


		COMMUNITY REFERENCE GROUP MINUTES		
	Meeting	Transparent Governance Community Reference Group		
	Date	22 August 2019	Time	6 - 8pm
	Location	Lockyer Room, Ipswich Civic Centre		
List of Council Attendees (P = Present, A = Apology, NA = Not in attendance)				
P	Greg Chemello – Interim Administrator (Convenor)			
P	Nick Hughes – Acting Interim Administrator’s Executive Officer			
P	Andrew Knight – General Manager, Corporate Services (Facilitator)			
A	Sean Madigan – General Manager, Coordination & Performance (Facilitator)			
P	Wade Wilson – Manager, Executive Services			
P	Freddy Beck – Chief Audit Executive			
NA	Angela Harms – Corporate Governance Manager			
P	Community Engagement Team Member (Melanie Rippon)			
Community Reference Group Attendees (P = Present, A = Apology, NA = Not in attendance)				
P	Megan Buxton	P	Trevor Reynolds	
P	Jade Connor	P	Christine Ryan	
P	Susan Dunne	A	Warren Keel	
P	James Fazl	A	Mira Yates	
P	Fuad Paul Forghani	A	Adrianne Robinson	
P	John Fraser	A	Kate den Otter	
P	Robert Gould	NA	Cecil Maddox	
P	David Harris	NA	Geoffrey Yarham	
P	Marie Kavanagh	NA	Martin Corkery	
P	Steve Mallet			

1. CONVENOR'S OFFICIAL WELCOME

Greg Chemello, Interim Administrator, welcomed the members to the meeting and delivered an Acknowledgement of Country.

Mr Chemello spoke briefly about his experiences at Council to date and each member introduced themselves and explained why they applied to be a part of the reference group.

Mr Chemello provided feedback to the members regarding the results of the Memorabilia Survey which was distributed to members on 14 August 2019, noting that the results of the survey show mixed responses, with no one option emerging as a clear preference. Mr Chemello noted that Council is not in a position to make a determination about what to do with these items at the moment as there are ongoing investigations. Accordingly, in the meantime, the memorabilia items will be stored by Council until such time as a decision is able to be made about next steps.

2. GROUP CHECK-IN

The group checked into the evening's meeting by answering the following question: *What do you see as the role of a Councillor?* Members responded by stating incoming Councillors should:

- Look after issues and interests of the community; communicate to the community; planning and resource allocation;

- A Councillor should know the city; be great with people; listen to people; be able to forecast the future and understand the culture of the city;
- Act like a strategic planner;
- Acknowledge Section 12 of the Local Government Act – Director of a Company;
- Provide high level direction. Not a CEO
- Represent their constituents;
- Be strategic, like a board of directors;
- Grass roots input is lacking. This is the role of a Councillor;
- Conduct proper community consultation, especially for planning issues;
- Issues managed appropriately in Council
- Be strategic and less operational;
- Connect Council with residents;
- Be at a strategic level;
- Make decisions;
- Represent the voice of the constituency, which is diverse in Ipswich;
- Educate, involve and follow through;
- Shouldn't get involved in everyday things. Be more strategic;
- Gather opinions and provide feedback to residents;
- Improve communication with community;
- Model good governance through behaviour;
- Not allowed to side-track officers;
- Legitimise everything Council does;
- Be strategic;
- Guide the CEO; and
- Empower people to take responsibility.

Other comments and concerns raised during this discussion included:

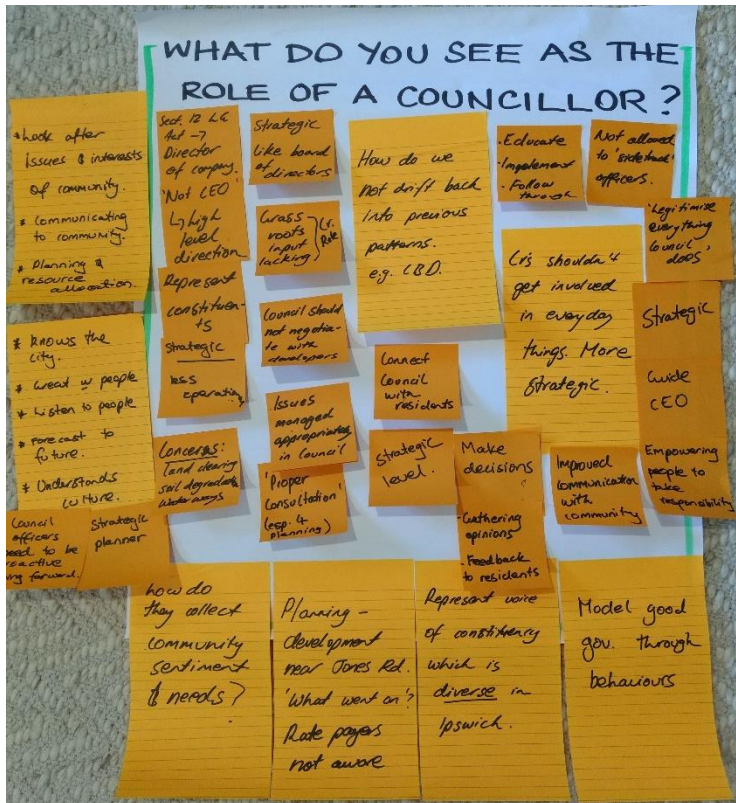
- History of poor urban and land use planning in Ipswich;
- Environmental degradation as a result of the above – soil erosion, vegetation clearing, waterway degradation;
- Council officers need to be proactive when Councillors are re-instated to ensure progress isn't undone;
- How do Councillors collect and understand community sentiment and needs?
- Council should not negotiate with developers;
- Planning and development near Jones Road – 'what went on? Rate payers were not aware';
- How do we not drift back into previous patterns when Councillors come back? (e.g. CBD);
- Council service staff have improved since Council was dissolved;
- Request from Council for community-based organisations to acquit their funds was a 'good move'; and
- The Interim Administrator acknowledged that the role of a Councillor is inherently challenging because there is a dual role of ensuring efficiencies are implemented regarding use of public funds and also delivering on not-for-profit community-based initiatives.

A discussion occurred regarding the divisional boundaries review:

- A member asked if any research was conducted on international models of divisional boundary structures for other local governments. The Interim Administrator explained that

research was conducted on predominantly Australian models as the size and remit of local government in Australia differs from comparable countries e.g. UK, Canada.

- The new boundaries will help ensure that spending is based on the needs of the entirety of the city rather than small or particular geographic areas.



3. ACTIONS FROM LAST MEETING

- Meeting agendas – The Facilitator explained to members that they can request items be added to future meeting agendas. These are to be submitted at the latest a week prior to the meeting.
- Confidentiality – The Facilitator explained that Council is moving towards a PUSH model where all information that can be disclosed to the community, will be. The following statement was read to members:

The disclosure and use of information/documentation

Council is committed to the proactive release of information wherever possible. The starting point is that all information is available unless there is a statutory reason not to disclose the information. Some of the types of information that are not able to be disclosed are:

- *Personal information (i.e. any information about an identifiable person: name, address, date of birth)*
- *Confidential/commercial information (i.e. trade secrets or intellectual property of Council or another person/entity)*
- *Information subject to legal professional privilege (i.e. legal advice received by Council)*
- *Law enforcement or public safety information (i.e. information which might prejudice an investigation or endanger a person's physical safety).*

If we consider that information is not able to be disclosed for reasons such as the above, we will tell you why. If we provide you with information that is, for example, draft or working documents, we will ask you not to circulate this information/documents.



In some cases, members may be asked to maintain the confidentiality of information disclosed prior to or at meetings. Confidentiality requirements will be clearly communicated to members when necessary.

- Meeting frequency – meetings for all reference groups will now be held every 2 months instead of every 3 months.
- Key Priorities for the City of Ipswich – The Facilitator summarised the key priorities for the City of Ipswich, identified by members from the inaugural meeting:
 1. More community education, engagement and empowerment
 2. A strategic direction for the city
 3. Change the culture of the organisationThis meeting will focus on item 3 and feedback on the draft Councillor Integrity Policy Package is going to be sought from members. The Interim Administrator explained that establishing a vision for the city is better addressed by incoming Councillors. They will be provided with a package to conduct a visioning exercise upon their appointment. The Interim Administrator also acknowledged that the rapid population growth and related planning challenges in Ipswich have contributed to this issue.
- Information requests – Six information pieces were requested by members at the inaugural meeting. Items 4-6 (tendering process, whistle blowing for staff and transformational projects) were disclosed to members via email on 14 August. Items 1-3 (audit reports, actions taken and review process) will be provided by Freddy Beck at this meeting via a presentation.

4. PRESENTATION ON AUDIT AND RISK PROCESS

Council's Chief Audit Executive delivered the below presentation to members:

To view the full size images, see below at 8.

<p>How Internal Audit Operates - Providing Some Assurance</p>  <p>INTERNAL AUDIT BRANCH</p> 	<p>Legislative Requirements</p> <p>Local Government Act 2009</p> <p>100 Auditing, including internal auditing</p> <p>(1) Each local government must establish an efficient and effective internal audit function.</p> <p>(2) Each large local government must also establish an audit committee.</p> <p>(3) A large local government is a local government that belongs to a class prescribed under a regulation.</p> <p>(4) An audit committee is a committee that—</p> <p>(a) monitors and reviews—</p> <p>(i) the integrity of financial documents; and</p> <p>(ii) the internal audit function; and</p> <p>(b) the effectiveness and objectivity of the local government's internal auditors; and</p> <p>(c) makes recommendations to the local government about any matters that the audit committee considers need external agreement.</p> <p>Local Government Regulation 2012</p> <p>207 Internal audit</p> <p>(1) For each financial year, a local government must—</p> <p>(a) prepare an internal audit plan; and</p> <p>(b) carry out an internal audit; and</p> <p>(c) prepare a progress report for the internal audit; and</p> <p>(d) assess compliance with the internal audit plan.</p> <p>(2) A local government's internal audit plan is a document that includes statements about—</p> <p>(a) the way in which the operational risks have been evaluated; and</p> <p>(b) the most significant operational risks identified from the evaluation; and</p> <p>(c) the control measures that the local government has adopted, or is to adopt, to manage the most significant operational risks.</p> <p>(3) A local government must give to an audit committee—</p> <p>(a) the progress report mentioned in subsection (1)(c); and</p> <p>(b) at least twice during the year after the internal audit is carried out, each of the following documents—</p> <p>(i) a summary of the recommendations stated in the report;</p> <p>(ii) a summary of the actions that have been taken by the local government in response to the recommendations;</p> <p>(iii) a summary of any actions that have not been taken by the local government in response to the recommendations.</p> <p>(4) If a local government does not have an audit committee, a reference to the committee in subsection (3) is taken to be a reference to the chief executive officer.</p> <p>211 Audit committee meetings</p> <p>(1) The audit committee of a local government must—</p> <p>(a) meet at least twice each financial year; and</p> <p>(b) review each of the following matters—</p> <p>(i) the internal audit plan for the internal audit for the current financial year;</p> <p>(ii) the internal audit progress report for the internal audit for the preceding financial year including the recommendations in the report and the actions to which the recommendations relate;</p> <p>(iii) a draft of the local government's financial statements for the preceding financial year before the statements are certified and given to the auditor-general under section 212;</p> <p>(iv) the auditor-general's audit report and auditor-general's observations report about the local government's financial statements for the preceding financial year; and</p> <p>(v) as soon as practicable after a meeting of the committee, give the local government a written report about the matters reviewed at the meeting and the committee's recommendations about the matters.</p> <p>(2) As a meeting of the audit committee—</p> <p>(a) a quorum is to be less than half the number of members of the committee; and</p> <p>(b) if the committee consists of 3 members, a quorum is 2.</p> <p>(3) If the committee consists of 3 members, a quorum is 2.</p> <p>(4) If the committee consists of 3 members, a quorum is 2.</p> <p>(5) If the committee consists of 3 members, a quorum is 2.</p> <p>(6) If the committee consists of 3 members, a quorum is 2.</p> <p>(7) If the committee consists of 3 members, a quorum is 2.</p> <p>(8) If the 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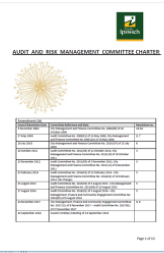
Ensuring Independence

The Internal Audit Branch has independent status within the Council and for that purpose:

All Internal Audit staff and service providers report to the Chief Audit Executive, who reports:

- Functionally for operations to the Audit and Risk Management Committee through the Chair; and
- Administratively to the Chief Executive Officer (CEO); and
- For team support to the General Manager, Coordination and Performance.

Internal Audit aspects in the Audit and Risk Management Committee Charter



7.2. Internal Audit

- 7.2.1 Ascertain that the activities undertaken by the Internal Audit Branch are in accordance with the Internal Audit Branch Charter and the International Standards for the Professional Practice of Internal Auditing.
- 7.2.2 Review the internal audit's charter, resources and budget such that this charter maintains and enforces internal audit's independence from management.
- 7.2.3 Monitor whether the Internal Audit Branch is receiving the co-operation of all levels of management; and in light of its functions and activities, is viewed as a highly regarded function of Council.
- 7.2.4 Review the planning and scope of internal audit activities and assess the resultant recommendations and findings.
- 7.2.5 Assess whether all significant recommendations of the Internal Audit Branch have been properly implemented by management in effectively addressing control deficiencies. Any reservations the Internal Audit Branch may have about control risk, and accounting and disclosure practices should be discussed by the Committee.
- 7.2.6 Review the Three Year Strategic and Annual Internal Audit Plans to assess that it covers the material business risks of the Council.
- 7.2.7 Monitor the extent of reliance on internal audit work by the external auditors to facilitate completeness of coverage and the effective use of audit resources.
- 7.2.8 Be consulted and provide advice in the appointment and dismissal of the Internal Audit Manager.
- 7.2.9 Review and monitor the effectiveness and objectivity of internal audit.

Independence and Authority in the Internal Audit Charter

- 3.2 Subject to 3.1, shall be independent of any section or officer or employee of Council.
- 3.3 Shall have no executive or managerial powers, functions, authorities or duties except those relating to the management of the internal audit function.
- 3.4 Shall not be involved in the day to day operation of Council, nor in the internal operational checking systems of Council except those relating to the administrative and management of the audit activities.
- 3.5 Shall not be responsible for the designing, installing or maintaining systems, procedures or controls, but will advise on these matters and provide assurance to management that completed systems will contribute to the achievement of the intended corporate objectives. If, however, an officer of the Internal Audit Branch is involved in the detailed development or implementation of a system, then any post implementation review should, as far as possible, be conducted by another officer of the Branch or by staff entirely independent of the Branch.
- 3.6 May have an observer/adviser status on steering committees, formed to co-ordinate financial/information systems design and implementation, at the discretion of the Chief Audit Executive.
- 3.7 The Chief Audit Executive is required to report any major restrictions on the scope of Internal Audit, impairments, resource issues and any conflicts of interests to the Chair of the Audit and Risk Management Committee and the Chief Executive Officer.

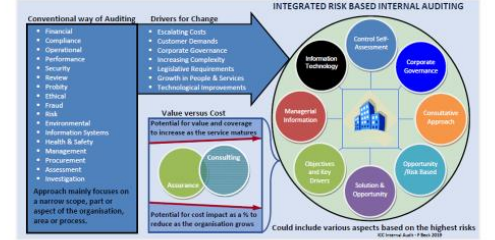


- 4.2 Internal audit shall generally undertake projects in accordance with programs/plans approved by the Audit and Risk Management Committee but shall also conduct such further unauthorised projects as the CEO considers desirable. Free consideration should also be given to the views of the Audit and Risk Management Committee and Department Heads in regard to suitable projects. The nature and scope of each project will be left to the professional judgment of the Chief Audit Executive.
- 4.3 The Chief Audit Executive and staff of the Internal Audit Branch are authorised to review all areas of Council and to have full, free, and unrestricted access to all Council's activities, records (both manual and electronic), property, and personnel. Council activities include entities over which Council has direct management, sponsorship or financial control.
- 4.4 All employees shall co-operate fully in making available any material or information reasonably requested by internal auditors. Further, all employees are expected to bring to the attention of the Chief Audit Executive any suspected situation involving improper activity or non-compliance with applicable policies, plans, procedures, laws or regulations, of which they have knowledge.
- 4.5 It is the policy of Council that all internal audit activities remain free of influence by any organisational elements. This will include such matters as scope of internal audit programs, the frequency and timing of examinations and the content of internal audit reports.

Integrated Risk Based Internal Auditing



The aim and approach are to use integrated risk based auditing to cover extra ground in an audit and thereby to be more effective and efficient. It is therefore not a narrow focus that requires many audits in an area to provide coverage, but rather to consider all key risks in an area. Therefore it neither restricts the scope of an audit nor overloads it to identify it according to whether it is compliance, operational, performance, financial etc. type of audit. This means audit time can be spent where it makes the most difference as all key aspects within an area could be within scope.



Internal Audit Plan

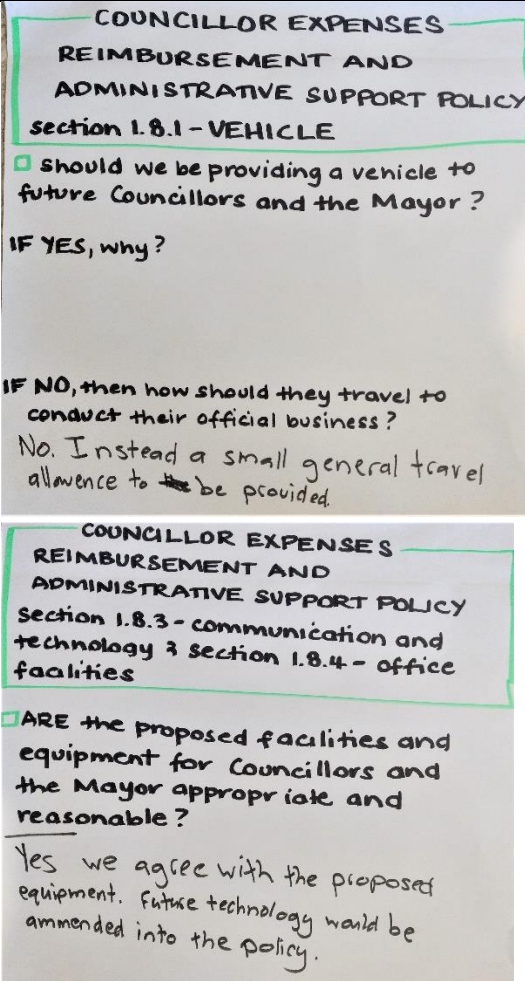


Annual Program of Internal Audit and Activities												
Internal Audit Activities		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
1	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
2	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
3	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
4	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
5	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
6	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
7	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
8	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
9	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
10	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
11	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
12	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
13	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
14	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
15	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
16	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
17	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
18	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
19	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
20	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
21	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
22	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
23	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
24	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
25	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
26	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
27	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
28	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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37	Annual Audit Plan	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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39	Annual Audit Summary	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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53	Annual Audit Report	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
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5. TRANSFORMATION PROJECT 13 – RETURN TO ELECTED REPRESENTATION: STAGE 1C- COUNCILLOR POLICY REVIEW

Council's Executive Services Manager introduced the purpose of the Councillor Integrity Policy Package and explained the research and development process followed to develop the policy documents. Members were then asked to split into three groups to workshop **Policy 2 – Councillor-Staff Interaction Policy**¹ and **Policy 3 – Expenses, Reimbursement and Administrative Policy**. The feedback gained on the policies is outlined below:

To view the full size images, see below at 8.

Policy 3 – Expenses, Reimbursement and Administrative Policy		
Working group	Harvested feedback	Summary
1	 <p>The feedback is presented on two pages of a flipchart. The first page is titled 'COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY' and 'Section 1.8.1 - VEHICLE'. It contains a question: 'should we be providing a vehicle to future Councillors and the Mayor?' followed by 'IF YES, why?' and 'IF NO, then how should they travel to conduct their official business?'. The response written is 'No. Instead a small general travel allowance to be provided.' The second page is titled 'COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY' and 'Section 1.8.3 - communication and technology & section 1.8.4 - office facilities'. It contains a question: 'ARE the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?' followed by the response: 'Yes we agree with the proposed equipment. Future technology would be ammended into the policy.'</p>	<p><i>Should we be providing a vehicle to future Councillors and the Mayor? If Yes, why?</i></p> <p>RESPONSE: Not applicable.</p> <p><i>If no, then how should they travel to conduct their official business?</i></p> <p>RESPONSE: No. Instead a small general travel allowance to be provided.</p> <p><i>Are the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?</i></p> <p>RESPONSE: Yes. Agree with the proposed equipment. Future technology would be amended into the policy.</p>

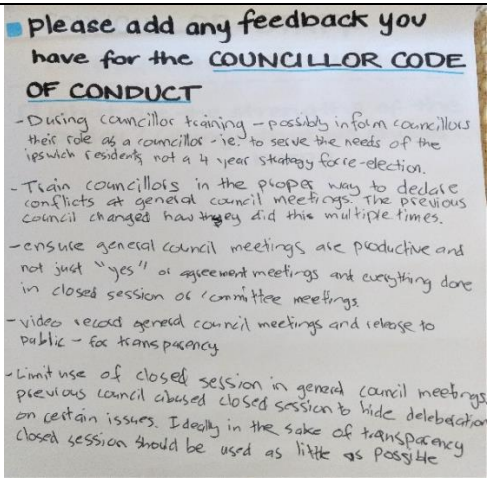
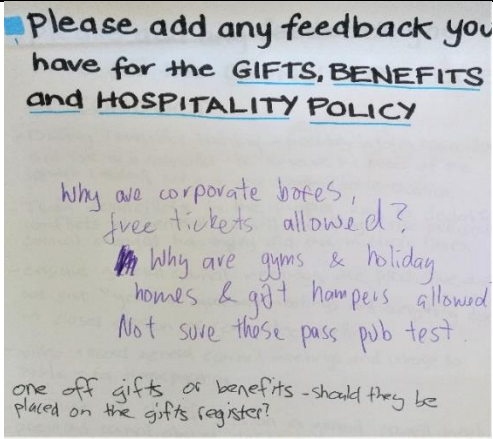
¹ This policy was not workshopped in the meeting due to insufficient time. Feedback on the policy was gained from members through a follow up survey the week after the meeting.

	<p>COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY</p> <p>any other comments/feedback on the policy?</p> <p>major travel expenses and professional development should start with a vision proposed to council with expected outcomes to justify the expenditure. If approved, after the travel/training, another report will be made public explaining the benefit to the community.</p>	<p>Any other comments/feedback on the policy?</p> <p>RESPONSE: Major travel expenses and professional development should start with a vision proposed to Council with expected outcomes to justify the expenditure. If approved, after the travel/training, another report will be made public explaining the benefit to the community.</p>
2	<p>COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY section 1.8.1 - VEHICLE</p> <p>should we be providing a vehicle to future Councillors and the Mayor?</p> <p>IF YES, why?</p> <ul style="list-style-type: none"> • Preferred • Probably best value for money • Less Admin <p>IF NO, then how should they travel to conduct their official business?</p>	<p>Should we be providing a vehicle to future Councillors and the Mayor? If Yes, why?</p> <p>RESPONSE: Preferred. Probably best value for money. Less admin.</p> <p>If no, then how should they travel to conduct their official business?</p> <p>RESPONSE: Not applicable.</p>
	<p>COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY section 1.8.3 - communication and technology resources & section 1.8.4 - office facilities</p> <p>ARE the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?</p> <p>Yes.</p>	<p>Are the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?</p> <p>RESPONSE: Yes.</p>
	<p>COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY</p> <p>any other comments/feedback on the policy?</p>	<p>Any other comments/feedback on the policy?</p> <p>RESPONSE: No further comments or feedback.</p>

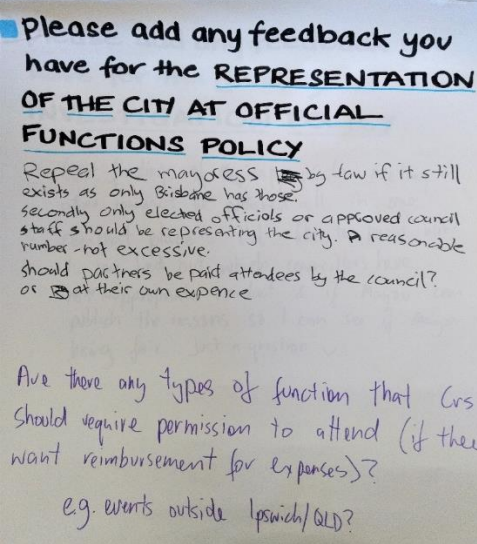
<p>3</p>	<p>COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY Section 1.8.1 - VEHICLE</p> <p><input type="checkbox"/> Should we be providing a vehicle to future Councillors and the Mayor?</p> <p>IF YES, why? ✓ <i>Vote 1/5</i></p> <ul style="list-style-type: none"> - Practical Purposes - Certain criteria - type of vehicle, fit for purpose - Badges - ICC & private use (blank) - Rotate into business/council - 3 year turn around. <p>IF NO, then how should they travel to conduct their official business? <i>Vote 4/5</i></p> <ul style="list-style-type: none"> - Using the ^{Annual} allowance - policy. - Perception <p>COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY Section 1.8.3 - communication and technology resources & section 1.8.4 - office facilities</p> <p><input type="checkbox"/> ARE the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?</p> <p><i>Council staff</i> Access is restrictive for councillors</p> <ul style="list-style-type: none"> - Administrative Support. <p>COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY</p> <p><input type="checkbox"/> any other comments/feedback on the policy?</p>	<p><i>Should we be providing a vehicle to future Councillors and the Mayor? If Yes, why?</i></p> <p>RESPONSE: Vote 1/5 (for). Practical purposes. Certain criteria:</p> <ul style="list-style-type: none"> ○ Type of vehicle, fit for purpose ○ Badges – ICC and <u>private use</u> (blank) ○ Rotate into business/Council – 3 year turn around <p><i>If no, then how should they travel to conduct their official business?</i></p> <p>RESPONSE: Vote 4/5 (for) Using the annual allowance – policy Perception</p> <p><i>Are the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?</i></p> <p>RESPONSE: Council staff access is restrictive for Councillors Administrative support</p> <p><i>Any other comments on the policy?</i></p> <p>RESPONSE: No further comments or feedback.</p>
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There was also opportunity to provide comment on the eight remaining policies by writing feedback on large pieces of paper. The following feedback on the other policies was gained:

To view the full size images, see below at 8.

Other policies		
Policy or draft policy	Harvested feedback	Summary
Councillor Code of Conduct	 <p>Please add any feedback you have for the COUNCILLOR CODE OF CONDUCT</p> <ul style="list-style-type: none"> - During councillor training – possibly inform councillors their role as a councillor - i.e. to serve the needs of the Ipswich residents not a 4 year strategy for re-election. - Train councillors in the proper way to declare conflicts at general council meetings. The previous council changed how they did this multiple times. - ensure general council meetings are productive and not just "yes" or agreement meetings and everything done in closed session or committee meetings. - video record general council meetings and release to public – for transparency. - Limit use of closed session in general council meetings. Previous council abused closed session to hide deliberation on certain issues. Ideally in the sake of transparency closed session should be used as little as possible. 	<p>During Councillor training – possibly inform Councillors (of) their role as a Councillor i.e. to serve the needs of the Ipswich residents not a 4 year strategy for re-election.</p> <p>Train Councillors in the proper way to declare conflict at general council meetings. The previous Council changed how they did this multiple times.</p> <p>Ensure general Council meetings are productive and not just 'yes' or agreement meetings and everything done in closed session or committee meetings.</p> <p>Video record general council meetings and release to public – for transparency.</p> <p>Limit use of closed session in general council meetings. Previous Council abused closed session to hide deliberation on certain issues. Ideally in the sake of transparency closed sessions should be used as little as possible.</p>
Draft Gifts, Benefits and Hospitality Policy	 <p>Please add any feedback you have for the GIFTS, BENEFITS and HOSPITALITY POLICY</p> <p>Why are corporate boxes, free tickets allowed? Why are gyms & holiday homes & gift hampers allowed? Not sure those pass pub test.</p> <p>one off gifts or benefits - should they be placed on the gifts register?</p>	<p>Why are corporate boxes, free tickets allowed? Why are gyms and holiday homes and gift hampers allowed? Note sure this passes the pub test.</p> <p>One off gifts or benefits – should they be placed on the gifts register?</p>

Draft Capture and Retention of Public Records Policy	<p>■ please add any feedback you have for the <u>COUNCILLOR - CAPTURE AND RETENTION OF PUBLIC RECORDS POLICY</u></p>	No further comments or feedback.
Draft Contact with Lobbyists, Developers and Submitters Policy	<p>■ please add any feedback you have for the <u>CONTACT WITH LOBBYISTS, DEVELOPERS AND SUBMITTERS POLICY</u></p> <p>How will I be able to see the records of meetings, phone calls & emails between councillors & developers? Should this be public information?</p>	<p>How will I be able to see the records of meetings, phone calls and emails between Councillors and developers?</p> <p>Should this be public information?</p>
Draft Election Period Policy	<p>■ please add any feedback you have for the <u>ELECTION PERIOD POLICY</u></p> <p>How are/will incumbent councillors monitored to ensure they do not campaign during work (as a councillor) hours or from using council facilities during the caretaker period? Councillors job is a councillor they should campaign on their own time. This might or might not have been an issue with previous councillors.</p>	<p>How are/will incumbent Councillors (be) monitored to ensure they do not campaign during work (as a Councillor) hours or from/using Council facilities during the caretaker period? Councillors job is a Councillor. They should campaign on their own time. This might or might not have been an issue with previous Councillors.</p>
Model Investigation Policy	<p>■ please add any feedback you have for the (model) <u>INVESTIGATION POLICY</u></p> <p>Can findings of inappropriate meeting or other conduct be published all in one central place? I'd like to know how I can find out which councillors have inappropriate conduct & if Mayor can publish the reasons so I can see if Mayor is being fair. Just a question. :)</p>	<p>Can findings inappropriate meeting or other conduct be published all in one central place? I'd like to know how I can find out which Councillors have inappropriate conduct and if Mayor can publish the reasons so I can see if Mayor is being fair. Just a question.</p>

<p>Draft Representation of the City at Official Functions policy</p>	 <p>please add any feedback you have for the REPRESENTATION OF THE CITY AT OFFICIAL FUNCTIONS POLICY</p> <p>Repeal the mayoress by law if it still exists as only Brisbane has those. secondly only elected officials or approved council staff should be representing the city. A reasonable number - not excessive. should partners be paid attendees by the council? or at their own expense</p> <p>Are there any types of function that Cns should require permission to attend (if they want reimbursement for expenses)? e.g. events outside Ipswich / QLD?</p>	<p>Repeal the mayoress by law if it still exists as only Brisbane has those. Secondly, only elected officials or approved Council staff should be representing the city. A reasonable number – not excessive. Should partners be paid attendees by the Council? Or at their own expense (?) Are there any types of functions that Councillors should require permission to attend (if they want reimbursement for expenses)? E.g. work outside Ipswich / QLD</p>
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Due to insufficient time at the meeting to comment on all of the policies, a survey will be emailed to members within the coming week asking them the comment on the policies. The survey results and the feedback gained at the meeting will be considered during finalisation of the policy package.

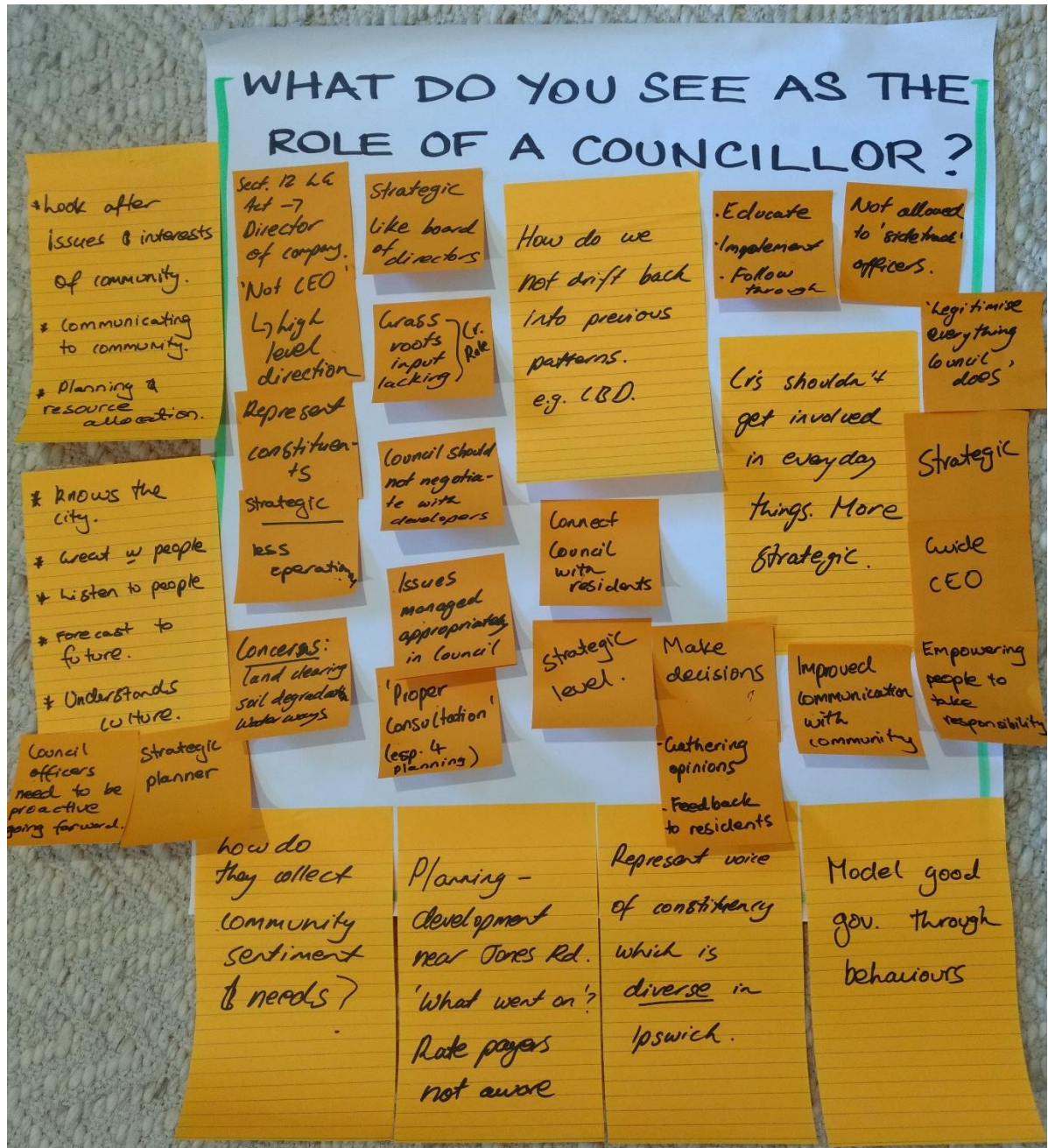
6. ACTION ITEMS

Action Item 1: A follow up survey requesting feedback on the Councillor Integrity Policy package will be emailed to members after the meeting.

7. CLOSE

Meeting closed: 8pm. Next meeting: 24 October 2019.

8. IMAGES




Ensuring Independence

The Internal Audit Branch has independent status within the Council and for that purpose:


All Internal Audit staff and service providers report to the Chief Audit Executive, who reports:

- Functionally for operations to the Audit and Risk Management Committee through the Chair; and
- Administratively to the Chief Executive Officer (CEO); and
- For team support to the General Manager, Coordination and Performance.

Internal Audit aspects in the Audit and Risk Management Committee Charter



AUDIT AND RISK MANAGEMENT COMMITTEE CHARTER



Amendment Log	Committee Reference and Date	Revisions
Amendment Log	Committee Reference and Date	Revisions
1 November 2004	City Management and Finance Committee No. 2004/206 of 26 October 2004	1
27 May 2006	Audit Committee No. 2006/201 of 14 May 2006, City Management and Finance Committee No. 2006/202 of 24 May 2006	6, 7
January 2007	City Management and Finance Committee No. 2006/201 of 15 May 2006	8
10 October 2011	Audit Committee No. 2011/045 of 12 October 2011, City Management and Finance Committee No. 2011/135 of 20 October 2011	9
15 November 2011	Audit Committee No. 2011/051 of 1 November 2011, City Management and Finance Committee No. 2011/131 of 9 November 2011	5
15 February 2014	Audit Committee No. 2014/015 of 11 February 2014, City Management and Finance Committee No. 2014/015 of 24 February 2014, City Management and Finance Committee No. 2014/015 of 24 February 2014, City Management and Finance Committee No. 2014/015 of 24 February 2014	1
16 August 2015	Audit Committee No. 2015/015 of 8 August 2015, City Management and Finance Committee No. 2015/015 of 18 August 2015	1
27 August 2016	Audit Committee No. 2016/015 of 8 August 2016, City Management and Finance Committee No. 2016/015 of 18 August 2016	1
14 November 2017	City Management, Finance and Community Engagement Committee No. 2017/015 of 9 November 2017, Audit Committee No. 2017/015 of 9 November 2017	6, 8
18 September 2018	Council Ordinary Meeting of 18 September 2018	

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7.2. Internal Audit

- 7.2.1 Ascertain that the activities undertaken by the Internal Audit Branch are in accordance with the Internal Audit Branch Charter and the International Standards for the Professional Practice of Internal Auditing.
- 7.2.2 Review the internal audit's charter, resources and budget such that this charter maintains and enforces internal audit's independence from management.
- 7.2.3 Monitor whether the Internal Audit Branch is receiving the co-operation of all levels of management; and in light of its functions and activities, is viewed as a highly regarded function of Council.
- 7.2.4 Review the planning and scope of internal audit activities and assess the resultant recommendations and findings.
- 7.2.5 Assess whether all significant recommendations of the Internal Audit Branch have been properly implemented by management in effectively addressing control deficiencies. Any reservations the Internal Audit Branch may have about control risk, and accounting and disclosure practices should be discussed by the Committee.
- 7.2.6 Review the Three Year Strategic and Annual Internal Audit Plans to assess that it covers the material business risks of the Council.
- 7.2.7 Monitor the extent of reliance on internal audit work by the external auditors to facilitate completeness of coverage and the effective use of audit resources.
- 7.2.8 Be consulted and provide advice in the appointment and dismissal of the Internal Audit Manager.
- 7.2.9 Review and monitor the effectiveness and objectivity of internal audit.

Independence and Authority in the Internal Audit Charter

- 3.2 Subject to 3.1, shall be independent of any section or officer or employee of Council.
- 3.3 Shall have no executive or managerial powers, functions, authorities or duties except those relating to the management of the internal audit function.
- 3.4 Shall not be involved in the day to day operation of Council, nor in the internal operational checking systems of Council except those relating to the administrative and management of the audit activities.
- 3.5 Shall not be responsible for the designing, installing or maintaining systems, procedures or controls, but will advise on these matters and provide assurance to management that completed systems will contribute to the achievement of the intended corporate objectives. If, however, an officer of the Internal Audit Branch is involved in the detailed development or implementation of a system, then any post implementation review should, as far as possible, be conducted by another officer of the Branch or by staff entirely independent of the Branch.
- 3.6 May have an observer/adviser status on steering committees, formed to co-ordinate financial/information systems design and implementation, at the discretion of the Chief Audit Executive.
- 3.7 The Chief Audit Executive is required to report any major restrictions on the scope of Internal Audit, impairments, resource issues and any conflicts of interests to the Chair of the Audit and Risk Management Committee and the Chief Executive Officer.

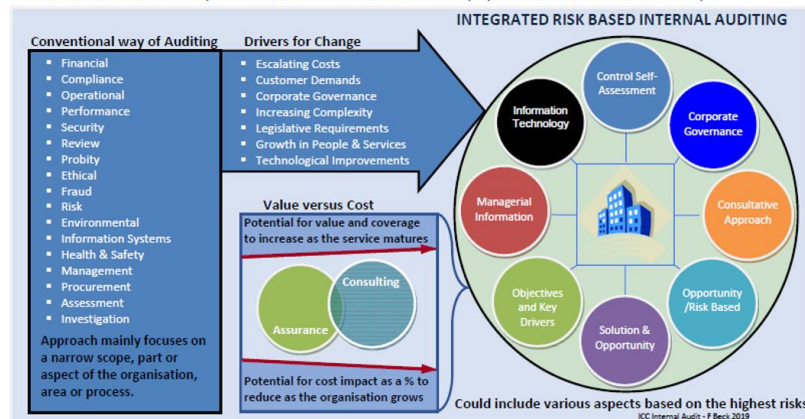


- 4.2 Internal audit shall generally undertake projects in accordance with programs/plans approved by the Audit and Risk Management Committee but shall also conduct such further unscheduled projects as the CEO considers desirable. Due consideration should also be given to the views of the Audit and Risk Management Committee and Department Heads in regard to suitable projects. The nature and scope of each project will be left to the professional judgment of the Chief Audit Executive.
- 4.3 The Chief Audit Executive and staff of the Internal Audit Branch are authorised to review all areas of Council and to have full, free, and unrestricted access to all Council's activities, records (both manual and electronic), property, and personnel. Council activities include entities over which Council has direct management, sponsorship or financial control.
- 4.4 All employees shall co-operate fully in making available any material or information reasonably requested by internal auditors. Further, all employees are expected to bring to the attention of the Chief Audit Executive any suspected situation involving improper activity or non-compliance with applicable policies, plans, procedures, laws or regulations, of which they have knowledge.
- 4.5 It is the policy of Council that all internal audit activities remain free of influence by any organisational elements. This will include such matters as scope of internal audit programs, the frequency and timing of examinations and the content of internal audit reports.

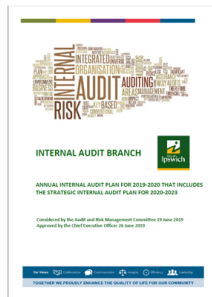
Integrated Risk Based Internal Auditing



The aim and approach are to use integrated risk based auditing to cover extra ground in an audit and thereby to be more effective and efficient. It is therefore not a narrow focus that requires many audits in an area to provide coverage, but rather to consider all key risks in an area. Therefore it neither restricts the scope of an audit nor overly tries to classify it according to whether it is compliance, operational, performance, financial etc. type of audit. This means audit time can be spent where it makes the most difference as all key aspects within an area could be within scope.



Internal Audit Plan



The Figure below illustrates these as a hierarchy with the regime at the top comprising the greatest level of activity and, if properly designed, providing the most powerful level of assurance.



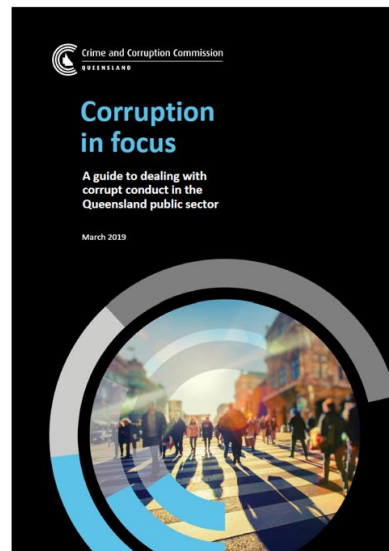
11 Annual Program of Internal Audits and Activities										
AUDITS AND ACTIVITIES		Allocated Dept 2018/19								
Specific Audit Activity Days	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Total	
Ad hoc audit suite						3	15	18	36	
Specific Audit Activity Days										
Arrangements/Agreements/Leases (All non-construction)	Jan 2019	1							1	
Arrangements/Agreements/Leases (Construction)	Jan 2019	1							1	
Conflicts of interests	Jul 2018	1							1	
Contract Management G	Jul 2018	1							1	
Cost Control (All)	Jul 2018	1							1	
Enterprise Resource Planning (ERP) Cooperation/Advice	Jul 2018	1							1	
Financial Control	Nov 2018	1							1	
Grants, Sponsorships and Donations Program	Nov 2018	1							1	
IT Information Technology	Jul 2018	1							1	
Information and Related Technology on-boardings	Jul 2018	1							1	
Leases and Retention Basis of	Jul 2018	1							1	
Liabilities	Nov 2018	1							1	
Physical Transactions	Jul 2018	1							1	
Private Works G	Jul 2018	1							1	
Procurement	Jul 2018	1							1	
Procurement, cash handling and fees	Nov 2018	1							1	
Recruitment and Selection	Nov 2018	1							1	
Rights to Information/Information Privacy Obligations	Jul 2018	1							1	
Social Compliance	Jul 2018	1							1	
Tender Evaluation	Jul 2018	1							1	
Waste Business Management Systems	Jul 2018	1							1	
Workshops	Jul 2018	1							1	
Workshops, Health and Safety	Jul 2018	1							1	
Total Specific Audit Activity Days						21	15	18	54	
Overall Minutes allocated to investigations, availability etc.	6	6	6	6	6	6	6	6	48	
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[illegible]

At ICC the 3 Lines of Defence could be illustrated as:

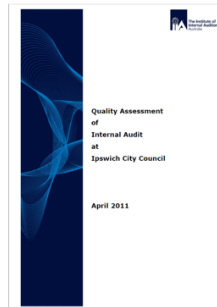
Combined Assurance - 3 Lines of Defence		
1 st Line of Defence	2 nd Line of Defence	3 rd Line of Defence
Management Controls Real-Time Focus	Management of Risk Review Time Focus + Review Focus of 1 st Line	Independent Assurance Review Focus of 1 st Line and 2 nd Line
Management Controls Project Management Supervisors	Finance Control Risk Management Regulatory Compliance Work Health Safety Environment Quality and Performance Legal services Project Management Office System Innovation and Controls	Internal Audit Department of Local Government Regulators External Audit CCC Media and Public
Review governance and compliance. Implement improvements	Confirm governance and compliance. Recommend improvements	Independently confirm governance and compliance. Recommend improvements

CCC Liaison Officer Role and Corrupt Conduct Investigations



Quality Assessments of Internal Audit

Conducted every five years as per the Institute of Internal Auditors' International Standards for the Professional Practice of Internal Auditing



2011 - The review team found, that at the time of the review, Internal Audit at Ipswich City Council is operating very well, and in many instances is representative of better practice for a small audit function. The review found general conformance to all the IIA Standards and the Code of Ethics which is the highest possible conformance result, and places Ipswich City Council amongst the leading audit functions reviewed by the IIA.



2016 - The IIA-Australia has performed hundreds of independent Quality Assessments of Internal Audit functions in the corporate and public sectors. Based on this experience, we rate the Internal Audit Branch at ICC as representative of good practice in internal auditing.

The 'International Professional Practices Framework' issued by the Institute of Internal Auditors prescribes 10 Core Principles for Internal Audit functions.

Core Principles	Assessment
1 Demonstrates integrity.	Conforms
2 Demonstrates competence and due professional care.	Conforms
3 Is objective and free from undue influence (independent).	Conforms
4 Aligns with the strategies, objectives, and risks of the organisation.	Conforms
5 Is appropriately positioned and adequately resourced.	Conforms
6 Demonstrates quality and continuous improvement.	Conforms
7 Communicates effectively.	Conforms
8 Provides risk-based assurance.	Conforms
9 Is insightful, proactive, and future-focused.	Conforms
10 Promotes organisational improvement.	Conforms

COUNCILLOR EXPENSES
REIMBURSEMENT AND
ADMINISTRATIVE SUPPORT POLICY
Section 1.8.1 - VEHICLE

- should we be providing a vehicle to future Councillors and the Mayor?

IF YES, why?

IF NO, then how should they travel to conduct their official business?

No. Instead a small general travel allowance to ~~the~~ be provided.

COUNCILLOR EXPENSES
REIMBURSEMENT AND
ADMINISTRATIVE SUPPORT POLICY
Section 1.8.3 - communication and
technology & section 1.8.4 - office
facilities

- ARE the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?

Yes we agree with the proposed equipment. Future technology would be ammended into the policy.

COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY

- any other comments/feedback on the policy?

major travel expenses and professional development should start with a vision proposed to council with expected outcomes to justify the expenditure. If approved, after the travel/training, another report will be made public explaining the benefit to the community.

COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY section 1.8.1 - VEHICLE

- should we be providing a vehicle to future Councillors and the Mayor?

IF YES, why?

- Preferred
- Probably best value for money
- Less Admin

IF NO, then how should they travel to conduct their official business?

COUNCILLOR EXPENSES

REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY

section 1.8.3 - communication and
technology resources & section 1.8.4 -
office facilities

- ☐ ARE the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?

Yes.

COUNCILLOR EXPENSES

REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY

- ☐ any other comments/feedback on the policy?

COUNCILLOR EXPENSES
REIMBURSEMENT AND
ADMINISTRATIVE SUPPORT POLICY
Section 1.8.1 - VEHICLE

☐ Should we be providing a vehicle to future Councillors and the Mayor?

IF YES, why? ✓ Vote 1/5

- Practical Purposes
- Certain criteria - type of vehicle, fit for purpose, Badges - ICC & private use (blank)
- Rotate into business/council - 3 years turn around.

//// - Vote 4/5
IF NO, then how should they travel to conduct their official business?

- Using the ^{Annual} allowance - policy.
- Perception

COUNCILLOR EXPENSES
REIMBURSEMENT AND
ADMINISTRATIVE SUPPORT POLICY
Section 1.8.3 - communication and
technology resources & section 1.8.4 -
office facilities

☐ ARE the proposed facilities and equipment for Councillors and the Mayor appropriate and reasonable?

- ✓ Council Staff
Access is restrictive for councillors
- Administrative Support.
 -

COUNCILLOR EXPENSES REIMBURSEMENT AND ADMINISTRATIVE SUPPORT POLICY

- any other comments/feedback on the policy?

please add any feedback you have for the COUNCILLOR CODE OF CONDUCT

- During councillor training - possibly inform councillors their role as a councillor - ie. to serve the needs of the Ipswich residents not a 4 year strategy for re-election.
- Train councillors in the proper way to declare conflicts at general council meetings. The previous council changed how they did this multiple times.
- ensure general council meetings are productive and not just "yes" or agreement meetings and everything done in closed session or committee meetings.
- video record general council meetings and release to public - for transparency.
- Limit use of closed session in general council meetings. Previous council abused closed session to hide deliberation on certain issues. Ideally in the sake of transparency closed session should be used as little as possible.

■ Please add any feedback you have for the GIFTS, BENEFITS and HOSPITALITY POLICY

Why are corporate boxes, free tickets allowed?

~~Why~~ Why are gyms & holiday homes & gift hampers allowed?
Not sure those pass pub test.

one off gifts or benefits - should they be placed on the gifts register?

■ Please add any feedback you have for the COUNCILLOR - CAPTURE AND RETENTION OF PUBLIC RECORDS POLICY

■ please add any feedback you have for the CONTACT WITH LOBBYISTS, DEVELOPERS AND SUBMITTERS POLICY

How will I be able to see the records of meetings, phone calls & emails between councillors & developers?

Should this be public information?

■ please add any feedback you have for the ELECTION PERIOD POLICY

How are/will ~~the~~ incumbent councillors monitored to ensure they do not campaign during work (as a councillor) hours or from using council facilities during the caretaker period? Councillors job is a councillor they should campaign on their own time.

This might or might not have been an issue with previous councillors

■ Please add any feedback you have for the (model)

INVESTIGATION POLICY

Can findings of ~~the~~ inappropriate meeting or other conduct be published all in one central place? I'd like to know how I can find out which councillors have ~~the~~ inappropriate conduct & if Mayor can publish the reasons so I can see if Mayor is being fair. Just a question. ;)

■ Please add any feedback you have for the REPRESENTATION OF THE CITY AT OFFICIAL FUNCTIONS POLICY

Repeal the mayoress ~~by~~ by law if it still exists as only Brisbane has those.
secondly only elected officials or approved council staff should be representing the city. A reasonable number - not excessive.
should partners be paid attendees by the council?
or ~~at~~ at their own expense

Are there any types of function that Crs should require permission to attend (if they want reimbursement for expenses)?

e.g. events outside Ipswich/QLD?