal advice or other professional advice on any matter within its Terms of Reference.

## 11 Responsibilities and Reporting

### 11.1 Financial Reporting

- 11.1.1 Receive and monitor the integrity of the financial statements of the Council, reviewing significant financial reporting issues and judgements which they contain.
- 11.1.2 Review any report obtained by Council under section 48(1) of the Act in accordance with Council's Prudential Management Policy.
- 11.1.3 Review and challenge where necessary:
  - The consistency of, and any changes to, accounting policies, both on a year-on-year basis.
  - The methods used to account for significant or unusual transactions where different approaches are possible.
  - Whether the Council has followed appropriate accounting standards and made appropriate estimates and judgements, taking into account the views of the external auditor.
  - The clarity of disclosure in the Council's financial reports and the context in which statements are made.
  - All material information presented with the financial statements, such as the operating and financial review and the corporate governance statement (insofar as it relates to audit and risk management).

### 11.2 Internal Control and Risk Management Systems

- 11.2.1 Keep under review the effectiveness of the Council's internal controls, risk and information management systems and the Council's Risk Profile, monitoring the risk exposure of Council and its subsidiaries.
- 11.2.2 Review the adequacy and effectiveness of Council's accounting, internal controls, policies, systems and procedures established and maintained for the identification, assessment, monitoring, management and review of strategic, financial and operational risks on a regular basis.
- 11.2.3 Receive reports on the activities of the Executive Strategic Risk and Internal Audit Group.
- 11.2.4 Monitor the responsiveness to recommendations for improvement based on previous audits and risk assessments, including those raised by Council's auditor.

### 11.3 Management Plans and Business Plans

- 11.3.1 Review and provide advice on the Council's Strategic Management Plans, Integrated Business Plan, Long Term Financial Plan and Asset Management Plans and receive regular updates on the implementation of these plans.
- 11.3.2 Monitor, review and receive updates on the effective delivery of these plans.

### 11.4 Internal Audit

- 11.4.1. Monitor and review the effectiveness of the Council's Internal Audit Work Plan and function in the context of the Council's overall risk management system.
- 11.4.2. Receive full reports on all Internal Audit projects and monitor management's responsiveness to the findings and recommendation of the Internal Auditor.
- 11.4.3. Meet with the Internal Audit Partner at least once a year, without management being present, to discuss any issues arising from the Internal Audits carried out during the year. In addition, the Internal Audit Partner shall be given the right of direct access to the Lord Mayor and the Chair of the Audit and Risk Committee.

11.4.4. Review the selection process for the Internal Auditor. Appointment of the Internal Auditor is the responsibility of management in accordance with Council's procurement framework. If the Internal Auditor resigns, the Audit and Risk Committee shall investigate the issues leading to the resignation and decide whether any action is required.

11.4.5. Provide oversight and feedback (as required) on draft Internal Audit Scopes.

**11.5 External Audit**

11.5.1. Consider and make recommendations to the Council, in relation to the appointment, reappointment, scope of engagement and removal of the Council's External Auditor in accordance with section 128-130 of the Act.

11.5.2. Oversee the relationship with the External Auditor, including, but not limited to:

- Endorsing the audit timetable and audit plan.
- Recommending the approval of the external auditor's terms of engagement, including any engagement letter issued at the commencement of each audit and the scope of the audit.
- Assessing the external auditor's independence and objectivity considering relevant professional and regulatory requirements and the extent of Council's relationship with the auditor, including the provision of any non-audit services.
- Satisfying itself that there are no relationships (such as family, employment, investment, financial or business) between the external auditor and the Council (other than in the ordinary course of business).
- Monitoring the external auditor's compliance with legislative requirements on the rotation of individuals in accordance with section 128(6) of the Act.
- Assessing the external auditor's qualifications, expertise and resources and the effectiveness of the audit process (which shall include a report from the external auditor on the Audit and Risk Committee's own internal quality procedures).

11.5.3 Meet as needed with the External Auditor and at least once a year meet without management being present to discuss issues arising from the External Audit.

11.5.4 Review the findings of the External Audit with the External Auditor, including a discussion on any major issues which arose during the audit, any accounting and audit judgements and levels of errors identified during the audit.

11.5.5 Review the Report to the Chief Executive Officer and management's response to the External Auditor's findings and recommendations.

11.5.6 Review any representation letter(s) requested by the External Auditor before they are signed by management.

11.5.7 Review the effectiveness of the External Audit and oversee actions to follow up on matters raised by the External Auditor.

**11.6 Other functions**

11.6.1 Make recommendations to Council on the exercise of Council's powers under Section 130A of the Act, in relation to the conduct of Economy Audits that would not otherwise be addressed or included as part of an annual External Audit.

11.6.2 Review, advise and approve (where appropriate) relevant components of Council's Annual Report including:

- Annual financial statements for Council and subsidiaries.
- Internal control and risk statements (where appropriate).

- Annual report of the Committee (to be included in the Council Annual Report).
- Give due consideration to laws and regulations of the *Local Government Act 1999 (SA)*.

## 12. Reporting and Accountability

- 12.1 The Audit and Risk Committee shall report to the Council after every meeting to identify and present advice and recommendations. The Chair shall attend these meetings and talk on these matters, as and when required.
- 12.2. The Chief Executive Officer or delegate will identify matters, further to those matters covered elsewhere in these Terms of Reference, to be reported to the Audit and Risk Committee in detail where those matters are considered to be of material effect, have a material impact on the operation of Council as an elected body (eg impact on policies relating to Council Members) or have significant impact on Council's operations.
- 12.3. The Audit and Risk Committee Chair shall present the Annual Financial Statements to Council and provide comment on the veracity of Council's financial statements and conduct of the external audit as required by these Terms of Reference.
- 12.4. At least once a year, ensure the Audit and Risk Committee will review its own performance, membership, and Terms of Reference to ensure it is operating at maximum effectiveness. The Chair will provide a report to Council summarising its activities for the year including any recommended changes it considers necessary to the Council for approval. The Chair will be present at that meeting of Council to support the report submitted.
- 12.5. The Committee will provide an annual report to the Council on the Committee's work during the period to which the report relates.
- 12.6. The Chief Executive Officer or delegate may undertake a review of the effectiveness and performance of the Audit and Risk Committee including a review of the Terms of Reference. This review must be undertaken by an external party appointed by the Chief Executive Officer or delegate in consultation with the Lord Mayor. The Council will be informed that a review is being undertaken and the outcome of the review.

## 4. GUIDING PRINCIPLES

13. Procedures in the Audit and Risk Committee meeting that must be observed are detailed in the *Local Government Act 1999 (SA)* and *Local Government (Procedures at Meetings) Regulations 2013 (SA)*.
14. Council has resolved to apply the provisions of Parts 1, 3 and 4 of the *Local Government (Procedures at Meetings) Regulations 2013 (SA)*.
15. Procedures within the following instruments have informed drafting of the Terms of Reference and Meeting Procedures for the Audit and Risk Committee:
- *Local Government Act 1999 (SA)* (the Act)
  - Parts 1, 3 & 4 of *Local Government (Procedures at Meetings) Regulations 2013 (SA)*
  - Behavioural Standards for Council Members.
16. Where a procedure is not prescribed, the Audit and Risk Committee can determine its own procedure provided it is not inconsistent with the Act, Regulations, or this document.
17. This document is drafted to support the guiding principles that the procedures to be observed at meetings of the Audit and Risk Committee will:

- contribute to open, transparent, and informed decision making.
  - encourage appropriate public participation in the affairs of the Council.
  - reflect levels of formality appropriate to the nature and scope of responsibilities exercised at the meeting.
  - be sufficiently certain to give the community and decision makers confidence in the deliberations undertaken at the meeting.
18. This document is written for the information of the public, Audit and Risk Committee members and staff of the City of Adelaide and applies to ordinary and special meetings.

### 5. MEMBERSHIP

#### Membership

19. Members of the Audit and Risk Committee are appointed by Council in accordance with section 126(2) of the Act and these Terms of Reference. The Committee shall consist of five members including: One Councillor and Four Independent Members.
20. The Lord Mayor shall be an *ex-officio* member and:
1. Is not included in the membership number
  2. Has no voting rights
  3. Receives all agendas and minutes, and
  4. Is able to participate in discussion.

#### Appointment of Members

21. Members of the Audit and Risk Committee (when considered as a whole) must have skills, knowledge and experience relevant to the functions of the Audit and Risk Committee, including financial management, risk management, governance and ideally be familiar with the reporting requirements of Local Government.
22. Recruitment of Independent Members will be undertaken by Administration in accordance with approved recruitment best practice and relevant policies and procedures. Once completed, a recommendation(s) for appointment will be put to Council for decision.
23. Criteria used to select Members will have regard to diversity and representation principles, noting:
1. City of Adelaide employees are not eligible to be members of the Committee.
24. Appointments of Independent Members shall be for a term of up to four years and appointments of Council Members shall be for a term of two years. Four years is the preferred term for Independent Members however consideration will be given to shorter terms to enable staggering of potential reappointment dates and to ensure there is continuity of experience on the Committee.
25. Appointees may be reappointed by Council for a further term (or terms) however consecutive service cannot exceed eight years, noting:
1. Members of the Committee may be removed by Council resolution at any time.
  2. Council will appoint an Independent Member as the Presiding Member of the Committee for a period of its choosing. Council may decide to extend the appointment noting a member cannot exceed two terms of appointment.

#### Proxies

26. Proxy members for the Council Member may be appointed to the Audit and Risk Committee by the Council. The proxies appointed will be able to act for the Council Member appointed for the two-year appointment period.

#### Remuneration Schedule 2022-2026

27. The Lord Mayor and Council Member are not remunerated for participation on the City of Adelaide Audit and Risk Committee as their participation is voluntary and can be considered an extension of their role.

28. Independent Member will be paid an allowance in the form of sitting fees for each meeting attended, which will be reviewed and set by Council within six months of the General Election. Professional fees will also be paid for the advice and attendance of the Internal and External Auditors at the Audit and Risk Committee.

## 6. BEHAVIOURS

29. Council Members are required to observe the Behavioural Standards as determined by the Minister. The Behavioural Standards published in the *SA Government Gazette* on 22 November 2022 are a public declaration of the principles of good conduct and standards of behaviour that the Lord Mayor and Members of Council are expected to demonstrate in the performance of their responsibilities as elected community representatives and within decision-making forums. Committee members are expected to observe Behavioural Standards.

### Behavioural Standards

#### Committee Member Integrity

30. City of Adelaide Audit and Risk Committee members, pursuant to s 62 of the *Local Government Act 1999* (SA) are required to observe the following:
1. All members of the Committee must comply with chapter 5 part 4 of the Act relating to Conduct, Disclosure and Register of Interests
  2. A member of Committee must always act honestly in the performance and discharge of official functions and duties.
  3. A member of a committee must always act with reasonable care and diligence in the performance and discharge of official functions and duties.
  4. A member or former member of a committee must not, whether within or outside the State, make improper use of information acquired by virtue of his or her position as a member of the Committee to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.
  5. A member of a committee must not, whether within or outside the State, make improper use of his or her position as a member of the committee to gain, directly or indirectly, an advantage for himself or herself or for another person or to cause detriment to the council.
  6. A member or former member of a committee must not disclose information or a document:
    - where there is a confidential order in effect for the information or document to be treated confidentially, or
    - that the member or former member knows, or ought reasonably to know, is information or a document that is otherwise required to be treated confidentially.
  7. A member of a committee must not direct or seek to influence an employee of the council in the exercise or performance of a power or function delegated to or performed by the employee.
  8. A member of a committee must—
    - ensure that a request for information or a document from a person engaged in the administration of the council is made in accordance with the requirements of the Chief Executive Officer of the council; and
    - ensure that a request for the performance of work or the taking of action by an employee of the council is made in accordance with the requirements of the Chief Executive Officer of the council.
31. An Audit and Risk Committee member must not whilst at a meeting –
1. Behave in an improper or disorderly manner, or
  2. Cause an interruption or interrupt another member who is speaking.

32. An Audit and Risk Committee member is not considered to have caused an interruption if they are:
  1. Objecting to words used by a member who is speaking, or
  2. Calling attention to a point of order, or
  3. Calling attention to a want of quorum.
33. If the Chair considers that a committee member has behaved improperly, disorderly, or is causing interruption or interrupts another who is speaking, the meeting may resolve to censure or suspend said member for a part or remainder of the meeting.

#### **Members of the Public**

34. Public access to meetings underpins a key aim of the Local Government Act for transparency and accountability of Council and Committee decision making.
35. Any person attending a meeting of the Audit and Risk Committee is required to:
  1. not intentionally obstruct or hinder proceedings
  2. not behave in a disorderly manner
  3. not disrupt or interrupt the meeting
  4. be respectful in their language and behaviour
  5. reserve discussion and conversation for before or after the meeting
  6. observe the protocol for electronic devices to be switched off or switched to silent
  7. limit the number of distracting activities.
36. The Chair may remind any person attending a meeting (as a participant or an observer) of the expectation of behaviour standards at the beginning of the meeting.
37. The Chair may request any participant or observer to not behave or continue to behave in a disorderly or disruptive manner.
38. In the event that a participant or person attending a meeting refuses the request of the Chair, that person may be escorted from the meeting or the meeting may be adjourned.
39. A member of the public who behaves in a disorderly manner or causes interruption at a meeting may incur a maximum penalty of \$500.

## **7. MEETINGS**

### **Audit and Risk Committee**

40. All meetings are open to the public.
41. The public may be excluded from attendance at part of a meeting if the meeting determines that the receipt, discussion and consideration in confidence is necessary and appropriate.
42. An up-to-date schedule of dates, times and places set for ordinary meetings of the Audit and Risk Committee can be found on [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au)
43. Special meetings may be held at any time, in accordance with the section 87 of the *Local Government Act 1999* (SA); the date, time and place will be published on [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au)

### **Frequency, Times and Locations of Meetings**

44. The Audit and Risk Committee shall meet at least six times per year, on dates and times determined by the Audit and Risk Committee. It will meet in the Colonel Light Room, Town Hall, King William Street, Adelaide, unless otherwise determined by Council or the Chief Operating Officer.
45. The Audit and Risk Committee will consider and determine its meeting dates and commencement times to support this schedule. The schedule may be altered by the Chief Operating Officer in consultation with the Chair, taking into consideration:
  1. Changes in quorum and availability of members

2. Urgency of business
46. Each Audit and Risk Committee meeting is scheduled for two hours.

## 8. BEFORE THE MEETING

### Notice of Meeting and Agenda

47. Notice to the public of the times and places of Audit and Risk Committee meetings will be published on [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au)
48. Public notice with an Agenda will be displayed at 25 Pirie Street, Adelaide until the completion of the relevant meeting.
49. The agenda for every meeting will identify any items of business and the basis for the matter recommended to be received, discussed and considered in confidence.
50. A notice of meeting setting out the date, time, place of meeting, accompanied by the agenda with reports for the Audit and Risk Committee, will be distributed to Committee members and published on the Council website by close of business Friday, the week before the meeting.
51. Public notice for an ordinary meeting of the Audit and Risk Committee must be published at least three days before the meeting.
52. One hard copy of the agenda for an Audit and Risk Committee, including reports or workshop/discussion items and excluding any items recommended to be received and discussed in confidence, will be displayed at 25 Pirie Street, Adelaide and made accessible to the public via, the City of Adelaide website at [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au).
53. Noting the minimum notice to be given of four hours prior to a special meeting, notice of meeting and an agenda with reports for a special meeting will, wherever possible, be distributed with at least 24 hours' notice of the meeting.
54. If the nature of a matter requires that it remains confidential, the matter will be marked 'Confidential' in agendas, reports and any other meeting papers dealing with the matter prior to distribution to meeting participants.
55. A person receiving a meeting paper marked 'Confidential' must not provide that paper to any other person or discuss or disseminate information in that paper unless the meeting has resolved that the matter is not to be treated confidentially.

### Agenda Structure

56. The Chief Operating Officer may change the structure of the agenda at any time.
57. The Chair with the consent of the meeting may change the order of consideration of an item listed on the agenda.
58. Agenda structures for an ordinary meeting and special meeting are provided below.

#### Ordinary Meeting Agenda

1. Acknowledgement of Country
2. Apologies and Leave of Absence
3. Confirmation of the Minutes
4. Declaration of Conflict of Interest
5. Presiding Member Reports
6. Reports
7. Emerging Key Risks
8. Independent Member Discussion
9. Other business

10. Exclusion of the Public (if required) \*
11. Confidential reports (if required) \*
12. Closure

\* Note - Items 10 and 11 will only be listed on the agenda when an Item is presented with a request for consideration in a meeting closed to the public

### Special Meeting Agenda

1. Acknowledgement of Country
2. Apologies and Leave of Absence
3. Declaration of Conflict of Interest
4. Reports (Chief Operating Officer Reports) (or purpose of the special meeting)
5. Closure

\*Note – An item to exclude the public will only be listed on the Special Meeting agenda when an item is presented with a request for consideration in a meeting closed to the public.

### Developing the Agenda

59. The Chief Operating Officer is responsible for Agenda development and publication for Council and Committee meetings.
60. To enable effective decision-making at the meetings of the Audit and Risk Committee, members must commit to reading agendas in advance of the meetings and addressing any questions or concerns about the content to the Chief Operating Officer.

### Confidential Items

61. To support transparency and accountability, Council endeavors to receive reports in public wherever possible and any reports proposed to be considered in confidence will be in line with relevant legislation.
62. The matter will be listed with the basis for consideration in confidence in accordance with the provision under section 90 of the *Local Government Act 1999* (SA).
63. An Audit and Risk Committee member must not disclose information, or a document identified for consideration in confidence.
64. Staff must not disclose information, or a document identified for consideration in confidence.

### Late Reports

65. From time to time, a report will be prepared for the consideration of the Audit and Risk Committee after the compilation of reports for the preparation of the agenda. This will only occur when there is a matter of urgency that requires a timely decision by the Council.
66. A late report will be listed on the agenda with a notation advising the report will be distributed separately and circulated to committee members via email and published on Council's website at the earliest opportunity prior to the meeting.
67. A late report not circulated with an agenda for a meeting will be attached to the minutes of the meeting.

### Attendance at Meetings

#### Leave of Absence

68. Whilst absence from a meeting may, on occasion, be unavoidable, it is recommended practice to request a 'leave of absence' when a member knows in advance that they will be unable to attend two or more Audit and Risk Committee meetings.

#### Apologies

69. Apologies for non-attendance at an Audit and Risk Committee meeting must be forwarded to the Chair and Chief Operating Officer before the scheduled start time of

the meeting. Apologies will be recorded in the minutes, and time permitting, in the agenda.

#### Non-Attendance at Meetings

70. A member who does not attend an Audit and Risk Committee meeting without the benefit of a formal leave of absence or an apology will be recorded in the minutes as absent.

#### Leaving during a Meeting

71. If a committee member needs to leave the Colonel Light Room, he or she should indicate this to the Chair (e.g. by standing, facing the chair and making eye contact before leaving the meeting).
72. This will also provide the minute taker with the opportunity to record the movement from the Colonel Light Room. Committee members should be aware that as soon as they leave their seats, they are considered to have left the meeting.

### Identifying Conflict of Interest

#### Committee Members

73. The Act outlines material and general conflicts of interest and disclosure. It is the responsibility of all members to acquaint themselves with these Sections to inform them of the considerations and behavior required.
74. Committee members need to have reviewed the agenda and supporting papers and reports prior to attending an Audit and Risk Committee meeting, and have considered their potential interest in the matters to be discussed at the meeting. A copy of the Conflict-of-Interest form will be circulated with the agenda.
75. A member will fill in a Conflict-of-Interest form prior to the meeting to outline their conflict and how they intend to manage it. This will be submitted to [COAGovernanceTeam@cityofadelaide.com.au](mailto:COAGovernanceTeam@cityofadelaide.com.au) who will also provide it to the Chair.
76. If a member wishes to seek advice about a possible conflict of interest before a meeting, they should contact the Associate Director, Governance and Strategy or Team Leader Council Governance. If necessary, staff will refer the matter to the Council's lawyers for advice.
77. Committee members are required to inform the meeting and are required to declare their conflict, describe the nature of the interest and indicate whether they propose to participate in the matter, at the beginning of the meeting or at the time a conflict arises during a meeting.

#### Staff

78. It is a condition of employment and the responsibility of all staff to acquaint themselves with relevant sections of the Act to inform them of the considerations and behaviour required.
79. The Chief Operating Officer must inform the Committee and staff must inform the Chief Operating Officer.
80. Staff providing advice or making recommendations are also required to inform the meeting.

## 9. AT THE MEETING

81. The Chair and the meeting are required to observe the provisions in this Terms of Reference and Meeting Procedures document.
82. The Chair must be fair and impartial to all in a meeting to maintain order and to ensure that the conduct of the meeting adheres to this document.
83. The Chair is not excluded from debate and may add to the debate nearing its end (to not lead whilst presiding).

### Other Procedures

84. In the event a procedure is not prescribed, by the Act, regulation or determined in this document, for a circumstance that occurs in a meeting, the Chair and/or meeting may determine a procedure to manage the circumstance having considered the following principles:
- to be fair and contribute to open transparent and informed decision-making,
  - to encourage appropriate participation by people present at the meeting,
  - to reflect levels of formality appropriate to the nature and scope of the responsibilities exercised at the meeting, and
  - is sufficiently certain to give members and other key stakeholders confidence in the deliberation undertaken at the meeting.

### Minutes

85. The Chief Operating Officer is responsible for ensuring that minutes are kept of the proceedings at every Audit and Risk Committee meeting.

### Recording of Meetings and Use of Mobile Phones

86. Recording of meetings (including audio, photographs and/or video) by members or third parties will only be allowed with the prior approval of the Chair.
87. If an audio and or visual recording of a meeting for live streaming (excluding any portion of the meeting closed to the public) is produced, it will be available via the City of Adelaide YouTube channel, accessible on the City of Adelaide website [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au)

In addition, the Chair, or the Chief Executive Officer or delegate, upon opening the meeting will advise if the public session of the meeting is being recorded and/or streamed live to the internet. The recording and/or streaming of a meeting may be determined on a case-by-case basis by the Chief Executive Officer or delegate, or by resolution of the Committee

88. Mobile phones (including other devices capable of emitting sound) should be turned off, or in silent mode, during the Audit and Risk Committee meeting.
89. Committee Members should limit their use of mobile phones during meetings. If members need access to their phone, members are required to leave the Colonel Light Room to take a call so as to avoid disruption to the meeting.

### Quorum

90. A meeting is not able to conduct any business until a quorum is present.
91. The quorum for a meeting is ascertained by dividing the total number of members by two, ignoring any fraction resulting from the division, and adding one.
92. A Council Member who is suspended from office or granted leave because of standing for Parliament is not counted in the total number of members when ascertaining quorum.

### Adjournment of meeting prior to start time

93. If the number of apologies received by the Chief Operating Officer indicates that a quorum will not be present at a meeting, the Chief Operating Officer will cancel the meeting and refer the business listed for the meeting to the next or another meeting.

### Chair

94. When the Chair is present, they must preside.
95. The Chair of the Audit and Risk Committee is appointed by the Council for a period of its choosing. Council may decide to extend the appointment noting a member cannot exceed two terms of appointment.
96. In the absence of the Chair, a Committee member selected via nomination is chosen to preside by resolution of the members present. The Committee member chosen may preside until the Chair is present.

#### Appointing a committee member to preside if required

97. In the absence of the Chair, the process to appoint a Chair for the meeting is as follows:
  - Nominations sought.
  - A secret ballot for selection if required.
  - Appointment through resolution
98. With a quorum present, the Chief Operating Officer, Associate Director, Governance and Strategy or Governance officer will ask for nominations for a committee member to preside.
99. Nominations do not require a seconder, nor do they need to be in writing.
100. To proceed to an appointment, a committee member nominated will be requested to indicate acceptance of their nomination.
101. If there is only one nomination, a mover and seconder will be sought, and motion voted upon to appoint the Committee member to the role of Chair for the meeting.
102. If there is more than one nomination, a ballot will be conducted prior to a mover, seconder and motion voted upon. The ballot may be conducted electronically or via a paper ballot. A record of individual votes in a secret ballot is not retained.

#### Ballot Process

103. The Chief Operating Officer, Associate Director, Governance and Strategy or Governance officer will identify the name of each nominee and request each member to vote by marking their ballot with their preferred nominee.
104. All Committee members present will indicate which member they wish to vote for via their ballot, and a senior officer will collect the ballot and conduct the count.
105. The member with the most votes will be declared the winner.
106. In the case of a tied ballot, members are to cast a vote for their preferred candidate from the tied candidates. If a revote cannot determine a clear winner and there is a continuing tie, then lots must be drawn to determine which candidate(s) will be excluded.
107. The name of the candidate/s withdrawn are excluded from the ballot. After lots are drawn, the remaining candidate is the winner.
108. The meeting makes the appointment by resolution, namely a mover/seconder for a motion to appoint and a majority vote in favour by show of hand.

#### Starting the Meeting

109. The Chair will seek the attention of all members present and start an ordinary or special meeting at the time given in the Notice for the meeting or soon after when a quorum is present.

#### Adjournment for want of a quorum

110. If after 30 minutes from the commencement time specified in the notice of meeting a quorum is not present, the Chief Operating Officer will disband the meeting and refer the business listed for the meeting to the next or another meeting.
111. If debate is interrupted for want of a quorum and the meeting is then adjourned the debate, on resumption of the meeting, it will continue from the point at which it was interrupted.
112. A meeting can be adjourned to a later time or to another place on the same day as the notice for the meeting.

#### Decision making by Resolution

113. A matter for decision at a meeting will be decided by a majority of the votes cast by the members present at the meeting and entitled to vote.

### By Resolution

114. The decision-making process for meetings is by resolution ie
- A motion,
  - that is moved, seconded and
  - voted on by show of hand in favour or against.
  - A majority in favour becomes a decision and the resolution.
- The process also includes debate (speaking), possible amendment or variation and final voting by the members present and entitled to vote.
115. The outcome of a majority vote in favour of a motion is referred to as the resolution. The phrase 'by resolution' is used to refer to the decisions of Council and a Committee.
116. The resolutions of the Audit and Risk Committee decision-making process are for the purpose of recommendation to Council for determination, except for several matters that relate to the operation of the meeting.
117. Resolutions of the Audit and Risk Committee are presented in a report to Council by the Chief Operating Officer.

### Voting

118. Each member of the Audit and Risk Committee has a deliberative vote.
119. The Chair or Deputy Chair or another member presiding in a meeting of the Audit and Risk Committee has a deliberative vote with no casting vote in the event of an equality of votes.
120. To vote, the Chair will ask for the votes of those members in favour and then for the votes of those members against.
121. Those Audit and Risk Committee members present and entitled to vote must vote and clearly indicate by show of hand when asked to vote by the Chair. A proxy member in attendance is entitled to vote when representing a committee member who is not present at the meeting.
122. This process can be repeated as often as is necessary to enable the Chair to determine the result of the voting and then declare the outcome.
123. A member who is not in his or her seat is not permitted to vote.
124. The outcome of a vote will be declared by the Chair in a meeting of the Audit and Risk Committee to be:
- Carried (majority in favour) (decision made)
  - Lost (majority against) (no decision)
  - Lost due to an equality of votes (no decision)

### **Speaking, Motion/Amendments/Variations in Decision-making**

#### Addressing each other

125. When the Lord Mayor is present at a meeting, the Lord Mayor is to be addressed as 'Lord Mayor'.
126. At a meeting of an Audit and Risk Committee, the Chair is to be addressed as 'Chair'.
127. At a meeting a committee member should address the Chair and not the public gallery.

#### Speaking

128. To support shared values and supporting behaviours, committee members are requested to:
- engage with each other respectfully in robust debate.
  - listen to others' views and speak to the issue and not the person/s.
  - be positive, constructive and creative in problem solving.

- be open-minded and willing to learn from each other and from staff input.
129. The contribution of a member must be relevant to the subject matter of the debate.
130. A member whilst speaking or through their behaviour must not behave in an improper or disorderly manner.
131. It is at the discretion of the Chair, whether to control improper and/or disorderly behaviour by way of a few warnings before imposing regulation.
132. A member whilst speaking or through their behaviour must not speak to cause interruption or interrupt another member who is speaking, unless they are:
- Objecting to words being used by the member speaking
  - Raising a point of order
  - Advising of a loss of a quorum

#### Speaking to ask a Question in a meeting

133. During consideration of an item of business, committee members may direct a question through the Chair and the Chief Operating Officer in relation to the item of business.
134. Staff will respond to questions from the floor at the invitation of the Chair and will acknowledge the Chair.
135. The Chair may:
- Allow a reply to a question to be given at the next meeting.
  - Rule that a question not be answered if the Chair considers that the question is vague, irrelevant, insulting or improper.
136. A question raised during an item of business and the reply will not be included in the minutes of the meeting unless a motion is moved/seconded and carried to do so, at the time the reply is given.

#### Motions, Amendments and Variations

137. Precis of process that may occur in decision-making:
- Discussion
  - Motion (moved/seconded) (Chair may move a motion).
  - Debate on motion
  - Leave of the meeting to vary, alter or withdraw a motion
  - Amendment – 2
    - Amendment (moved/seconded by members who have not spoken in the debate)
    - Debate on an amendment
    - Leave of the meeting to vary, alter or withdraw an amendment
    - Mover of amendment to sum up.
    - Vote on an amendment and outcome declared by Chair
  - Debate continues on motion (or motion as amended)
  - Mover of the motion (or motion as amended) afforded the opportunity to sum up prior to a vote.
  - Vote on the motion (or motion as amended) and outcome declared by Chair.

#### Resolutions

138. Once debated, the Chair puts the motion to a vote and if carried by a majority of votes, it becomes a resolution of the meeting. Resolutions of the Audit and Risk Committee are implemented by the Chief Operating Officer.
139. The Audit and Risk Committee cannot make decisions except by resolution.

140. In the meeting, the Chair will facilitate a motion being moved, seconded, debated and voted upon by the members present.

#### **Closure of the Meeting**

141. The Audit and Risk Committee will aim to determine all matters within the agenda before the close of the meeting.
142. Audit and Risk Committee meetings will finish once all items have been dealt with, or after 2 hours, whichever is met sooner.
143. The Chair may seek to extend the time of closure of the meeting until all business has been dealt with.
144. Any items not dealt with at the meeting will be deferred to the next or another Audit and Risk Committee meeting or a Core Committee (if time critical).

### **10. AFTER THE MEETING**

#### **Minutes of Audit and Risk Committee**

145. If a meeting is disbanded or adjourned, for want of a quorum, the minutes of the meeting will identify the meeting adjourned for want of a quorum, the names of the Committee members present and identify that the business listed for consideration will be re-presented as determined by the Chief Operating Officer.
146. The minutes of the proceedings of a meeting will include content as required under Regulation 25, including:
- the names of the members present at the meeting
  - each motion or amendment, and the names of the mover and seconder
  - any variation, alteration or withdrawal of a motion or amendment
  - whether a motion or amendment is carried or lost
  - any disclosure of interest made by a member
  - details of the making of an order to exclude the public from the meeting
  - a note of the making of an order to keep a matter confidential

In addition to Regulation 25:

- Carried unanimously (as directed by the Chair)
- The opening and closing time of the meeting
- The names of members with Apologies and approved leave of absence
- The names of members who have not provided an apology or been granted a leave, as being absent
- A record of any undertaking given by the CEO
- Acknowledgment of Country
- The topic of a Workshop/Presentation, name of speaker and precis of topic presented.

#### **Confirmation of Minutes**

147. The minutes of the proceedings at a meeting must be submitted for confirmation at the next meeting or, if that is not possible, at a subsequent meeting.
148. On confirmation of the minutes, the Chair must, on hardcopy or electronically:
- initial each page of the minutes, which are to be consecutively numbered.
  - place his or her signature and the date of confirmation at the foot of the last page of the minutes.

149. The Chair may initial/date/sign the minutes at or after the meeting.

#### **Audit and Risk Committee Minutes**

150. Committee Members will receive a copy of all minutes of proceedings within five days of the meeting and all City of Adelaide Council Members will also be provided with a copy.

#### **Public Access to Minutes**

151. Minutes excluding proceedings retained in confidence, will be available on the City of Adelaide website [www.cityofadelaide.com.au](http://www.cityofadelaide.com.au) following distribution to Committee Members.

## **11. OTHER MATTERS**

### **Special meetings of Audit and Risk Committee**

152. Special meetings may be held at any time.

153. If a written request with an agenda for a special meeting is given to the Chief Operating Officer, the Chief Operating Officer must call a special meeting of the Audit and Risk Committee at the request of:

- the Chair, or
- at least two members of the Audit and Risk Committee.

154. A member of the Audit and Risk Committee must receive notice of a special meeting at least four hours prior to the commencement of the special meeting, however, wherever possible, at least 24 hours' notice will be provided.

155. Public notice with an agenda for a special meeting of the Audit and Risk Committee will, wherever possible, be published with at least 24 hours' notice of the meeting.

### **Out of Session Decision**

156. In exceptional circumstances, as determined by the Chief Operating Officer, the Committee may be presented with a written resolution outside of a formal meeting of the Committee.

157. A proposed resolution in writing and given to all Committee Members in accordance with procedures determined by the Committee will be a valid decision of the Committee where a majority of Committee Members vote in favour of the resolution by providing written notice of their consent.

158. The resolution shall thereupon be as valid and effectual as if it had been passed at a meeting of the Committee duly convened and held.

159. The resolution must be presented at the next ordinary meeting of the Committee for noting.

### **Provisions that Apply to Audit and Risk Committee**

160. The Terms of Reference and meeting provisions contained in the City of Adelaide Audit and Risk Committee Terms of Reference and Meeting Procedures were resolved by Council on 28 January 2025.

**12. REVIEW**

- 161. As part of Council's commitment to deliver the City of Adelaide Strategic Plan, services to the community and the provision of transparent information, all policy documents are reviewed as per legislative requirements or when there is no such provision a risk assessment approach is taken to guide the review timeframe.
- 162. The Audit and Risk Committee Terms of Reference will cease to operate if the Audit and Risk Committee is wound up through Council resolution or at the conclusion of the 2022-2026 Term of Office.

**Review History**

- 163. In the event of:
  - statutory provisions enacted by the Parliament of the State of South Australia being amended; or
  - resolution of the Council;
 the Terms of Reference will automatically be updated and a description of the edit included in the review history table below.

Trim Reference	Authorising Body	Date	Description of Edits
ACC2025/61290	Council	28/1/2025	Determined by Council
ACC2026/39128	Council	TBC	Inclusion at part 11.4.5 under 'Internal Audit', Inclusions from part 156 – 159 to facilitate out of session resolutions in exceptional circumstances and Minor typographical and grammatical amendments.

**Contact:**

For further information contact the Governance and Strategy Program  
 City of Adelaide  
 25 Pirie St, Adelaide, SA  
 GPO Box 2252 ADELAIDE SA 5001  
 +61 8 8203 7203

## Exclusion of the Public

**Program Contact:**

Anthony Spartalis, Chief  
Operating Officer

**Approving Officer:**

Michael Sedgman, Chief  
Executive Officer

Public

## EXECUTIVE SUMMARY

Section 90(2) of the *Local Government Act 1999 (SA)* (the Act), states that a Council may order that the public be excluded from attendance at a meeting if the Council Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.

It is the recommendation of the Chief Executive Officer that the public be excluded from this Audit and Risk Committee meeting for the consideration of information and matters contained in the Agenda.

### 12.1 Activity of Strategic Risk and Internal Audit Group [section 90(3) (i) of the Act]

The Order to Exclude for Item 12.1:

1. Identifies the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
2. Identifies the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
3. In addition, identifies for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.

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## ORDER TO EXCLUDE FOR ITEM 12.1

### THAT THE AUDIT AND RISK COMMITTEE

1. Having taken into account the relevant consideration contained in section 90(3) (i) of the *Local Government Act 1999 (SA)*, this meeting of the Audit and Risk Committee dated 17 April 2026 resolves that it is necessary and appropriate to act in a meeting closed to the public as the consideration of Item 12.1 [Activity of Strategic Risk and Internal Audit Group] listed on the Agenda.

#### Grounds and Basis

Section 90 (3) (i) of the *Local Government Act 1999 (SA)*.

Information relating to actual litigation, or litigation that the council or council committee believes on reasonable ground will take place, involving the council or an employee of the council.

This Item is confidential in nature because the report includes information on Council litigation.

The disclosure of information in this report could reasonably be expected to prejudice the outcome of Council's actual litigation.

2. Pursuant to section 90(2) of the *Local Government Act 1999 (SA)* (the Act), this meeting of the Audit and Risk Committee dated 17 April 2026 orders that the public (with the exception of members of Corporation staff and any person permitted to remain) be excluded from this meeting to enable this meeting to receive, discuss or consider in confidence Item 12.1 [Activity of Strategic Risk and Internal Audit Group] listed in the Agenda, on the grounds that such item of business, contains information and matters of a kind referred to in section 90(3) (i) of the Act.

## DISCUSSION

1. Section 90(1) of the *Local Government Act 1999 (SA)* (the Act) directs that a meeting of a Council Committee must be conducted in a place open to the public.
2. Section 90(2) of the Act, states that a Council Committee may order that the public be excluded from attendance at a meeting if the Council Committee considers it to be necessary and appropriate to act in a meeting closed to the public to receive, discuss or consider in confidence any information or matter listed in section 90(3) of the Act.
3. Section 90(3) of the Act prescribes the information and matters that a Council may order that the public be excluded from.
4. Section 90(4) of the Act, advises that in considering whether an order should be made to exclude the public under section 90(2) of the Act, it is irrelevant that discussion of a matter in public may -
  - (a) *cause embarrassment to the council or council committee concerned, or to members or employees of the council; or*
  - (b) *cause a loss of confidence in the council or council committee; or*
  - (c) *involve discussion of a matter that is controversial within the council area; or*
  - (d) *make the council susceptible to adverse criticism.*
5. Section 90(7) of the Act requires that an order to exclude the public:
  - 5.1 Identify the information and matters (grounds) from section 90(3) of the Act utilised to request consideration in confidence.
  - 5.2 Identify the basis – how the information falls within the grounds identified and why it is necessary and appropriate to act in a meeting closed to the public.
  - 5.3 In addition identify for the following grounds – section 90(3) (b), (d) or (j) of the Act - how information open to the public would be contrary to the public interest.
6. Section 87(10) of the Act has been utilised to identify in the Agenda and on the Report for the meeting, that the following reports are submitted seeking consideration in confidence.
  - 6.1 Information contained in Item 12.1 - Activity of Strategic Risk and Internal Audit Group
    - 6.1.1 Is not subject to an existing Confidentiality Order dated.
    - 6.1.2 The grounds utilised to request consideration in confidence is section 90(3) (i) of the Act
      - (i) *information relating to actual litigation, or litigation that the council or council committee believes on reasonable grounds will take place, involving the council or an employee of the council;*

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## ATTACHMENTS

Nil

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- END OF REPORT -

Document is Restricted