

Minutes

Audit, Risk and Improvement Committee Meeting

29 April 2026

Shire of Victoria Plains
Council Chambers, Calingiri
AND
via E-Meeting Protocol

Commencing – 1:01 PM

DISCLAIMER:

The recommendations contained in this document are officers' recommendations only and should not be acted upon until Council has resolved to adopt those recommendations.

The resolutions of Council should be confirmed by perusing the minutes of the Council meeting at which these recommendations were considered. Resolutions are not considered final until the minutes of the meeting are confirmed or advised in writing by the CEO or authorised person.

Members of the public should also note that they act at their own risk if they enact any resolution prior to receiving official written notification of Council's decision.

Recording of Meeting

Members of the public are advised that meetings of Council are audio recorded to assist with ensuring an accurate record of the meeting is provided for the formal minutes of the meeting. In terms of the Privacy Act 1998 this may involve the recording of personal information provided at the meeting. The provision of any information that is recorded is voluntary, however if any person does not wish to be recorded they should not address or request to address the meeting. By remaining in this meeting, you consent to the recording of the meeting.

You are not permitted to record this meeting with any recording device, unless you have the express authorisation of the Council of the Shire of Victoria Plains.

E – Disclaimer

It is the Presiding Member's responsibility to preserve order in the meeting and this can be more difficult in an eMeeting. Therefore, each Council Member must consistently and respectfully follow the Local Government's Meeting Procedures Local Law, any additional eMeeting guidance provided by the Local Government and support the Presiding Member in their conduct of the eMeeting.

The pace of an eMeeting should be slow and orderly. The following practices will help avoid confusion and support effective eMeetings:

Speak clearly and slowly, as connections may be distorted or delayed;

Always state your name to indicate to the Presiding Member that you wish to speak. Restate your name if the Presiding Member has not heard you at first;

In debate, only speak after the Presiding Member has acknowledged you. Then state your name, so that others know who is speaking;

Follow the Presiding Member's directions and rulings;

If you are unclear about what is happening in an eMeeting, immediately state your name to draw the Presiding Member's attention and enable you to then seek clarification from the Presiding Member.

Avoid looking for opportunities to call Points of Order; instead, politely and respectfully gain the Presiding Member's attention and explain any deviation from your Meeting Procedures, the Local Government Act or any other relevant matter.

Audit, Risk and Improvement Committee Meeting

Commonly used abbreviations	
AAS / AASB	Australian Accounting Standard / Australian Accounting Standards Board
BF Act	Bush Fire Act 1954
BFB	Bush fire brigade
CEO	Chief Executive Officer
CDO	Community Development Officer
DBCA	Dept of Biodiversity, Conservation and Attractions
DFES	Dept of Fire and Emergency Services
DPLH	Dept of Planning, Lands and Heritage
DWER	Dept of Water and Environmental Regulation
EHO	Environmental Health Officer
EFT	Electronic Funds Transfer
FAM	Finance and Administration Manager
JSCDL	Parliamentary Joint Standing Committee on Delegated Legislation
LEMA	Local Emergency Management Arrangements
LEMC	Local Emergency Management Committee
LG Act	Local Government Act 1995
LGGC	WA Local Government Grant Commission
LPP	Local Planning Policy
LPS	Local Planning Scheme
MOU	Memorandum of Understanding
MRWA	Main Roads WA
NNTT	National Native Title Tribunal
OAG	Office of Auditor General
OCM	Ordinary Council Meeting
PTA	Public Transport Authority
RRG	Regional Roads Group
RTR	Roads to Recovery
SAT	State Administrative Tribunal
SEMC	State Emergency Management Committee
SGC	Superannuation Guarantee Contribution
SJAA	St John Ambulance Association
SWALSC	South West Aboriginal Land and Sea Council
WAEC	WA Electoral Commission
WALGA	WA Local Government Association
WSM	Works and Services Manager
WSFN	Wheatbelt Secondary Freight Network
EPA	Environmental Protection Authority
DPIRD	Department of Primary Industries and Regional Development
HCWA	Heritage Council of Western Australia
WAPC	Western Australian Planning Commission
WDC	Wheatbelt Development Commission

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PUBLIC ARIC MINUTES



MINUTES

Audit, Risk and Improvement Committee Meeting
of the Victoria Plains Shire Council Held in the Shire of Victoria Plains,
Council Chambers, Calingiri, AND, via E-Meeting Protocol on
29 April 2026 commencing at 1:01 PM

1 DECLARATION OF OPENING

1.1 Opening

The Meeting was declared open by the Presiding Member at 1.01 PM

1.2 Announcements by Chairperson

The Chairperson reminded Elected Members that the meeting was being recorded for the purposes of Minute Taking and uploading of the recording to the Shire Website for public viewing and the meeting will be run in accordance with the Shire's Meeting Procedures Law 2018.

2 REMOTE ATTENDANCE BY ELECTED MEMBERS

THAT:

Under regulation 14C (2)(b) of the Admin Regulations, the Shire President can approve Elected Member attendance by electronic means;

In doing so, under r.14C (5) the Shire President must have regard as to whether the location that the Elected Member intends to attend the meeting, and the equipment intended to be used to attend the meeting, are suitable;

Electronic means includes, as per r.14CA(2) by telephone or video conference;

Suitable equipment would include an electronic device that can hold a Teams meeting, and perhaps, the use of headphones;

In accordance with r.14CA (5) the Elected Member must declare that they are able to maintain confidentiality during the meeting. Under r.14CA(7), the declaration by the Elected Member is recorded in the minutes of the meeting;

Summarily, according to Departmental guidance, a suitable location is one that is quiet and private e.g. a private room in your house. If there are other people at the location at the time of the meeting, an Elected Member may be required to close a door and wear headphones.

Approval to Attend and Declaration of Confidentiality

Cr **ELIZABETH WILLIAMS** has **APPROVAL** to attend the Audit, Risk and Improvement Committee Meeting held on 29 April 2006 via teleconference.

3 RECORD OF ATTENDANCE

Members present

Mr D Lovelock – Presiding Member
Cr P Bantock – Member
Cr N Smith - Member
Cr E Williams – Member (via teleconference)
Cr S Woods – Observer
Cr R Johnson - Observer

Staff attending

CEO – Mr S Fletcher
DCEO – Mr C Ashe
Council Support Officer – Ms J Klobas

Office of the Auditor General
Mr Indika Dias

William Buck Chartered Accountants
Ms Deborah Chin
Ms Grace Ng

Apologies Nil

Approved leave of absence N/A

Visitors Nil

Members of the public Nil

4 DISCLOSURE OF INTEREST

Refer – Local Government Act, Regulations, Code of Conduct, and Declaration Forms in Councillor folders. Type Item Person / Details

Nil

5 PUBLIC QUESTION TIME

Refer – Local Government Act, Regulations, Local Law and Submission Form & Guidelines circulated.

5.1 Public Questions with Notice

Nil

5.2 Public Question Without Notice

Nil

6 CONFIRMATION OF MINUTES

Officer Recommendation / Committee Resolution / ARIC 2604-01

Moved: Cr N Smith

Seconded: Cr P Bantock

That the of the Audit Committee Meeting held 25 March 2026 as circulated, be **CONFIRMED** as a true and **MINUTES** correct record with the correction that Cr N Smith be noted as a Voting Member and Cr S Woods as an Observer.

Voted For: Mr D Lovelock, Cr P Bantock, Cr E Williams and Cr N Smith

Voted Against: Nil

CARRIED BY UNANIMOUS DECISION OF COMMITTEE

PUBLIC ARIC MINUTES

7 REPORTS REQUIRING DECISION

7.1. Updates on the Functions of the Audit Committee

Nil

7.2.1 Audit 2025-26 Entrance Meeting

File Reference	
Report Date	15 April 2026
Applicant/Proponent	Audit Risk and Improvement Committee
Officer Disclosure of Interest	Nil
Previous Meeting Reference	Nil
Prepared by	Colin Ashe – Deputy Chief Executive Officer
Senior Officer	Sean Fletcher – Chief Executive Officer
Authorised by	Sean Fletcher – Chief Executive Officer
Attachments	<ol style="list-style-type: none"> 1. William Buck entrance meeting agenda 2. Audit Strategy Memorandum

PURPOSE

This entry meeting is to introduce and brief the Audit Risk and Improvement Committee (ARIC) on the audit planning as part of the entrance meeting for financial year 2025-26.

BACKGROUND

William Buck Chartered Accountants have been reappointed through the Office of the Auditor General (OAG) as the shires auditors for a further three (3) years and as per normal practice have provided the Audit Strategy Memorandum for the year ending 2026 which includes:

- Audit Approach.
- Significant audit and accounting focus areas.
- Prior year management letter.

COMMENT

The Audit Strategy Memorandum provided in attachment 2 has been reviewed and agreed with on standard requirements and with a focus on:

- key risk areas where the potential for misstatement of account balances is considered greatest.
- key strategic business risks and related financial statement risks that are highly dependent on IT systems and environment
- the use of IT within the Shire which will affect the way that control activities are implemented
- whether the Shire’s controls over the IT systems are effective and that they maintain the integrity of information and the security of the data.

William Buck Chartered Accountants will provide a verbal summary on the audit approach and focus areas for information.

Included in the Audit Strategy Memorandum is the Management Representation Letter summary 2024-25 finding which the auditors will raise and seek updates if the matters have been addressed.

For the ARIC the following represents the status:

Findings	RATING			Resolved
	Significant	Moderate	Minor	
1. Useful life and depreciation of infrastructure assets			✓	Planned for 25-26
2. Payroll Issues (re-raised from 23-24)		✓		Yes

The Audit Strategy Memorandum provides key timings dates including;

18-20 May 26 – on site interim audit.

05 Oct 26 – commence final on-site audit visit.

21 Oct 26 – review and management letter.

End Nov 26 - exit meeting and audit report.

CONSULTATION

Mr Sean Fletcher, Chief Executive Officer.
Ms Glenn Deocampo, Coordinator Financial Services.

STATUTORY CONTEXT

Local Government Act 1995 Part 7.
Local Government (Audit) Regulations 1996.

CORPORATE CONTEXT

Audit Committee Terms of Reference

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4. CIVIC LEADERSHIP	
4.3 Proactive and well governed Shire	External audits and reviews confirm compliance
	We have sound financial management policies and attract external funding to help achieve our goals
	Councilors attend training and feel supported in their role
	Council is supported by a skilled team

Strategic Priority 4.3 will be facilitated through the audit process of which this exit meeting will provide a true and fair view of councils finances and areas as applicable.

Delegation

Nil

Policy Implications

Section 3 – Financial Management

Other Corporate Document

Nil

Risk Analysis

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Compliance	Major (4) Non-compliance results in termination of services or imposed penalties to Shire/Officers	Possible (3) The event should occur at some time	High (12)	Senior Management Team / CEO Risk acceptable with excellent controls, managed by senior management / executive and subject to monthly monitoring	Ensuring any recommendations from the audit are implemented will ensure that the residual risk is low.

FINANCIAL IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

Teleconference attendees withdrew at 1.23pm.

Officer Recommendation / Committee Resolution / ARIC 2604-02

Moved: Cr N Smith

Seconded: Cr P Bantock

That the Audit Risk and Improvement Committee **RECEIVE** the Audit Strategy Memorandum for 2025-26.

CARRIED BY UNANIMOUS DECISION OF COMMITTEE

Voted For: Mr D Lovelock, Cr P Bantock, Cr E Williams and Cr N Smith

Voted Against: Nil

7.3 Internal Audits

Nil

7.4 Financial Reporting

Nil

PUBLIC ARIC MINUTES

7.5.1 Risk Dashboard and Profiles March Quarterly Report

File Reference	
Report Date	17 April 2026
Applicant/Proponent	Sean Fletcher, Chief Executive Officer
Officer Disclosure of Interest	Nil
Previous Meeting Reference	Nil
Prepared by	Sean Fletcher, Chief Executive Officer
Senior Officer	Sean Fletcher, Chief Executive Officer
Authorised by	Sean Fletcher, Chief Executive Officer
Attachments	Attachment 1 Risk Dashboard and Profiles Summary

PURPOSE

For the Audit, Risk and Improvement Committee to accept the update on the Shire’s Risk Dashboard and Profiles Summary for the March Quarter, noting the remaining operational risk profile improvement actions continuing under the current review period.

BACKGROUND

Council adopted Policy 1.10 – Enterprise Risk Management on 24 April 2019, including the use of Risk Profiles and a Risk Dashboard to monitor the Shire’s operational risk exposure at an executive level. As outlined in Item 7.5.1 presented to the Audit, Risk and Improvement Committee in November 2025, the Risk Dashboard is used to track improvement of residual risk over time, with a focus on those profiles requiring continued monitoring or further control maturity. The current report considers Slide 3 of the Risk Dashboard and Profiles Summary presented to Managers in January 2026 and April 2026 and identifies the remaining areas of focus for improvement through to 30 June 2026.

COMMENT

Slides 1 and 2 of the Risk Dashboard and Profiles Summary in Attachment 1 provide the Committee with the overall context for the detailed improvement focus shown in Slide 3 (Diagram 1 Focus 1 May 2025 to June 2026). Slide 1 sets out the purpose of the dashboard as a management and governance assurance tool, while Slide 2 presents the spider-web diagram illustrating the Shire’s operational risk profiles at an aggregate level. This diagram confirms that, across all profiles, the Shire’s residual operational risks remain at an acceptable and manageable level on a day-to-day basis, indicating that core controls are effective and that no profile is operating outside the Shire’s risk appetite. Importantly, Slides 1 and 2 frame Slide 3 as an improvement-tracking mechanism rather than a sign of elevated risk. The dashboard makes clear that the remaining focus items are targeted refinements within an otherwise stable risk environment, forming part of a planned improvement cycle through to 30 June 2026. This context is critical for the Committee, as it demonstrates that the items discussed in Slide 3 represent control maturity and embedding activity, not uncontrolled or emerging risk exposure, and that overall organisational risk remains appropriately governed.

Focus 1 May 2025 to 30 June 2026

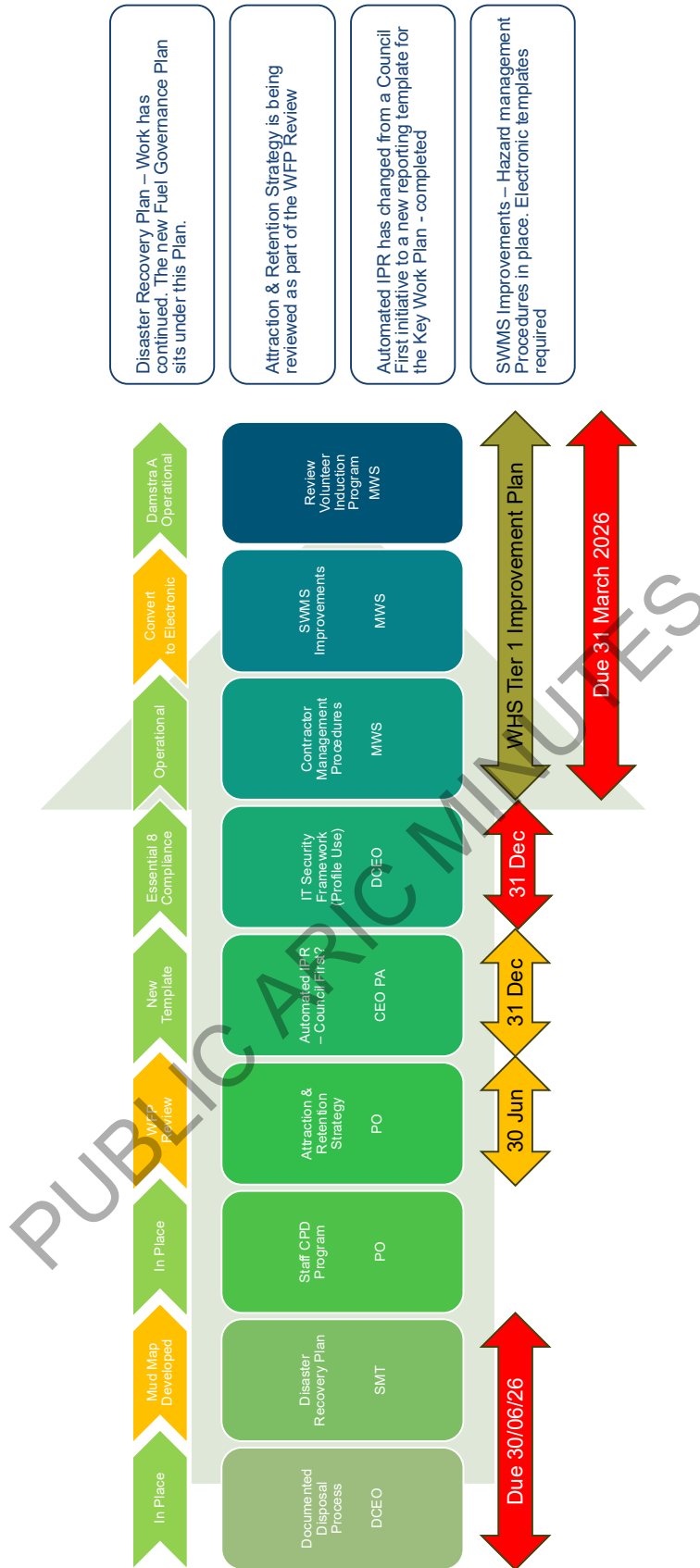


Diagram 1 – Slide 3 - Focus 1

Change in Status of Risk Profile Improvement Focus

Slide 3 of the Risk Dashboard and Profiles Summary not only identifies the remaining areas for improvement but also visually tracks progression in status through changes in flag colour and updates reflected in the right-hand information panels.

A comparison of the January 2026 and April 2026 Managers' Meeting dashboards indicates the following changes in status:

Disaster Recovery Plan

The status has progressed from "Underway" to a more advanced stage, with the scope clarified to incorporate fuel governance arrangements. The accompanying information box confirms that work has continued and that the Fuel Governance Plan has now been embedded beneath the Disaster Recovery framework, representing a consolidation rather than deferral of risk treatment.

Attraction and Retention Strategy

While this item remains within the improvement focus period, the information box reflects a shift in delivery approach, with the strategy now being reviewed as part of the broader Workforce **Planning** Framework review rather than as a standalone action. This represents integration into a higher-order planning process rather than stagnation.

Automated IPR / Reporting

This item has transitioned from a conditional or exploratory status to completed, with the information box confirming that the approach has shifted away from a Council First solution to a new reporting template for the Key Work Plan, now finalised. This is reflected in the corresponding change in flag status.

IT Security Framework (Profile Use)

The flag colour remains consistent; however, the information box confirms progression from framework development to operational use, including Essential Eight alignment considerations. This indicates control maturity rather than a change in risk posture.

Contractor Management Procedures

Between January and April 2026, this item has clearly progressed, with the status moving from approved to operational, as reflected in both the flag and confirmation text. This aligns with prior ARIC assurance expectations.

Safe Work Method Statements (SWMS) Improvements

The status shows partial progression, with core hazard management procedures confirmed as in place. The information box highlights that the remaining work relates to conversion to electronic templates, indicating refinement rather than foundational control gaps.

Volunteer Induction Program

This item shows a clear status upgrade, moving from a monitoring position to operational, supported by the implementation of an online induction platform. The flag colour change reflects this completed step in control effectiveness.

WHS Tier 1 Improvement Plan

The WHS Tier 1 actions remain in progress; however, the dashboard confirms alignment to a defined completion horizon of 30 June 2026, with no regression in status. This is consistent with controlled, time-bound risk improvement program delivery.

Overall Assessment

The changes in flag colour and accompanying information boxes between January and April 2026 demonstrate measured progression in risk control maturity, rather than the emergence of new risks or stalled actions. Remaining items represent final-stage operational embedding within an established improvement cycle previously endorsed by the Committee.

CONSULTATION

Senior Management Team

STATUTORY CONTEXT

Local Government (Audit) Regulations 1996

Reg 17 – CEO to review certain systems and procedures.

- (1) The CEO is to review the appropriateness and effectiveness of a local government’s systems and procedures in relation to:
 - (a) risk management

CORPORATE CONTEXT

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4. CIVIC LEADERSHIP	
4.3 Proactive and well governed Shire	External audits and reviews confirm compliance
	We have sound financial management policies and attract external funding to help achieve our goals

The Risk Dashboard and Profiles are subject to the compliance process and auditing.

Delegation

Nil

Policy Implications

1.10 Enterprise Risk Management:

11. Monitor & Review

11.1 The Shire will implement and integrate a monitor and review process to report on the achievement of the Risk Management Objectives, the management of individual risks and the ongoing identification of issues and trends.

Other Corporate Document

Nil

Risk Analysis

This item relates to the Audit, Risk and Improvement Committee’s oversight of the Shire’s Risk Dashboard and Profiles Summary and the monitoring of progress against agreed operational risk improvement actions.

Failure to review and acknowledge changes in the status of the risk dashboard may reduce the Committee’s visibility of how residual operational risks are being managed and matured over time. This could limit the Committee’s ability to provide effective governance assurance in relation to the Shire’s risk management framework.

The risk associated with this item is considered low, as the dashboard demonstrates that residual operational risks remain within the Shire’s risk appetite and that identified improvement actions are being actively managed, progressed and tracked through established executive reporting processes.

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Governance and compliance risk arising from reduced oversight of the Shire's operational risk profile and progress of agreed risk improvement actions.	Limited impact on governance assurance processes if dashboard updates are not reviewed.	The event could occur at some time.		Risk acceptable with adequate controls in place, managed through established executive reporting, quarterly risk profiling, and Audit, Risk and Improvement Committee oversight.	Regular reporting of the Risk Dashboard and Profiles Summary to the Audit, Risk and Improvement Committee ensures continued visibility of changes in operational risk status and progression of improvement actions, maintaining the residual risk at a low level.

FINANCIAL IMPLICATIONS

Nil

VOTING REQUIREMENTS

Simple Majority

Officer Recommendation / Committee Resolution / ARIC 2604-03

Moved: Cr P Bantock

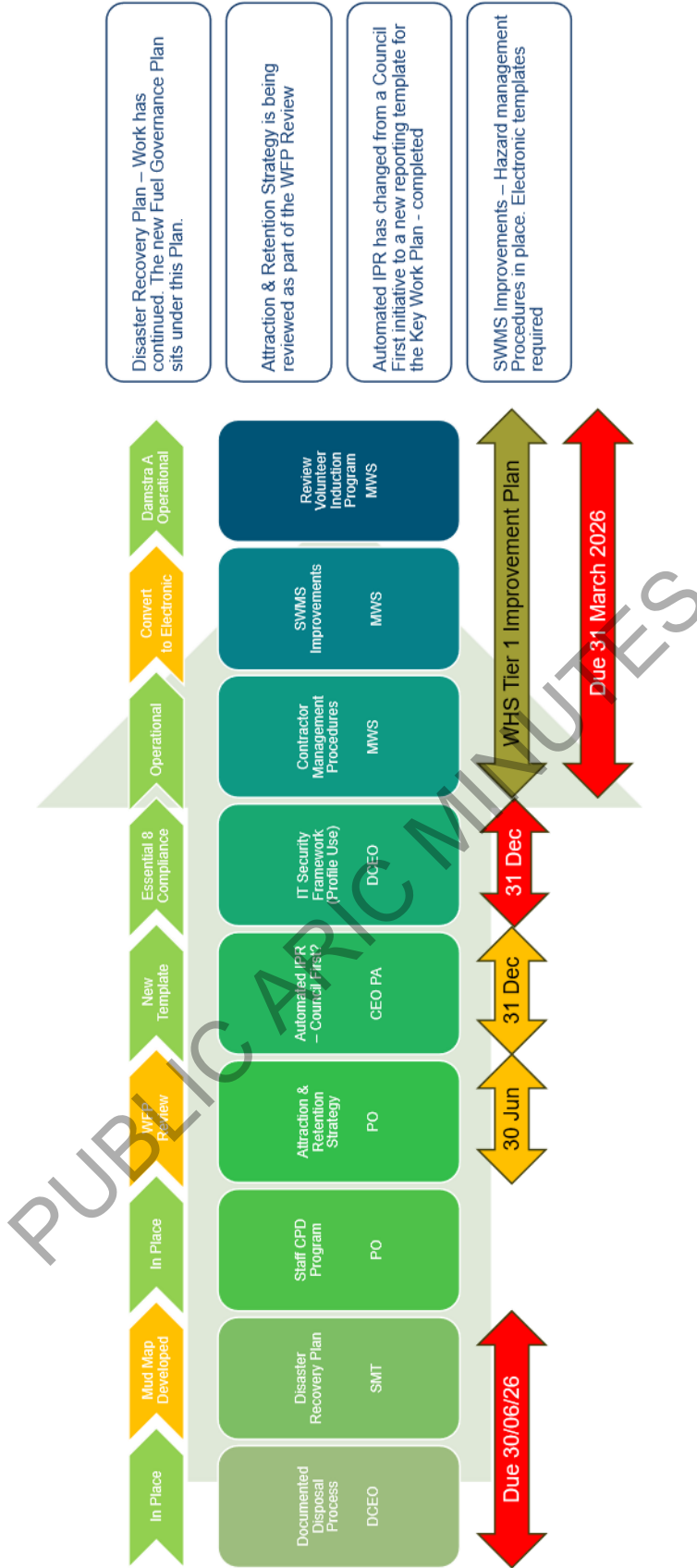
Seconded: Mr D Lovelock

That the Audit, Risk and Improvement Committee **ACCEPTS** the update on the Shire's Risk Dashboard and Profiles Summary for the march Quarter, noting the remaining areas of operational risk profile improvement continuing through to 30 June 2026:

CARRIED BY UNANIMOUS DECISION OF COMMITTEE

Voted For: Mr D Lovelock, Cr P Bantock, Cr E Williams and Cr N Smith
 Voted Against: Nil

Focus 1 May 2025 to 30 June 2026



7.5.2 Risk Register March Quarter 2025-2026

File Reference	
Report Date	30 March 2026
Applicant/Proponent	Sean Fletcher, Chief Executive Officer
Officer Disclosure of Interest	Nil
Previous Meeting Reference	ARIC Minutes 26 November 2025 Item 7.5.1
Prepared by	Sean Fletcher – Chief Executive Officer
Senior Officer	N/A
Authorised by	Sean Fletcher – Chief Executive Officer
Attachments	<ol style="list-style-type: none"> 1. 260330 Risk Register March Quarter 25/26 2. Shire’s Fuel Governance and Action Plan 3. Actions Arising Fuel Governance

PURPOSE

For the Audit, Risk and Improvement Committee (ARIC) to accept the March 2026 Quarterly Update for the Shire’s Risk Register.

BACKGROUND

The Shire maintains a risk register regarding the key risks (exposure) to the organisation. This is in addition to risk profiles regarding operational risks.

The March Quarter 25/26 Risk Register (Attachment 1) provides the March 2026 quarterly review, including a change log, the risk overview table, changes since the last report (December 2025), produced for the Senior Management Team, the mitigation action status, and a recommendation.

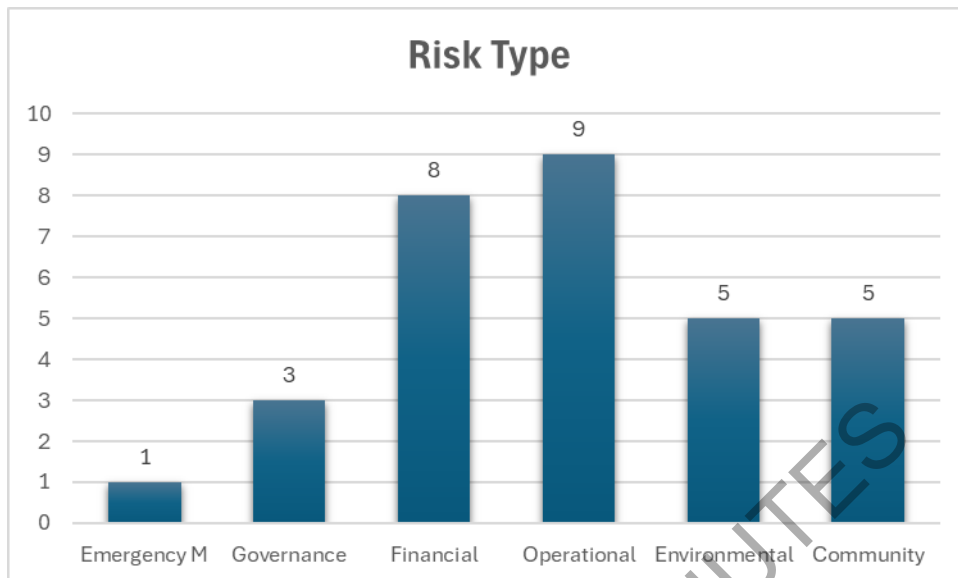
COMMENT

The March 2026 update reflects a period of heightened external volatility, particularly in relation to emergency management conditions affecting the region regarding the disruption to fuel supply.

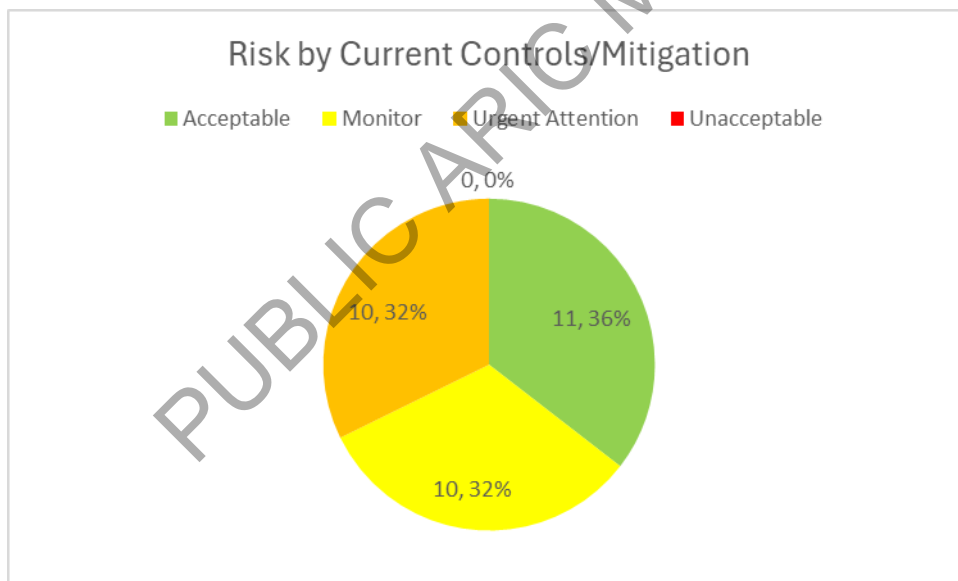
Key matters addressed in this quarter include:

- The introduction of a new Emergency Management risk (EM1 – Fuel supply disruption) to capture the organisational exposure arising from regional fuel supply instability and its potential impact on emergency response capability, service continuity and staff safety.
- The inclusion of cross-references to EM1 within F7 (disaster funding and insurance exposure) and O7 (work health and safety) to recognise secondary financial and operational impacts.
- An update to G3 (Codes of Conduct) to reflect the statutory requirement to adopt updated Codes by 31 March 2026.
- A deferral of the O6 (Records Management) review to the 2026/27 financial year, with interim controls remaining in place.
- Progression of EN3 (Strategic Water Plan) following Council review, with finalisation scheduled for April 2026.

The Executive Summary dashboards included in Appendix 1 to the March Report show the following distribution of risks by category:



Risk status by level of control is reported as:



Overall, while the Shire continues to operate within an acceptable risk appetite, a number of risks require ongoing monitoring and active executive oversight due to their potential impact on service continuity and organisational resilience.

CONSULTATION

The Risk Register is reviewed internally by the Chief Executive Officer and Senior Management Team as part of the Shire’s quarterly governance and assurance processes.

STATUTORY CONTEXT

Local Government (Audit) Regulations 1996

Regulation 17 – Review of systems and procedures, including risk management.

CORPORATE CONTEXT

Strategic Business Plan/Corporate Business Plan

STRATEGIC PRIORITIES	WE KNOW WE ARE SUCCEEDING WHEN
4. CIVIC LEADERSHIP	
4.3 Proactive and well governed Shire	External audits and reviews confirm compliance

The Risk Register supports the Shire’s commitment to sound governance, financial sustainability and effective service delivery, and aligns with the Strategic Community Plan and Corporate Business Plan.

Delegation

Nil

Policy Implications

Enterprise Risk Management Policy.

Other Corporate Document

Nil

Risk Analysis

Failure to maintain and regularly review the Risk Register may expose the Shire to unmanaged organisational risks, compliance failures and adverse audit findings.

Consequence	Consequence Rating:	Likelihood Rating:	Risk Rating	Risk Acceptance/ Controls	Mitigation and Outcome
Compliance Failure to maintain and regularly review the Risk Register may expose the Shire to unmanaged organisational risks, compliance failures and adverse audit findings.	Moderate (3) Short term noncompliance but with no significant regulatory requirements imposed. Single moderate litigation or numerous minor litigations.	Possible (3) The event should occur at some time(20% chance) At least once in 3 years	Moderate (9)	Moderate Risk acceptable with effective controls, managed by senior management / executive and subject to semi-annual monitoring	The CEO and the SMT to monitor and advise AIRC/Council as required. The above should see the risk residual move to Low

FINANCIAL IMPLICATIONS

N/A.

VOTING REQUIREMENTS

Simple Majority

Officer Recommendation / Committee Resolution / ARIC 2604-04

Moved: Cr N Smith

Seconded: Cr P Bantock

That the Committee:

ACCEPTS the March 2026 Quarterly Risk Register, noting the inclusion of a new Emergency Management risk relating to fuel supply disruption and the updates made to existing risk treatments and linkages since the December 2025 quarter.

CARRIED BY UNANIMOUS DECISION OF COMMITTEE

Voted For: Mr D Lovelock, Cr P Bantock, Cr E Williams and Cr N Smith
Voted Against: Nil

PUBLIC ARIC MINUTES

8 CLOSURE OF MEETING

There being no further business, the Presiding Member declared the meeting closed at 1.35pm.

These minutes were confirmed at the Audit Committee Meeting held on

Signed

Date

(Presiding member at the meeting which confirmed the minutes)

Committee Minutes are unconfirmed until they have been adopted at the following meeting of Committee.

PUBLIC ARIC MINUTES