

VML:CD  
Vicki Lukritz  
3810 6221



**Ipswich City Council**

45 Roderick St  
PO Box 191  
Ipswich QLD 4305  
Australia

**Tel** (07) 3810 6666  
**Fax** (07) 3810 6731  
**Email** [council@ipswich.qld.gov.au](mailto:council@ipswich.qld.gov.au)  
**Web** [ipswich.qld.gov.au](http://ipswich.qld.gov.au)

18 January 2019

Sir/Madam

Notice is hereby given that a Meeting of the **GOVERNANCE COMMITTEE** is to be held in the **Council Chambers** on the 2nd Floor of the Council Administration Building, 45 Roderick Street, Ipswich commencing at **12.30 pm or 10 minutes after the conclusion of the Environment Committee, whichever is the earlier** on **Tuesday, 22 January 2019**.

<b><u>MEMBERS OF THE GOVERNANCE COMMITTEE</u></b>	
Greg Chemello (Interim Administrator) <b>(Chairperson)</b>	

Yours faithfully

**CHIEF EXECUTIVE OFFICER**



## GOVERNANCE COMMITTEE AGENDA

12.30 pm or 10 minutes after the conclusion of the Environment Committee,  
whichever is the earlier on, 22 January 2019  
Council Chambers

Item No.	Item Title	Officer
1	Recommendation of Successful Tenderer for Tender 12653 Refurbishment of Levels 1, 2, and 4 of 143 Brisbane Street, Ipswich	COO(WPR)
2	Repeal of Redundant Policies – Works, Parks and Recreation	COO(WPR)
3	**Overdue Rates and Charges: October-December 2018 Quarter	COO(FCS)
4	Customer Service Status Report – November/December 2018	COO(FCS)
5	Month-End Performance – November 2018	COO(FCS)
6	Office of the Chief Executive Officer Update	A/CEO
LATE ITEM 7	Queensland Audit Office Final Management Reports 2017–2018	COO(FCS)
LATE ITEM 8	Amendment to the Policy on the Provision of Legal Assistance for Employees and Councillors	GCCS

\*\* Item includes confidential papers

**GOVERNANCE COMMITTEE NO. 2019(01)**

**22 JANUARY 2019**

AGENDA

1. **RECOMMENDATION OF SUCCESSFUL TENDERER FOR TENDER 12653 REFURBISHMENT OF LEVELS 1, 2 AND 4 OF 143 BRISBANE STREET, IPSWICH**

With reference to a report by the Principal Officer (Procurement and Contract Operations) dated 2 January 2019 concerning the recommendation in relation to the successful Tenderer from Council Tender 12653 Refurbishment of Levels 1, 2 and 4 of 143 Brisbane Street, Ipswich.

**RECOMMENDATION**

That the report be received and the contents noted.

---

2. **REPEAL OF REDUNDANT POLICIES – WORKS, PARKS AND RECREATION**

With reference to a report by the Business Systems and Support Coordinator dated 3 January 2019 concerning the repeal of redundant Policies managed by the Works, Parks and Recreation Department.

**RECOMMENDATION**

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled 'Habitat/Nest Box Policy', as detailed in Attachment A to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 3 of the Policy and Administration Board No. 2013(02) of 5 March 2013 and adopted at the Council Ordinary Meeting of 19 March 2013, be repealed.
- B. That the policy titled 'Irrigator Oversprays on Roadways Policy', as detailed in Attachment B to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 20.17 of the Works Committee of March 1997 and adopted at the Council Ordinary Meeting of 2 April 1997, be repealed.
- C. That the policy titled 'Major Events at Council Swim Centres', as detailed in Attachment C to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 2 of the Policy and Administration Board No. 2014(01) of 11 February 2014 and adopted at the Council Ordinary Meeting of 25 February 2014, be repealed.
- D. That the policy titled 'Supervision at Swim Centres', as detailed in Attachment D to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 3 of the Policy and Administration Board No. 2008(01) of 14 May 2008 and adopted at the Council Ordinary Meeting of 27 May 2018, be repealed.

- E. That the policy titled 'Use of Personal Cameras (including mobile phone cameras) in specified Public Areas Policy', as detailed in Attachment E to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 1 of the Policy and Administration Board No. 2013 (06) of 7 May 2013 and adopted at the Council Ordinary Meeting of 21 May 2013, be repealed.
- 

3. \*\*OVERDUE RATES AND CHARGES: OCTOBER-DECEMBER 2018 QUARTER

With reference to a report by the Recoveries Manager dated 3 January 2019 concerning rate arrears and rate collection statistics for the period October-December 2018.

RECOMMENDATION

That the report be received and the contents noted.

---

4. CUSTOMER SERVICE STATUS REPORT – NOVEMBER/DECEMBER 2018

With reference to a report by the Strategic Client Office Manager dated 10 January 2019 concerning customer service delivery activities for the period 1 November to 31 December 2018.

RECOMMENDATION

That the report be received and the contents noted.

---

5. MONTH-END PERFORMANCE – NOVEMBER 2018

With reference to a report by the Finance Manager dated 8 January 2019 concerning Council performance for the period ending 30 November 2018, submitted in accordance with Section 204 of the *Local Government Regulation 2012*.

RECOMMENDATION

That the report be received and the contents noted.

---

6. OFFICE OF THE CHIEF EXECUTIVE OFFICER UPDATE

With reference to a report by the Acting Chief Executive Officer dated 14 January 2019 providing an update on the Office of the Chief Executive Officer for the months of November/December 2018.

## RECOMMENDATION

That the report providing the activities of the Office of the Chief Executive Office be received and the contents noted.

---

### **LATE ITEM**

#### 7. QUEENSLAND AUDIT OFFICE FINAL MANAGEMENT REPORTS 2017–2018

With reference to a report by the Chief Operating Officer (Finance and Corporate Services Department) providing an update on the audit of Ipswich City Council, Ipswich City Properties Pty Ltd, Ipswich City Developments Pty Ltd, Ipswich City Enterprises Pty Ltd, Ipswich City Enterprises Investment Pty Ltd and Ipswich Motorsport Park Pty Ltd financial statements for the 2017-2018 financial year.

## RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

- A. That the Queensland Audit Office Final Management Reports 2017–2018 for Ipswich City Council and its controlled entities as per Attachments A, B, C, D, E and F to the report of the Chief Operating Officer (Finance and Corporate Services) dated 17 January 2019, be received and noted.
- B. That the Queensland Audit Office Final Management Reports 2017–2018, as per Attachments A, B, C, D, E and F to the report of the Chief Operating Officer (Finance and Corporate Services) of 17 January 2019, be referred to Council’s Audit and Risk Management Committee for consideration.

---

### **LATE ITEM**

#### 8. AMENDMENT TO THE POLICY ON THE PROVISION OF LEGAL ASSISTANCE FOR EMPLOYEES AND COUNCILLORS

With reference to a report by the General Counsel and City Solicitor dated 18 January 2019, seeking amendment to the existing Council policy for the provision of Legal Assistance for Employees and Councillors.

## RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the policy titled “Legal Assistance for Employees and Councillors”, be amended as detailed in Attachment B of the report by the General Counsel and City Solicitor’s report dated 18 January 2019.

---

\*\* Item includes confidential papers

and any other items as considered necessary.

Governance Committee	
Mtg Date: 22.01.19	OAR: YES
<b>Authorisation:</b> Bryce Hines	

DN:DN

H:\Departmental\Committee Reports\1901DJN 12653 Ctee Report – noting of successful tender

2 January 2019

## **MEMORANDUM**

TO: BUSINESS ACCOUNTING AND ASSET MANAGER

FROM: ACTING PRINCIPAL OFFICER (PROCUREMENT AND CONTRACT OPERATIONS)

RE: RECOMMENDATION OF SUCCESSFUL TENDERER FOR TENDER 12653  
REFURBISHMENT OF LEVELS 1, 2 AND 4 OF 143 BRISBANE STREET, IPSWICH

---

### **INTRODUCTION:**

This is a report by the Principal Officer (Procurement and Contract Operations) dated 2 January 2019 concerning the recommendation in relation to the successful Tenderer from Council Tender 12653 Refurbishment of Levels 1, 2 and 4 of 143 Brisbane Street, Ipswich.

### **BACKGROUND:**

At the Council Ordinary Meeting held on the 16 October 2018 it was resolved:

*That pursuant to section 257(1) of the Local Government Act 2009, Council delegate to the Chief Executive Officer, the power to exercise the powers of Council under Chapter 6 (Contracting) of the Local Government Regulation 2012.*

### **Conditions:**

*This delegation is subject to the following conditions:*

1. This delegation does not authorise the Chief Executive Officer to exercise the powers under the *Local Government Act 2009* if the *Local Government Act 2009* provides that the power must be exercised by resolution.


2. Whenever this power is exercised, a record of the exercise shall be made in writing at the time of exercising such power, and a copy thereof shall be kept in such format as determined from time to time by the Chief Executive Officer.
3. The recommendation in relation to the successful tender must be presented to Council at the first available meeting of Council, for Council's noting.
4. The Chief Executive Officer may only exercise the powers granted under this delegation in relation to 12653 Refurbishment of Levels 1, 2 and 4 of 143 Brisbane Street, Ipswich.
5. This delegation expires on completion of the Contract.

A copy of this report is provided in Attachment A.

**SUCCESSFUL TENDERER:**

The evaluation report dated 1 November 2018 provided evidence of the evaluation process and the recommendation to award a contract to Kane Constructions Pty Ltd as the successful Tender approved by the Chief Executive Officer on 6 November 2018.

**ATTACHMENT/S:**

Name of Attachment	Attachment
<a href="#">Tender 12653 Refurbishment 143 Brisbane Street Ipswich Delegation to CEO to award tender WPS October 2018</a>	 Attachment A

**RECOMMENDATION:**

That the report be received and the contents noted.

David Niebling

**ACTING PRINCIPAL OFFICER (PROCUREMENT AND CONTRACT OPERATIONS)**

I concur with the recommendation/s contained in this report.

Shane Gillett

**BUSINESS ACCOUNTING AND ASSET MANAGER**

I concur with the recommendation/s contained in this report.

Bryce Hines

**CHIEF OPERATING OFFICER (WORKS PARKS AND RECREATION)**

Works, Parks and Sport Committee	
Mtg Date: 09.10.18	OAR: YES
Authorisation: Bryce Hines	

DN:DN

H:\Departmental\Committee Reports\1809DJN 12653 Ctee Report - Delegation to Chief Operating Officer to Enter into Contract

18 September 2018

## **MEMORANDUM**

TO: CHIEF OPERATING OFFICER (WORKS PARKS AND RECREATION)

FROM: ACTING PRINCIPAL OFFICER (PROCUREMENT AND CONTRACT OPERATIONS)

RE: DELEGATION TO CHIEF EXECUTIVE OFFICER TO ENTER INTO CONTRACT FOR COUNCIL TENDER 12653 - REFURBISHMENT OF LEVELS 1, 2 AND 4 OF 143 BRISBANE STREET, IPSWICH

---

### **INTRODUCTION:**

This is a report by the Contracts Officer dated 20 September 2018 concerning the establishment of a contract from Council Tender 12653 Refurbishment of Levels 1, 2 and 4 of 143 Brisbane Street, Ipswich.

### **BACKGROUND:**

Ipswich City Council (Council) recently approached the market via an Open Tender Process utilising Council amended AS4300 Major Municipal Works Design and Construct General Conditions of Contract to engage a suitably qualified and competent company to refurbish 143 Brisbane Street, Ipswich.

Council owns and manages the building and is renovating it for office based tenancy. Levels G and LG are currently tenanted by Ipswich City Council and the first stage of renovation was the successful Safe City Tenancy fit-out on Level 3.

Ipswich City Council are required to vacate the Hayden Centre, located at 37 South Street Ipswich, commencing with levels 3 and 4 by February 2019.

A Request for Tender was released on Saturday, 22 September 2018 with a closing date of Tuesday, 30 October 2018. The Tender will be evaluated in accordance with the Council's Standard Evaluation Methodology and Criteria Plan. Based on preliminary Quantity Surveyor estimates the procurement is expected to exceed the Chief Executive Officer's standard delegation to establish a contract.



### **CONTRACT AWARD OPTIONS:**

Council has two options to provide delegation of powers to the Chief Executive Officer to negotiate and award the contract. Council can provide early delegation to the Chief Executive Officer to expedite the award of the Contract or delay the provision of delegation until the next scheduled Council meeting, at which time a recommended preferred Supplier will be identified.

#### **Option 1**

Council could award the contract for the refurbishment works following the Council meeting of 4 December 2018 following normal processes for awarding contracts over the Chief Executive Officer's delegation. Contract execution and Christmas Close down periods will further delay the commencement of the project by four (4) weeks. This would delay the commencement of the project until early January 2019. Due to the requirement for works to be completed it is expected to reduce the available time for design and construction to a maximum of eight (8) weeks.

#### **Option 2**

Council could provide early delegation to the Chief Executive Officer, it is expected that the evaluation will be made available by 7 November 2018 for review and approval.

To maximise the available design and construction time, the Chief Executive Officer could be given a one off delegation to award the contract as soon as the evaluation process is finalised and the preferred supplier is known. This would allow the works to be awarded after consultation on the 9 November 2018, twelve (12) weeks earlier than option 1 allowing for contract execution and Christmas close down.

### **RECOMMENDATION:**

That the Interim Administrator of Ipswich City Council resolve:

That pursuant to section 257(1) of the *Local Government Act 2009*, Council delegate to the Chief Executive Officer, the power to exercise the powers of Council under Chapter 6 (Contracting) of the *Local Government Regulation 2012* in its capacity as a local government.

#### **Conditions:**

This delegation is subject to the following conditions:

1. This delegation does not authorise the Chief Executive Officer to exercise the powers under the *Local Government Act 2009* if the *Local Government Act 2009* provides that the power must be exercised by resolution.
2. Whenever this power is exercised, a record of the exercise shall be made in writing at the time of exercising such power, and a copy thereof shall be kept in such format as determined from time to time by the Chief Executive Officer.

3. The recommendation in relation to the successful tender must be presented to Council at the first available meeting of Council, for Council's noting.
4. The Chief Executive Officer may only exercise the powers granted under this delegation in relation to 12653 Refurbishment of Levels 1, 2 and 4 of 143 Brisbane Street, Ipswich.
5. This delegation expires on completion of the Contract.

Amended at Works, Parks & Sport Committee No. 2018(10) of 9 October 2018 with the addition of the following comments:

The Interim Administrator noted that this proposal is an integral component of the central business district redevelopment strategy currently being considered by council and that, as time is of the essence, delegation to the Chief Executive Officer in this instance would be appropriate.

David Niebling

**ACTING PRINCIPAL OFFICER (PROCUREMENT AND CONTRACT OPERATIONS)**

I concur with the recommendations contained in this report.

Stephen Bailey

**ACTING BUSINESS ACCOUNTING AND ASSET MANAGER**

I concur with the recommendations contained in this report.

Bryce Hines

**CHIEF OPERATING OFFICER (WORKS PARKS AND RECREATION)**

Governance Committee	
Mtg Date: 22.01.19	OAR: YES
<b>Authorisation:</b> Bryce Hines	

sas: sas

H:\Departmental\Committee Reports\1902sas repeal wpr policies.docx

3 January 2019

## **MEMORANDUM**

TO: CHIEF OPERATING OFFICER (WORKS PARKS AND RECREATION)

FROM: BUSINESS SYSTEMS AND SUPPORT COORDINATOR

RE: REPEAL OF REDUNDANT POLICIES - WORKS PARKS AND RECREATION

---

### **INTRODUCTION:**

This is a report by the Business Systems and Support Coordinator dated 3 January 2019 concerning the repeal of redundant Policies managed by the Works, Parks and Recreation Department.

### **BACKGROUND:**

In preparation for the Council-wide policies and procedures project, Works Parks and Recreation have undertaken a review of Policies managed by the Department.

This review has indicated that a number of Policies were found to be redundant.

The following table provides an overview of these policies:






<b>Policy</b>	<b>Review Outcome</b>	<b>Recommendation</b>
Habitat/Nest Box Policy (Attachment A)	<ul style="list-style-type: none"> <li>Managed through Council's Nature Conservation partnerships programs and grants</li> <li>Nest boxes no longer available for supply</li> </ul>	Repeal – policy is now redundant
Irrigator Oversprays on Roadways Policy (Attachment	<ul style="list-style-type: none"> <li>The matters addressed by the Policy relate to operational</li> </ul>	Repeal – policy is now redundant

B)	issues relating to the management of the road network and a Policy is not required to address this.	
Major Events at Council Swim Centres (Attachment C)	<ul style="list-style-type: none"> <li>All swim centres or lagoons are leased, therefore, Council does not directly manage the events.</li> </ul>	Repeal – policy is now redundant
Supervision at Swim Centres (Attachment D)	<ul style="list-style-type: none"> <li>All swim centres or lagoons are leased, therefore, it is a responsibility of the lessee to ensure the appropriate supervision is undertaken by all patrons.</li> </ul>	Repeal – policy is now redundant
Use of personal cameras (including mobile phone cameras) in specified public areas policy (Attachment E)	<ul style="list-style-type: none"> <li>Any miss-use of personal cameras is covered by other legislation and a Policy is not required to address this issue.</li> </ul>	Repeal – policy is now redundant

#### **CONCLUSION:**

The review of the above policies has shown that they are no longer applicable, redundant or have been updated with a new process and are able to be repealed.

#### **ATTACHMENT/S:**

Name of Attachment	Attachment
<a href="#">Habitat/Nest Box Policy</a>	 Attachment A
<a href="#">Irrigator Oversprays on Roadways Policy</a>	 Attachment B
<a href="#">Major Events at Council Swim Centres</a>	 Attachment C
<a href="#">Supervision at Swim Centres</a>	 Attachment D
<a href="#">Use of Personal Cameras (including mobile phone cameras) in specified public areas Policy</a>	 Attachment E

**RECOMMENDATION:**

That the Interim Administrator of Ipswich City Council resolve:

- A. That the policy titled 'Habitat/Nest Box Policy', as detailed in Attachment A to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 3 of the Policy and Administration Board No. 2013(02) of 5 March 2013 and adopted at the Council Ordinary Meeting of 19 March 2013, be repealed.
- B. That the policy titled 'Irrigator Oversprays on Roadways Policy', as detailed in Attachment B to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 20.17 of the Works Committee of March 1997 and adopted at the Council Ordinary Meeting of 2 April 1997, be repealed.
- C. That the policy titled 'Major Events at Council Swim Centres', as detailed in Attachment C to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 2 of the Policy and Administration Board No. 2014(01) of 11 February 2014 and adopted at the Council Ordinary Meeting of 25 February 2014, be repealed.
- D. That the policy titled 'Supervision at Swim Centres', as detailed in Attachment D to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 3 of the Policy and Administration Board No. 2008(01) of 14 May 2008 and adopted at the Council Ordinary Meeting of 27 May 2008, be repealed.
- E. That the policy titled 'Use of Personal Cameras (including mobile phone cameras) in specified Public Areas Policy', as detailed in Attachment E to the report by the Business Systems and Support Coordinator dated 3 January 2019, as per Item 1 of the Policy and Administration Board No. 2013 (06) of 7 May 2013 and adopted at the Council Ordinary Meeting of 21 May 2013, be repealed.


Sharon Smith

**BUSINESS SYSTEMS AND SUPPORT COORDINATOR**

I concur with the recommendation/s contained in this report.

Bryce Hines

**CHIEF OPERATING OFFICER (WORKS, PARKS AND RECREATION)**

	<b>HABITAT/NEST BOX POLICY</b>	<b>Document No:</b> <b>A3755232</b>
<p><b>1.1 Objectives:</b></p> <p>The objective of this policy is to provide a guideline for the protection of native fauna through the installation of habitat/nest boxes to sustain the ecological processes of less common native species.</p> <p>Native fauna has a high requirement for tree hollows for shelter and breeding. To provide for the requirements of the full range of native fauna, in an area over time, there needs to be enough hollow bearing trees to meet the current requirement for hollows.</p> <p>Habitat/nest boxes are a way of supplementing the resultant shortfall in hollows, but should not be considered a substitute for natural hollows.</p>		
<p><b>1.2 Regulatory Authority:</b></p> <p>There is no regulatory authority for Council to implement this policy.</p> <p><b>1.3 Policy Statement:</b></p> <p>Habitat trees in park and bush land contribute to the survival of fauna which are dependent on hollows for shelter and breeding. With due consideration for public safety, hollow bearing trees in Council's parks, reserves and conservation estates should be retained.</p> <p>Where a shortfall of naturally occurring hollows is identified, Ipswich City Council will support the installation of habitat/nest boxes to sustain the ecological process of less common and threatened native species.</p> <p><b>1.4 Scope:</b></p> <p>The core matters addressed by the policy include how Council and the public can provide protection for native fauna by providing habitat/nest boxes, standing stags (i.e. dead, hollow- bearing trees) and the transportation of hollow logs from other areas to increase habitat nest sites and shelter.</p>		

### Habitat Trees

Habitat trees in parkland contribute to the survival of plants and animals, which are dependent on habitats that once occupied areas now largely affected by human impacts. With due consideration for public safety, hollow bearing tree species in parks, reserves and the conservation estates should be retained.

Tree species that have the potential to provide hollows should be planted in parks, reserves and the conservation estates. Immature recruitment specimens of these species already in parks, reserves and the conservation estates should be protected. A Register of hollow bearing species should be maintained.

### Standing stags

Standing stags (i.e. dead, hollow-bearing trees) are an important source of hollows and the retention of stags is important to the habitat resource in reserves and the conservation estate. The retention of standing stags will be considered with public safety as paramount selection criteria.

### Relocation of hollow logs

The transportation of hollow logs from other areas to increase habitat/nesting sites in parks, bushland reserves and conservation estates is not recommended as this may result in loss of habitat from the original site. If hollow trees or trees with hollow branches are to be destroyed then the hollows may be salvaged and installed in parks, reserves and the conservation estates.

### Habitat/Nest Boxes as a supplement

Habitat/nest boxes may be placed in parks, reserves and the conservation estates, and should function as a supplement or support mechanism, not as a substitute for natural hollows.

### Target species

Use of habitat/nest boxes should be targeted toward less common and threatened native species, rather than common or opportunistic species that are already competing strongly for habitat/nest sites.

### Research and Management

The decision to use habitat/nest boxes in a park, reserve or the conservation estates should be based on research and fact.

Existing usage of hollows and species demand should be researched and recorded.

Based on research outcomes, goals should be set for the number of boxes required to meet the needs of target species.

The requirements of the target species should be researched before positioning a habitat/nest box.

Installation of habitat/nest boxes should be preceded by a management plan.

The monitoring and recording of locations and utilisation is required to substantiate desired ecological outcomes.

Feral and opportunistic species should be actively discouraged from invading habitat/nest boxes.

#### Special requirements

Some species may require artificial hollows to be placed directly on the ground, partially buried, or partially to totally submerged. (e.g. reptiles, amphibians, mammals and fish) and platforms may be required for birds of prey. (e.g. owls, falcons).

#### Natural predators

As predation is part of the natural process, native predators should not be excluded from habitat/nest boxes unless they are a threat to an endangered species, or unbalancing the natural process. (e.g. goannas, kookaburras and snakes).

#### Community involvement

Community involvement in the research, construction, placement and management for habitat/nest boxes will be actively encouraged.

Habitat/Nest Boxes Fact Sheets will be available to enable residents to construct their own boxes to meet the specific wildlife needs on private land.

Habitat/Nest Boxes are a component of Council's voluntary private landholder partnership programs with residents being encouraged to take responsibility for mounting and recording of locations, monitoring and recording of utilisation of habitat/nest boxes on their land.

Residents are encouraged to assist with the monitoring and recording of utilisation of habitat/nest boxes within parks, reserves and conservation estates.

Monitoring and recording of locations and utilisation is required to substantiate desired ecological outcomes.

#### **1.5 Roles and responsibilities:**

- Principal Officer (Natural Resources)
- Program Officer (Natural Resources)
- Coordinator (Natural Areas)

#### **1.6 Policy Author:**

Program Officer (Natural Resources)




**Date of Review:** 18 July 2017


**Date of Council Resolution:** 19 March 2013

**Committee Reference and Date:** Policy and Administration Board No. 2013(02) of 5 March 2013 - City Management and Finance Committee No. 2013(03) of 12 March 2013

**No. of resolution:** 3

**Date of Review:** 18 July 2019

	<p><b>IRRIGATOR OVERSPRAYS ON ROADWAYS POLICY</b></p>	<p><b>Document No:</b> <b>A4590867</b></p>
<p><b>1.1 Objectives:</b> The objective of this policy is to remove the risk of damage to roadways and/or hazards to road users caused by use of irrigation sprays.</p>		
<p><b>1.2 Regulatory Authority:</b></p> <ul style="list-style-type: none"> <li>Local Government Act 2009</li> </ul>		
<p><b>1.3 Policy Statement:</b> Irrigator oversprays on roadways create safety hazards for passing motorists by interfering with vision and causing unexpected hazards in the form of temporary loss of sight distance and slippery road surfaces. Overspray can also contribute to weakening road pavements and causing erosion of table drains which in turn increases maintenance costs to Council and/or Transport and Main Roads.</p> <ul style="list-style-type: none"> <li>Council will contact the offender either verbally or in written form to inform them of the problems created by irrigator overspray on roadways; and</li> <li>Request that the offender take precautions so that this problem does not occur again</li> </ul> <p><b>1.4 Scope:</b> The core matter addressed by the policy is the prevention of unnecessary hazards for users of roads within the Ipswich City Council area.</p> <p><b>1.5 Policy Author:</b> Principal Officer (Roads &amp; Drainage)</p>		
<p><b>Date of Review: 12 January 2018</b>  <b>Date of Council Resolution: 2 April 1997</b>  <b>Committee Reference and Date: Works Committee – March 1997</b>  <b>No. of Resolution: 20.17</b>  <b>Date to be Reviewed: 12 January 2020</b></p>		

	<b>MAJOR EVENTS AT COUNCIL SWIM CENTRES POLICY</b>	<b>Document No: A3755737</b>
<b>1.1 Objectives:</b> The objective of this policy is to inform any negotiations relating to operational arrangements (e.g. leases) of Council swim centres.		
<b>1.2 Regulatory Authority:</b> Local Government Act 2009		
<b>1.3 Policy Statement:</b> Council will ensure that all council swim centres, regardless of operational arrangements, remain accessible by the general public during times when major events or functions are being held. Major events or functions may include requests from schools, swimming or private organisations or residents.		
<b>1.4 Scope:</b> The core matters addressed by this policy are the conditions which must be considered by Council or the swim centre management prior to approving any major event or function at a Council swim centre.		
<b>1.5 Procedure:</b> <u>Part A – Swimming Carnivals</u>		
<ol style="list-style-type: none"> <li>1. Council swim centres will only close the main pool to general public access when a formal competitive swimming carnival is conducted by a swimming association, swimming club or school</li> <li>2. Any such carnival will be subject to the applicable fees and charges payable at that time.</li> <li>3. The timing of carnivals is to be encouraged/promoted to be held outside of normal operational hours.</li> <li>4. The closure of any Council swim centre main pool for any such carnival will be preceded by advertising of the nominated event, date and times. This shall be done by way of advertising in the local media and signage on the relevant road frontage, front entry and car park entry of the swim centre a minimum of one week prior to such an event.</li> <li>5. The swim centre manager will advertise the availability of other venues available for public access and use.</li> <li>6. Public access will be given to members of the public who wish to utilise the small pools during the carnival. This will be subject to a reduced fee and charge as determined at the time.</li> <li>7. The swim centre manager will not accept bookings for any major events on public holidays.</li> </ol>		

Part B - Private functions

1. Bookings may be accepted for a private function at a Council swim centre only on the basis that the centre will remain open to the public during the function.
2. Private function booking numbers will not exceed 200 people.
3. The swim centre manager may accept private functions requiring the total use of a council swim centre outside normal operating hours.

**1.6 Policy Author:** Principal Officer (City Maintenance Technical Support)


**Date of Council Resolution:** 25 February 2014

**Date of Review:** 29 November 2016

**Committee Reference and Date:** Policy and Administration Board No. 2014(01) of 11 February 2014 - City Management and Finance Committee No. 2014(02) of 18 February 2014

**No. of Resolution:** 2

**Date to be reviewed:** 29 November 2018

	<p style="text-align: center;"><b>SUPERVISION AT SWIM CENTRES</b></p>	<p><b>DOCUMENT NO:</b> <b>A3755838</b></p>
<p><b>1.1 Objectives:</b> The objective of this policy is to provide guidance on the entry of children to an aquatic facility and the expected parental behaviour.</p>		
<p><b>1.2 Regulatory Authority:</b></p> <ul style="list-style-type: none"> <li>Royal Life Saving Society "Guidelines for Safe Pool Operations"</li> </ul> <p><b>1.3 Policy Statement:</b></p> <p>Ipswich City Council is committed to ensuring the safety of patrons using Council owned/operated facilities.</p> <p>This policy is to be read in conjunction with procedures, as adopted from time to time, for the supervision of children in Council owed facilities.</p> <p>To ensure the policy is maintained the following is required by facility users:</p> <ol style="list-style-type: none"> <li>Children under 13 years should not be allowed entry unless under the active supervision of a person 18 years or older.</li> <li>Parents or guardians (including those persons described in 1 above) should actively supervise their charges at all times and as such should be dressed ready to take action, including unexpected entry to a pool.</li> <li>Parental/guardian supervision of children is in addition to, and in no way replaces, lifeguard supervision.</li> <li>Key Supervision Strategies:             <ul style="list-style-type: none"> <li>Proximity - Always be within arm's reach of children aged under five years or non-swimmers, particularly when in or near water.</li> <li>Attention - Pay attention to children. This is not an occasional glance they require your full attention.</li> </ul> </li> </ol>		

- Continuity - No matter how old children are they should be checked on a regular basis the younger the child the more they should be checked, non-swimmers should never be left.

#### **1.4 Scope:**

The core matter addressed by this policy relates to parental/guardian supervision of children under the age of 13 years during visits to Council owned aquatic facilities.

Signage or literature indicating the parental supervision policy of the facility should be displayed at the following points:

- a. Entry to the facility
- b. Entry or exit of change areas
- c. Suitable locations, eg toddlers pool, play areas
- d. Brochures, websites, promotional material

**Note:** A non-swimmer is any person who cannot swim continuously for 25 metres.

#### **1.5 Roles and responsibilities:**

Ipswich City Council's Facilities Manager/Supervisors or representatives are responsible for implementing this policy within each facility under their responsibility.

#### **1.6 Policy Author:**

The Principal Officer (Technical Support)


**Date of Review:** 19 January 2018

**Date of Council Resolution:** 27 May 2008

**Committee Reference and Date:** Policy and Administration Board No. 2008(01) of 14 May 2008, City Management and Finance Committee No. 2008(02) of 20 May 2008

**No. of Resolution:** 3, 6

**Date to be Reviewed:** 19 January 2020

	<b>USE OF PERSONAL CAMERAS (INCLUDING MOBILE PHONE CAMERAS) IN SPECIFIED PUBLIC AREAS POLICY</b>	<b>Document No: A3755863</b>
<p><b>1.1 Objectives:</b></p> <p>The objective of this policy is to define Ipswich City Council's position in regard to the use of personal cameras (including mobile phone cameras) in specified public areas.</p> <p><b>1.2 Regulatory Authority:</b></p> <ul style="list-style-type: none"> <li>• Long Term Community Plan i2031</li> <li>• Ipswich City Council Local Laws</li> <li>• Privacy Act 1988</li> <li>• Surveillance Devices Act 2004</li> <li>• Summary Offences Act 2000</li> <li>• Queensland Criminal Code 1899</li> </ul> <p><b>1.3 Policy Statement:</b></p> <p>Ipswich City Council is committed to ensuring the privacy of patrons using Council owned/operated facilities. Modern technology enables photographs and video to be taken with some mobile phones and displayed on the internet and social media within minutes. This is not appropriate in a number of specified public areas.</p> <p>As a result, Ipswich City Council has banned the use of still and video cameras in specified areas without prior Council approval.</p> <p>This policy is to be read in conjunction with procedures, as adopted from time to time, for use of personal cameras (including mobile phone cameras) in specified public areas.</p> <p>To ensure the privacy of patrons is maintained, the use of cameras including mobile telephones with camera interfacing, will not be permitted to be used in the following specified public areas:</p> <ul style="list-style-type: none"> <li>• Council owned change facilities (e.g. sports grounds and clubhouses);</li> <li>• Council owned and operated change facilities (e.g. swim centres); and</li> <li>• Public Toilets.</li> </ul> <p>Council will provide signage within specified public areas in Council facilities advising patrons that the use of cameras is prohibited, unless authorised by Council, and that any patron's action in using a camera in a specified public area (e.g. toilets, change rooms),</p>		

may constitute a criminal offence in Queensland and the matter reported to the police.

#### **1.4 Scope:**

This policy applies to the following specified public areas:

- Council owned change facilities (e.g. sports grounds and clubhouses);
- Council owned and operated change facilities (e.g. swim centres); and
- Public Toilets.

#### **1.5 Roles and responsibilities:**

Ipswich City Council's Facilities Managers/Supervisors or representatives are responsible for implementing this policy within each facility under their responsibility.

#### **1.6 Policy Author:**

The Principal Officer (Sport and Physical Activity) will be responsible for the maintenance of this policy.

**Date of Review:** 19 January 2018

**Date of Council resolution:** 21 May 2013

**Committee Reference and date:** Policy and Administration Board No. 2013(06) of 7 May 2013 - City Management and Finance Committee No. 2013(05) of 14 May 2013

**No of resolution:** 1

**Date to be reviewed:** 19 January 2020



RB:GW  
A5275465

Governance Committee	
Mtg Date: 22/01/2019	OAR: Yes
Authorisation: Andrew Knight	

3 January 2019

## **MEMORANDUM**

TO: CHIEF OPERATING OFFICER (FINANCE & CORPORATE SERVICES)

FROM: RECOVERIES MANAGER

RE: OVERDUE RATES AND CHARGES: OCTOBER-DECEMBER 2018 QUARTER

### **INTRODUCTION:**

This is a report by the Recoveries Manager dated 3 January 2019 concerning rate arrears and rate collection statistics for the period October-December 2018.

### **BACKGROUND:**

#### **Overdue Rates and Charges:**

	Yearly Levies	Arrears \$ End of quarter	Arrears %	Total Assessments	Assessments in Arrears End of quarter	% in Arrears
June 2015	\$175,942,886	\$2,764,243	1.57	72,515	4,949	6.82
June 2016	\$189,635,715	\$3,034,312	1.60	75,207	5,090	6.77
June 2017	\$205,419,598	\$3,680,474	1.79	78,689	6,067	7.71
June 2018	\$218,794,862	\$4,929,782	2.25	82,232	6,089	7.40
Sept 2018	\$222,098,438	\$4,853,110	2.19	82,961	6,333	7.63
Dec 2018	\$225,808,112	\$5,690,022	2.52	83,416	6,802	8.15

### **Analysis:**

The current outcomes are the result of 2 trends:

1. Four properties have substantial arrears and are in dispute with Council or the properties have been acquired by the Commonwealth as part of court action not related to Council. These 4 properties which represented 0.22% of rate arrears 3 years ago now account for 1/3 or 0.88 percentage points of the rate arrears.
2. Since mid-2017 there has been an underlying deteriorating trend in core rate arrears position, calculated if the above 4 properties are removed from the calculation.

The underlying rate arrears position has deteriorated by 0.23 percentage points over the last year.

If the 4 properties were removed the rate arrears outcome would be 1.64%.

Background to 4 properties with substantial arrears:

- Two of the properties have recently had ownership transferred to the Commonwealth under Proceeds of Crime legislation and will be expected to be sold. As part of settlement outstanding rates will be paid.
- The 2 other properties are both the subject of disputes about the rates levied and both Council and the owners have engaged legal representation. Progress in resolving these disputes is expected to be made over the next 3 months.

#### **Arrears \$ value:**

Following the completion of the October-December 2018 rating period, the approximate balance of overdue rates and charges was \$5,690,022 or 2.52% of the total rates. This represents an increase in outstanding balances of \$836,912 or 0.33% from the previous quarter.

#### **Arrears - Number of Assessments:**

At the end of the October-December quarter, 6,802 assessments remained in arrears. 5,928 (87%) of assessments held balances outstanding of less than \$1,000.00, including 3,098 (46%) with outstanding balances of less than \$100.00.

#### **Reminder Letters:**

Quarter	Reminder letters	\$	Second letter	\$
April – June 2012	8,250	\$3,952,492	3,519	\$2,630,456
April – June 2013	8,666	\$4,577,587	3,605	\$1,874,009
April – June 2014	8,633	\$4,797,481	3,440	\$1,678,378
April - June 2015	8,634	\$5,117,628	3,888	\$2,320,978
April - June 2016	9,776	\$5,767,789	4,247	\$2,375,731
April-June 2017	11,102	\$6,214,851	4,950	\$3,023,858
April-June 2018	10,264	\$6,566,455	5,561	\$4,505,858
July-September 2018	12,022	\$7,703,705	5,008	\$3,568,896
October-December 2018	11,559	\$7,492,422	4,919	\$3,293,516

**Legal Actions undertaken to recover Rates:**

The following actions were commenced, or finalised on behalf of Council during the quarter:

Action	Number	Value
New Claims Filed	44	\$106,233
Filed Claims Paid in full prior to Judgement	6	\$72,858
Defences Lodged	0	\$0
Defences Resolved	0	\$0
Defences under Legal Dept Control	6	\$450,846
Judgments Granted	2	\$4,893
Sale of Land Resolutions	7	\$60,800
Rates paid prior to Auction during the quarter	1	\$7,676
Properties Auctioned	0	0
Properties Sold at Auction	0	0
Properties purchased by Council at Auction	0	0

**Summary**

The target arrears percentage rate of 2.00% was exceeded by 0.52%.

**Planned Actions**

- Continue to apply collection strategies to non-owner occupied properties i.e. Companies, Trusts, Vacant land, Investment properties.
- Continue to apply collection strategies to habitual defaulters.
- Continued close maintenance of payment plans and escalation of breaches.
- Continued drive to liaise with banks and finance providers for payments in full.

**CONFIDENTIAL BACKGROUND PAPERS:**

Name of Attachment	Confidential Background Paper
<a href="#">Explanation of Overdue Rates and Charges – October – December 2018</a>	Attachment A

**RECOMMENDATION:**

That the report be received and the contents noted.

Glen Wilson  
**RECOVERIES MANAGER**

I concur with the recommendation contained in this report.

Richard Bennett  
**STRATEGIC CLIENT MANAGER**

I concur with the recommendation contained in this report.

Andrew Knight  
**CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)**

<b>Governance Committee</b>	
Mtg Date: 22.01.19	OAR: YES
<b>Authorisation:</b> Andrew Knight	

RB  
A5286954

10 January 2019

## **MEMORANDUM**

TO: CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)

FROM: STRATEGIC CLIENT OFFICE MANAGER

RE: CUSTOMER SERVICE STATUS REPORT – NOVEMBER/DECEMBER 2018

---

### **INTRODUCTION:**

This is a report by the Strategic Client Office Manager dated 10 January 2019 concerning customer service delivery activities for the period 1 November to 31 December 2018.

### **SERVICE LEVELS:**

#### Call Centre:

Over the October 2018 to December 2018 period, the trend decline in call numbers evident since September 2017 has reversed to a moderate 4% increase year on year.

	<u><b>May</b></u>	<u><b>June</b></u>	<u><b>July</b></u>	<u><b>Aug</b></u>	<u><b>Sept</b></u>	<u><b>Oct</b></u>	<u><b>Nov</b></u>	<u><b>Dec</b></u>
<u><b>2016</b></u>	14,583	17,339	15,198	16,649	16,266	14,682	16,628	12,602
<u><b>2017</b></u>	16,129	18,767	15,743	18,039	14,352	14,394	15,484	9,877
<u><b>2018</b></u>	14,932	16,218	14,767	16,367	12,773	14,750	16,084	10,491

In November, the Call Centre Management System was upgraded from Genesys Premier Edition to Genesys Pure Cloud, a call and resource management system used by large and small call centres around the world. The improvements in features and reporting were implemented and worked effectively to provide a much more stable and effective system for users. Our expectations were exceeded.

I would like to acknowledge the sound work done by the ICT Branch and also their foresight to include a staff member of the Customer Service Team as a dedicated member of the project team. This greatly assisted in institutionalising the knowledge to effectively administer the system going forward.

As part of the system upgrade all business hours staff were trained in the new system before launch and all Peak Services Out of Hours staff were trained as they implemented a rolling transition to Genesys PureCloud to service each of their 20 plus customers. They also had minimal disruption as a result of the rollout.

#### Out of Hours Call Centre Services:

Council's Out of Hours Service provider, Peak Services, struggled a little with service levels due to the demands of other council customers that were confronted with moderate weather events. Council staff assisted Peak Services over one week-end when the impact of a cyclone on other Councils in Queensland was uncertain but could be substantial. Council has a history of supporting other Councils in such circumstances. Peak Services reimburse Council for staff costs.

The weather events contributed to a generally lower grade of service for all Peak Services customers. The December outcome, 79%, was marginally below the Minimum targeted Service Level of 80%. If 16 more calls were answered within 30 seconds, 80% would have been achieved.

<u>Name</u>	<u>Service Description</u>	<u>Minimum Level</u>	<u>Oct 18</u>	<u>Nov 18</u>	<u>Dec 18</u>
Grade of Service	The percentage of customer calls that are answered within 30 seconds.	80%	88%	85%	79%
Call Volumes			1,028	1,101	1,642

There is no bonus service level applicable to out of hours.

#### Rates:

Rate notices were issued on time and lodged with Australia Post for distribution on 11 January 2019 or prepared as an eNotice for distribution by email. Due Date for payment is 14 February 2019. The rate notice production, printing and distribution went smoothly.

Recovery activity to prompt payment of outstanding rates was inactive from 14 December 2018 and resumed in January 2019 in recognition of the Christmas period. This has been the practice for a number of years.

Rate arrears outcomes deteriorated from 2.19% in the September Quarter to 2.52% in the December Quarter. Rate arrears are reported to Council each quarter via a separate report. In summary, there are some extraordinary reasons that explain some of the decline in performance as well as some underlying trend decline over the last 12-18 months.

The following table describes the contracted service level targets and outcomes:

Name	Service Description	Minimum Level	Bonus Level	Oct 18	Nov 18	Dec 18
First Point of Contact Resolution (FPOCR)	The percentage of customer enquiries that are resolved at the first point of contact, regardless of channel used (phone, counter, email, internet, etc.)	75%	80%	92%	91%	91%
Grade of Service - Phone (GoS)	The percentage of customer calls that are answered within 20 seconds.	80%	(Level 1) 83% (Level 2) 85%	85.1%	84.4%	87.6%
Grade of Service - Phone (GoS)	The percentage of customer calls that are answered within 60 seconds.	90%	92%	92.0%	92.1%	94.2%
Rates Arrears	The percentage of rates notices that are not in arrears compared to total rates notices produced (Quarterly).	98%	98.15%	97.81%	97.81%	97.48%
Processing time for customer requests	The time to process a customer request from receiving a CES CRM service request compared to Council corporate standard time frames. % Requests completed within corporate standard timeframes.	80%	95%	99.7%	100.0%	100.0%
Processing of all incoming mail	The percentage of applicable and relevant daily incoming mail that is scanned registered and tasked within the first Business Day of receipt.	80%	98%	99.9%	100.0%	100.0%
Processing of incoming emails	The percentage of incoming emails received that are registered and tasked, responded to, or identified as junk by midnight of the first business day of receipt.	80%	98%	99.9%	100.0%	98.9%
Lodgement of P&D applications	The percentage of P&D applications that are lodged, registered, payments assessed and receipted and prepared as a digital file for planning assessment within 24 hours of receipt (business days).	To be determined	To be determined	NA	NA	NA

Shaded results are not eligible for bonus.

**FINANCIAL IMPLICATIONS:**

The financial impact of Peak Services not achieving the contracted service level to be eligible for a bonus payment over the 3 month period was:

- \$32,407 of available bonuses were not paid for 3 months to December 2019.
- \$60,185 of available bonuses have not been paid for 6 months Year to Date.
- This results in a saving in budgeted expense.

There are no other financial implications associated with this report.

**RECOMMENDATION:**

That the report be received and the contents noted.

Richard Bennett  
**STRATEGIC CLIENT OFFICE MANAGER**

I concur with the recommendation contained in this report.

Andrew Knight  
**CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)**



<b>Governance Committee</b>	
Mtg Date: 22.01.19	OAR: Yes
<b>Authorisation:</b> Andrew Knight	

A5143835

8 January 2019

## MEMORANDUM

TO: CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)

FROM: FINANCE MANAGER

RE: MONTH-END PERFORMANCE – NOVEMBER 2018

---

### INTRODUCTION

This is a report by the Finance Manager dated 8 January 2018 concerning Council performance for the period ending 30 November 2018, submitted in accordance with *Section 204 of the Local Government Regulation 2012*.

### BACKGROUND

*Section 204 of the Local Government Regulation 2012* requires a monthly report to be submitted to Council in respect of the performance of Council's budget. The monthly performance report for November 2018 is included at Attachment A.

The performance report normally includes Human Resource information including leave balances and sick leave trends however following the implementation and go-live of the new payroll system in mid- November, this information is currently not available and we are working with the project team to finalise the report development.

### ATTACHMENT:

Name of Attachment	Attachment
<a href="#">November 2018 Monthly Performance Report</a>	Attachment A

### RECOMMENDATIONS:

That the report be received and the contents noted.

Jeffrey Keech  
**FINANCE MANAGER**

I concur with the recommendation contained in this report.

Andrew Knight

**CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES)**



**Ipswich City Council**

**Performance Report**

**November 2018**

**Ipswich City Council - Summary Financial Results**

	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	FY Budget \$'000	EOY Forecast \$'000	Detail Page ref:
<b>Net Result as at 30 November 2018:</b>						
<b>Cash Operational Revenue</b>						
Net Rates and Utilities	96,499	95,783	716	201,642	201,642	Page 9
Fees and Charges	13,110	12,469	641	29,751	29,751	Page 10
Operational Grants and Contributions	5,738	5,849	(111)	16,957	16,957	Page 11
Interest	2,126	1,218	908	2,905	2,905	Page 12
Other Cash Revenue	16,099	15,006	1,093	40,594	40,594	"
<b>Total Cash Operational Revenue</b>	<b>133,572</b>	<b>130,325</b>	<b>3,247</b>	<b>291,849</b>	<b>291,849</b>	
<b>Cash Operational Expenses</b>						
Employee Expenses*	39,599	40,550	951	96,081	97,011	Page 13
Materials and Services#	35,012	37,350	2,338	90,004	90,004	"
Finance costs	5,379	5,845	466	14,882	14,882	"
Other Cash Expenses	2,426	5,192	2,766	10,250	10,250	"
	<b>82,416</b>	<b>88,937</b>	<b>6,521</b>	<b>211,217</b>	<b>212,147</b>	
<b>Cash Operational Result</b>	<b>51,156</b>	<b>41,388</b>	<b>9,768</b>	<b>80,632</b>	<b>79,702</b>	
<b>Non-Cash Operational Revenue</b>						
Gain on Asset Disposal	137	0	137	0	137	Page 12
Internal Revenue	10,364	10,113	251	23,504	23,504	"
<b>Total Non-Cash Operational Revenue</b>	<b>10,501</b>	<b>10,113</b>	<b>388</b>	<b>23,504</b>	<b>23,641</b>	
<b>Non-Cash Operational Expense</b>						
Depreciation	27,546	29,055	1,509	68,075	68,075	Page 13
Loss on Asset Disposal	1,015	0	(1,015)	0	1,015	"
Internal Expense	9,519	8,980	(539)	20,850	20,850	"
<b>Total Non-Cash Operational Expense</b>	<b>38,080</b>	<b>38,035</b>	<b>(45)</b>	<b>88,925</b>	<b>89,940</b>	
<b>Net Result before Capital</b>	<b>23,577</b>	<b>13,466</b>	<b>10,111</b>	<b>15,211</b>	<b>13,403</b>	
<b>Capital</b>						
Capital Grants	2,956	2,018	938	4,722	4,722	Page 11
Donated Asset Revenue	22,196	27,965	(5,769)	67,122	67,122	"
Contributions	2,155	8,645	(6,490)	20,737	20,737	"
<b>Total Capital</b>	<b>27,307</b>	<b>38,628</b>	<b>(11,321)</b>	<b>92,581</b>	<b>92,581</b>	
<b>Total Net Result</b>	<b>50,884</b>	<b>52,094</b>	<b>(1,210)</b>	<b>107,792</b>	<b>105,984</b>	
<b>Capital Program as at 30 November 2018:</b>						
<b>Cash Capital Items</b>						
Asset Construction and Purchase	32,088	61,982	29,894	198,131	198,131	Page 14
<b>Non-cash Capital Items</b>						
Donated Assets	22,166	25,666	3,500	67,122	67,122	"
<b>Total Capital Program</b>	<b>54,254</b>	<b>87,648</b>	<b>33,394</b>	<b>265,253</b>	<b>265,253</b>	

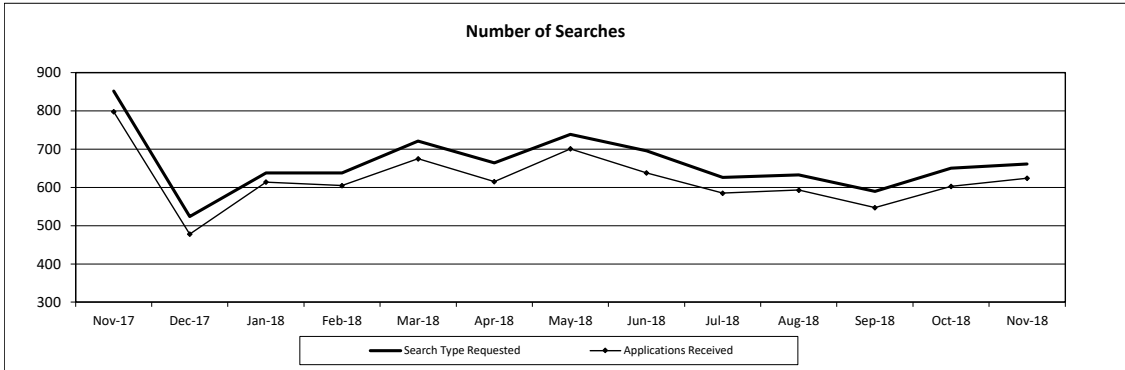
\* Including contract labour

# excluding contract labour

For information on individual line items, please refer to the relevant section of the report.

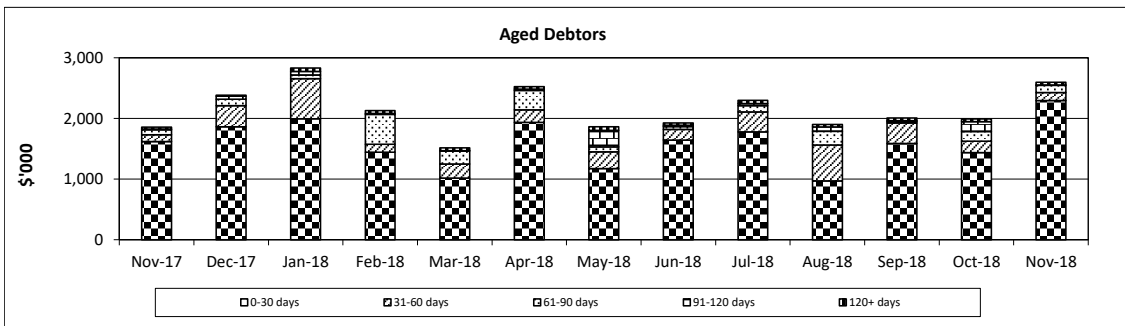
**Additional Performance Information:**

**Property Searches:**



	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Search Type Requested	852	524	638	638	721	664	739	696	626	633	590	650	661
Applications Received	798	478	614	605	675	615	701	638	585	593	547	603	624

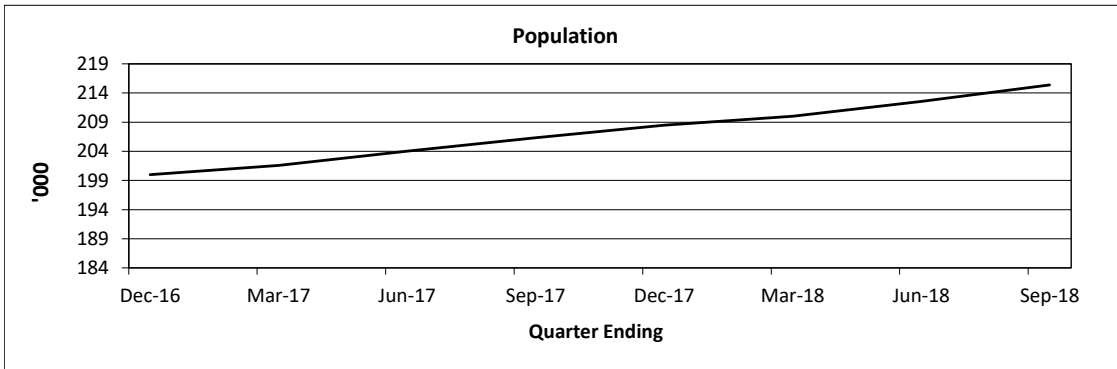
**Aged Debtors:**



	Nov-17 \$'000	Dec-17 \$'000	Jan-18 \$'000	Feb-18 \$'000	Mar-18 \$'000	Apr-18 \$'000	May-18 \$'000	Jun-18 \$'000	Jul-18 \$'000	Aug-18 \$'000	Sep-18 \$'000	Oct-18 \$'000	Nov-18 \$'000
0-30 days	1,619	1,862	1,995	1,443	1,016	1,936	1,174	1,645	1,778	969	1,589	1,438	2,295
31-60 days	113	350	661	132	233	207	276	173	331	594	338	188	133
61-90 days	82	106	60	491	215	319	82	47	102	226	25	158	118
91-120 days	12	51	60	16	5	21	273	22	34	69	11	165	5
120+ days	31	14	57	49	46	43	59	40	53	42	46	42	44

61-90 days primarily relates to outstanding amounts from the Department of Transport and Mains roads for the final PTIAP claim for 2017/18.

**Population:**

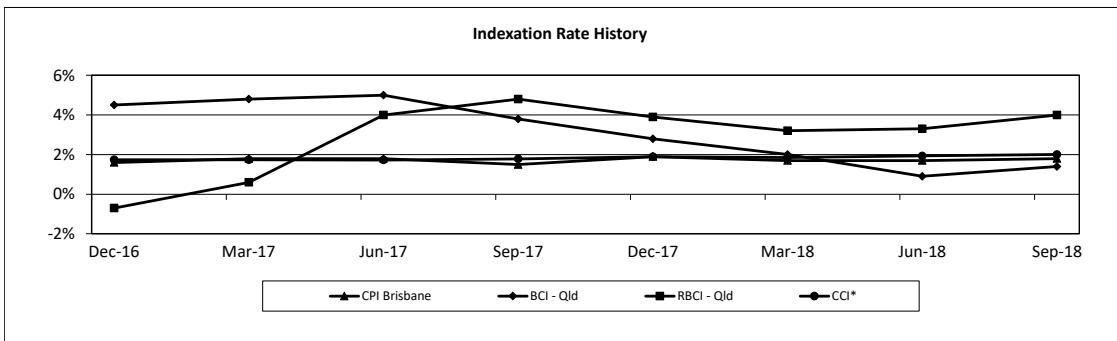


	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
Population	200	202	204	206	209	210	213	215

**Growth in Waste Domestic Services:**

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
Growth per quarter:	1.40%	0.83%	1.25%	1.26%	1.13%	0.93%	1.16%	1.30%

**Indexation Rate History:**



	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
CPI Brisbane	1.60%	1.80%	1.80%	1.50%	1.90%	1.70%	1.70%	1.80%
BCI - Qld	4.50%	4.80%	5.00%	3.80%	2.80%	2.00%	0.90%	1.40%
RBCI - Qld	(0.70%)	0.60%	4.00%	4.80%	3.90%	3.20%	3.30%	4.00%
CCI*	1.74%	1.74%	1.73%	1.79%	1.89%	1.85%	1.93%	2.00%

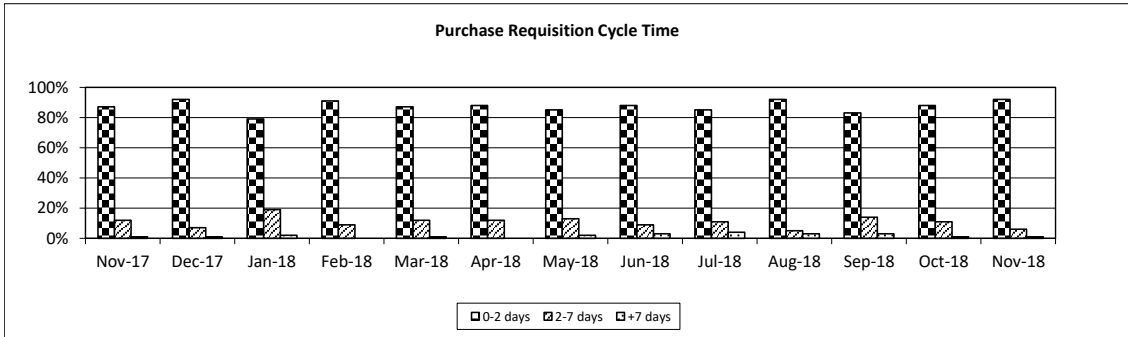
CPI = Consumer Price Index; BCI = Building Construction Index; RBCI = Roads and Bridges Construction Index; CCI = Council Cost Index

**Invoices Paid within Terms:**

	May-18		Jun-18		Jul-18		Aug-18		Sep-18		Oct-18		Nov-18	
Total invoices paid	5,482		5,245		5,838		5,494		4,998		5,373		4,508	
	Count	\$	Count	\$	Count	\$	Count	\$	Count	\$	Count	\$	Count	\$
% paid within terms	94%	97%	91%	90%	94%	94%	91%	97%	90%	96%	92%	97%	94%	96%
% paid <1 week outside terms	1%	1%	5%	6%	3%	3%	2%	1%	1%	1%	3%	1%	1%	1%
% paid >1 week outside terms	5%	3%	4%	4%	3%	3%	7%	2%	9%	3%	5%	3%	5%	3%

Satisfactory results.

**Purchase Requisition Cycle Time:**

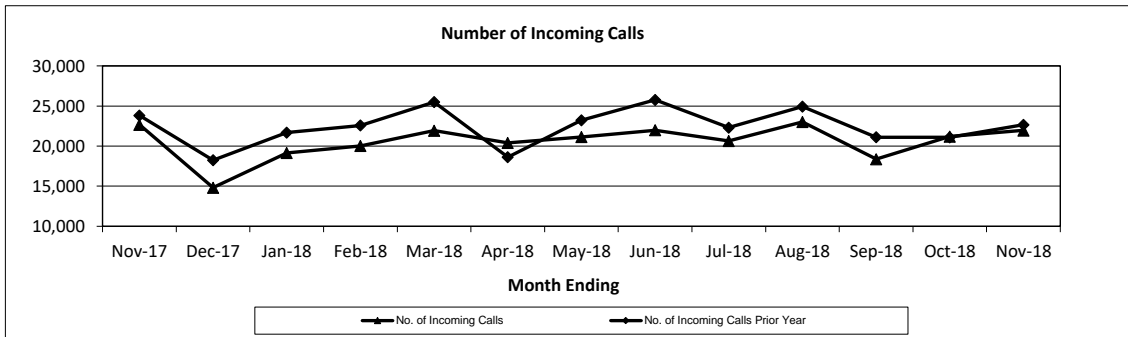


Key performance indicator for this activity is two days.

	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
0-2 days	87%	92%	79%	91%	87%	88%	85%	88%	85%	92%	83%	88%	92%
2-7 days	12%	7%	19%	9%	12%	12%	13%	9%	11%	5%	14%	11%	6%
+7 days	1%	1%	2%	0%	1%	0%	2%	3%	4%	3%	3%	1%	1%

Satisfactory results.

**Number of Incoming phone calls - All Council (excluding BCC After Hours and Helpdesk)**



	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
No. of Incoming Calls	22,656	14,818	19,147	20,027	21,922	20,397	21,153	21,986	20,634	23,017	18,369	21,200	21,959
No. of Incoming Calls Prior Year	23,814	18,241	21,681	22,579	25,508	18,637	23,222	25,768	22,308	24,933	21,109	21,097	22,656

## Statement of Cashflows

	July Actuals	July Budget	August Actuals	August Budget	September Actuals	September Budget	October Actuals	October Budget	November Actuals	November Budget	December Budget	January Budget	February Budget	March Budget	April Budget	May Budget	June Budget
<b>Cashflows from Operating Activities</b>																	
Receipts from Customers																	
General Rates and Utilities Charges	(4,364)	(4,620)	(40,761)	(40,494)	(4,816)	(4,279)	(8,245)	(4,337)	(37,295)	(41,234)	(4,403)	(4,425)	(42,092)	(4,509)	(4,417)	(41,995)	(4,321)
Fees and Charges	(3,380)	(2,721)	(2,477)	(2,409)	(3,574)	(2,407)	(1,219)	(2,667)	(2,709)	(2,266)	(2,200)	(2,207)	(2,167)	(2,421)	(2,513)	(2,257)	(2,627)
Operating Contributions	29	(574)	(768)	(574)	(1,166)	(574)	(203)	(579)	(99)	(574)	(742)	(574)	(574)	(574)	(574)	(574)	(1,258)
Operating Grants and Subsidies	(206)	(615)	(1,465)	(958)	(240)	(256)	(32)	(186)	(1,588)	(958)	(286)	(535)	(976)	(208)	(184)	(959)	(3,201)
Other Income	(3,420)	(1,381)	(2,235)	(1,359)	(2,236)	(1,403)	(2,313)	(1,856)	(637)	(1,293)	(1,211)	(1,125)	(1,101)	(1,437)	(1,398)	(1,248)	(665)
Capital Contributions	(129)	(1,729)	(152)	(1,729)	384	(1,729)	(2,044)	(1,729)	(215)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(5,708)
Capital Grants and Subsidies			(105)		(295)		19	(164)	(2,544)	(1,854)		(893)		(30)		(1,782)	(62)
	<b>(11,469)</b>	<b>(11,640)</b>	<b>(47,963)</b>	<b>(47,523)</b>	<b>(11,944)</b>	<b>(10,647)</b>	<b>(14,036)</b>	<b>(11,518)</b>	<b>(45,086)</b>	<b>(49,907)</b>	<b>(10,572)</b>	<b>(11,488)</b>	<b>(48,640)</b>	<b>(10,909)</b>	<b>(10,815)</b>	<b>(50,543)</b>	<b>(17,841)</b>
Payments to Suppliers and Employees																	
Employee Payments	6,179	8,985	8,394	7,183	6,631	7,249	8,317	8,999	6,542	7,225	9,095	7,242	7,232	7,328	9,020	7,252	10,926
Supplier Payments	7,350	10,762	11,068	8,001	6,629	7,185	6,727	8,115	7,241	6,864	8,228	6,885	7,237	6,915	7,122	7,466	10,203
Other Expenses	532	746	735	639	297	651	569	713	512	2,659	655	1,022	654	615	747	639	3,851
	<b>14,062</b>	<b>20,493</b>	<b>20,197</b>	<b>15,823</b>	<b>13,557</b>	<b>15,085</b>	<b>15,613</b>	<b>17,828</b>	<b>14,296</b>	<b>16,748</b>	<b>17,978</b>	<b>15,149</b>	<b>15,123</b>	<b>14,857</b>	<b>16,889</b>	<b>15,356</b>	<b>24,979</b>
Interest Received	(317)	(216)	(570)	(270)	(482)	(269)	(408)	(209)	(207)	(254)	(268)	(201)	(233)	(260)	(186)	(245)	(29)
Borrowing Costs	8		9		3,130	3,096	(28)		1,022	3,819				3,584			2,761
<b>Net Cash Outflow (Inflow) from Operating Activities</b>	<b>2,283</b>	<b>8,636</b>	<b>(28,328)</b>	<b>(31,970)</b>	<b>4,261</b>	<b>7,266</b>	<b>1,140</b>	<b>6,101</b>	<b>(29,976)</b>	<b>(33,413)</b>	<b>10,957</b>	<b>3,460</b>	<b>(33,749)</b>	<b>7,273</b>	<b>5,888</b>	<b>(35,432)</b>	<b>9,870</b>
<b>Cashflows from Investing Activities</b>																	
Payments for property, plant and equipment*	7,913	8,312	6,839	9,715	5,691	13,823	5,797	12,298	3,060	22,484	25,293	13,165	14,204	16,775	14,426	18,432	64,219
Dividends Received	(4,765)		(2,500)		(12,792)	(5,300)					(7,627)						(1)
Proceeds from sale of (payments for) equity investments	600	(1,398)	1,400	(502)	200	(4,167)	300	(828)	600	(2,050)	(700)	(944)	(944)	(5423)	(537)	(537)	(12,045)
Transfers to/from subsidiary entities			(1)						27								
<b>Net Cash Outflow (Inflow) from Investing Activities</b>	<b>3,748</b>	<b>6,914</b>	<b>5,738</b>	<b>9,213</b>	<b>(6,901)</b>	<b>4,357</b>	<b>6,097</b>	<b>11,470</b>	<b>3,687</b>	<b>20,435</b>	<b>16,966</b>	<b>12,221</b>	<b>13,260</b>	<b>11,352</b>	<b>13,889</b>	<b>17,895</b>	<b>52,174</b>
<b>Cashflows from Financing Activities</b>																	
Proceeds from Borrowings																	(101,000)
Redemption of Borrowings					4,973	4,961	39		(1,012)		6,328			6,404			21,175
Interest free loan (proceeds) redemption																	
Working Capital (Proceeds) Redemption																	
<b>Net Cash Outflow (Inflow) from Financing Activities</b>					<b>4,973</b>	<b>4,961</b>	<b>39</b>		<b>(1,012)</b>		<b>6,328</b>			<b>6,404</b>			<b>(79,825)</b>
Net Decrease (Increase) in Cash Held	6,032	15,550	(22,590)	(22,758)	2,334	16,583	7,276	17,571	(27,301)	(12,978)	34,251	15,681	(20,490)	25,029	19,777	(17,537)	(17,780)
Cash at Beginning of Period	139,601	139,601	133,567	133,567	156,141	156,141	153,825	153,825	146,549	146,549	173,850	139,599	123,918	144,408	119,378	99,602	117,138
<b>Cash at End of Reporting Period</b>	<b>133,567</b>	<b>124,051</b>	<b>156,141</b>	<b>156,325</b>	<b>153,825</b>	<b>139,557</b>	<b>146,549</b>	<b>136,254</b>	<b>173,850</b>	<b>159,527</b>	<b>139,599</b>	<b>123,918</b>	<b>144,408</b>	<b>119,378</b>	<b>99,602</b>	<b>117,138</b>	<b>134,919</b>

\* Including intangible assets

The end of year cash balance is \$134.9 million.



ICC Performance Report  
November 2018

**Departmental Breakdown**

Trend of year to date results as at 30 November 2018:

Revenue and Expense: ☹️<1% or \$50k worse than budget whichever is greater; ☹️<5% or \$125k worse than budget whichever is greater; ☹️>=5% or >=\$125k worse than budget whichever is greater.  
Capital: Within 5% or \$50k +/- budget whichever is greater; ☹️ within 10% or \$250k +/- budget whichever is greater; ☹️ more than 10% or >\$250k +/- budget whichever is greater. U=under; O=over

**Departmental Controlled:**

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Arts, Social Development and Community Engagement</b>	Revenue	☹️	☹️	☹️	☹️	☹️								☹️
	Employee Expenses*	☹️	☹️	☹️	☹️	☹️								☹️
	Other Expense Categories**	☹️	☹️	☹️	☹️	☹️								☹️
	Capital	O☹️	O☹️	O☹️	O☹️	U☹️								☹️

Satisfactory results for expenses. Revenue under budget \$150k or 6.9%.

Capital expenditure under budget by \$106k or 22.2%.

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Economic Development and Marketing</b>	Revenue	☹️	☹️	☹️	☹️	☹️								☹️
	Employee Expenses*	☹️	☹️	☹️	☹️	☹️								☹️
	Other Expense Categories**	☹️	☹️	☹️	☹️	☹️								☹️
	Capital	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Satisfactory results for other expense categories. Revenue is under budget \$120k or 42.6%. Employee Expenses over budget \$52K or 2.3%.

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Infrastructure Services Department</b>	Revenue	n/a	n/a	n/a	n/a	n/a								n/a
	Employee Expenses*	☹️	☹️	☹️	☹️	☹️								☹️
	Other Expense Categories**	☹️	☹️	☹️	☹️	☹️								☹️
	Capital	O☹️	O☹️	O☹️	U☹️	U☹️								☹️

Satisfactory results for employee expenses. Other expenses over budget \$207K or 32.2%

Capital expenditure under budget for infrastructure program \$14m or 44.3%. See pages 15-18 for details.

		Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Finance and Corporate Services Department</b>	Revenue	☹️	☹️	☹️	☹️	☹️								☹️
	Employee Expenses*	☹️	☹️	☹️	☹️	☹️								☹️
	Other Expense Categories**	☹️	☹️	☹️	☹️	☹️								☹️
	Capital	U☹️	U☹️	U☹️	U☹️	U☹️								☹️

Satisfactory results for revenue and expenses.

Capital expenditure under budget by \$17.9m or 89.1%.

\* Employee expenses including Labour Contracts

\*\* Operational Expense excluding the above

ICC Performance Report  
November 2018

**Departmental Breakdown**

Trend of year to date results as at 30 November 2018:

Revenue and Expense: ☺<1% or \$50k worse than budget whichever is greater; ☹<5% or \$125k worse than budget whichever is greater; ☹=5% or >=\$125k worse than budget whichever is greater.  
Capital: Within 5% or \$50k +/- budget whichever is greater; ☹ within 10% or \$250k +/- budget whichever is greater; ☹ more than 10% or >\$250k +/- budget whichever is greater. U=under; O=over

**Departmental Controlled:**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Works, Parks and Recreation Department</b> Revenue	☺	☺	☺	☺	☺								☺
Employee Expenses*	☺	☺	☺	☺	☺								☺
Other Expense Categories**	☺	☺	☺	☺	☺								☺
Capital	U☺	O☹	O☹	O☹	O☹								☺

Satisfactory results for revenue and expenses.

Capital expenditure over budget for Infrastructure Program \$2.2m or 23.5%. Capital expenditure for fleet and equipment purchases over budget \$648k or 37.7%.

Capital expenditure for IWS under budget \$226k or 42.5%.

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Health, Security and Regulatory Services Department</b> Revenue	☺	☺	☺	☺	☺								☺
Employee Expenses*	☺	☺	☺	☺	☺								☺
Other Expense Categories**	☺	☺	☺	☺	☺								☺
Capital	U☺	O☹	U☺	U☺	O☹								☺

Satisfactory results for revenue and expenses.

Capital expenditure over budget \$6k or 2.8%.

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Planning and Development Department</b> Revenue	☺	☺	☺	☺	☺								☺
Employee Expenses*	☺	☺	☺	☺	☺								☺
Other Expense Categories**	☺	☺	☹	☹	☺								☺
Capital	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Satisfactory results for revenue and employee expenses. Other expense categories are over budget \$124k or 21.2%.

**Corporate Controlled:**

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
<b>Corporate Items</b> Revenue	☹	☹	☺	☹	☹								☺
Expenses	☺	☺	☺	☺	☺								☺
Capital	U☹	☺	U☺	U☺	U☹								☺

Satisfactory results for corporate controlled expenses. Corporate controlled revenue under budget \$11.04m or 9.1%.

Capital expenditure under budget on donated assets 3.5m or 13.6%.

\* Employee expenses including Labour Contracts

\*\* Operational Expense excluding the above

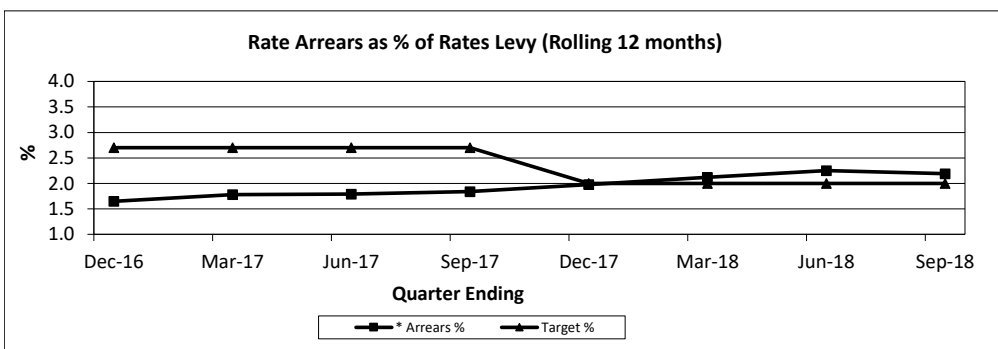
## Revenue

### Net Rates and Utilities:

	YTD Act	YTD Bud	YTD Var	FY Budget	FY F'cast	
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
General Rates	84,985	84,257	728	178,134	48%	178,134
Utilities and Other Charges	16,908	16,976	(68)	34,370	49%	34,370
Discounts/Remissions	(5,394)	(5,450)	56	(10,862)	50%	(10,862)
	<b>96,499</b>	<b>95,783</b>	<b>716</b>	<b>201,642</b>	<b>48%</b>	<b>201,642</b>

Satisfactory results overall.

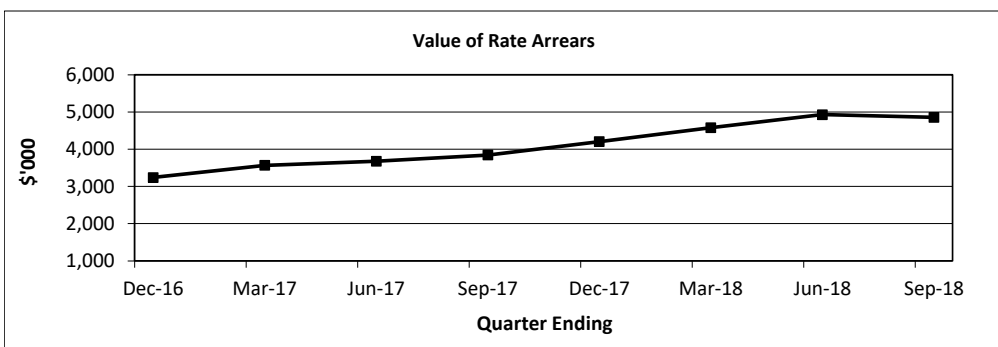
### Rate Arrears as at 30 September 2018:



	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
* Arrears %	1.65	1.78	1.79	1.84	1.98	2.12	2.25	2.19
Target %	2.70	2.70	2.70	2.70	2.00	2.00	2.00	2.00

\* Rolling 12 month average

### Value of Rate Arrears:



	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
\$'000	3,242	3,568	3,680	3,844	4,207	4,579	4,929	4,853

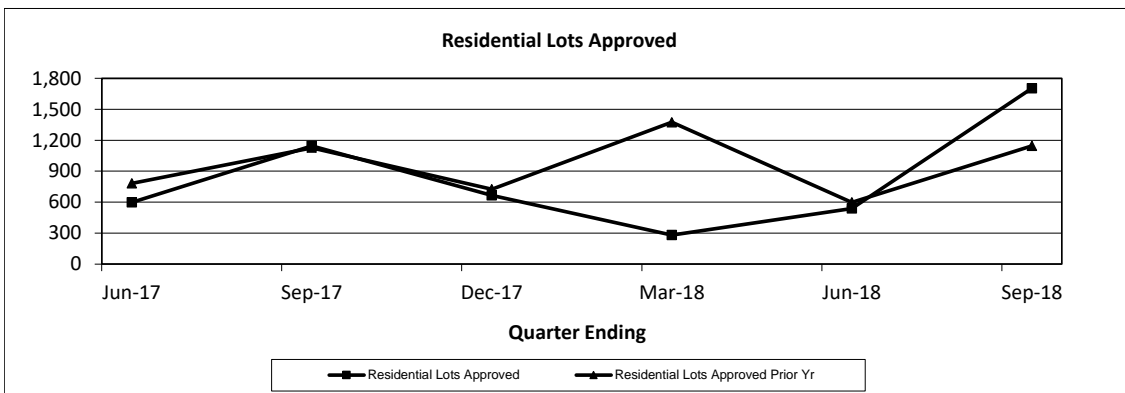
ICC Performance Report  
November 2018

**Fees and Charges:**

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Planning Fees	6,674	6,383	291	14,865	45%	14,865
Hlth Animal Cemetery Fees	759	639	120	1,920	40%	1,920
Traffic and Reg Park Fees	1,330	1,285	45	3,086	43%	3,086
Waste Fees	3,082	2,753	329	6,608	47%	6,608
Other Fees	1,265	1,409	(144)	3,272	39%	3,272
	<b>13,110</b>	<b>12,469</b>	<b>641</b>	<b>29,751</b>	<b>44%</b>	<b>29,751</b>

Satisfactory results overall.

**Residential Lots Approved:**



	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
<b>Residential Lots Approved</b>	597	1,144	665	282	538	1,702
<b>Residential Lots Approved Prior Yr</b>	781	1,127	724	1,374	597	1,144

**Grants and Contributions:**

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Operational Grants	3,531	2,973	558	9,879	36%	9,879
Capital Grants	2,956	2,018	938	4,722	63%	4,722
Donated Asset Revenue	22,196	27,965	(5,769)	67,122	33%	67,122
*Operational Cash Contributions	2,207	2,876	(669)	7,078	31%	7,078
*Capital Cash Contributions	2,155	8,645	(6,490)	20,737	10%	20,737
	<b>33,045</b>	<b>44,477</b>	<b>(11,432)</b>	<b>109,538</b>	<b>30%</b>	<b>109,538</b>

Cash contributions are developer driven and will be monitored closely.

**\*Cash Contribution Actuals Breakdown YTD:**

	Footpaths \$'000	Open Space \$'000	Roads \$'000	Social \$'000	Others \$'000	Grand Total \$'000
Operational Cash Contribution	0	1,045	724	0	438	2,207
Capital Cash Contribution	0	0	2,155	0	0	2,155
	<b>0</b>	<b>1,045</b>	<b>2,879</b>	<b>0</b>	<b>438</b>	<b>4,362</b>

**Balance Sheet Movement YTD:**

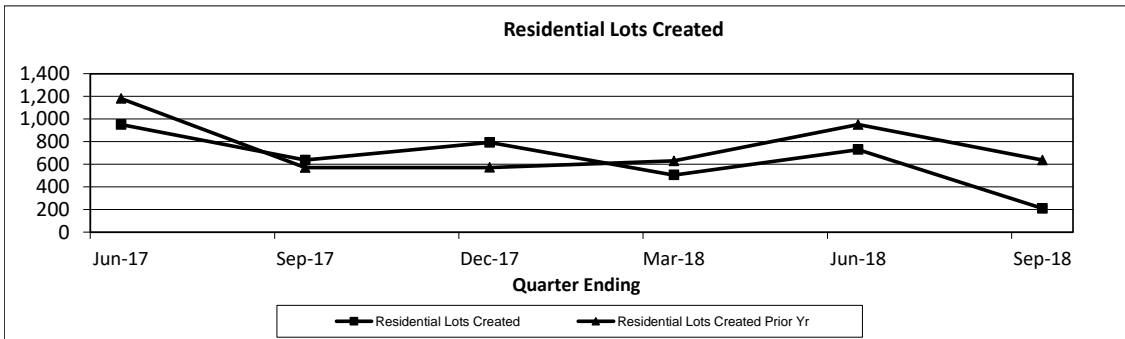
Open Space NCL	0	2,501	0	0	0	2,501
Stormwater NCL	0	0	0	0	1,080	1,080
Social NCL	0	0	0	602	0	602
Footpaths NCL	152	0	0	0	0	152
Streetscape NCL	0	0	0	0	0	0
	<b>152</b>	<b>2,501</b>	<b>0</b>	<b>602</b>	<b>1,080</b>	<b>4,335</b>

**Total Cash Contributions**

	<b>152</b>	<b>3,546</b>	<b>2,879</b>	<b>602</b>	<b>1,518</b>	<b>8,697</b>
--	------------	--------------	--------------	------------	--------------	--------------

Other operational cash contributions include \$388k relating to funds received from Ipswich Events Corporation, vegetation retention (\$25k), Queen's Parks Nature Centre (\$18.7k) and \$5k relates to traineeship revenue which will be transferred to correct account in December.

**Residential Lots Created:**



	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
<b>Residential Lots Created</b>	951	637	792	505	730	210
<b>Residential Lots Created Prior Yr</b>	1,181	571	572	629	951	637

**Other Revenue Sources:**

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Sales, Recoverable Works	1,348	1,197	151	2,978	45%	2,978
Interest	2,126	1,218	908	2,905	73%	2,905
Other Revenue	14,751	13,809	942	37,616	39%	37,616
Gain on Asset Disposal	137	0	137	0	n/a	137
Internal Revenue	10,364	10,113	251	23,504	44%	23,504
	<b>28,726</b>	<b>26,337</b>	<b>2,389</b>	<b>67,003</b>	<b>43%</b>	<b>67,140</b>

Satisfactory results overall. Gain on asset disposal relates to sale of fleet vehicles. Interest revenue over budget due to a higher amount of investments resulting from higher than forecasted cash balance. Other revenue primarily over budget due to higher than forecasted tax revenue received from Queensland Urban Utilities.

## Expense

### Employee Expenses

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	32,698	35,776	3,078	85,287	38%	85,287
Overtime	636	659	23	1,559	41%	1,559
Allowances	116	111	(5)	263	44%	263
Other employee costs	9,560	9,787	227	23,486	41%	23,486
<b>Total Labour Opex + Capex</b>	<b>43,010</b>	<b>46,333</b>	<b>3,323</b>	<b>110,595</b>	<b>39%</b>	<b>110,595</b>
<i>Less Capitalised Labour</i>	(5,956)	(6,565)	(609)	(16,129)	37%	(16,129)
Opex Labour before Contractors	<b>37,054</b>	<b>39,768</b>	<b>2,714</b>	<b>94,466</b>	<b>39%</b>	<b>94,466</b>
<i>Plus Contract Opex Labour</i>	2,545	782	(1,763)	1,615	158%	2,545
Opex Labour incl Contractors	<b>39,599</b>	<b>40,550</b>	<b>951</b>	<b>96,081</b>	<b>41%</b>	<b>97,011</b>

Satisfactory results overall.

### Materials and Services (excl. Labour Contracts)

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Communication	646	690	44	1,696	38%	1,696
Materials	3,469	5,014	1,545	12,639	27%	12,639
Motor Vehicle Expenses	1,100	1,575	475	3,237	34%	3,237
Other Goods	1,349	1,415	66	3,299	41%	3,299
Other Services	4,783	5,104	321	12,377	39%	12,377
Service Contracts	12,328	15,350	3,022	36,255	34%	36,255
Utilities Expenses	4,468	4,459	(9)	10,454	43%	10,454
Consultants	1,894	1,144	(750)	2,877	66%	2,877
Other Materials and Services	4,975	2,599	(2,376)	7,170	69%	7,170
	<b>35,012</b>	<b>37,350</b>	<b>2,338</b>	<b>90,004</b>	<b>39%</b>	<b>90,004</b>

### Other Expense Sources:

Depreciation	27,546	29,055	1,509	68,075	40%	68,075
Finance Costs	5,379	5,845	466	14,882	36%	14,882
Other Expenses	2,426	5,192	2,766	10,250	24%	10,250
Loss on disposal assets	1,015	0	(1,015)	0	n/a	1,015
Internal Expenses	9,519	8,980	(539)	20,850	46%	20,850
	<b>45,885</b>	<b>49,072</b>	<b>3,187</b>	<b>114,057</b>	<b>40%</b>	<b>115,072</b>
<b>TOTAL</b>	<b>80,897</b>	<b>86,422</b>	<b>5,525</b>	<b>204,061</b>	<b>40%</b>	<b>205,076</b>

Satisfactory results overall however, materials and services under budget in several Departments primarily relating to delayed payments as a result of changes in agreements. Other expenses primarily under budget due to delay in contribution to be made towards Springfield Central Sports Hall.

Loss on asset disposals primarily relates to partial retirement of infrastructure network assets.

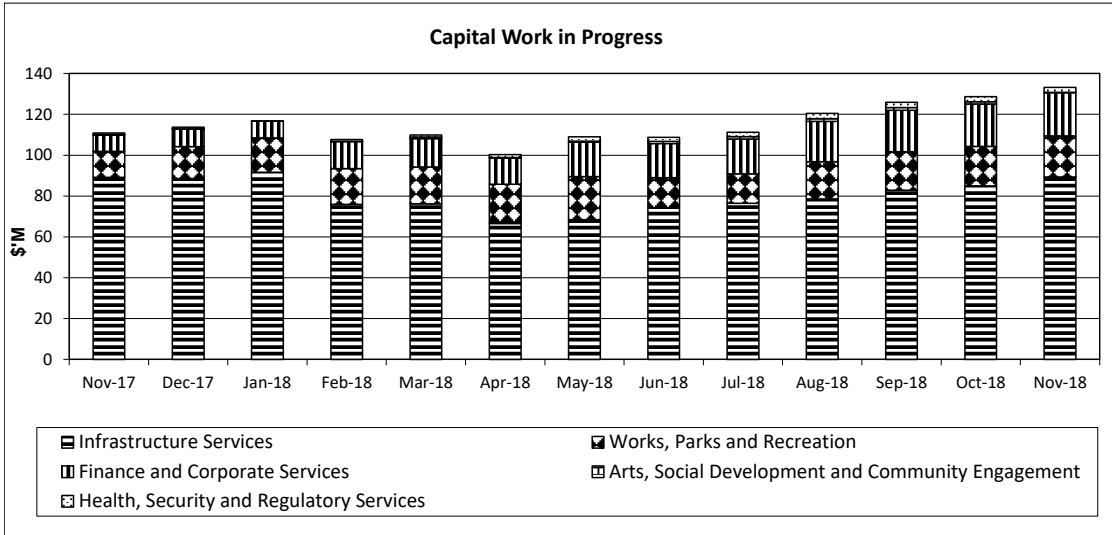
Depreciation under budget and will be monitored closely.

### Capital Expenditure

Results as at 30 November 2018:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled	32,088	61,982	29,894	198,131	16%	198,131
Corporate Controlled	22,166	25,666	3,500	67,122	33%	67,122
	<b>54,254</b>	<b>87,648</b>	<b>33,394</b>	<b>265,253</b>	<b>20%</b>	<b>265,253</b>

Capital Work in Progress Current Balance (\$'000):



	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Infrastructure Services	89.17	88.48	91.64	75.89	76.19	66.60	68.47	74.33	76.48	78.60	82.85	84.99	89.33
Works, Parks and Recreation	12.72	15.75	16.82	17.56	18.02	19.22	21.05	14.67	14.37	18.23	18.91	19.31	20.08
Finance and Corporate Services	8.03	8.63	8.22	13.25	13.90	12.90	16.95	16.70	17.09	19.78	20.20	20.70	21.19
Arts, Social Development and Community Engagement	0.15	0.08	0.08	0.10	0.78	0.11	0.44	1.05	1.19	1.31	1.35	1.20	0.16
Health, Security and Regulatory Services	0.77	0.79	0.03	0.90	0.96	1.48	2.14	1.96	2.07	2.56	2.58	2.41	2.41
	<b>110.84</b>	<b>113.73</b>	<b>116.79</b>	<b>107.70</b>	<b>109.85</b>	<b>100.31</b>	<b>109.05</b>	<b>108.71</b>	<b>111.20</b>	<b>120.48</b>	<b>125.89</b>	<b>128.62</b>	<b>133.17</b>

The above figures exclude infrastructure credits and donated assets.

CWIP Balance by Project Status (as % of total):

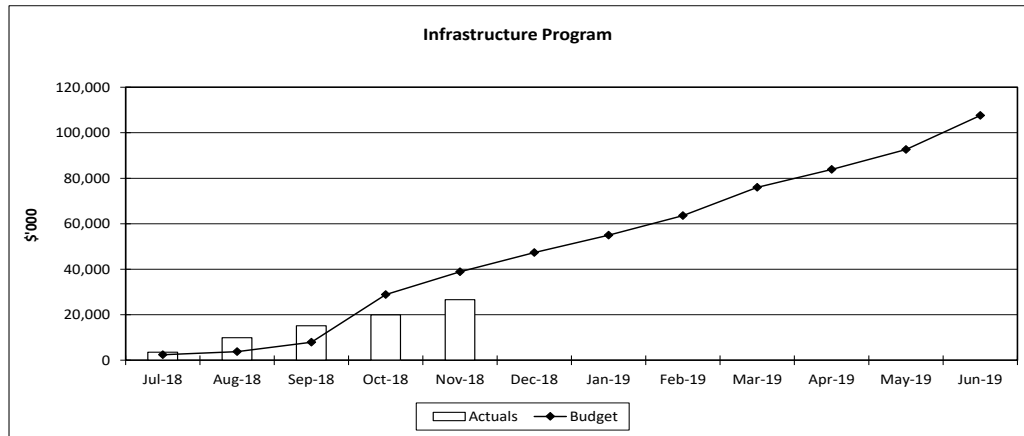
	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Concept	1%	2%	2%	2%	2%	2%	2%	2%	2%	1%	1%	1%	1%
Design	5%	4%	7%	8%	8%	9%	4%	4%	4%	3%	2%	2%	2%
Delivery	37%	48%	44%	56%	53%	63%	70%	71%	68%	71%	65%	66%	58%
Completion	56%	46%	47%	34%	37%	26%	24%	23%	26%	25%	32%	31%	39%



### Infrastructure Capital Portfolio by Delivery Department

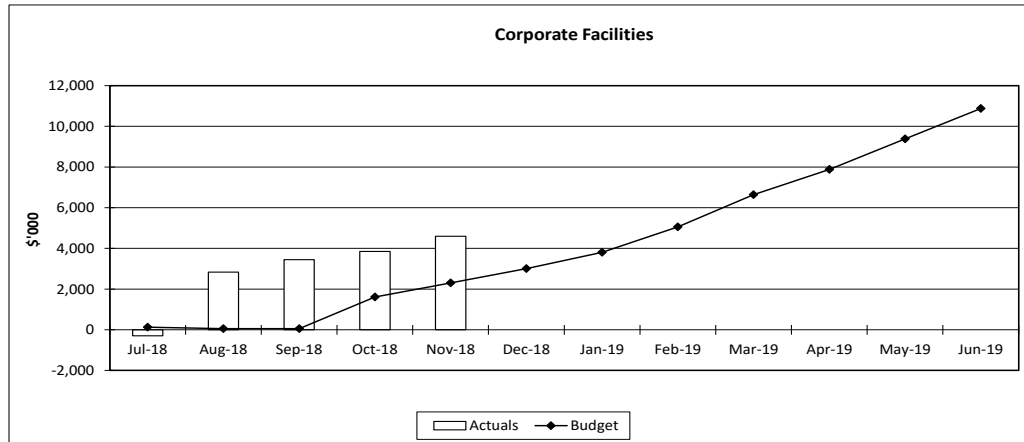
Results as at 30 November 2018:

Department Controlled	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Infrastructure Portfolio - IS	17,608	31,634	14,026	82,241	21%	82,241
Infrastructure Portfolio - WP	9,017	7,219	(1,798)	25,329	36%	25,329
<b>Total</b>	<b>26,625</b>	<b>38,853</b>	<b>12,228</b>	<b>107,570</b>	<b>25%</b>	<b>107,570</b>



### Infrastructure Capital Expenditure by Program

#### Corporate Facilities

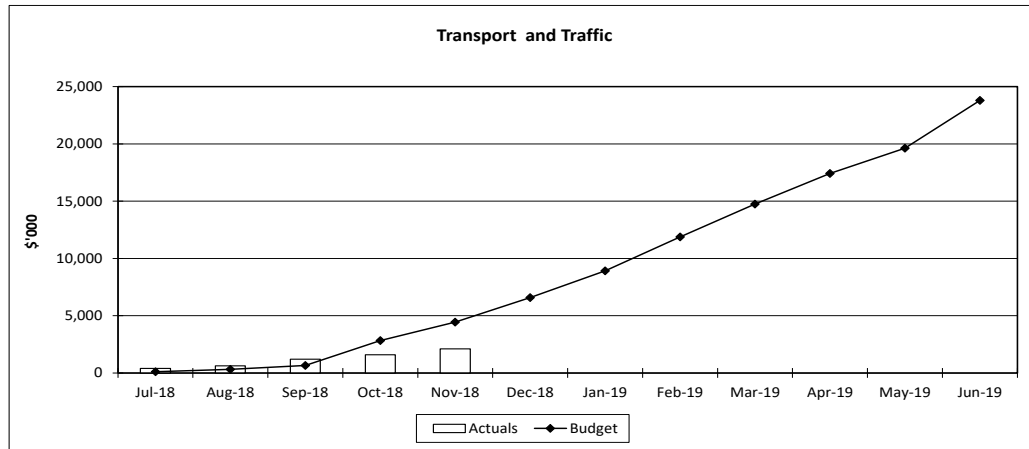


**Comments per IS** - 2018 -2019 Estimated Financial Expenditure \$3.4m.

**Comments per WPR** - Over budget YTD, due to the purchase of Fire Station 101, Budget Amendment will be required for the purchase of 101 Limestone Street. Final project in relation to the Riverview Depot upgrade has commenced and anticipated move early 2019.

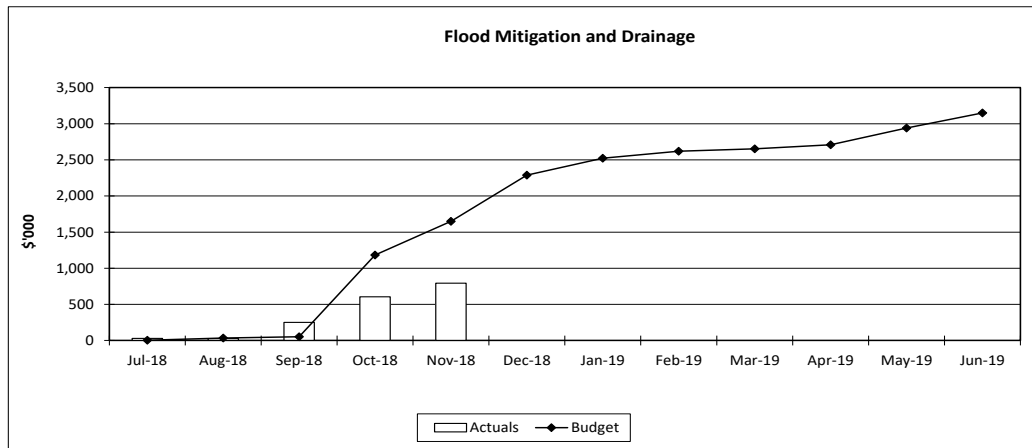
**Infrastructure Capital Expenditure by Program con't**

**Transport and Traffic**



**Comments per IS - 2018 -2019 Estimated Financial Expenditure \$22.3m.**

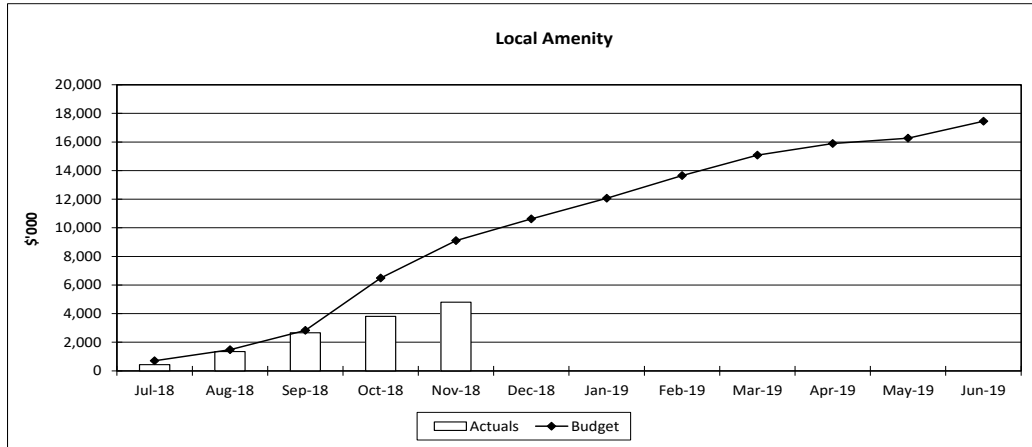
**Flood Mitigation and Drainage**



**Comments per IS - 2018 -2019 Estimated Financial Expenditure 3.4m.**

**Infrastructure Capital Expenditure by Program con't**

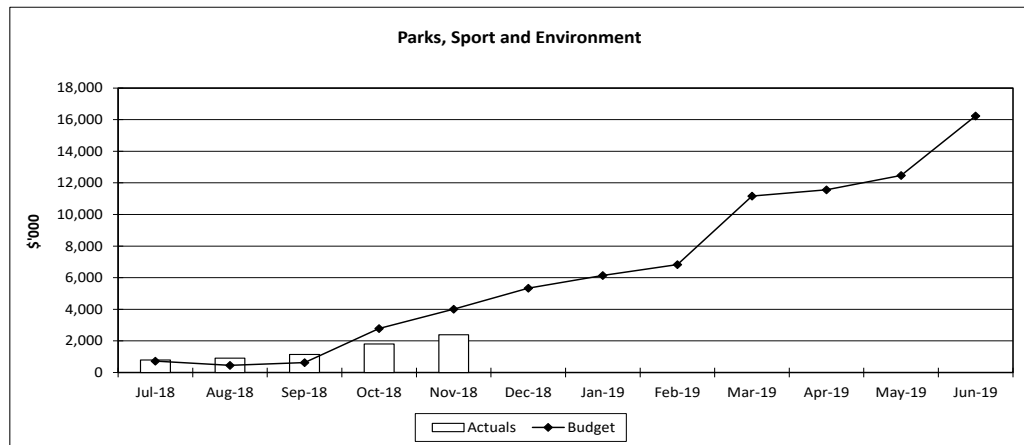
**Local Amenity**



**Comments per IS** - 2018 -2019 Estimated Financial Expenditure \$14.8m.

**Comments per WPR** - Behind YTD budget due to phasing for Beautiful Ipswich. Currently finalising program of work for all divisions. Phasing will be adjusted to reflect proposed program for delivery.

**Parks, Sport and Recreation**

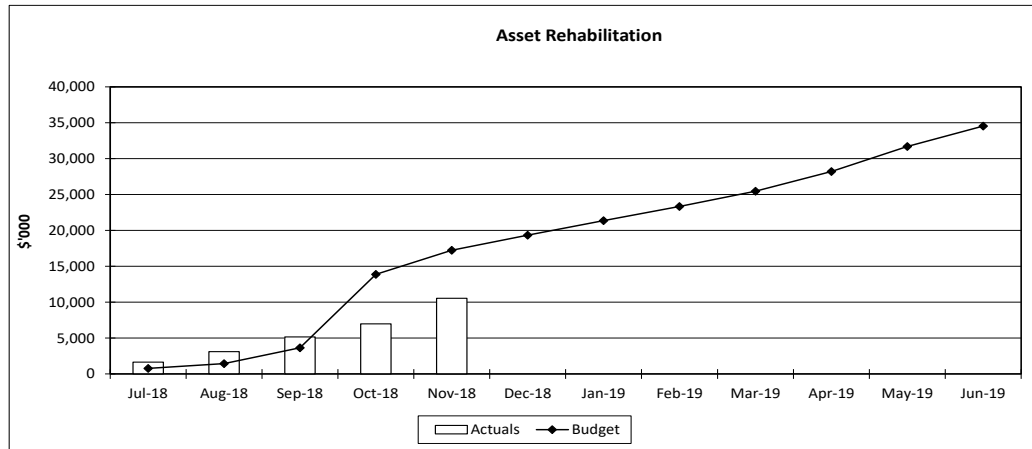


**Comments per IS** - 2018 -2019 Estimated Financial Expenditure \$4.7m.

**Comments per WPR** - Slightly over periodic budget with a forecasted minor underspend at the end of Financial year. Small Creek stage 2, forecasted to be completed by the end of December. Some projects had unexpected costs to complete within the 2018/19 financial year, funds will be managed within the portfolio.

**Infrastructure Capital Expenditure by Program con't**

**Asset Rehabilitation**



**Comments per IS** - 2018 -2019 Estimated Financial Expenditure \$23m.

**Comments per WPR** - Slightly under budget due to 2 projects currently on hold. No funds have been allocated towards the Office Relocation and any fit out works that are required for 101 Limestone Street and 143 Brisbane Street. Program rehabilitation work currently on schedule.

# Arts, Social Development and Community Engagement Department

## Performance Report

November 2018

### Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
<b>Department Controlled</b>						
Civic Centre Service Fees	61	79	(18)	192	32%	192
Library Fees and Fines	2	26	(24)	55	4%	55
Other Fees	170	116	54	322	53%	322
Operational Grants	1,088	1,057	31	2,401	45%	2,401
Capital Grants	0	0	0	0	n/a	0
Other Revenue	562	811	(249)	1,547	36%	1,547
Internal Revenue	156	100	56	337	46%	337
	<b>2,039</b>	<b>2,189</b>	<b>(150)</b>	<b>4,854</b>	<b>42%</b>	<b>4,854</b>
<b>Corporate Controlled</b>						
Donated Asset Revenue	43	10	33	28	154%	43
Cash Contributions	0	1,420	(1,420)	3,407	0%	3,407
Hdwks Credit Consumption	0	0	0	0	n/a	0
	<b>43</b>	<b>1,430</b>	<b>(1,387)</b>	<b>3,435</b>	<b>1%</b>	<b>3,450</b>
<b>TOTAL</b>	<b>2,082</b>	<b>3,619</b>	<b>(1,537)</b>	<b>8,289</b>	<b>25%</b>	<b>8,304</b>

Other revenue under budget due to a delay in receipt of revenue from Ti Tree Bioenergy, cancellation of significant planned events and a review being undertaken of Civic Centre ticketing.

Cash contributions will be monitored.

## Department Controlled Expenses

### Employee Expenses

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Wages (opex and capex)	3,545	3,986	441	9,495	37%	9,495
Overtime	74	74	0	174	43%	174
Allowances	12	8	(4)	18	67%	18
Other employee costs	1,056	1,042	(14)	2,491	42%	2,491
<b>Total Labour Opex + Capex</b>	<b>4,687</b>	<b>5,110</b>	<b>423</b>	<b>12,178</b>	<b>38%</b>	<b>12,178</b>
<i>Less recovery/charge out</i>	(13)	39	52	0	n/a	0
Opex Labour before Contractors	<b>4,674</b>	<b>5,149</b>	<b>475</b>	<b>12,178</b>	<b>38%</b>	<b>12,178</b>
<i>Plus Contract Opex Labour</i>	132	105	(27)	278	47%	278
Opex Labour incl Contractors	<b>4,806</b>	<b>5,254</b>	<b>448</b>	<b>12,456</b>	<b>39%</b>	<b>12,456</b>

Satisfactory results overall.

### Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Advertising	138	136	(2)	315	44%	315
Materials	143	234	91	1,327	11%	1,327
Other Goods	526	519	(7)	1,216	43%	1,216
Other Services	732	1,062	330	2,282	32%	2,282
Service Contracts	403	432	29	1,081	37%	1,081
Other Materials and Services	105	150	45	288	36%	288
	2,047	2,533	486	6,509	31%	6,509
<b>Other Expense Sources</b>						
Other Expenses	409	950	541	2,705	15%	2,705
Internal Expenses	149	149	0	463	32%	463
	<b>2,605</b>	<b>3,632</b>	<b>1,027</b>	<b>9,677</b>	<b>27%</b>	<b>9,677</b>
<b>TOTAL DEPARTMENT CONTROLLED</b>	<b>7,411</b>	<b>8,886</b>	<b>1,475</b>	<b>22,133</b>	<b>33%</b>	<b>22,133</b>

### Corporate Controlled Expenses

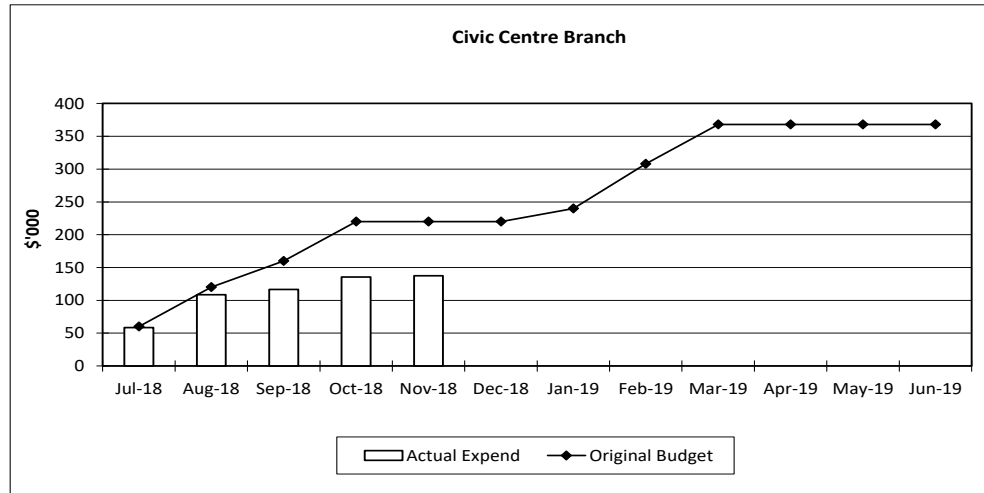
Depreciation	86	112	26	258	33%	258
Finance Costs	0	0	0	0	n/a	0
Loss on Disposal Assets	1	0	(1)	0	n/a	1
<b>TOTAL CORPORATE CONTROLLED</b>	<b>87</b>	<b>112</b>	<b>25</b>	<b>258</b>	<b>34%</b>	<b>259</b>

Satisfactory results overall.

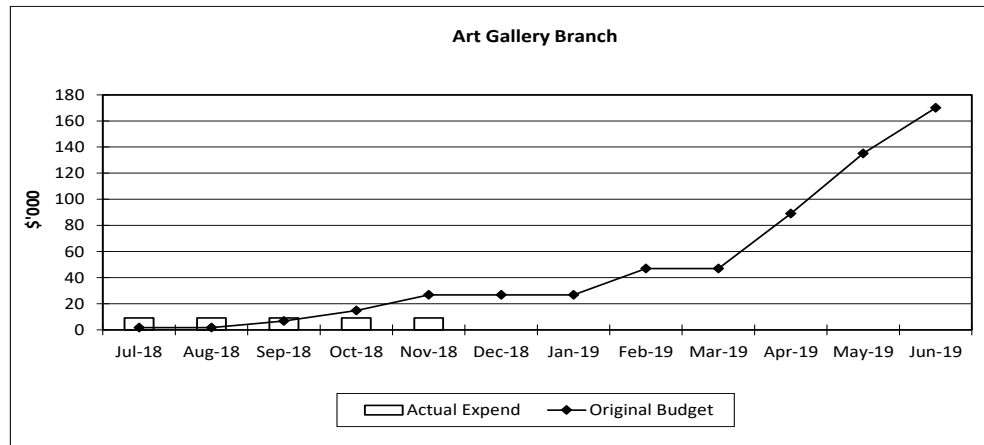
**ASDCE Capital Expenditure by Program**

Results as at 30 November 2018:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department controlled	371	477	106	1,845	20%	1,845

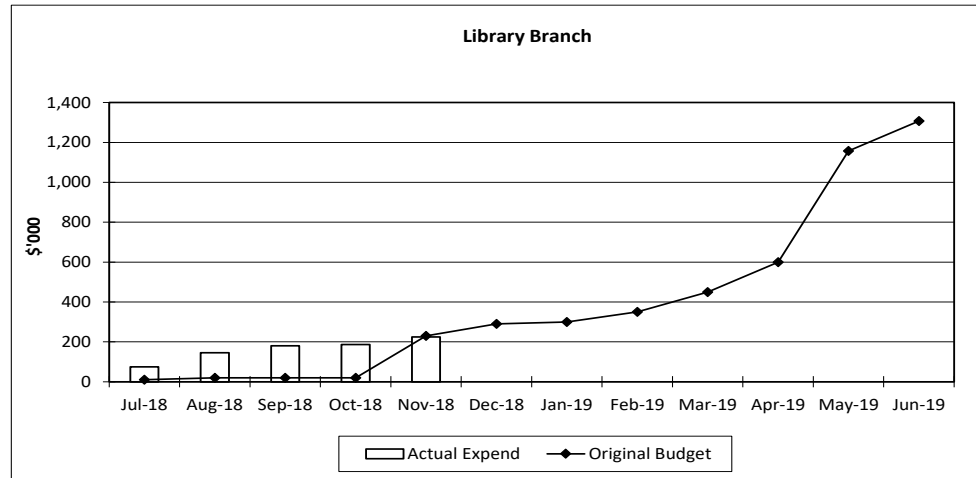


Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
DCH00020/ DCH00022	Civic Centre Assets	137	220	Phasing of capital expenditure will be extended due to supplier delays. Expect to finalise purchases prior to calendar year end.



Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	9	27	No Issues

**ASDCE Capital Expenditure by Program con't**



Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
DEL10018	Library Capital Purchases	224	230	No Issues



# Economic Development and Marketing

## Performance Report

### November 2018

#### Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
<b>Department Controlled</b>						
Operational Grants	0	0	0	0	n/a	0
Other Revenue	162	282	(120)	1,150	14%	1,150
Internal Revenue	0	0	0	0	n/a	0
	<b>162</b>	<b>282</b>	<b>(120)</b>	<b>1,150</b>	<b>14%</b>	<b>1,150</b>
<b>Corporate Controlled</b>						
Cash Contributions	388	0	388	0	n/a	388
	<b>388</b>	<b>0</b>	<b>388</b>	<b>0</b>	<b>n/a</b>	<b>388</b>
<b>TOTAL</b>	<b>550</b>	<b>282</b>	<b>268</b>	<b>1,150</b>	<b>48%</b>	<b>1,538</b>

Other sundry receipts under budget relates to less than expected revenue for Ipswich Visitor Information Centre and will be monitored.

Cash contributions revenue relates to funds received from Ipswich Events Corporation.

## Department Controlled Expenses

### Employee Expenses

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Wages (opex and capex)	1,574	1,732	158	4,121	38%	4,121
Overtime	25	23	(2)	54	46%	54
Allowances	4	11	7	25	16%	25
Other employee costs	470	489	19	1,202	39%	1,202
<b>Total Labour Opex + Capex</b>	<b>2,073</b>	<b>2,255</b>	<b>182</b>	<b>5,402</b>	<b>38%</b>	<b>5,402</b>
<i>Less Capitalised Labour</i>	9	0	(9)	(20)	(45%)	9
Opex Labour before Contractors	<b>2,082</b>	<b>2,255</b>	<b>173</b>	<b>5,382</b>	<b>39%</b>	<b>5,411</b>
<i>Plus Contract Opex Labour</i>	225	0	(225)	0	n/a	225
Opex Labour incl Contractors	<b>2,307</b>	<b>2,255</b>	<b>(52)</b>	<b>5,382</b>	<b>43%</b>	<b>5,636</b>

Employee expenses over budget 2.3% primarily due to vacancies filled by labour contractors.

### Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Advertising	587	532	(55)	2,373	25%	2,373
Communication	0	0	0	0	n/a	0
Other Goods	54	70	16	163	33%	163
Other Services	161	462	301	1,964	8%	1,964
Service Contracts	52	48	(4)	100	52%	100
Entertainment	45	34	(11)	67	67%	67
Other Materials and Services	113	116	3	278	41%	278
	1,012	1,262	250	4,945	20%	4,945
<b>Other Expense Sources</b>						
Other Expenses	9	48	39	115	8%	115
Internal Expenses	38	38	0	127	30%	127
	<b>1,059</b>	<b>1,348</b>	<b>289</b>	<b>5,187</b>	<b>20%</b>	<b>5,187</b>
<b>TOTAL DEPARTMENT CONTROLLED</b>	<b>3,366</b>	<b>3,603</b>	<b>237</b>	<b>10,569</b>	<b>32%</b>	<b>10,823</b>

### Corporate Controlled Expenses

Depreciation	1	0	(1)	1	100%	1
Other Finance Costs	0	0	0	0	n/a	0
<b>TOTAL CORPORATE CONTROLLED</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>1</b>	<b>100%</b>	<b>1</b>

Satisfactory results overall.

# Infrastructure Services Department

## Performance Report

November 2018

### Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
<b>Department Controlled</b>						
Other Fees and Charges	0	0	0	0	n/a	0
Sales, Recoverable works	0	0	0	0	n/a	0
Capital Grants	0	0	0	0	n/a	0
Other Revenue	0	0	0	0	n/a	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	<b>0</b>
<b>Corporate Controlled</b>						
Donated Asset Revenue	22,153	22,230	(77)	53,354	42%	53,354
Cash Contributions	2,780	4,360	(1,580)	10,461	27%	10,461
	<b>24,933</b>	<b>26,590</b>	<b>(1,657)</b>	<b>63,815</b>	<b>39%</b>	<b>63,815</b>
<b>TOTAL</b>	<b>24,933</b>	<b>26,590</b>	<b>(1,657)</b>	<b>63,815</b>	<b>39%</b>	<b>63,815</b>

Cash contributions are developer driven and will be closely monitored.

**Department Controlled Expenses**

**General Ledger**

**Employee Expenses (incl. Labour Contracts)**

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	3,456	4,223	767	10,053	34%	10,053
Contract (opex and capex)	158	0	(158)	0	n/a	158
Overtime	32	35	3	82	39%	82
Allowances	1	11	10	25	4%	25
Other employee costs	987	1,148	161	2,743	36%	2,743
<b>Total Labour Opex + Capex</b>	<b>4,634</b>	<b>5,417</b>	<b>783</b>	<b>12,903</b>	<b>36%</b>	<b>13,061</b>

**Labour Breakdown (Project Ledger)**

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
<b>Capex</b>						
Wages	3,866	4,768	902	11,385	34%	11,385
Contract	155	0	(155)	0	n/a	155
	<b>4,021</b>	<b>4,768</b>	<b>747</b>	<b>11,385</b>	<b>35%</b>	<b>11,540</b>
<b>Opex</b>						
Wages	691	656	(35)	1,572	44%	1,572
Contract	3	0	(3)	0	n/a	3
	<b>694</b>	<b>656</b>	<b>(38)</b>	<b>1,572</b>	<b>44%</b>	<b>1,575</b>
<b>Total Project Labour (opex and capex)</b>	<b>4,715</b>	<b>5,424</b>	<b>709</b>	<b>12,957</b>	<b>36%</b>	<b>13,115</b>

Satisfactory results overall.

**Department Controlled Expenses (con't)**

**Materials and Services (excl. Labour Contracts)**

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Service Contracts	9	201	192	482	2%	482
Consultants	505	316	(189)	849	59%	849
Other Materials and Services	154	121	(33)	351	44%	351
	668	638	(30)	1,682	40%	1,682
<b>Other Expense Sources</b>						
Other Expenses	33	0	(33)	0	n/a	33
Internal Expenses	149	5	(144)	14	1064%	149
	182	5	(177)	14	1300%	182
<b>TOTAL DEPARTMENT CONTROLLED EXPENSES (excl. Labour)</b>	<b>850</b>	<b>643</b>	<b>(207)</b>	<b>1,696</b>	<b>50%</b>	<b>1,864</b>

**Corporate Controlled Expenses**

Depreciation	64	50	(14)	119	54%	119
Other Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	0	0	0	0	n/a	0
<b>TOTAL CORPORATE CONTROLLED</b>	<b>64</b>	<b>50</b>	<b>(14)</b>	<b>119</b>	<b>54%</b>	<b>119</b>

Satisfactory results overall. Internal expenses over budget due to under utilisation of plant and equipment and expensing of capital projects.

# Finance and Corporate Services Department

## Performance Report

November 2018

### Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
<b>Department Controlled</b>						
Utilities and Other Charges	65	37	28	85	76%	85
Change of Ownership Fees	320	357	(37)	714	45%	714
Other Fees and Charges	446	587	(141)	1,408	32%	1,408
Sales, Recoverable works	0	0	0	0	n/a	0
Operational Grants	1,369	1,096	273	4,148	33%	4,148
Capital Grants	0	0	0	0	n/a	0
Other Revenue	12,452	11,884	568	32,943	38%	32,943
Internal revenue	772	772	0	1,854	42%	1,854
	<b>15,424</b>	<b>14,733</b>	<b>691</b>	<b>41,152</b>	<b>37%</b>	<b>41,152</b>
<b>Corporate Controlled</b>						
General Rates	84,985	84,257	728	178,134	48%	178,134
Discounts/Remissions	(5,366)	(5,412)	46	(10,787)	50%	(10,787)
Net Rates and Utilities	79,619	78,845	774	167,347	48%	167,347
Cash Donations and Contributions	0	0	0	0	n/a	0
Interest	1,943	1,116	827	2,660	73%	2,660
Gain on Asset Disposal	0	0	0	0	n/a	0
Tax Equivalents Revenue	2,549	2,496	53	5,343	48%	5,343
	<b>84,111</b>	<b>82,457</b>	<b>1,654</b>	<b>175,350</b>	<b>48%</b>	<b>175,350</b>
<b>TOTAL</b>	<b>99,535</b>	<b>97,190</b>	<b>2,345</b>	<b>216,502</b>	<b>46%</b>	<b>216,502</b>

Satisfactory results overall. Other fees and charges under budget due to less than expected volume of property searches. Interest revenue over budget due to a higher amount of investments resulting from higher than forecasted cash balance. Other revenue primarily over budget due to higher than forecasted tax revenue received from Queensland Urban Utilities.

## Department Controlled Expenses

### Employee Expenses

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Wages (opex and capex)	7,050	7,605	555	18,171	39%	18,171
Overtime	22	5	(17)	11	200%	22
Allowances	20	39	19	93	22%	93
Other employee costs	2,063	2,124	61	5,118	40%	5,118
<b>Total Labour Opex + Capex</b>	<b>9,155</b>	<b>9,773</b>	<b>618</b>	<b>23,393</b>	<b>39%</b>	<b>23,404</b>
<i>Less Capitalised Labour</i>	<i>(1,136)</i>	<i>(980)</i>	<i>156</i>	<i>(2,408)</i>	<i>47%</i>	<i>(2,408)</i>
Opex Labour before Contractors	<b>8,019</b>	<b>8,793</b>	<b>774</b>	<b>20,985</b>	<b>38%</b>	<b>20,996</b>
<i>Plus Contract Opex Labour</i>	<i>768</i>	<i>343</i>	<i>(425)</i>	<i>640</i>	<i>120%</i>	<i>768</i>
Opex Labour incl Contractors	<b>8,787</b>	<b>9,136</b>	<b>349</b>	<b>21,625</b>	<b>41%</b>	<b>21,764</b>

Satisfactory results overall.

### Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Communication	622	688	66	1,686	37%	1,686
Other Goods	531	678	147	1,582	34%	1,582
Other Services	2,216	2,382	166	5,595	40%	5,595
Service Contracts	3,654	3,731	77	8,289	44%	8,289
Legal Expenses	538	229	(309)	552	97%	552
Other Materials and Services	969	656	(313)	1,540	63%	1,540
	<b>8,530</b>	<b>8,364</b>	<b>(166)</b>	<b>19,244</b>	<b>44%</b>	<b>19,244</b>
<b>Other Expense Sources</b>						
Finance Costs	218	216	(2)	577	38%	577
Other Expenses	1,374	1,576	202	3,867	36%	3,867
Internal expenses	93	150	57	336	28%	336
Community Services Expense	196	196	0	470	42%	470
	<b>10,411</b>	<b>10,502</b>	<b>91</b>	<b>24,494</b>	<b>43%</b>	<b>24,494</b>
<b>TOTAL DEPARTMENT CONTROLLED</b>	<b>19,198</b>	<b>19,638</b>	<b>440</b>	<b>46,119</b>	<b>42%</b>	<b>46,258</b>

### Corporate Controlled

Depreciation	3,213	3,201	(12)	7,595	42%	7,595
Loss on disposal assets	0	0	0	0	n/a	0
QTC Finance Costs	5,017	5,485	468	13,969	36%	13,969
Other Finance Costs	0	0	0	0	n/a	0
<b>TOTAL CORPORATE CONTROLLED</b>	<b>8,230</b>	<b>8,686</b>	<b>456</b>	<b>21,564</b>	<b>38%</b>	<b>21,564</b>

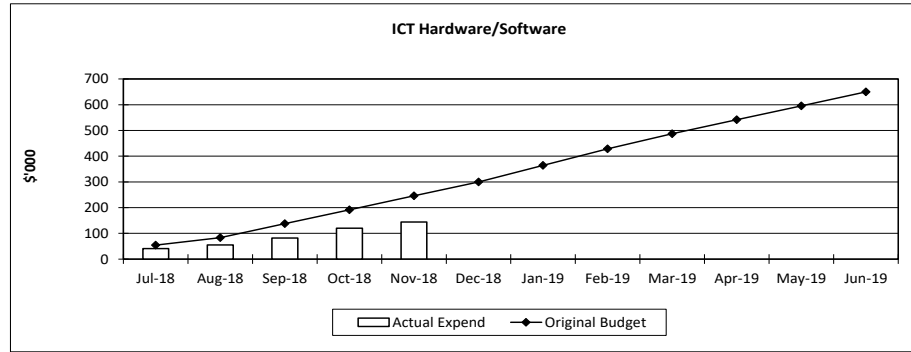
Satisfactory results overall. Legal expenses relate to various legal matters and will be monitored closely.

Satisfactory results for corporate controlled expenditure.

**FC Capital Expenditure by Program**

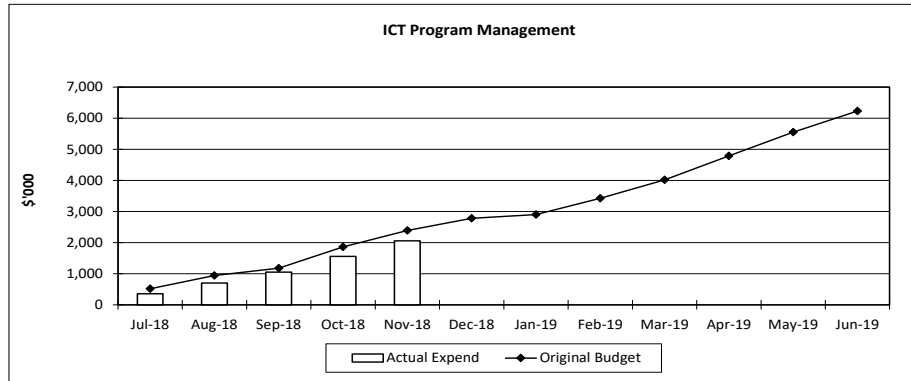
Results as at 30 November 2018:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled*	2,199	20,188	17,989	77,115	3%	77,115



**Major Projects**

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	144	245	Satisfactory result.

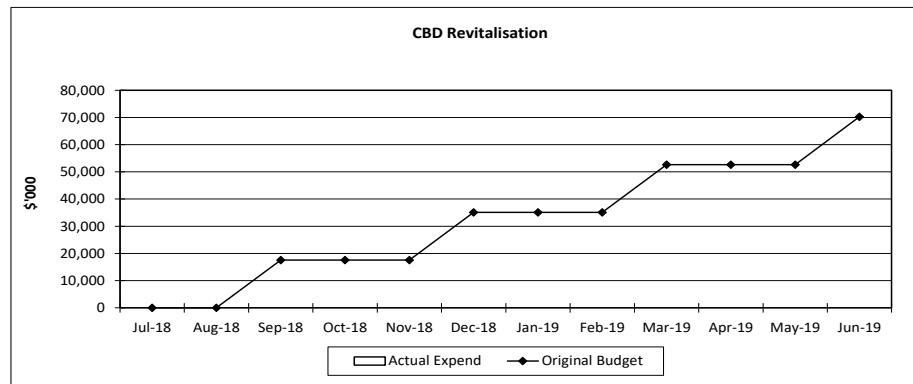


**Major Projects**

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	2,055	2,387	Satisfactory result.



**FC Capital Expenditure by Program con't**



**Major Projects**

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	0	17,555	Slightly behind schedule due to delays, work expected to resume shortly.

# Works, Parks and Recreation Department

## Performance Report

November 2018

Excluding Ipswich Waste

### Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
<b>Department Controlled</b>						
Utilities and Other Charges	2,047	1,981	66	3,962	52%	3,962
Traffic and Reg Park Fees	518	521	(3)	1,265	41%	1,265
Other Fees and Charges	5	0	5	0	n/a	5
Sales, Recoverable Works	1,348	1,197	151	2,978	45%	2,978
Operational Grants	972	820	152	3,147	31%	3,147
Capital Grants	2,956	2,018	938	4,722	63%	4,722
Other Revenue	1,472	770	702	1,867	79%	1,867
Internal Revenue	5,962	6,093	(131)	14,407	41%	14,407
	<b>15,280</b>	<b>13,400</b>	<b>1,880</b>	<b>32,348</b>	<b>47%</b>	<b>32,353</b>
<b>Corporate Controlled</b>						
Discounts/Remissions	(29)	(38)	9	(75)	39%	(75)
Donated Asset Revenue	0	5,725	(5,725)	13,740	0%	13,740
Cash Contributions	1,194	5,736	(4,542)	13,942	9%	13,942
Interest	0	0	0	0	n/a	0
Gain on Disposal/Revaluation	135	0	135	0	n/a	135
	<b>1,300</b>	<b>11,423</b>	<b>(10,123)</b>	<b>27,607</b>	<b>5%</b>	<b>27,742</b>
<b>TOTAL</b>	<b>16,580</b>	<b>24,823</b>	<b>(8,243)</b>	<b>59,955</b>	<b>28%</b>	<b>60,095</b>

Satisfactory results overall. Capital grants relate to 2017/18 Passenger Transport Accessible Infrastructure program together with funding for a change room at Limestone Park Netball courts. Other revenue over budget primarily relates to insurance funds received as restitution for works associated with the 2017/2018 weather events. Internal revenue under budget do to lower utilisation. These items will be included for consideration in an upcoming budget amendment.

## Department Controlled Expenses

### Excluding Ipswich Waste

#### Employee Expenses

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Wages (opex and capex)	9,728	10,148	420	24,205	40%	24,205
Overtime	232	318	86	752	31%	752
Allowances	50	32	(18)	75	67%	75
Other employee costs	2,800	2,748	(52)	6,575	43%	6,575
<b>Total Labour Opex + Capex</b>	<b>12,810</b>	<b>13,246</b>	<b>436</b>	<b>31,607</b>	<b>41%</b>	<b>31,607</b>
<i>Less Capitalised Labour</i>	(944)	(876)	68	(2,349)	40%	(2,349)
Opex Labour before Contractors	<b>11,866</b>	<b>12,370</b>	<b>504</b>	<b>29,258</b>	<b>41%</b>	<b>29,258</b>
<i>Plus Contract Opex Labour</i>	627	38	(589)	120	523%	627
Opex Labour incl Contractors	<b>12,493</b>	<b>12,408</b>	<b>(85)</b>	<b>29,378</b>	<b>43%</b>	<b>29,885</b>

Satisfactory results overall.

#### Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Maintenance	1,919	46	(1,873)	116	1654%	1,919
Materials	3,233	4,625	1,392	10,958	30%	10,958
Motor Vehicle Expenses	1,090	1,571	481	3,227	34%	3,227
Service Contracts	4,526	7,087	2,561	17,146	26%	17,146
Utilities Expenses	4,370	4,354	(16)	10,199	43%	10,199
Consultants	578	306	(272)	840	69%	840
Other Materials and Services	2,025	1,092	(933)	2,574	79%	2,574
	17,741	19,081	1,340	45,060	39%	46,863
<b>Other Expense Sources</b>						
Other Expenses	547	2,596	2,049	3,523	16%	3,523
Internal Expenses	2,517	2,345	(172)	5,547	45%	5,547
Finance Costs	0	0	0	0	n/a	0
	<b>20,805</b>	<b>24,022</b>	<b>3,217</b>	<b>54,130</b>	<b>38%</b>	<b>55,933</b>
<b>TOTAL DEPARTMENT CONTROLLED</b>	<b>33,298</b>	<b>36,430</b>	<b>3,132</b>	<b>83,508</b>	<b>40%</b>	<b>85,818</b>

#### Corporate Controlled

Depreciation	23,547	25,177	1,630	58,869	40%	58,869
QTC Finance Costs	144	144	0	336	43%	336
Other Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	969	0	(969)	0	n/a	969
<b>TOTAL CORPORATE CONTROLLED</b>	<b>24,660</b>	<b>25,321</b>	<b>661</b>	<b>59,205</b>	<b>42%</b>	<b>60,174</b>

Satisfactory results overall however, materials and services under budget primarily in City Maintenance Branch. Internal expenses over budget due to fleet cost recovery across City Maintenance Branch. Other expenses primarily under budget due to delay in contribution to be made for Springfield Central Sports Hall.

Loss on asset disposals relates to partial retirement of infrastructure network assets.

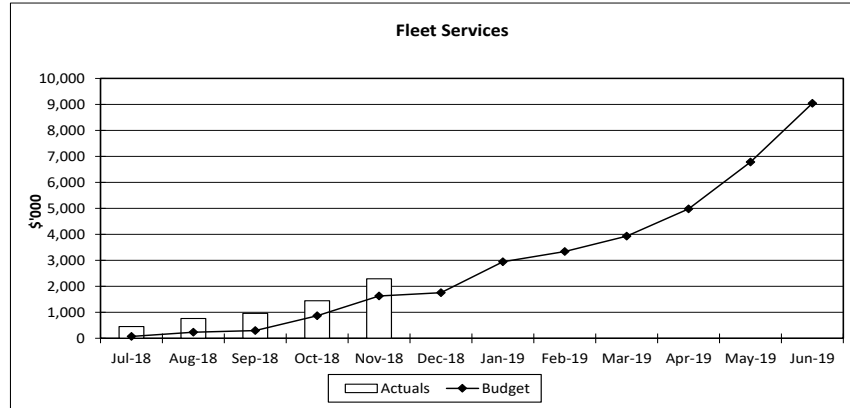
Depreciation is under budget and will be reviewed.

**WP Capital Expenditure by Program**

**Non-Infrastructure Program and excluding Ipswich Waste**

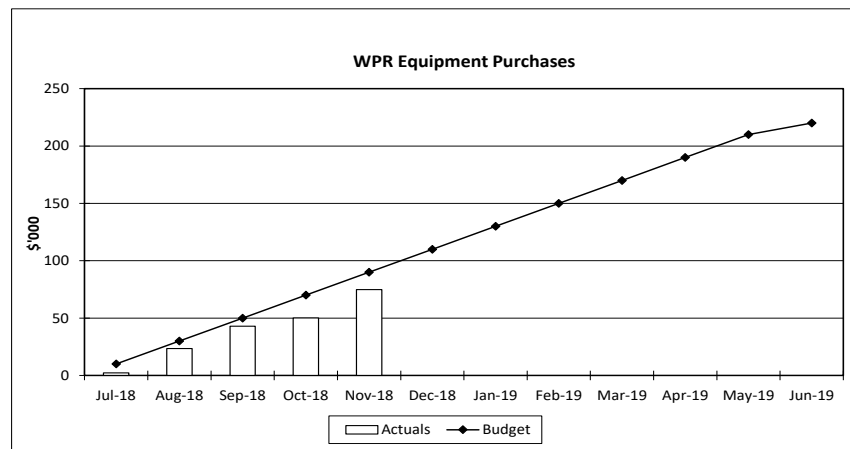
Results as at 30 November 2018:

Department Controlled	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Fleet	2,292	1,629	(663)	9,044	25%	9,044
WPR - Equipment	75	90	15	220	34%	220
<b>Total Department Controlled</b>	<b>2,367</b>	<b>1,719</b>	<b>(648)</b>	<b>9,264</b>	<b>26%</b>	<b>9,264</b>



**Major Projects**

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various	2,292	1,629	Evaluation report for Tractor replacements has been approved with order to be placed in the near future. Currently evaluating Tandems and Water Trucks.



**Major Projects**

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various	75	90	No budget implications.

# Ipswich Waste

## Performance Report

### November 2018

#### Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
<b>Department Controlled</b>						
Garbage Charges Revenue	14,794	14,878	(84)	30,131	49%	30,131
Net Rates and Utilities	14,794	14,878	(84)	30,131	49%	30,131
Waste Disposal Fees	3,082	2,753	329	6,608	47%	6,608
Operational Grants	0	0	0	0	n/a	0
Other Revenue	49	49	0	81	60%	81
Internal Revenue	728	456	272	1,094	67%	1,094
	<b>18,653</b>	<b>18,136</b>	<b>517</b>	<b>37,914</b>	<b>49%</b>	<b>37,914</b>
<b>Corporate Controlled</b>						
Interest	183	102	81	245	75%	245
	<b>183</b>	<b>102</b>	<b>81</b>	<b>245</b>	<b>75%</b>	<b>245</b>
<b>TOTAL</b>	<b>18,836</b>	<b>18,238</b>	<b>598</b>	<b>38,159</b>	<b>49%</b>	<b>38,159</b>

Satisfactory results overall. Garbage charges revenue is under budget due to lower services but is offset by increased waste disposal fees.

## Department Controlled Expenses

### Employee Expenses

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Wages (opex and capex)	1,585	1,849	264	4,405	36%	4,405
Overtime	214	176	(38)	415	52%	415
Allowances	11	8	(3)	19	58%	19
Other employee costs	463	498	35	1,188	39%	1,188
<b>Total Labour Opex + Capex</b>	<b>2,273</b>	<b>2,531</b>	<b>258</b>	<b>6,027</b>	<b>38%</b>	<b>6,027</b>
<i>Less recovery/charge out</i>	(1)	19	20	0	n/a	0
Opex Labour before Contractors	<b>2,272</b>	<b>2,550</b>	<b>278</b>	<b>6,027</b>	<b>38%</b>	<b>6,027</b>
<i>Plus Contract Opex Labour</i>	452	169	(283)	417	108%	452
Opex Labour incl Contractors	<b>2,724</b>	<b>2,719</b>	<b>(5)</b>	<b>6,444</b>	<b>42%</b>	<b>6,479</b>

Satisfactory results overall

### Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Advertising	24	52	28	142	17%	142
Maintenance	20	76	56	183	11%	183
Materials	40	87	47	208	19%	208
Service Contracts	1,981	1,921	(60)	4,639	43%	4,639
Other Materials and Services	200	103	(97)	243	82%	243
	2,265	2,239	(26)	5,415	42%	5,415
<b>Other Expense Sources</b>						
Other Expenses	22	4	(18)	9	244%	22
Internal Expenses	3,530	3,324	(206)	7,894	45%	7,894
	<b>5,817</b>	<b>5,567</b>	<b>(250)</b>	<b>13,318</b>	<b>44%</b>	<b>13,331</b>
<b>TOTAL DEPARTMENT CONTROLLED</b>	<b>8,541</b>	<b>8,286</b>	<b>(255)</b>	<b>19,762</b>	<b>43%</b>	<b>19,810</b>

### Corporate Controlled Expenses

Depreciation	322	332	10	797	40%	797
Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	37	0	(37)	0	n/a	37
Tax Equivalents Expense	2,549	2,496	(53)	5,343	48%	5,343
<b>TOTAL CORPORATE CONTROLLED</b>	<b>2,908</b>	<b>2,828</b>	<b>(80)</b>	<b>6,140</b>	<b>47%</b>	<b>6,177</b>

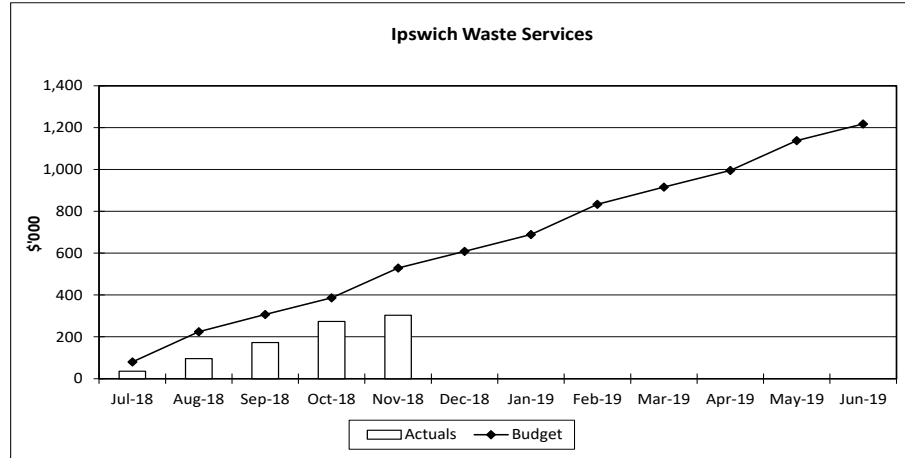
Satisfactory results overall. Other expenses over budget due to skip related expenses budgeted under materials and services, this will be moved to the correct expenditure in December. Internal expenses offset by internal revenue.

**Waste Capital Expenditure by Project or Program Areas:**

**Ipswich Waste**

Results as at 30 November 2018:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled	304	529	225	1,218	25%	1,218



**Major Projects**

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	304	529	No budget implications.

# Health, Security and Regulatory Services Department Performance Report November 2018

## Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
<b>Department Controlled</b>						
Utilities and Other Charges	2	80	(78)	192	1%	192
Net Rates and Utilities	2	80	(78)	192	1%	192
Town Planning Develop Fees	0	0	0	0	n/a	0
Hlth Animal Cemetery Fees	759	639	120	1,920	40%	1,920
Traffic and Reg Park Fees	812	765	47	1,820	45%	1,820
Other Fees	238	224	14	541	44%	541
Operational Grants	101	0	101	183	55%	183
Capital Grants	0	0	0	0	n/a	0
Other Revenue	24	10	14	25	96%	25
	<b>1,936</b>	<b>1,718</b>	<b>218</b>	<b>4,681</b>	<b>41%</b>	<b>4,681</b>
<b>Corporate Controlled</b>						
Gain on Disposal/Revaluation	0	0	0	0	n/a	0
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>n/a</b>	<b>0</b>
<b>TOTAL</b>	<b>1,936</b>	<b>1,718</b>	<b>218</b>	<b>4,681</b>	<b>41%</b>	<b>4,681</b>

Satisfactory results overall. Utilities and other charges under budget however, process to recover overgrown allotments is currently under review and will be monitored closely. Health, animal and cemetery fees are over budget due to higher than expected parking compliance and dog registration revenue. Operational grants relate to payments received earlier than expected for Childhood vaccination services.



## Department Controlled Expenses

### Employee Expenses

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Wages (opex and capex)	2,235	2,480	245	5,905	38%	5,905
Overtime	36	19	(17)	45	80%	45
Allowances	14	2	(12)	5	280%	14
Other employee costs	659	677	18	1,619	41%	1,619
<b>Total Labour Opex + Capex</b>	<b>2,944</b>	<b>3,178</b>	<b>234</b>	<b>7,574</b>	<b>39%</b>	<b>7,583</b>
<i>Less recovery/charge out</i>	(12)	0	12	0	n/a	0
Opex Labour before Contractors	<b>2,932</b>	<b>3,178</b>	<b>246</b>	<b>7,574</b>	<b>39%</b>	<b>7,583</b>
<i>Plus Contract Opex Labour</i>	338	127	(211)	160	211%	338
Opex Labour incl Contractors	<b>3,270</b>	<b>3,305</b>	<b>35</b>	<b>7,734</b>	<b>42%</b>	<b>7,921</b>

Satisfactory results overall.

### Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Maintenance	9	15	6	33	27%	33
Other Services	277	399	122	657	42%	657
Service Contracts	1,702	1,930	228	4,518	38%	4,518
Other Materials and Services	193	438	245	869	22%	869
	<b>2,181</b>	<b>2,782</b>	<b>601</b>	<b>6,077</b>	<b>36%</b>	<b>6,077</b>
<b>Other Expense Sources</b>						
Other Expenses	18	10	(8)	21	86%	21
Internal Expenses	177	157	(20)	370	48%	370
	<b>2,376</b>	<b>2,949</b>	<b>573</b>	<b>6,468</b>	<b>37%</b>	<b>6,468</b>
<b>TOTAL DEPARTMENT CONTROLLED</b>	<b>5,646</b>	<b>6,254</b>	<b>608</b>	<b>14,202</b>	<b>40%</b>	<b>14,389</b>

### Corporate Controlled Expenses

Depreciation	312	182	(130)	436	72%	436
Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	8	0	(8)	0	n/a	8
<b>TOTAL CORPORATE CONTROLLED</b>	<b>320</b>	<b>182</b>	<b>(138)</b>	<b>436</b>	<b>73%</b>	<b>444</b>

Satisfactory results overall.

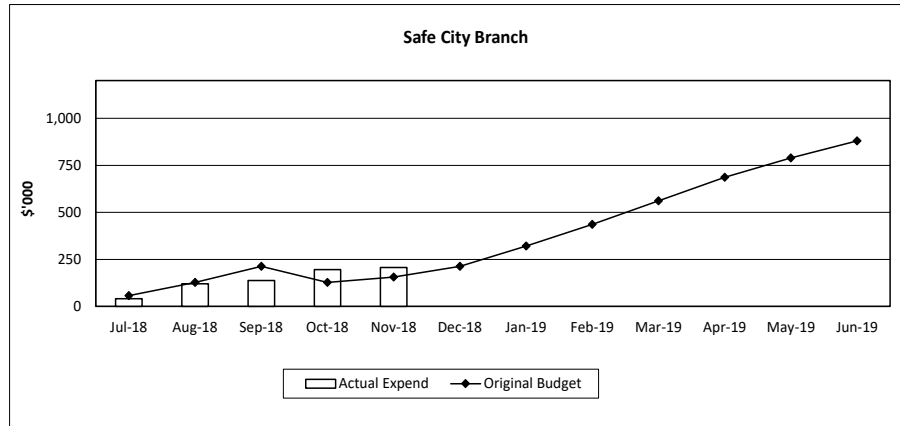
Service Contracts under budget due to delay in payment to specific suppliers as agreements are currently under review. Other Materials and Services primarily under budget in Strategic Policy and Systems Branch and is being monitored.

Depreciation is over budget and will be monitored.

## Health, Security and Regulatory Services Department

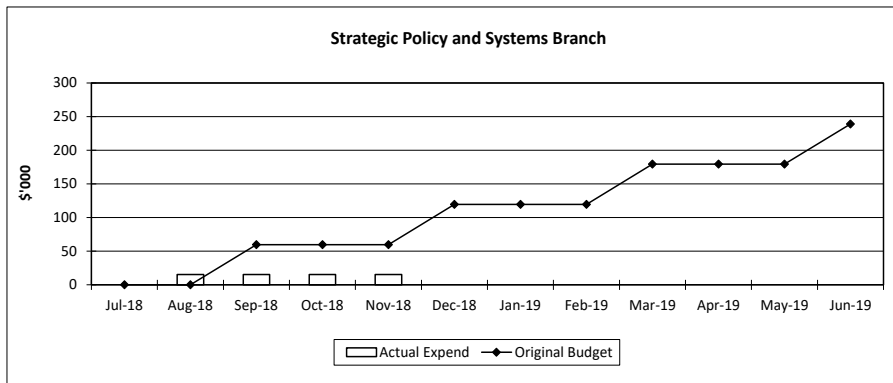
Results as at 30 November 2018:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled	222	216	(6)	1,119	20%	1,119



### Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	207	156	No budget implications.



### Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	15	60	No budget implications.

# Planning and Development Department

## Performance Report

November 2018

### Revenue:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
<b>Department Controlled</b>						
Town Planning Develop Fees	6,674	6,383	291	14,865	45%	14,865
Other Fees	22	20	2	41	54%	41
Govt Grant Subsidy	0	0	0	0	n/a	0
Other Revenue	30	2	28	4	n/a	30
Community Service Revenue	196	196	0	470	42%	470
	<b>6,922</b>	<b>6,601</b>	<b>321</b>	<b>15,380</b>	<b>45%</b>	<b>15,406</b>
<b>Corporate Controlled</b>						
Cash Contributions	0	5	(5)	5	0%	5
Interest	0	0	0	0	n/a	0
	<b>0</b>	<b>5</b>	<b>(5)</b>	<b>5</b>	<b>0%</b>	<b>5</b>
<b>TOTAL</b>	<b>6,922</b>	<b>6,606</b>	<b>316</b>	<b>15,385</b>	<b>45%</b>	<b>15,411</b>

Satisfactory results overall.

## Department Controlled Expenses

### Employee Expenses

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Wages (opex and capex)	3,525	3,753	228	8,931	39%	8,931
Overtime	1	11	10	25	4%	25
Allowances	3	1	(2)	3	100%	3
Other employee costs	1,063	1,061	(2)	2,550	42%	2,550
<b>Total Labour Opex + Capex</b>	<b>4,592</b>	<b>4,826</b>	<b>234</b>	<b>11,509</b>	<b>40%</b>	<b>11,509</b>
<i>Less recovery/charge out</i>	7	0	(7)	0	n/a	7
Opex Labour before Contractors	<b>4,599</b>	<b>4,826</b>	<b>227</b>	<b>11,509</b>	<b>40%</b>	<b>11,516</b>
<i>Plus Contract Opex Labour</i>	0	0	0	0	n/a	0
Opex Labour incl Contractors	<b>4,599</b>	<b>4,826</b>	<b>227</b>	<b>11,509</b>	<b>40%</b>	<b>11,516</b>

Satisfactory results overall.

### Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Legal Expenses	470	271	(199)	650	72%	650
Consultants	24	62	38	149	16%	149
Other Materials and Services	74	118	44	273	27%	273
	<b>568</b>	<b>451</b>	<b>(117)</b>	<b>1,072</b>	<b>53%</b>	<b>1,072</b>
<b>Other Expense Sources</b>						
Other Expenses	14	9	(5)	11	127%	14
Internal Expenses	122	120	(2)	285	43%	285
	<b>704</b>	<b>580</b>	<b>(124)</b>	<b>1,368</b>	<b>51%</b>	<b>1,371</b>
<b>TOTAL DEPARTMENT CONTROLLED</b>	<b>5,303</b>	<b>5,406</b>	<b>103</b>	<b>12,877</b>	<b>41%</b>	<b>12,887</b>

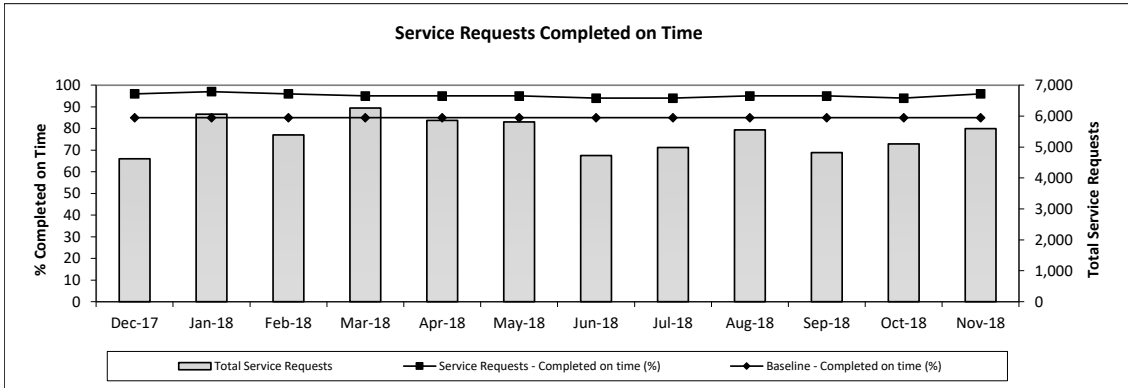
### Corporate Controlled

Depreciation	0	0	0	1	0%	1
Finance Costs	0	0	0	0	n/a	0
<b>TOTAL CORPORATE CONTROLLED</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0%</b>	<b>1</b>

Satisfactory results overall. Legal expenses over budget due to various legal appeals and will be monitored closely.

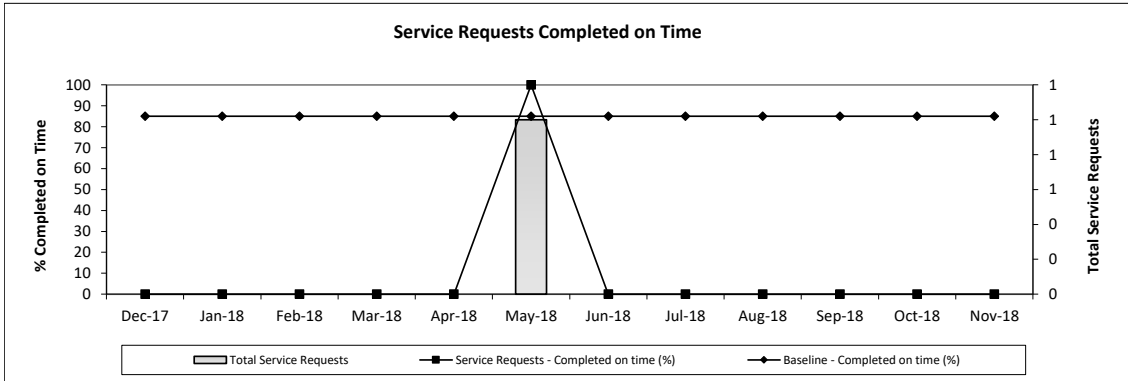
**Customer Engagement System**

All Council:



All Council	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	96	97	96	95	95	95	94	94	95	95	94	96
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	4,620	6,062	5,391	6,261	5,861	5,811	4,725	4,985	5,554	4,820	5,100	5,595

Arts, Social Development and Community Development Department:

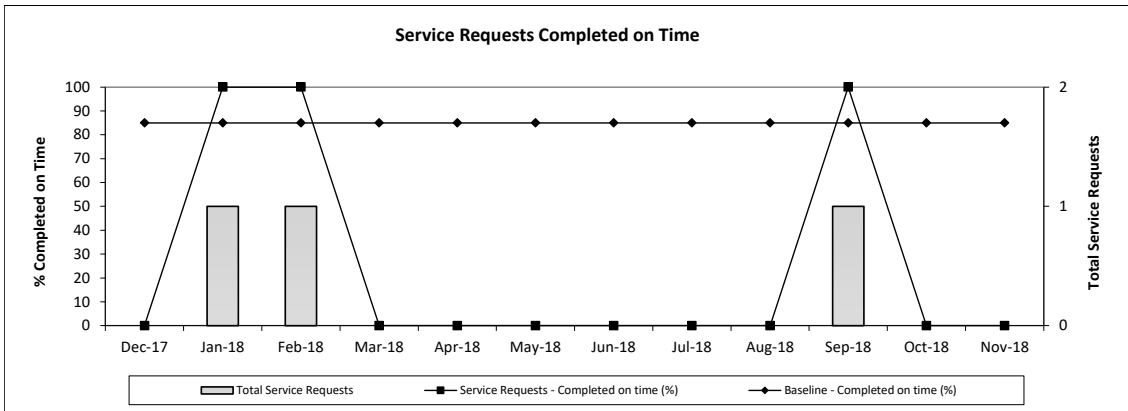


AS	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	0	0	0	0	0	100	0	0	0	0	0	0
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	0	0	0	0	0	1	0	0	0	0	0	0

**November**

No service requests received in November.

**Economic Development and Marketing Department:**

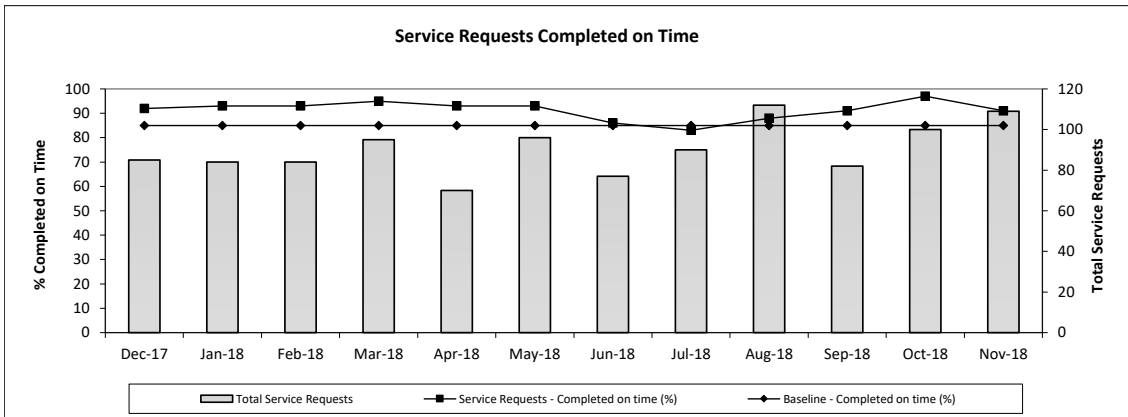


EDM	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	0	100	100	0	0	0	0	0	0	100	0	0
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	0	1	1	0	0	0	0	0	0	1	0	0

**November**

No service requests received in November.

**Infrastructure Services Department:**

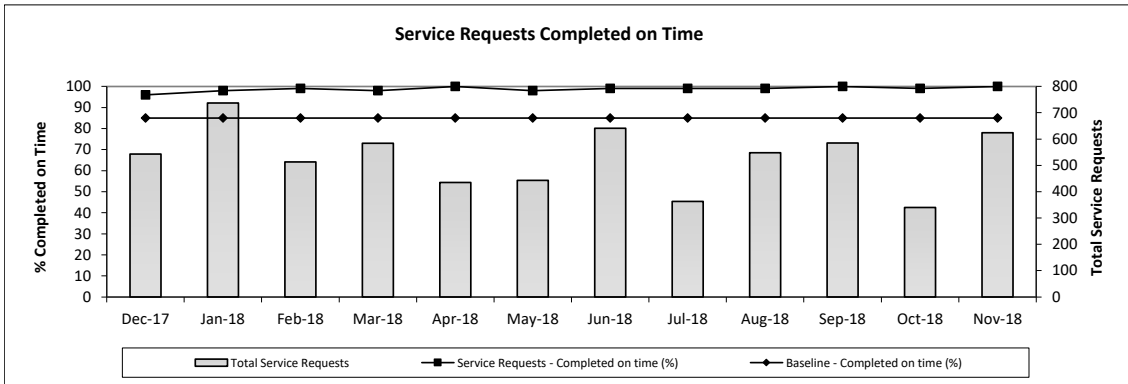


IS	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	92	93	93	95	93	93	86	83	88	91	97	91
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	85	84	84	95	70	96	77	90	112	82	100	109

**November**

The results exceed the baseline for November.

**Finance and Corporate Services Department:**

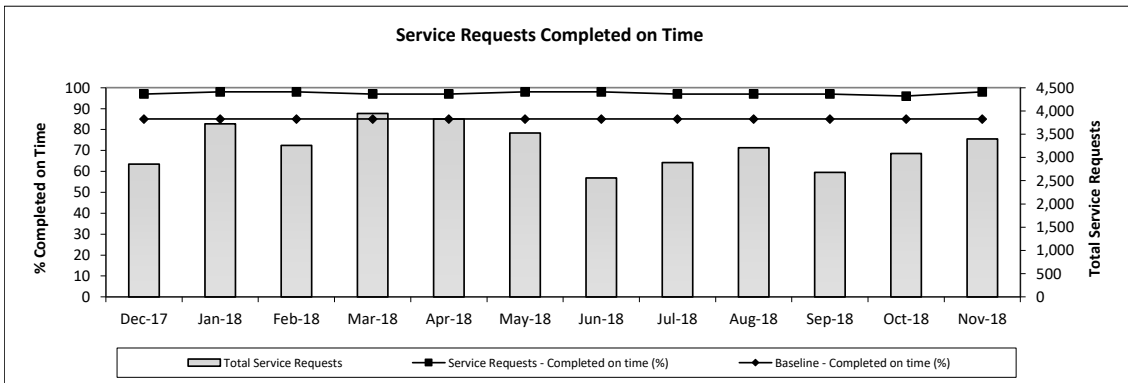


FC	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	96	98	99	98	100	98	99	99	99	100	99	100
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	543	737	513	584	435	443	641	363	548	585	340	624

**November**

The results exceed the baseline for November.

**Works Parks and Recreation Department:**

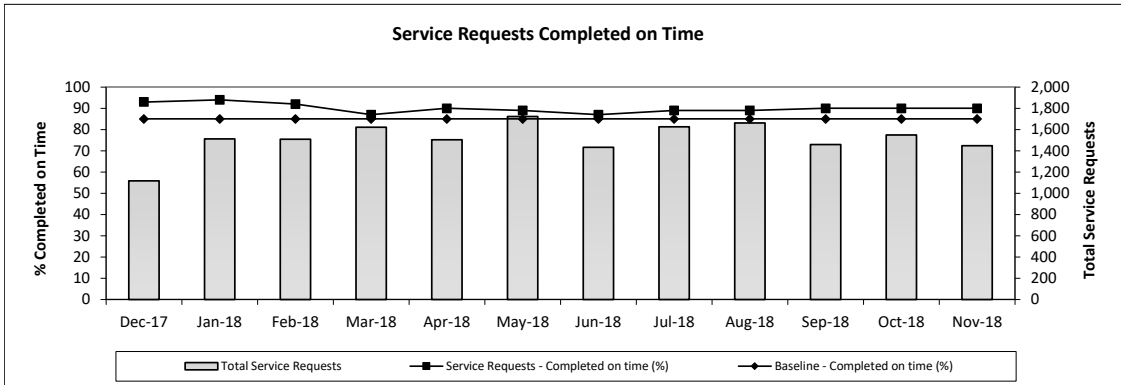


WP	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	97	98	98	97	97	98	98	97	97	97	96	98
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	2,857	3,723	3,259	3,946	3,827	3,526	2,559	2,890	3,209	2,679	3,085	3,398

**November**

The results exceed the baseline for November.

**Health, Security and Regulatory Services Department:**

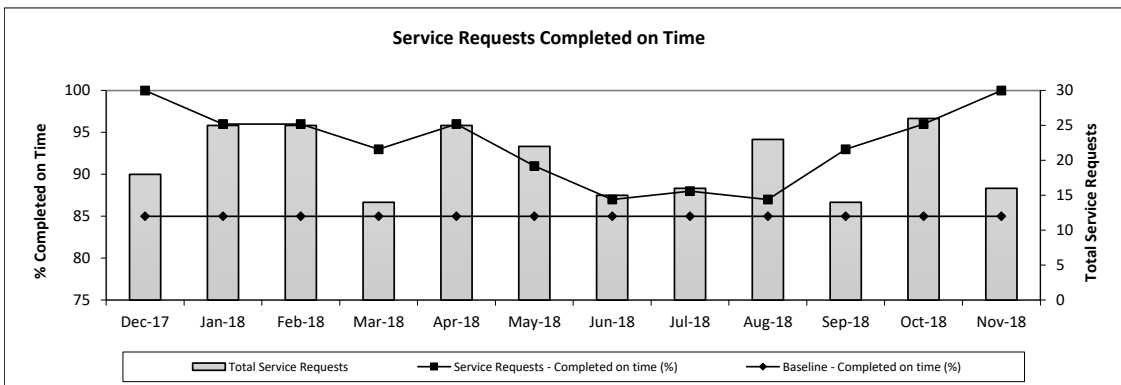


HS	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	93	94	92	87	90	89	87	89	89	90	90	90
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	1,117	1,512	1,509	1,622	1,504	1,723	1,433	1,626	1,662	1,459	1,549	1,448

**November**

The results exceed the baseline for November.

**Planning and Development:**



PD	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
Service Requests - Completed on time (%)	100	96	96	93	96	91	87	88	87	93	96	100
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	18	25	25	14	25	22	15	16	23	14	26	16

**November**

The results exceed the baseline for November.



**Council Environmental Performance:**

**Waste Generated by Council Departments (Tonnes):**

		Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18
<b>AS</b>	Event Recycling	-	-	-	-	-	-	-	-	-	-	-	-	-
	Depot Commercial and Industrial	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.59	0.20	0.20	0.20	0.20	0.20
	Office Recycling	0.21	0.01	0.11	0.20	0.68	0.11	0.20	0.01	0.30	0.12	0.01	0.01	0.01
	Office Commercial and Industrial	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>IS</b>	Office Recycling	-	-	-	-	-	-	-	-	-	-	-	-	-
	Depot Recycling	-	-	-	-	-	-	-	-	-	-	-	-	-
	Depot Construction and Demolition	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>FC</b>	Office Recycling	0.12	0.15	0.39	0.49	0.40	0.51	0.71	0.60	0.70	1.47	0.12	0.17	0.10
	Office Waste	-	-	-	-	-	-	-	-	-	-	-	-	-
	Office Commercial and Industrial	0.23	0.26	0.26	0.24	0.26	0.26	0.27	0.26	0.29	0.26	0.24	0.29	0.24
<b>WPR</b>	Event Recycling	-	-	-	-	-	-	-	-	-	-	-	-	-
	Depot Construction and Demolition	54.81	22.22	24.38	47.16	46.02	48.92	49.20	65.54	67.00	36.22	21.40	48.76	68.50
	Depot Commercial and Industrial	17.75	17.17	18.75	16.75	20.87	17.68	20.85	19.19	18.65	18.65	14.78	18.46	16.47
	Depot Recycling	4.26	7.89	11.77	5.13	3.19	4.55	9.32	10.27	8.18	6.85	3.25	5.53	2.89
	Office Commercial and Industrial	9.85	9.84	10.40	9.23	9.80	8.74	10.32	9.74	8.34	9.86	8.39	9.41	9.12
	Office Recycling	4.57	3.46	4.42	3.61	3.66	3.60	4.91	3.72	4.43	4.69	3.57	3.35	4.30
	Timber	16.46	4.55	6.48	10.22	13.36	15.60	11.68	40.96	44.30	28.60	15.38	15.00	8.90
	Metal collected from Depots	3.39	1.97	10.72	8.32	-	2.30	9.38	3.64	8.04	4.96	1.16	4.47	7.52
	Community Service Obligation	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>HS</b>	Depot Commercial and Industrial	0.08	-	0.38	-	0.19	-	0.29	0.10	-	-	-	-	-
<b>PD</b>	Office Recycling	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>EX</b>	Depot Commercial and Industrial	-	-	-	-	-	-	-	-	0.10	-	-	-	-
<b>Total Waste</b>		<b>140.88</b>	<b>138.64</b>	<b>146.75</b>	<b>177.33</b>	<b>109.28</b>	<b>111.93</b>	<b>117.33</b>	<b>154.62</b>	<b>160.43</b>	<b>111.88</b>	<b>68.50</b>	<b>105.65</b>	<b>118.26</b>

\* Education Program Recycling relates to bins supplied to schools/community groups with no charge as part of the education program

\*\* Operational Recycling is all recycling that is produced outside the office

\*\*\* Operational Waste is all waste that is produced outside of the office, such as green waste and timber

\*\*\*\* Public Place Recycling is recycling in a public place, such as a public pool

\*# Park Recycling is recycling from parks

**Community Environmental Performance:**

	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18
	%	%	%	%	%	%	%	%	%	%	%	%	%
Total recycling rate	26.89	31.84	33.32	34.34	29.69	35.92	38.06	32.50	31.71	31.5	30.44	27.42	25.12
% Waste diverted from landfill*	32.89	49.46	45.43	49.88	41.16	51.68	56.52	45.99	42.77	48.74	36.59	37.84	37.47

\*At Riverview Transfer Station

<b>Governance Committee</b>	
Mtg Date: 29.01.2019	OAR: YES
<b>Authorisation:</b> Charlie Dill	

14 January 2019

## **MEMORANDUM**

TO: INTERIM ADMINISTRATOR

FROM: ACTING CHIEF EXECUTIVE OFFICER

RE: OFFICE OF THE CEO UPDATE

---

### **INTRODUCTION:**

This is a report by the Acting Chief Executive Officer dated 14 January 2019 providing an update on the Office of the Chief Executive Officer for the months of November/December 2018.

### **BACKGROUND:**

The Office of the Chief Executive Officer consists of the areas of People and Culture, Internal Audit, Legal Services and Executive Research.

Following is a summary of activities for each area:

#### **Executive Office**

##### ***Representative Duties***

The Acting CEO has attended the following meetings/ events in the month of November/December:

- Council Ordinary Meeting
- Committee Meetings
- IMC and ELT Strategy Session
- Meetings with direct reports

During November/December the CEO did not exercise any financial delegations.

## **Executive Research**

Activities for the month of December revolved mostly around the implementation of the legislative changes to the *Local Government Act 2009*. Recruitment for the Transformation Project team was undertaken during December with members expected to commence later in January.

Work has continued for the submission to the Local Government Change Commission to adjust the divisional boundaries. Community consultation activities around this are expected to commence in February.

Several concerns raised by the community have been reviewed and dealt with in accordance with Council policy including a number of inter-departmental activities.

## **Internal Audit**

General activities:

- Recruitment of an Internal Auditor following a resignation of a recently appointed officer.

The following internal audits/activities are in progress:

- Business Case Development – In progress
- Community Lease Agreements – Draft report issued.
- Construction Quality Verification – Draft report issued.
- Design Certification – Final report issued.
- Civic Hall Safety and Security – In progress.
- Credit Cards Framework-Allocation and Use – In progress.
- Enterprise Resource Planning (ERP) Observation /Advice – Ongoing.
- Fraud Prevention and Investigation Process – In progress.
- Infrastructure Services Capacity Review – In progress
- Provided information on the Brassall Christmas Carols event costs.

Internal Investigations:

- Internal investigations are ongoing and responses being provided to the Crime and Corruption Commission in relation to external investigations as required.
- Planning, sourcing, initiating, obtaining information and managing of investigations that have been outsourced.
- Internal Audit is also looking to add measures to assist in managing Fraud and Corruption matters.
- Updates to the Reporting and Investigation Procedure OCEO-086.
- Involvement in the development of the new Complaints Management Framework project.
- Implemented the FairCall KPMG service.

## **Human Resources – People and Culture**

In addition to the business as usual activities of the branch the following action is highlighted.

- Human Resources Information Systems Project (E-Hub) - The branch continued to work with ICT on the roll-out of the new system as of 13 November 2018. Team members were involved in on-site training, toolbox talks and the development of new business processes associated with E-Hub. A lot of work was focussed on communicating the change management processes.
- Continued participation in the Complaints Management Framework working party, including review and refinement of relevant policies and procedures, and organisation of the Good Decisions and PID training delivered by the Ombudsman's office.
- Enterprise Agreement negotiations finalised. Information Sessions to all staff regarding the content of the Agreements were held, ballots held and documentation lodged with the QIRC for certification of Agreements.
- Prepared the People and Performance Transformational Project Brief

### *Employee/Industrial Relations*

- Disciplinary action taken during the included - One termination, demotion and one written warnings.
- Engagement with The Services Union regarding the requirement to consult in relation to changes to the Commuter Use Policy.

### *Workplace Safety & Wellbeing*

- Following the commencement of the new Workplace Safety & Wellbeing Manager the Safety Management System, Audit and policies and procedures are being reviewed. Engagement with the COO's and the Acting CEO also occurred.
- Ongoing investigation and rectification of safety incidents including action required as a consequence of Improvement Notices issued.

### *Organisational Development*

- Development of the Bullying & Harassment training strategy
- Development of work practices in relation to the new Learning Management System – a module within E-Hub
- Initiation of the new Performance Appraisal project
- Established the Diversity and Inclusion Consultative Committee
- Coordinated the Depot Relocation change management process.

### **Legal Services**

Legal Requests for November/December 2018:

- From 1 November – 31 December 2018 Legal Services Branch received 68 Legal Requests, 11 of which were outsourced
- Of the 68 Legal Requests, 18 were High priority, 17 Medium, 15 Low and the remaining 18 will be On-going matters.
- Of the 68 Legal Requests, 19 were received from FCS, 3 from EDM, 1 from ASDCE, 9 from WPR, 11 from Executive, 11 from HSRS, 6 from IS and 8 from PD.

### **RECOMMENDATION:**

That the report providing the activities of the Office of the Chief Executive Office be received and the contents noted.

Charlie Dill  
**ACTING CHIEF EXECUTIVE OFFICER**

<b>Governance Committee</b>	
Mtg Date: 22.01.19	OAR: YES
<b>Authorisation:</b> Andrew Knight	

Objective: A5297039

17 January 2019

## **MEMORANDUM**

TO: INTERIM ADMINISTRATOR AND MEMBERS OF GOVERNANCE COMMITTEE

FROM: CHIEF OPERATING OFFICER (FINANCE AND CORPORATE SERVICES DEPARTMENT)

RE: QUEENSLAND AUDIT OFFICE FINAL MANAGEMENT REPORTS 2017-2018

---

### **INTRODUCTION:**

This is a report by the Chief Operating Officer (Finance and Corporate Services Department) providing an update on the audit of Ipswich City Council, Ipswich City Properties Pty Ltd, Ipswich City Developments Pty Ltd, Ipswich City Enterprises Pty Ltd, Ipswich City Enterprises Investment Pty Ltd and Ipswich Motorsport Park Pty Ltd financial statements for the 2017-2018 financial year.

### **BACKGROUND:**

The Queensland Audit Office (QAO) has completed its audit of Council and the controlled entities financial statements for the 2017-2018 financial year. The Auditor-General has now written to the Interim Administrator providing a copy of the final management reports comprising a summary of issues formally reported to management relating to internal controls and financial reporting matters for attention.

Section 213 of the *Local Government Regulation 2012* provides as follows:

- (1) This section applies if the auditor-general gives the mayor of a local government a copy of the auditor-general's observation report about an audit of the local government's financial statements.
- (2) An auditor-general's observation report, about an audit of a local government's financial statements, is a report about the audit prepared under section 54 of the *Auditor-General Act 2009* that includes observations and suggestions made by the auditor-general about anything arising out of the audit.
- (3) The mayor must present a copy of the report at the next ordinary meeting of the local government.

Whilst the reports will be formally presented by the Administrator at the next Council meeting as required by Section 213, they are also submitted to the Committee for information. It is usual practice for the reports to be referred to the Audit and Risk Management Committee for consideration and further recommendations as to follow-up action. The Audit and Risk Management Committee will also monitor the timely implementation of actions agreed to resolve the issues identified in the QAO reports.

**ATTACHMENT:**

Name of Attachment	Attachment
<a href="#">Final Management Report - Ipswich City Council</a>	Attachment A
<a href="#">Final Management Report - Ipswich City Properties Pty Ltd</a>	Attachment B
<a href="#">Final Management Report - Ipswich City Developments Pty Ltd</a>	Attachment C
<a href="#">Final Management Report - Ipswich City Enterprises Pty Ltd</a>	Attachment D
<a href="#">Final Management Report - Ipswich City Enterprises Investment Pty Ltd</a>	Attachment E
<a href="#">Final Management Report - Ipswich City Motorsport Park Pty Ltd</a>	Attachment F

**RECOMMENDATION:**

That the Interim Administrator of Ipswich City Council resolve:

- A. That the Queensland Audit Office Final Management Reports 2017 -2018 for Ipswich City Council and its controlled entities as per Attachments A, B, C, D, E and F to the report of the Chief Operating Officer (Finance and Corporate Services) dated 17 January 2019, be received and noted.
- B. That the Queensland Audit Office Final Management Reports 2017-2018, as per Attachments A, B, C, D, E and F to the report of the Chief Operating Officer (Finance and Corporate Services) of 17 January 2019, be referred to Council's Audit and Risk Management Committee for consideration.

Andrew Knight

**CHIEF OPERATING OFFICER  
(FINANCE AND CORPORATE SERVICES DEPARTMENT)**

Your ref:  
Our ref: 2018-4167  
Patrick Flemming 3149 6041

16 January 2019

Mr G Chemello  
Interim Administrator  
Ipswich City Council  
PO Box 191  
IPSWICH QLD 4305

Dear Mr Chemello

### **Final Management Report for Ipswich City Council (ICC)**

We have completed our 2018 financial audit for Ipswich City Council (ICC). I issued an unmodified audit opinion on your financial statements, which included a key audit matter detailing our audit response to identified risks associated with charges made by the Crime and Corruption Commission against current and former employees and councillors.

The purpose of this letter is to provide the council with details on audit matters and other important information related to the audited financial statements.

### **Reporting on issues**

Issues and other matters formally reported to management and an update on actions taken by management to resolve these issues is included as Appendix A to this letter. A status update on previously reported issues is included as Appendix B. Our rating definitions for internal control deficiencies is shown in Appendix C.

### **Report to parliament**

Each year we report the results of all financial audits and significant issues to parliament.

We will be issuing a report to parliament incorporating your entity. In this report, we will comment on the results of our audit of your financial report, financial position, performance and sustainability matters, and any significant internal control issues we identified. This report is prepared in accordance with the *Auditor-General Act 2009*.

### **Audit fee**

As discussed at the Audit Committee meeting on 28 November 2018, the final audit fee for this year is \$475 500 exclusive of GST (2017: \$275 000).

We would like to thank you and your staff for their engagement in the audit.



If you have any questions about this letter or would like to discuss any matters regarding our audit service, please contact me on 3149 6041 or Lisa Fraser on 3149 6132.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'P. Flemming', with a stylized flourish at the end.

Patrick Flemming  
Sector Director

cc: Mr C Dill, Acting Chief Executive Officer, Ipswich City Council

Mr W Agnew, Director-General, Department of Local Government, Racing and Multicultural Affairs (provided under s54(4)(c) of the *Auditor-General Act 2009*)

## Appendix A

### New issues identified since our interim management letter dated 19 June 2018

This table provides you with a summary of issues that we have formally reported to management.

#### Internal control issues - Significant Deficiencies

Ref	Issue	Our recommendation	Status
1.	<p><b>No policies or procedures in relation to developer infrastructure contributions</b></p> <p><i>(Control environment)</i></p> <p>We reviewed systems and processes over the assessment and collection of developer infrastructure contributions. We identified that other than the requirements of the <i>Planning Act 2016</i>, Ipswich Planning Scheme and the Adopted Infrastructure Charges Resolution there are no documented policies or procedures over this area. This included policies or procedures for:</p> <ul style="list-style-type: none"> <li>• assessing, reviewing and approving a development application from its receipt, to calculating, approving and issuing an infrastructure charge notice</li> <li>• calculating fee variations</li> <li>• approving fee variations and identifying instances where higher delegations / review may be required</li> <li>• monitoring infrastructure charge notices to assess if revenue is due and payable</li> <li>• collecting outstanding charges for completed developments</li> <li>• reporting over the completeness and collection of contributions revenue</li> <li>• reconciling Pathway, ICN Register and Infrastructure Agreement Registers.</li> </ul> <p><b>Implication</b></p> <p>Without policies or procedures, there is a lack of consistent direction and governance.</p>	<p>Policies and procedures should be developed and documented to reflect the processes for assessing, levying, monitoring, collecting, reporting and reconciling developer contributions revenue to supplement the requirements as set out in the <i>Planning Act 2016</i>, Ipswich Planning Scheme and the Adopted Infrastructure Charges Resolution.</p>	<p><b>Management Comment:</b></p> <p>The Adopted Infrastructure Charges Resolution includes guidance on the processes to levy charges and calculate offsets and refunds. It is agreed that a procedure be prepared to ensure consistency in the areas of recalculating infrastructure charges, monitoring of outstanding charges and taking compliance action to supplement the requirements as set out in the <i>Planning Act 2016</i>, Ipswich Planning Scheme and the Adopted Infrastructure Charges Resolution.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Acting City Planner</p> <p><b>Action date:</b> 30 June 2019</p>

Ref	Issue	Our recommendation	Status
2.	<p><b>Reconciliation of ICN Register to Pathway for outstanding developer infrastructure contributions</b></p> <p><i>(Control activities)</i></p> <p>When a development application is approved the details of the development, including the calculated developer contribution charge, as per the Register of Fees and Charges, is entered into Pathway. However the developer contribution charge is not recognised in the general ledger until the works are completed, at which time the charge becomes due and payable.</p> <p>Calculated developer contributions captured and reported in Pathway as at 31 August 2018 was \$302 million. This report includes development applications dating back to 2001. A Register of Infrastructure Charge Notices (ICN) for trunk infrastructure is also maintained. As at 13 June 2018, calculated developer contributions as per this Register were \$294 million.</p> <p>Certain details contained in the ICN Register are required to be maintained under the <i>Planning Act 2016</i>. Due to software limitations in the Pathway Client module and the complexity of the legislative requirements for infrastructure charges, the ICN Register is maintained manually in an Excel spreadsheet.</p> <p>Various details regarding each development application and calculated contributions are the same in both Pathway and the manual ICN Register and in theory, the outstanding balances as per the manual ICN Register should be consistent and reconcile to Pathway. We identified numerous differences between the ICN Register and Pathway. These differences mainly resulted from balances being receipted in Pathway but not being updated in the ICN Register and some development applications not being included in the Register.</p> <p>It was also identified that there were numerous applications included in both Pathway and the ICN Register that had lapsed, or had lapsed and been replaced with a new application and hence included twice. These lapsed applications are still reported in the contributions report.</p>	<ol style="list-style-type: none"> <li>1. A quarterly reconciliation should be performed between the ICN Register and Pathway to ensure the completeness and accuracy of any calculated infrastructure contributions that are outstanding.</li> <li>2. A review should be performed to: <ul style="list-style-type: none"> <li>• assess if there are any available options to enable the ICN Register to be maintained in Pathway whilst satisfying the information requirements of the <i>Planning Act 2016</i> and therefore avoiding the need for a separate ICN Register.</li> <li>• determine the ability for the offset transactions in the IA Registers to be recognised in Pathway to avoid inconsistency between Pathway and IA Registers. As a minimum, transactions in the IA Register should be reconciled to Pathways.</li> <li>• determine the ability to reconcile infrastructure credits in IA Registers to contributed assets in the ICC general ledger.</li> </ul> </li> </ol>	<p><b>Management Comment:</b></p> <p>Agreed that process and systems improvements, including consideration of the inclusion of the ICN register in the functionality in Pathway including offset transactions and infrastructure credits be undertaken.</p> <p>Agreed a quarterly reconciliation process be implemented.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Acting City Planner</p> <p><b>Action date:</b> 30 September 2019</p>

Ref	Issue	Our recommendation	Status																																			
	<p>We also noted that council maintains separate Infrastructure Agreements and Infrastructure Agreement Registers (IA Registers). These are used to track infrastructure credits allocated to developers for contributed assets. Infrastructure credits are not offset against developer contribution balances in Pathway even though council has received assets, in lieu of cash, to settle this charge. Consequently, transactions that have already been settled are incorrectly appearing as outstanding debts in Pathway and the ICN Register.</p> <p><b>Implication</b></p> <p>Council's lack of effective processes is unnecessarily complicating the monitoring of calculated developer contributions.</p> <p>A complex process without regular reconciliations also means council is unable to easily determine projected revenue from developments.</p>																																					
3.	<p><b>Lack of transparency in calculation of fee variations</b></p> <p><i>(Control activities)</i></p> <p>Under sec 1.3 of the ICC approved Register of Fees and Charges, upon written request by an applicant, the City Planner, relevant Branch Manager or Team Coordinator has the authority to determine to wholly or partially reduce a Development Application Fee where a strict application of the scheduled fees, in their opinion, is unfair or unreasonable. During the past five years the following discounts on developer application fees have been provided:</p> <table><tr><th>Financial Year</th><th>Number of variations</th><th>Total Prescribed Fees</th><th>Total Fee Charged</th><th>Total Variations</th></tr><tr><td>2014</td><td>81</td><td>1,279,058</td><td>538,299 -</td><td>740,759</td></tr><tr><td>2015</td><td>74</td><td>4,194,914</td><td>1,501,785 -</td><td>2,693,130</td></tr><tr><td>2016</td><td>83</td><td>12,644,364</td><td>2,452,894 -</td><td>10,191,470</td></tr><tr><td>2017</td><td>95</td><td>3,448,469</td><td>444,614 -</td><td>3,003,855</td></tr><tr><td>2018</td><td>85</td><td>2,683,781</td><td>811,036 -</td><td>1,872,745</td></tr><tr><td><b>Total</b></td><td><b>418</b></td><td><b>24,250,586</b></td><td><b>5,748,628 -</b></td><td><b>18,501,958</b></td></tr></table> <p>Limited documentation was available to support the calculation, determination and justification of the fee variations.</p>	Financial Year	Number of variations	Total Prescribed Fees	Total Fee Charged	Total Variations	2014	81	1,279,058	538,299 -	740,759	2015	74	4,194,914	1,501,785 -	2,693,130	2016	83	12,644,364	2,452,894 -	10,191,470	2017	95	3,448,469	444,614 -	3,003,855	2018	85	2,683,781	811,036 -	1,872,745	<b>Total</b>	<b>418</b>	<b>24,250,586</b>	<b>5,748,628 -</b>	<b>18,501,958</b>	<p>A procedure should be prepared to support the Fees and Charges Register in the determination of fee variations. The procedure should include:</p> <ol style="list-style-type: none"><li>1. A requirement for a detailed analysis and justification of the fee variation along with a request from the relevant applicant on a form.</li><li>2. A methodology for determining a variation request, including a focus on consistency between variations.</li><li>3. Council should consider aligning the approval of fee variations to financial delegations to ensure staff with appropriate authority and seniority are considering variations.</li></ol>	<p><b>Management Comment:</b></p> <p>Agreed that a procedure be prepared to guide the fee variation process for consistency and ensure that this procedure matches financial delegations.</p> <p>It should also be noted that additional corrective actions have already been undertaken to address the scale of variations that had been processed in the past including:</p> <ul style="list-style-type: none"><li>• The introduction of a contributions cap for major developments which will reduce the scale and need for fee variations for particular major projects.</li></ul>
Financial Year	Number of variations	Total Prescribed Fees	Total Fee Charged	Total Variations																																		
2014	81	1,279,058	538,299 -	740,759																																		
2015	74	4,194,914	1,501,785 -	2,693,130																																		
2016	83	12,644,364	2,452,894 -	10,191,470																																		
2017	95	3,448,469	444,614 -	3,003,855																																		
2018	85	2,683,781	811,036 -	1,872,745																																		
<b>Total</b>	<b>418</b>	<b>24,250,586</b>	<b>5,748,628 -</b>	<b>18,501,958</b>																																		

Ref	Issue	Our recommendation	Status
	<p>We also noted variations were not always consistent between similar applications. There did not appear to be a clear and transparent process for determining the final fee charged. Most fee variations were approved by the relevant Team Coordinator.</p> <p><b>Implication</b></p> <p>Without a clear, consistent and transparent process for the calculating and determining of fee variations, council is exposed to unnecessary risk as well as potential bias.</p>	<p>4. A requirement to maintain and collate appropriate supporting documentation to support the calculation, determination, justification and approval of the fee variation.</p> <p>Further consideration should be given to section 4 of the Register of Fees and Charges regarding Development Planning Application Fees with a view to ensuring that the prescribed fees are reflective of council's recovery of costs for assessing these applications.</p> <p>Where variations are given, details of the scale and reasoning for variations should be included in quarterly reporting to the City Planner and Chief Executive Officer and such reporting should be considered in the preparation of fees and charges for the coming financial year.</p>	<ul style="list-style-type: none"> <li>• A recommendation for an adjustment to the fee for change applications which is to be presented to the December round of Council meetings.</li> </ul> <p>It is considered that these measures will significantly reduce the frequency and value of variations.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Acting City Planner</p> <p><b>Action date:</b> 30 June 2019</p>

Ref	Issue	Our recommendation	Status
4.	<p><b>Enterprise Risk Management</b> (re-raised with increased risk rating)</p> <p><i>(Risk assessment)</i></p> <p>A deficiency was raised during our interim audit in relation to Enterprise Risk Management. At this time we understood that the go live date for all risk registers being reviewed, approved and operational in the CAMMS system was 1 July 2018. This process has since been delayed. We understand that strategic risks are still to be approved and operational risks have been approved and are in the process of being entered into CAMMS. Stage 2, being the development of a Fraud Risk Register and control and risk management plans has not yet commenced.</p> <p>It is noted that a Fraud and Corruption Control Framework is currently being developed and the Complaint Management Policy is in the process of being reviewed, however, neither of these documents are finalised.</p> <p><b>Implication</b></p> <p>Risk management is a critical and integral part of good management practice and corporate governance.</p>	<p>We recommend that council's overall Enterprise Risk Management be finalised, approved and implemented as a matter of priority. This includes:</p> <ul style="list-style-type: none"> <li>• Strategic and Operational Risk Registers</li> <li>• Fraud and Corruption Control Framework</li> <li>• Fraud Risk Register</li> <li>• Fraud Control Plan</li> <li>• Control and risk treatment plans</li> <li>• Complaints Management Policy</li> </ul>	<p><b>Management Comment:</b></p> <p>Management agrees that Council's Enterprise Risk Management be finalised as a priority including adoption of Council's Strategic Risks</p> <p>All operational risk registers were live in CAMMS by 30 June as agreed and Council is now moving into Stage 2 being the development of the fraud risk register, control plans and embedding risk management across the organisation.</p> <p>To enable this, Risk Management has been identified as a key Transformational Project as part of Council's and the Interim Management Committee's improvement projects.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Corporate Governance and Risk Manager</p> <p><b>Action date:</b> 31 December 2019</p>

Ref	Issue	Our recommendation	Status
5.	<p><b>Monitoring of Arrangements with Beneficial Enterprises and Other Entities</b> (Monitoring)</p> <p>We identified a relationship with Cherish the Environment Foundation Limited (Cherish) and requested council to assess whether council had control or significant influence over the entity, as per the definitions in the relevant accounting standards. This resulted in Cherish being assessed as a controlled entity of council.</p> <p><b>Implication</b></p> <p>Without processes in place for actively monitoring agreements and arrangements with beneficial enterprises and other organisations, council may not be appropriately disclosing all its related party relationships in the financial statements as required by AASB 124 <i>Related Party Transactions</i>.</p>	<p>Council should review and understand its relationship with all organisations that it has an interest in. Council should actively monitor the activities of all these organisations, including for changes in constitutions, which may result in a change in council's relationship with the organisation and the council being deemed to have control or significant influence.</p>	<p><b>Management Comment:</b></p> <p>Agreed that Council will review and monitor relationships with organisations Council has an interest in.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Chief Operating Officer F&amp;CS and Executive Leadership Team</p> <p><b>Action date:</b> 30 June 2019</p>

## Internal control issues - Deficiencies

Ref	Issue	Our recommendation	Status
6.	<p><b>Payments made to a community organisation</b></p> <p><i>(Control environment)</i></p> <p>We identified that council is providing financial support to a community organisation for the funding of their annual budget deficit. Council has an agreement with this organisation dated 30 March 2008. This agreement provides for council to approve the organisation's annual budget and to make an advance payment if there is a budget deficit each financial year.</p> <p>The organisation is required to provide a quarterly report to council detailing all revenue and expenses for the budget year to date and provide council a copy of its annual report. Since 2014–15, approximately \$343 533 has been paid by council to this organisation of which \$222 786 is attributable to the payment of their budget deficit.</p> <p>Of the organisation's six directors, five directors are either current or former employees of council. We understand that these directors are not appointed as representatives of council and council is not a member of this organisation.</p> <p><b>Implication</b></p> <p>The structure of this agreement may unnecessarily expose council to increased financial and reputational risks.</p> <p>Potential or perceived conflicts of interest could exist.</p>	<p>Management should review the appropriateness of this agreement.</p> <p>Management should also review the policy on outside employment to ensure it adequately covers these arrangements. Any delegated approval given under the policy should consider whether a conflict or perceived conflict of interest exists or has the potential to exist.</p> <p>In addition, management should ascertain whether any other similar arrangements exist across council and ensure a record of these is centrally maintained.</p>	<p><b>Management Comment:</b></p> <p>Agreed – A recommendation has been made by council officers to the Audit &amp; Risk Management Committee to request the CEO to review this agreement.</p> <p>Management will review its outside employment procedure to ensure it adequately covers these or similar arrangements.</p> <p><b>Responsible officer:</b> Chief Operating Officer WPR</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Action date:</b> 30 June 2019</p>



Ref	Issue	Our recommendation	Status
7.	<p><b>Completeness and existence exceptions in relation to artwork</b></p> <p><i>(Control activities)</i></p> <p>We identified the following deficiencies:</p> <ul style="list-style-type: none"> <li>Four donations from IAFT in December 2017, totalling \$43 000, were not recognised in the Council asset register at 30 June 2018.</li> <li>The portable and attractive register does not include artwork. A "Below Threshold Report" is partially developed but does not include a complete listing. Therefore, no record is maintained in Oracle of all artwork below the recognition threshold of \$1 000.</li> <li>Audit inspected five pieces of artwork on the walls of council buildings which could not be located on the asset register, work in progress or the below asset threshold report. The value of these assets are therefore unknown to audit.</li> <li>Audit inspected one piece of artwork on the walls of council buildings, which had been retired from the asset register (with a cost greater than the recognition threshold).</li> <li>The most valuable piece of artwork held by ICC is placed in the Art Gallery Boardroom and not in a space for public viewing.</li> <li>The asset register includes artwork that has been capitalised with costs below the recognition threshold.</li> <li>A donation from IAFT was not recognised in the council asset register as the donation consisted of two horns. When dividing the value (\$1 500) between the two horns, the value per horn falls below the recognition threshold. It is unlikely the horns would be separated for sale or disposal and therefore, should be recognised as one asset, with a value greater than recognition threshold.</li> </ul>	<p>It is recommended that:</p> <ul style="list-style-type: none"> <li>artworks with a value less than \$1 000 are added to the portable and attractive register</li> <li>the asset register is cleansed to ensure only assets above the recognition threshold are recorded</li> <li>all donations from IAFT are reviewed and recognised in the asset register or portable and attractive register</li> <li>analyse artworks / collections to determine if the value is based on the collection as a whole, or individual components</li> <li>ensure large value assets are displayed to allow for public viewing and enjoyment.</li> </ul>	<p><b>Management Comment:</b></p> <p>Council will undertake a review in conjunction with the Director of Ipswich Art Gallery of the art registers and donation process from Ipswich Arts Foundation.</p> <p>Management will need to consider whether it's appropriate to manage the art collection in the below threshold register or place reliance on Art Gallery listings.</p> <p>Further response to be provided after consultation with the Director of Ipswich Art Gallery.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Art Gallery Director, Finance Manager</p> <p><b>Action date:</b> 31 March 2019</p>

Ref	Issue	Our recommendation	Status
	<p><b>Implication</b></p> <p>Without a register for portable and attractive artwork there is an increased risk of misappropriation of assets.</p> <p>A lack of effective processes in place for recognising and recording assets of all values, leads to over/understatement of asset balances.</p>		
8.	<p><b>Bank reconciliation deficiencies</b></p> <p><i>(Control activities)</i></p> <p>We identified the following exceptions with bank reconciliations:</p> <ul style="list-style-type: none"> <li>• The general bank reconciliation was reviewed more than 5 weeks after month end on two separate occasions</li> <li>• The trust bank reconciliation was reviewed more than 5 weeks after month end on two separate occasions</li> <li>• The June general bank reconciliation included 17 unrepresented cheques more than 15 months old, which, in accordance with council policy, should have been written off.</li> </ul> <p><b>Implication</b></p> <p>If the reconciliations are not being reviewed in a timely manner, there is increased risk that errors in the bank reconciliation will not be detected.</p> <p>Long outstanding unrepresented cheques, though small in value, could indicate errors, omissions and/or possible fraudulent activities.</p>	<p>It is recommended that:</p> <ul style="list-style-type: none"> <li>• reconciling items in the bank reconciliation are monitored and actioned in accordance with council work instructions and timeframes; and</li> <li>• bank reconciliations are reviewed in a timely manner</li> </ul>	<p><b>Management Comment:</b></p> <p>Agreed - Council will ensure timely signing of bank reconciliations. Unpresented cheques process was delayed due to staff changes and is currently being corrected and maintained.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Finance Manager</p> <p><b>Action date:</b> 31 March 2019</p>
9.	<p><b>Untimely processing of disposals when renewing an asset</b></p> <p><i>(Control activities)</i></p> <p>When testing a sample of capitalised projects, four projects were identified as renewals requiring an associated disposal.</p>	<p>Processes be updated to ensure that assets are disposed of when they are physically scrapped or no longer in use.</p>	<p><b>Management Comment:</b></p> <p>Council will again further review the decommissioning process between Works, Parks and Recreation Department and Infrastructure Services Department to ensure timely decommissioning.</p>

Ref	Issue	Our recommendation	Status																				
	<p>It was noted that three of the four projects only had the disposal processed following enquiries from audit.</p> <table><tr><th>Project</th><th>Audit Enquiry</th><th>Decommissioned Date</th><th>Capitalisation Date</th><th>Certificate of Practical Completion</th></tr><tr><td>1</td><td>5 April 2018</td><td>9 and 10 April 2018</td><td>15 March 2017</td><td>24 March 2016</td></tr><tr><td>2</td><td>5 April 2018</td><td>6 and 9 April 2018</td><td>11 October 2017</td><td>24 July 2017</td></tr><tr><td>3</td><td>25 September 2018</td><td>3 October 2018</td><td>Adjustment to existing network assets</td><td>8 July 2017</td></tr></table> <p>We have previously raised similar issues with council on the decommissioning process and delays.</p> <p><b>Implication</b></p> <p>Untimely disposals can result in misstatement of asset balances.</p>	Project	Audit Enquiry	Decommissioned Date	Capitalisation Date	Certificate of Practical Completion	1	5 April 2018	9 and 10 April 2018	15 March 2017	24 March 2016	2	5 April 2018	6 and 9 April 2018	11 October 2017	24 July 2017	3	25 September 2018	3 October 2018	Adjustment to existing network assets	8 July 2017		<p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Business Accounting and Asset Manager (WPR)</p> <p><b>Action date:</b> 31 March2019</p>
Project	Audit Enquiry	Decommissioned Date	Capitalisation Date	Certificate of Practical Completion																			
1	5 April 2018	9 and 10 April 2018	15 March 2017	24 March 2016																			
2	5 April 2018	6 and 9 April 2018	11 October 2017	24 July 2017																			
3	25 September 2018	3 October 2018	Adjustment to existing network assets	8 July 2017																			
10.	<p><b>Insufficient action taken for long outstanding WIP projects</b> (re-raised from FY17 Final Management Letter) (Monitoring activities)</p> <p>We identified a large number of projects had not incurred any expenditure for a substantial amount of time.</p> <p>The table below is a summary of our findings:</p> <table><tr><th>Time since money was last spent on project</th><th>Number of projects</th><th>Dollar value of projects</th></tr><tr><td>6 – 12 months ago</td><td>22</td><td>\$574K</td></tr><tr><td>1 to 2 years ago</td><td>42</td><td>\$1.06M</td></tr><tr><td>&gt; 2 years ago</td><td>11</td><td>\$196K</td></tr></table> <p>We queried the status of projects &gt;2 years, and identified 10 of the 11 projects were eligible to be capitalised within the month.</p>	Time since money was last spent on project	Number of projects	Dollar value of projects	6 – 12 months ago	22	\$574K	1 to 2 years ago	42	\$1.06M	> 2 years ago	11	\$196K	<p>It is recommended the monthly outstanding WIP reports are critically reviewed with appropriate action being undertaken within reasonable timeframes.</p>	<p><b>Management Comment:</b></p> <p>Council has had a focus, in particularly in Infrastructure Services Department, on capitalisation up to date and the focus was on large dollar amounts. Agreed that further review and capitalisation of the longer outstanding small projects is to occur.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Commercial Finance Manager (IS)</p> <p><b>Action date:</b> 30 June 2019</p>								
Time since money was last spent on project	Number of projects	Dollar value of projects																					
6 – 12 months ago	22	\$574K																					
1 to 2 years ago	42	\$1.06M																					
> 2 years ago	11	\$196K																					

Ref	Issue	Our recommendation	Status
	<p>Monthly outstanding WIP reports are provided to each department/area for assessment. Based on the findings above, it is evident that these reports are not being critically reviewed and actioned.</p> <p><b>Implication</b></p> <p>The existence of long-term projects in capital work in progress (CWIP) that have not had monies spent on them for a number of years indicates that such projects may be completed or discontinued.</p> <p>Without effective review of the CWIP balances there is potential for misstatement in the financial statements as follows:</p> <ul style="list-style-type: none"> <li>• Understatement of depreciation (for those projects not capitalised in a timely manner); and/or</li> <li>• Overstatement of property, plant and equipment and understatement of expenses (for those projects not written off in a timely manner).</li> </ul>		
11.	<p><b>Non-compliance with Councillor Expenses Reimbursement and Administrative Support Procedure</b></p> <p><i>(Control activities)</i></p> <p>We identified that over the past three financial years payments have been made for QANTAS club memberships over seven separate councillors.</p> <p>Reimbursement for QANTAS club membership or similar frequent flyer programs are not included as an allowable expense per the Councillor Expense Reimbursement and Administrative Support Procedure.</p> <p>The number of work-related flights for each councillor during the time they had QANTAS club membership over the past three financial years are as follows:</p>	<p>Council should ensure all expenditure incurred is consistent with approved policies and procedures and is considered appropriate for meeting the objectives of the council.</p>	<p><b>Management Comment:</b></p> <p>Agreed - Council will review Councillor Expenses Reimbursement and Administrative Support Procedure as part of Councils policy and procedures Transformation Project and review processes prior to 2020 election to ensure expenditure is consistent with approved policies and procedures.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Chief Operating Officer – Finance and Corporate Services</p> <p><b>Action date:</b> 31 December 2019</p>


Ref	Issue	Our recommendation	Status																																
	<table border="1"> <thead> <tr> <th>Councillor</th><th>Term</th><th>Number of international QANTAS (return) flights</th><th>Number of domestic QANTAS (return) flights</th></tr> </thead> <tbody> <tr> <td>a</td><td>Oct 15 - Oct 18</td><td>2</td><td>2</td></tr> <tr> <td>b</td><td>Sept 16 - Sept 18</td><td>2</td><td>-</td></tr> <tr> <td>c</td><td>Sept 16 - Sept 18</td><td>-</td><td>4</td></tr> <tr> <td>d</td><td>Sept 15 - Sept 19</td><td>-</td><td>1</td></tr> <tr> <td>e</td><td>Feb 17 - Feb 19</td><td>2</td><td>2</td></tr> <tr> <td>f</td><td>Sept 16 - Sept 18</td><td>-</td><td>2</td></tr> <tr> <td>g</td><td>Sept 15 - Sept 19</td><td>-</td><td>2</td></tr> </tbody> </table> <p><b>Implication</b></p> <p>Non-compliance with the Councillor Expense Reimbursement and Administrative Support Procedure increases the risk that inappropriate expenditure could be incurred and exposes the council to reputational risk.</p>	Councillor	Term	Number of international QANTAS (return) flights	Number of domestic QANTAS (return) flights	a	Oct 15 - Oct 18	2	2	b	Sept 16 - Sept 18	2	-	c	Sept 16 - Sept 18	-	4	d	Sept 15 - Sept 19	-	1	e	Feb 17 - Feb 19	2	2	f	Sept 16 - Sept 18	-	2	g	Sept 15 - Sept 19	-	2		
Councillor	Term	Number of international QANTAS (return) flights	Number of domestic QANTAS (return) flights																																
a	Oct 15 - Oct 18	2	2																																
b	Sept 16 - Sept 18	2	-																																
c	Sept 16 - Sept 18	-	4																																
d	Sept 15 - Sept 19	-	1																																
e	Feb 17 - Feb 19	2	2																																
f	Sept 16 - Sept 18	-	2																																
g	Sept 15 - Sept 19	-	2																																
12.	<p><b>Assessment over current legal claims</b></p> <p><i>(Monitoring activities)</i></p> <p>No formal review was initially completed and documented over all current legal claims to assess whether there was any potential impact for council which should be disclosed in the financial statements.</p> <p>This review has now been completed by the General Counsel and City Solicitor and audit is satisfied that there are no material contingent liabilities identified as at 30 June 2018.</p> <p><b>Implication</b></p> <p>Disclosure of contingent liabilities or contingent assets in council's financial statements is required under accounting standard AASB 137 <i>Provisions, Contingent Liabilities and Contingent Assets</i>.</p>	<p>We recommend that council's Legal section, in collaboration with Finance, annually assess all current legal proceedings for potential provision or contingency disclosure. This review should include all external and in-house proceedings.</p> <p>The process used to identify all litigation and claims should be documented, together with a detailed list of all proceedings, including a description of the matter and council's evaluation of its effect on the financial report.</p>	<p><b>Management Comment:</b></p> <p>Agreed - Council will develop a more formal process and review its end of financial year plan with Legal to assess all litigation and assess if there is any potential provision or contingency disclosure.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Finance Manager</p> <p><b>Action date:</b> 30 June 2019</p>																																

## Internal control issues – Other Matter



Ref	Issue	Our recommendation	Status
13.	<p><b>Valuation of Artwork</b></p> <p><i>(Control activities)</i></p> <p>The Ipswich Arts Foundation Trust (IAFT) offers donors a tax deduction for all artwork approved under the Federal Government's Cultural Gifts Program (CGP). The value of the tax deduction for the artwork is the average of two separate valuations by valuers chosen from an approved panel of five valuers available in south east Queensland. IAFT regularly use the same two valuers each time to manage the cost of the valuation.</p> <p>All artwork is gifted by IAFT to Ipswich City Council and is included in the council's collection upon ratification at council meetings. The artworks are transferred to council at the cost of purchase or the value of donation.</p> <p>Artworks remain in council's fixed asset register at the value transferred until the comprehensive revaluation every five years by an external valuer. This external valuer is historically one of the valuers used by IAFT under the CGP.</p> <p>The total value of council's artwork collection as at 30 June 2018 is \$3.978 million. The last comprehensive valuation was completed at 30 June 2014, at which time, the majority of the artworks decreased in value.</p> <p>While the value of artwork may change for different reasons, audit would not expect to see a significant decrease in value in the fixed asset register given the short timeframe (months in some instances) since it was valued under the CGP. The value of artwork generally appreciates over time.</p> <p><b>Implication</b></p> <p>Artwork may not be stated at their fair value.</p>	<p>As artwork is due for comprehensive valuation in 2018/19, appropriate processes are to be put in place to ensure that clear instructions are given to the valuer, valuation is reflective of current market value and council investigate all significant movements in value.</p>	<p><b>Management Comment:</b></p> <p>Audit comments are noted – the revaluation in 2019 will be carried out by an independent qualified artwork valuer to ensure the values reflect current value.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Art Gallery Director</p> <p><b>Action date:</b> 30 June 2019</p>

## Financial reporting issues

Ref	Rating	Issue	Our recommendation	Status
14.		<p><b>No formal impairment assessment undertaken by Council</b>  <i>(Property, plant and equipment)</i></p> <p>Council does not undertake a formal assessment for impairment of assets valued at cost on an annual basis. As per accounting standard AASB 136 <i>Impairment of assets</i>, assets must be assessed for indications of impairment annually.</p> <p>We noted that the stocktake instructions include reference to considerations of impairment, however, there is no evidence that this has been undertaken and the results are not compiled and presented.</p> <p><b>Implication</b></p> <p>There is an increased risk that:</p> <ul style="list-style-type: none"> <li>the net book value of assets on the asset register may be inaccurate, resulting in an overstatement of property, plant and equipment</li> <li>incorrect net book values of assets may result in incorrect future investment decisions by management.</li> </ul>	<p>It is recommended that the council undertakes a formal annual assessment for impairment in accordance with the accounting standards.</p>	<p><b>Management Comment:</b></p> <p>Council's current policy does make requests for departments to consider impairment. Further training and follow up is required.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Finance Manager</p> <p><b>Action date:</b> 30 June 2019</p>

## Appendix B

### Previously reported internal control deficiencies

#### Significant Deficiencies

Ref and Rating	Issue	Status
1. FY18 Interim Management Letter. Similar issue reported in FY17 Final Management Letter	<p><b>Employees receiving termination payments through Deeds of Release</b> (Control activities)</p> <p>We identified four employees that were terminated through a 'Deed of Release'. Each of the Deeds varied in the agreed incentive provided to the employee. There were inconsistent levels of documentation available to us to support the reason for each of these terminations.</p> <p>There is no policy or guidance on the scenarios where a Deed of Release is appropriate, nor the level or type of supporting documentation required. There is also no framework for establishing a reasonable payout amount.</p>	<p><b>Management Comment:</b></p> <p>Recommendation actioned. CEO has issued an instruction for no deeds to be currently entered into. A draft Deed of Release Guidelines has been prepared and approved by CEO. It has been tabled with the Executive Leadership Team.</p> <p>Supervisors and managers are instructed on the performance management process and associated documentation through the Leadership Essentials program that all supervisory staff must attend.</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>
2. FY18 Interim Management Letter	<p><b>Lack of detailed evidence to support action taken to verify vendor masterfile changes / additions</b> (Control activities)</p> <p>There was a lack of detailed evidence to support action taken to verify vendor masterfile additions / changes in 15 vendor masterfile changes we reviewed.</p>	<p><b>Management Comment:</b></p> <p>Process within Accounts Payable and Supplier set up is now more stringent with more information in emails from preparer to reviewer and we are more diligent.</p> <p>Corporate Procurement is finalising edits on checklist to show the validation process that they undertake as part of the process. Will look at this item and the necessary actions and work in consultation with Accounts Payable.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Finance Manager</p> <p><b>Action date:</b> 28 February 2019</p>



Ref and Rating	Issue	Status
3. FY18 Interim Management Letter	<p><b>Financial delegation deficiencies</b></p> <p><i>(Control environment)</i></p> <p>Audit compared Council's Instruments of Sub-Delegation for Contracts and Purchasing to the financial delegations within the Oracle system and noted that these Instruments were not signed as approved by the Chief Executive Officer and were not recently reviewed by council and therefore out of date. The conditions of each Instrument of Sub-Delegation specifies that the delegation is to be reviewed annually.</p> <p>There were inconsistencies between the Instruments of Sub-Delegation and the financial delegations in Oracle for "approve purchase requisitions" by position. Sixty-two positions in Oracle could not be located on the Instruments of Sub-Delegation for the relevant dollar position approval.</p>	<p><b>Management Comment:</b></p> <p>Recommendation actioned. The existing financial delegations have been reviewed and updated and instruments signed off by CEO. The process has been changed to reflect quarterly reviews of delegations.</p> <p>These new instruments are saved in Objective under Corporate Governance, Delegations, Active delegations, Sub-delegations and can be provided to QAO if required to close off this item. A delegations register has always existed and is available on the Wire and will be amended as part of the new quarterly update process.</p> <p>Also Corporate Services and Risk Manager is currently working on engaging an external legal firm to undertake a review of the delegations Council wide.</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>
4. FY18 Interim Management Letter	<p><b>Lack of automated controls surrounding financial delegations for purchase orders raised</b></p> <p><i>(Control activities)</i></p> <p>Financial delegation and approval occurs for each individual purchase requisition and our testing of these did not identify any significant exceptions.</p> <p>However, current system design and workflow practices allow for a combination of previously authorised purchase requisitions to form a single purchase order to a vendor, where the combined value of the purchase order exceeds the delegation level of the highest approving officer.</p>	<p><b>Management Comment:</b></p> <p>ICT has been doing further review and testing with QAO IT audit team. ICT has spent approx. 2 weeks providing details and working through tests to replicate approval processes.</p> <p>Follow up will occur with QAO and agree final changes / recommendations.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Finance Manager and A/Chief Operating Officer (Finance and Corporate Services)</p> <p><b>Action date:</b> 31 March 2019</p>

Ref and Rating	Issue	Status
5. FY17 Final Management Letter	<p><b>Council officers engaging legal firms directly</b> <i>(Control activities)</i></p> <p>We have identified that council officers are engaging directly with legal firms to deal with ad hoc legal matters, rather than following council policy of using Council's legal section. Invoices for legal expenses are paid using corporate card or set up as one-time suppliers.</p>	<p><b>Status:</b> Resolved.</p>

## Deficiencies

Ref and Rating	Issue	Status
6. FY18 Interim Management Letter	<p><b>Non-compliance with community and citywide donations policy</b></p> <p><i>(Control activities)</i></p> <p>The Community and Citywide Donations Policy stipulates that 'if the maximum amount of any single/cumulative donations for any one applicant or project in any financial year is more than \$5 000 from any particular divisional, citywide or community capital project allocation, the allocation is required to be approved by the CEO in consultation with the Mayor and Deputy Mayor'. No such further approval was obtained for two payments that had a cumulative total exceeding the \$5 000 threshold.</p>	<p><b>Management Comment:</b></p> <p>Recommendation actioned. SmartyGrants identifies ABN duplicates and the Community Grants team also regularly cross-reference applications by key words in the applicant's name, so they address the risk and comply with the policy.</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>
7. FY18 Interim Management Letter	<p><b>Redundant purchase order data in Oracle</b></p> <p><i>(Information and communication)</i></p> <p>Audit was advised that all purchase order requisitions, irrespective of their status, are retained within Oracle. We reviewed the open purchase order listing as at 21 March 2018 and observed a significant volume of purchase orders which appear to be old, redundant or irrelevant, with some purchase orders dating back to 2008.</p>	<p><b>Management Comment:</b></p> <p>All open orders prior to 2015 have been closed off. Corporate Procurement will have discussions with the other procurement teams during the Procurement Strategy meetings and determine a process and procedure to actively address this item and ensure that a regular review is undertaken of all open purchase orders.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Procurement Manager</p> <p><b>Action date:</b> 31 December 2018</p>
8. FY18 Interim Management Letter	<p><b>Payroll Masterfile changes</b></p> <p><i>(Control activities)</i></p> <p>Two instances were identified where the independent senior officer failed to sign off approval for changes made to the payroll masterfile. It is noted that supporting documentation was attached to support each masterfile change.</p>	<p><b>Management Comment:</b></p> <p>Recommendation actioned. Master File changes are reviewed, signed and dated by Manager People &amp; Culture.</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>

Ref and Rating	Issue	Status
9. FY18 Interim Management Letter	<p><b>Capitalisation date of assets</b> (Control activities)</p> <p><b>WIP Additions</b></p> <p>Capitalisation dates were not consistent with the date of practical completion. In some instances, 12 months had passed from practical completion to the assets being capitalised in the fixed asset register.</p> <p><b>Assets Contributed by Developers</b></p> <p>It was identified that the depreciation start date as recorded in the fixed asset register is not consistent with the on-maintenance date as communicated by the Planning and Development Department.</p>	<p><b>Management Comment:</b></p> <p>Recommendation actioned. We are now using date of 'on maintenance' as per the memo rather than date of the memo, except in circumstances where it appears 'on maintenance' date goes back a sufficient amount of time and this will be investigated accordingly.</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>
10. FY18 Interim Management Letter	<p><b>Accuracy and completeness of PPE reconciliation</b> (Control activities)</p> <p>The Property, Plant and Equipment reconciliation did not always tie to supporting reports and included values against line items which would be expected to be questioned as part of the preparation and review processes. We have consistently encountered issues with council's PPE reconciliation, with similar difficulties noted during prior year testing.</p>	<p><b>Management Comment:</b></p> <p>Recommendation actioned. Process has been reviewed and controls in place to reduce errors.</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>
11. FY18 Interim Management Letter	<p><b>Internal audit plan requires updating</b> (Monitoring)</p> <p>Whilst we acknowledge that the Internal Audit 3-year strategic audit plan 2017-2020 touches on the organisation's operational risks, more could be done to closer align the specific organisational risks to the annual internal audit plan.</p>	<p><b>Management Comment:</b></p> <p>The next Internal Audit Plan activities were completed at the time this issue was raised.</p> <p>This will be incorporated in the next round of planning to take place early next year, if the operational risk registers are in place and up to date.</p> <p><b>Status:</b> Management undertaking corrective action.</p>

Ref and Rating	Issue	Status
	<p>Local Government Regulation 2012, s207 requires that for each financial year, a local government must prepare an internal audit plan that includes statements about the way in which the operational risks have been evaluated; the most significant operational risks identified from the evaluation; and the control measures adopted to manage the most significant operational risks.</p> <p>These requirements have not been documented in the 2017-18 Internal Audit Plan.</p>	<p><b>Responsible person:</b> Chief Audit Executive</p> <p><b>Action date:</b> TBA</p>
12. FY18 Interim Management Letter	<p><b>Security configuration for Active Directory</b></p> <p><i>(Control activities)</i></p> <p>We identified inconsistencies between Council's ICT Password Management Directive and the password security setting to access Council's network (Active Directory).</p>	<p><b>Management Comment:</b></p> <p>Agreed: Review and update of ICT password directive has been completed. Active Directory settings for privileged accounts have been configured to reflect the standards required or better</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>
13. FY18 Interim Management Letter	<p><b>System access for users who changed their roles and responsibilities in Council</b></p> <p><i>(Control activities)</i></p> <p>Council does not have a consistent process to notify ICT about users who are terminated and/or change their roles and responsibilities in council.</p> <p>We compared the list of terminated personnel from 2016 to 2018 to the list of users who can access council's network and Oracle eBusiness system. We found that there are 27 terminated personnel who still have access to council's network. Seven of these users also have access to Oracle eBusiness system.</p> <p>Council advised us that it re-engaged these users for different roles and responsibilities following their terminations. ICT, however, did not receive notification from human resource or the business unit that they have terminated these users from their previous roles and responsibilities.</p>	<p><b>Management Comment:</b></p> <p>Agree. Following the completion of the HRIS project warranty period, ICT will review the process of automating employee termination or transfers.</p> <p><b>Status:</b> Work in progress</p> <p><b>Responsible person:</b> ICT Manager</p> <p><b>Action date:</b> 30 June 2019</p>

Ref and Rating	Issue	Status
14. Re-raised in FY18 from original issue in FY16 Final Management Letter	<p><b>Managing access to council's network (Active Directory)</b> <i>(Control activities)</i></p> <p>We noted that there are 116 user accounts in Active Directory that do not require users to change their password regularly (i.e. passwords set to never expire). This included eight user accounts that belong to ICT vendors.</p>	<p><b>Management Comment:</b></p> <ol style="list-style-type: none"> <li>1. Council ICT has performed a user account review with consideration to expiration settings. Expiration settings for user accounts have been updated to reflect the recommendation.</li> <li>2. Noted. ICT will review recommendation and make determination on a suitable solution to further improve vendor account monitoring process.</li> </ol> <p><b>Status:</b> Subject to QAO testing in 18/19 audit, part 1 of the recommendations regarding expiry dates has been completed.</p> <p>Council is working through possible solutions with vendors</p> <p><b>Responsible person:</b> ICT Manager</p> <p><b>Action date:</b> 31 March 2019</p>
15. FY17 Final Management Letter	<p><b>Improvements to councillors' Register of Interests</b> <i>(Control environment)</i></p> <p>We noted difficulty in using the councillors' registers of interests to identify related parties and conflicts of interest.</p>	<p><b>Status:</b> Resolved.</p>
16. FY16 Final Management Letter	<p><b>Elected Council oversight of controlled entities and making information publicly available</b> <i>(Information and communication)</i></p> <p>During our 2015–16 and our 2016–17 audit we raised an issue about the council's oversight of the controlled entities and made the following recommendations:</p> <ol style="list-style-type: none"> <li>1. Council adopt a formal policy to cover the oversight (management) of its controlled entities.</li> <li>2. A director of each controlled entity should provide regular reports at council meetings.</li> <li>3. Council meetings to consider the controlled entities' audited financial statements and external audit reports.</li> </ol>	<p><b>Status:</b> Resolved.</p>

Ref and Rating	Issue	Status
17. FY17 Final Management Letter	<p><b>Clear written instructions were not provided to the valuation expert</b> <i>(Information and communication)</i></p> <p>Through direct discussions with management's valuation expert (the valuer), we identified that the valuation requirements for 'buildings and structures' changed many times throughout this year's valuation. The valuer did not receive clear instructions about which assets were to be valued and which assets excluded. Council added and excluded assets progressively throughout the process.</p>	<b>Status:</b> Resolved.
18. FY17 Final Management Letter	<p><b>Journals not signed</b> <i>(Control activities)</i></p> <p>We identified instances of journal records not being signed by the preparing or authorising or posting officers, rather the names of the officers were typed on the journal.</p>	<b>Status:</b> Resolved.
19. FY17 Final Management Letter	<p><b>Incorrect coding of expenses - Corporate credit cards</b> <i>(Control activities)</i></p> <p>We identified instances where expenses had been incorrectly capitalised. While most items identified were low in value, we also identified travel to, and accommodation for, conference attendance which had been charged to work in progress.</p>	<p><b>Management Comment:</b></p> <p>Corporate credit card transactions coded to WIP will be reviewed for operational expenses and transferred.</p> <p>Training has been provided to staff in the key departments who manage capital projects regarding the criteria to determine if expenses are recurrent or capital in nature.</p> <p><b>Status:</b> Resolved pending QAO verification during 2018/19 audit.</p>

Ref and Rating	Issue	Status
20. FY17 Final Management Letter	<p><b>Councillor reimbursements approval of claims</b> <i>(Control activities)</i></p> <p>Testing completed over councillor expense reimbursement claims identified that some claims had not been approved; were posted to the general ledger before being approved; had been coded to the wrong account or were not submitted or approved in a timely manner.</p>	<b>Status:</b> Resolved.
21. FY16 Final Management Letter	<p><b>Disaster Recovery</b> <i>(Control environment)</i></p> <p>There was limited assurance that council would be able to recover key systems within suitable timeframes in the event of a disaster as council did not have a secondary data centre. Council had not updated the IT disaster and key applications recovery plan.</p>	<b>Status:</b> Resolved.
22. FY17 Final Management Letter	<p><b>ICT policy and procedure documents overdue for review</b> <i>(Control Environment)</i></p> <p>Council had not reviewed and updated the ICT policy and directives since 2012 and 2013. We also raised this issue in 2015–16 audit.</p> <p>We understand that an overarching ICT policy is awaiting approval, which will enable Council to implement new ICT directives.</p>	<b>Status:</b> Resolved.



## Other matters




Ref	Issue	Status
23. FY18 Interim Management Letter	<p><b>Current contract management reporting may not readily assist in analysing and reporting over procurement</b></p> <p><i>(Information and communication)</i></p> <p>We acknowledge the efforts of Council to improve data collection and management reporting around procurement and contract management. In our enquiries, the collation and production of these reports is not timely for management and requires substantial resources to prepare.</p> <p>Furthermore, there is no defined and documented quality review process. We also note that a dashboard was trialled in October 2017 but has not yet been rolled-out.</p>	<p><b>Management Comment:</b></p> <p>Corporate Procurement has launched a concept brief into the ICT Branch regarding contract management and Oracle reporting functionality and availability. The ICT Branch is working on the next stage of the concept brief development process. This item is currently being worked on.</p> <p>Initial reporting will be prepared based on current dashboards.</p> <p>Further review will be incorporated into the transformational projects regarding procurement and operational reporting by December 2019.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Finance Manager and Procurement Manager</p> <p><b>Action date:</b> Initial current reporting – 28 February 2019</p>
24. FY18 Interim Management Letter	<p><b>Procurement Planning and risk treatment could be improved</b></p> <p><i>(Risk assessment)</i></p> <p>We recognise the improvements recently implemented by council through the development of a procurement framework. We offer the following observations to further strengthen the process:</p> <ul style="list-style-type: none"> <li>• Utilising a council-wide strategic procurement approach may assist in improved planning and execution of procurement</li> <li>• Aligning council resources to the level of risk in procurement processing and contract management for medium to large procurement projects.</li> </ul>	<p><b>Management Comment:</b></p> <p>Procurement Review underway - draft report in four weeks. The suggested improvement will be referred to the Procurement Transformational Project for consideration.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Procurement Manager</p> <p><b>Action date:</b> TBA</p>

Ref	Issue	Status
25. FY18 Interim Management Letter	<p><b>Vendors with an ABN status of cancelled</b></p> <p>Audit extracted a listing of all vendors ABNs from the vendor masterfile and ran the list through the 'ABN Lookup' tool obtained from the Australian Business Register (ABR) website. Two vendors have an ABN status of 'cancelled'.</p>	<p><b>Management Comment:</b></p> <p>At present we are tidying up information on suppliers that are not being used by end dating them. Once this has been completed, ABN check will be performed. On-going this will be actioned quarterly.</p> <p><b>Status:</b> Management undertaking corrective action.</p> <p><b>Responsible person:</b> Finance Manager</p> <p><b>Action date:</b> 31 March 2019</p>
26. FY17 Final Management Letter	<p><b>Monitoring of access to Oracle eBusiness database and infrastructure.</b></p> <p>Council does not enable audit logging on the Oracle eBusiness database due to concerns over the impact to system performance. While other controls are operating, we believe that audit logging is the most efficient and effective means of identify unauthorised access or changes to the Oracle eBusiness production servers.</p>	<p><b>Status:</b> Resolved.</p>
27. FY17 Final Management Letter	<p><b>Ipswich Arts Foundation and Ipswich Arts Foundation Trust – preparation of financial statements.</b></p> <p>We note that an external accountant is engagement to prepare the financial statements of the Ipswich Arts Foundation and the Ipswich Arts Foundation Trust costing approximately \$12 000.</p>	<p><b>Status:</b> Resolved.</p>

## Appendix C




### Our rating definitions for internal control deficiencies

We assess internal control deficiencies on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>Significant deficiency</b> 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action.</p> <p>Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"><li>• the risk of material misstatement in the financial statements</li><li>• the risk to reputation</li><li>• the significance of non-compliance with policies and applicable laws and regulations</li><li>• the potential to cause financial loss including fraud, or</li><li>• where management has not taken appropriate timely action to resolve the deficiency.</li></ul>	<p>This requires immediate management action to resolve.</p>
<b>Deficiency</b> 	<p>A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.</p>	<p>We expect management action will be taken in a timely manner to resolve deficiencies.</p>
<b>Other matter</b> 	<p>An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.</p>	<p>Our recommendation may be implemented at management's discretion.</p>

## Our risk rating definitions for financial reporting issues

We assess financial reporting issues on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>High</b> 	We assess that there is a high likelihood of this causing a material misstatement in one or more components (transactions, balances and disclosures) of the financial statements, or there is the potential for financial loss including fraud.	This requires immediate management action to resolve.
<b>Medium</b> 	We assess that there is a medium likelihood of this causing a material misstatement in one or more components of the financial statements	We expect management action will be taken in a timely manner to resolve deficiencies.
<b>Low</b> 	We assess that there is a low likelihood of this causing a material misstatement in one or more components of the financial statements.	Our recommendation may be implemented at management's discretion.

Your ref:  
Our ref: 2018-4186

16 January 2019

Mr G Chemello  
Chairperson  
Ipswich City Properties Pty Ltd  
PO Box 191  
IPSWICH QLD 4305

Dear Mr Chemello

### **Final Management Report for Ipswich City Properties**

We have completed our 2018 financial audit for Ipswich City Properties Pty Ltd (ICP). I issued an unmodified audit opinion, with two emphases of matter on your financial statements.

The purpose of this letter is to provide you with details on audit matters and other important information related to the audited financial statements.

### **Reporting on issues**

Issues and other matters formally reported to management and an update on actions taken by management to resolve these issues is included as Appendix A to this letter. We acknowledge that the recommendations have not all been implemented as the entity is in the process of winding up. We continue to report these for your information and consideration for any future controlled entities. Our rating definitions for internal control deficiencies is shown in Appendix B.

### **Report to parliament**

Each year we report the results of all financial audits and significant issues to parliament.

Consistent with previous years, we intend to include the results of our audit of ICP in a report to parliament. In this report, we will comment the results of our audit of your financial report, financial position, performance and sustainability matters, and any significant internal control issues we identified. This report is prepared in accordance with the *Auditor General Act 2009*.

### **Audit fee**

The final audit fee for this year is \$55 000 exclusive of GST (2017: \$20 000). This fee is more than the \$32 500 estimated in our external audit plan, due to additional work performed to address identified risks.

We would like to thank you and your staff for their engagement in the audit.

If you have any questions about this letter or would like to discuss any matters regarding our audit service, please contact me on 3149 6041 or Megan Manuel on 3149 6122.

Yours sincerely



Patrick Flemming  
Sector Director



## Appendix A

### Issues formally reported to management



This table provides you with a summary of issues that we have formally reported to management.



New internal control deficiencies reported since our final management letter dated 12 December 2017

Ref	Rating	Issue	Our recommendation	Status
1. Re-raised in FY18 final from original issue in FY18 final management letter		<p><b>Compliance with expenditure policy in relation to obtaining quotes</b></p> <p>This issue was raised in the prior year. The management response was as follows:</p> <p><i>The Company procurement policy will be reviewed and appropriately updated to reflect supply opportunities that may be provided through development partners. The procurement policy will also be updated to provide guidance in relation to donations and contributions. Revised procurement policy will be recommended to the Board for consideration.</i></p> <p><i>Company Directors and officers will be provided with a refresher in the general principles of good procurement as well as the application of the procurement policy including the documentation of decision processes.</i></p> <p>Following an audit enquiry about implementation progress during 2018, management provided a further response as follows:</p> <p><i>These audit issues were discussed directly with the former Company Secretary and Company Officers. The need for robust procurement was raised and reiterated on numerous occasions throughout the year. While due consideration was given to the matters raised during the 2016–17 audit, no formal review of the procurement policy was undertaken. For the majority of the procurement activities related to the redevelopment that have been undertaken during 2017–18 have been subject to external probity reviews. Attention was drawn to the report from UHY Haines Norton "Review of the Probity of Procurement Process for Ipswich City Properties Pty Ltd tender process of the Site Remediation Works tender for Murphy's Pub."</i></p>	<p>We recommend:</p> <ul style="list-style-type: none"> <li>• ICP should comply with its procurement policy to obtain three quotes.</li> <li>• Updating ICP's procurement policy to encompass current circumstances where contracts are being extended each year.</li> <li>• ICP procurement policy be updated to require compliance with ICC purchasing policy similar to that outlined in ICP's Procurement Management Plan (section 7.1).</li> <li>• A policy be developed for donations / contributions to ensure alignment with ICP's constitutional objectives.</li> </ul>	<p><b>Management Comment:</b></p> <p>A revised Governance Framework, encompassing the CBD Transformation Project and Commercial Asset Management Functions, is currently under development and will reinforce key procurement principles in line with Ipswich City Council existing policies and procedures. Noting the intention to transfer Company operations to Ipswich City Council and commence its wind up.</p>


Ref	Rating	Issue	Our recommendation	Status
		<p>The lack of review and update of policy in relation to procurement reduces accountability and may contribute to reduced value for money being achieved by ICP. It is noted that ICP's Procurement Management Plan (section 7.1) requires that procurement for the CBD Transformation be conducted in accordance with council procurement policies and procedures.</p> <p>The following are matters noted in the current year:</p> <p>1. Three quotes were not obtained</p> <p>ICP Procurement Policy requires three quotes to be obtained for the supply of all goods and services to the Company involving a cost of more than \$20,000 plus GST or for a lower cost where it is deemed appropriate by the Board. Audit noted the following instances where three quotes were not obtained:</p> <ul style="list-style-type: none"> <li>• Project A - cleaning services required covering the period part February 2018 to 30 June 2018. Two quotes obtained covering the period. Both quotes exceeded \$20 000.</li> <li>• Project B – Entity A were selected due to their experience. Cost involved approximated \$39 000 including GST.</li> </ul> <p>2. Contract extensions - ICP did not go back to the market</p> <p>The matter of the following contract extensions being renewed without going back to market were raised in the prior year. External providers deliver a number of services used to manage the shopping complex, under contract. We noted four entities which on expiry of the above contracts, extension approval was considered in the adoption of the company's budget.</p> <p><b>Implication</b></p> <p>The company cannot demonstrate it has achieved value for money.</p>		




Ref	Rating	Issue	Our recommendation	Status
2. Re-raised in FY18 final from original issue in FY17 final management letter		<p><b>Bank reconciliations not reviewed</b></p> <p>ICP maintain two bank accounts and prepare a monthly bank reconciliation for each bank account. We noted that the July 2017 to November 2017 bank reconciliations were not signed by the preparing officer and there was no evidence that the bank reconciliations were reviewed.</p> <p>The April 2018 and May 2018 bank reconciliations were signed by the reviewer on 29 June 2018.</p> <p><b>Implication</b></p> <p>Lack of formal and/or timely independent review may result in inappropriate transactions not being detected and appropriately dealt with in a timely manner.</p>	It is recommended that the preparing officer sign all bank reconciliation statements and an independent officer formally review and sign within a timely period.	<p><b>Management Comment:</b></p> <p>Agree. This issue was raised as part of the 2016–2017 Audit and corrective steps were taken and implemented to address the timely review and sign-off of bank reconciliations. As noted in the Audit Observation the bank reconciliations from December 2017 were reviewed and signed.</p> <p><b>Status:</b> Resolved.</p>
3. FY18 final management letter		<p><b>Approval documents not signed</b></p> <p>There are a number of entities which are engaged to provide services without the need to go to formal market. The approval for these entities to be sole select entities is outlined in the Consultant Procurement Plan. The rationale for sole select refers to certain key disciplines which have been involved with preliminary work involving the CBD redevelopment and it is considered advantageous to seek their sole submissions to leverage their project knowledge and mitigate any delays in the commencement of schematic design and other services. A fee submission is obtained from the five consultants to leverage their project knowledge.</p> <p>The signed version of the Consultant Procurement Plan was not able to be located and produced to audit.</p> <p><b>Implication</b></p> <p>Lack of evidence of formal approval over the Consultant Procurement Plan reduces accountability of the sole select process.</p>	<p>It is recommended that continued efforts to locate the signed version of the Consultant Procurement Plan.</p> <p>Management must review document capture processes to ensure that signed documents are appropriately filed to enable ease of location.</p>	<p><b>Management Comment:</b></p> <p>The identification and recording of Company records will be addressed as part of the intended transfer of Company operations to Ipswich City Council. This will include an alignment with existing Council processes while ensuring that unique and specific needs of the CBD Transformation Project can also be achieved.</p>


Ref	Rating	Issue	Our recommendation	Status
4. FY18 final management letter		<p><b>Annual reporting of loan</b></p> <p>The loan approvals provided by the Under Treasurer have a requirement to provide annual reports to the Department of Local Government, Racing and Multicultural Affairs, including information relating to the outstanding balance of the loan at 30 June each year.</p> <p>Audit was advised that ICP was unaware of whether formal reporting had occurred, however, the most recent ICP financial statements have been accessed by the Department from the Ipswich Commercial website.</p> <p><b>Implication</b></p> <p>Potential breach of loan approval requirements.</p>	It is recommended that ICP contact the Department in regard to the provision of the loan approval information.	<p><b>Management Comment:</b></p> <p>Council will contact the Department to ascertain which if any financial periods have not been provided to the Department and address any other potential information needs.</p>
5. FY18 final management letter		<p><b>No overall budget for ICP</b></p> <p>ICP does not produce an annual budget and future forecasts covering its overall operations. There are budgets for projects / classes of operations but not for an overall position.</p> <p><b>Implication</b></p> <p>Monitoring of ICP's overall position currently and into the future does not formally occur.</p>	It is recommended that ICP produce an annual budget and future forecasts with regular monitoring and reporting against those budgets / forecasts.	<p><b>Management Comment:</b></p> <p>It is noted that while no overall budget has previously been complied for the Company, budgets are prepared for the separate functional components or segments of the Company, including both the retail operations and specific projects. These budgets are monitored at their component levels.</p>

## Other matters

Ref	Rating	Matter	Our recommendation	Status update from management
6. FY18 final management letter		<p><b>KMP declarations not completed</b></p> <p>KMP declarations have only been obtained from two out of eight ICP directors.</p> <p><b>Implication</b></p> <p>Lack of KMP declarations reduces ICP's ability to discharge its obligation to identify, analyse and report on related party relationships and transactions. Related party relationships and transactions may exist which should be disclosed but are not. Accountability is reduced.</p>	<p>We recommend that processes be implemented to ensure that related party transactions outside the Ipswich City Council and its controlled entities are separately captured.</p>	<p><b>Management Comment:</b></p> <p>KMP declarations were provided to and requested from Directors at 30 June excluding those Directors facing CCC charges. Two of the KMP's returned their declarations and the third was never returned. The Finance Branch made several unsuccessful attempts to communicate with the Director to seek the return of the KMP declarations. Noting that the Company has changed its operating structure to a sole Director and the intention for the Company to proceed toward wind up, improved communication with all KMP's will be implemented to provide greater emphases on the importance of the KMP declarations in the process of preparing the financial statements.</p>

Ref	Rating	Matter	Our recommendation	Status update from management										
7. FY18 final management letter		<p><b>Potential Loan Cap Breach</b></p> <p>The Under Treasurer provided approval for ICC to enter into a loan agreement with ICP. The purpose of the loan was to acquire Ipswich City Square Property and Incidentals. The original approval on 7 March 2009 was for a loan agreement total of \$50 million with ICC to ensure that the loan is capped at \$50 million. The latest Under Treasurer approval dated 12 June 2015 increased this limit to \$75 million. The council was again required to ensure that the amount was capped at \$75 million. The loan cap included but was not restricted to the principal outstanding and all interest and such items as legal fees, penalty interest, bank fees and charges, costs etc.</p> <p>The latest loan statement from ICC to ICP disclosed the following life to date totals:</p> <table><tr><td>Advances</td><td>\$87,292,376.29</td></tr><tr><td>Principal Repayments</td><td>\$14,656,400.00</td></tr><tr><td>Accrued Interest</td><td>\$21,192,305.41</td></tr><tr><td>Write-down of loans</td><td>\$30,051,548.54</td></tr><tr><td>Closing balance</td><td>\$63,776,733.16</td></tr></table> <p>Accrued Interest has not been charged for 2016–17 and 2017–18. In addition, the \$34 million loan forgiveness in 2015–16 included \$4 million of accrued interest not included in the above totals. Additional loan funds have been made to ICP subsequent to the occurrence of the debt forgiveness.</p> <p>Total loan funds / costs including interest not paid / accrued exceeds \$100 million with repayments reducing the total to approximately \$86 million.</p> <p>The Under Treasurer approval does not expressly provide for the write down of the loan due to the impact of historical economic conditions on the pace of the redevelopment activities at the Ipswich City Square site.</p> <p><b>Implication</b></p> <p>The loan cap amount of \$75 million has potentially been exceeded. Net funds used (including accrued interest written off / not charged) for the acquisition of Ipswich City Square and incidentals exceeds \$86 million.</p>	Advances	\$87,292,376.29	Principal Repayments	\$14,656,400.00	Accrued Interest	\$21,192,305.41	Write-down of loans	\$30,051,548.54	Closing balance	\$63,776,733.16	<p>It is recommended that advice is provided to the Under Treasurer of the effect of the above transactions and the potential breach of the \$75 million cap.</p> <p>Ensure that the above circumstances are brought to the attention of current Transformation Project review and KPMG's development of the Business Case.</p>	<p><b>Management Comment:</b></p> <p>QAO's observation of the potential breach of the loan cap including the total of the advances, as a result of the actions of the former Council is noted.</p> <p>In view of Council's intention to wind up and deregister the Company, Council will communicate with the Department and Treasury to provide details of the loan transactions over the whole of life of the loan, including the potential breach of the loan cap.</p>
Advances	\$87,292,376.29													
Principal Repayments	\$14,656,400.00													
Accrued Interest	\$21,192,305.41													
Write-down of loans	\$30,051,548.54													
Closing balance	\$63,776,733.16													




Previously reported internal control deficiencies – final management letter issued 12 December 2017

Ref	Rating	Issue	Status update
1. FY17 final management letter		<p><b>Robustness of process used to engage developers</b></p> <p>No overall assessment was performed by ICP to establish why poor outcomes were achieved from submissions and the processes that would be necessary to ensure that this did not recur in future.</p>	<b>Status:</b> Unresolved.

## Appendix B

### Our rating definitions for internal control deficiencies

We assess internal control deficiencies on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>Significant deficiency</b> 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action.</p> <p>Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"><li>• the risk of material misstatement in the financial statements</li><li>• the risk to reputation</li><li>• the significance of non-compliance with policies and applicable laws and regulations</li><li>• the potential to cause financial loss including fraud, or</li><li>• where management has not taken appropriate timely action to resolve the deficiency.</li></ul>	<p>This requires immediate management action to resolve.</p>
<b>Deficiency</b> 	<p>A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.</p>	<p>We expect management action will be taken in a timely manner to resolve deficiencies.</p>
<b>Other matter</b> 	<p>An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.</p>	<p>Our recommendation may be implemented at management's discretion.</p>

Your ref:  
Our ref: 2018-4232

21 December 2018

Greg Chemello  
Interim Administrator  
Ipswich City Council  
PO Box 191  
IPSWICH QLD 4305

Dear Mr Chemello,

**Final Management Report for Ipswich City Developments**

We have completed our 2018 financial audit for Ipswich City Developments (ICD). I issued an unmodified audit opinion, with two emphases of matter on your financial statements.

The purpose of this letter is to provide you with details on audit matters and other important information related to the audited financial statements.

**Reporting on issues**

Issues and other matters formally reported to management and an update on actions taken by management to resolve these issues is included as Appendix A to this letter. We acknowledge that the recommendations have not all been implemented as the entity is in the process of winding up. We continue to report these for your information and consideration for any future controlled entities. Our rating definitions for internal control deficiencies is shown in Appendix B.

**Report to parliament**

Each year we report the results of all financial audits and significant issues to parliament.

Consistent with previous years, we intend to include the results of our audit of ICD in a report to parliament. This report is prepared in accordance with the *Auditor General Act 2009*.

**Audit fee**

The final audit fee for this year is \$14 500 exclusive of GST (2017: \$11 200). This fee is more than the \$10 000 estimated in our external audit plan, due to additional work performed to address identified risks.

We would like to thank you and your staff for their engagement in the audit.

If you have any questions about this letter or would like to discuss any matters regarding our audit service, please contact me on 3149 6041 or Megan Manuel on 3149 6122.

Yours sincerely



Patrick Flemming  
Sector Director






## Appendix A


### Issues formally reported to management

This table provides you with a summary of issues that we have formally reported to management.

#### New internal control deficiencies reported since our final management letter dated 12 December 2017

Ref	Rating	Issue	Our recommendation	Status
1. Re-raised in FY18 final from original issue in FY17 final management letter		<p><b>Bank reconciliations not reviewed</b></p> <p>ICD maintained two bank accounts and prepared a monthly bank reconciliation for each account. We noted that the July 2017 to November 2017 bank reconciliations were not signed by the preparing officer and there was no evidence that the bank reconciliations were reviewed. The April 2018 and May 2018 bank reconciliations were signed by the reviewer, but not until 29 June 2018.</p> <p><b>Implication</b></p> <p>Lack of formal and/or timely independent review may result in inappropriate transactions not being detected and appropriately dealt with in a timely manner.</p>	<p>It is recommended that the preparing officer sign all bank reconciliation statements and an independent officer formally review and sign within a timely period.</p>	<p><b>Management Comment:</b></p> <p>Agreed. This issue was raised as part of the 2016-2017 Audit and corrective steps were taken and implemented to address the timely review and sign-off of bank reconciliations. As noted in the Audit Observation the bank reconciliations from December 2017 were reviewed and signed.</p> <p><b>Status:</b> Resolved.</p>


## Other matters

Ref	Rating	Matter	Our recommendation	Status update from management
2. FY18 final management letter		<p><b>KMP declarations not completed</b></p> <p>KMP declarations have not been obtained from ICD directors, except for one director.</p> <p><b>Implication</b></p> <p>Lack of KMP declarations reduces ICD's ability to identify related party relationships and transactions. Related party relationships and transactions may exist which should be disclosed but are not.</p>	We recommend that a quality control process should be implemented to ensure KMP declarations are completed by all directors.	<p><b>Management Comment:</b></p> <p>KMP declarations were provided to and requested from the two Directors and the Company Secretary. Two of the KMP's returned their declarations and the third was never returned. Finance made several unsuccessful attempts to communicate with the Director to seek the return of the KMP declarations.</p> <p>Noting that the Company is presently in Members Voluntary Liquidation, improved communication with the KMP's will be implemented to provide greater emphases on the importance of the KMP declarations in the process of preparing the financial statements.</p>

Previously reported internal control deficiencies – final management letter issued 12 December 2017

Ref	Rating	Issue	Status update
1. FY17 final management letter		<b>Sale of Redbank Plains – Retail and Residential – not offered to market</b> Non-compliance with procurement policies.	<b>Status:</b> Unresolved.  Recommendations not implemented prior to commencement of winding up process.
2. FY17 final management letter		<b>Debit card expenditure not independently approved</b> ICD has four officers with debit cards. Debit card expenditure in 2016-2017 totalled \$26,118.99. No independent approval of expenditure paid on debit cards is obtained.	<b>Status:</b> Resolved.




Previously reported financial reporting issues – final management letter issued 12 December 2017

Ref	Rating	Issue	Status update from management
3. FY17 final management letter		<b>Administration Costs (Accrual – methodology)</b>  The financial statements disclose an accrual payable for administration costs for 2016-2017 totalling \$156 000 to Ipswich City Council. The company accrues \$13 000 per month for administration fees. ICD pays the administration costs when it completes projects.  The month accrual is a traditional charge. We were not provided with working papers showing its calculation or composition were not provided.  The company is currently reviewing the composition of administration charges.	<b>Status:</b> Unresolved.  Recommendations not implemented prior to commencement of winding up process.

## Appendix B




### Our rating definitions for internal control deficiencies

We assess internal control deficiencies on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>Significant deficiency</b> 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action.</p> <p>Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"><li>• the risk of material misstatement in the financial statements</li><li>• the risk to reputation</li><li>• the significance of non-compliance with policies and applicable laws and regulations</li><li>• the potential to cause financial loss including fraud, or</li><li>• where management has not taken appropriate timely action to resolve the deficiency.</li></ul>	<p>This requires immediate management action to resolve.</p>
<b>Deficiency</b> 	<p>A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.</p>	<p>We expect management action will be taken in a timely manner to resolve deficiencies.</p>
<b>Other matter</b> 	<p>An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.</p>	<p>Our recommendation may be implemented at management's discretion.</p>

## Our risk rating definitions for financial reporting issues

We assess financial reporting issues on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>High</b> 	We assess that there is a high likelihood of this causing a material misstatement in one or more components (transactions, balances and disclosures) of the financial statements, or there is the potential for financial loss including fraud.	This requires immediate management action to resolve.
<b>Medium</b> 	We assess that there is a medium likelihood of this causing a material misstatement in one or more components of the financial statements	We expect management action will be taken in a timely manner to resolve deficiencies.
<b>Low</b> 	We assess that there is a low likelihood of this causing a material misstatement in one or more components of the financial statements.	Our recommendation may be implemented at management's discretion.

Your ref:  
Our ref: 2018-4249

21 December 2018

Greg Chemello  
Chairperson  
Ipswich City Enterprises Pty Ltd  
PO Box 191  
IPSWICH QLD 4305

Dear Mr Chemello,

**Final Management Report for Ipswich City Enterprises Pty Ltd (ICE)**

We have completed our 2018 financial audit for Ipswich City Enterprises (ICE). I issued an unmodified audit opinion, with two emphases of matter on your financial statements.

The purpose of this letter is to provide you with details on audit matters and other important information related to the audited financial statements.

**Reporting on issues**

Issues and other matters formally reported to management and an update on actions taken by management to resolve these issues is included as Appendix A to this letter. We acknowledge that the recommendations have not all been implemented as the entity is in the process of winding up. We continue to report these for your information and consideration for any future controlled entities. Our rating definitions for internal control deficiencies is shown in Appendix B.

**Report to parliament**

Each year we report the results of all financial audits and significant issues to parliament.

Consistent with previous years, we intend to include the results of our audit of ICE in a report to parliament. This report is prepared in accordance with the *Auditor General Act 2009*.

**Audit fee**

The final audit fee for this year is \$10 000 exclusive of GST (2017: \$6 000). This fee is more than the \$5 500 estimated in our external audit plan, due to additional work performed to address identified risks.

We would like to thank you and your staff for their engagement in the audit.

If you have any questions about this letter or would like to discuss any matters regarding our audit service, please contact me on 3149 6041 or Megan Manuel on 3149 6122.

Yours sincerely



Patrick Flemming  
Sector Director



## Appendix A

### Issues formally reported to management


This table provides you with a summary of issues that we have formally reported to management.

New internal control deficiencies reported since our final management letter dated 12 December 2017

Ref	Rating	Issue	Our recommendation	Status
1. Re-raised in FY18 final from original issue in FY17 final management letter		<p><b>Bank reconciliations not reviewed</b></p> <p>ICE maintained two bank accounts and prepared a monthly bank reconciliation for each account. We noted that the July 2017 to November 2017 bank reconciliations were not signed by the preparing officer and there was no evidence that the bank reconciliations were reviewed. The April 2018 and May 2018 bank reconciliations were signed by the reviewer, but not until 29 June 2018.</p> <p><b>Implication</b></p> <p>Lack of formal and/or timely independent review may result in inappropriate transactions not being detected and appropriately dealt with in a timely manner.</p>	<p>It is recommended that the preparing officer sign all bank reconciliation statements and an independent officer formally review and sign within a timely period.</p>	<p><b>Management Comment:</b></p> <p>This issue was raised as part of the 2016-2017 Audit and corrective steps were taken and implemented to address the timely review and sign-off of bank reconciliations. As noted in the Audit Observation the bank reconciliations from December 2017 were reviewed and signed.</p> <p><b>Status:</b> Resolved.</p>






## Other matters

Ref	Rating	Matter	Our recommendation	Status
2. FY18 Final Management Letter		<p><b>KMP declarations not completed</b></p> <p>KMP declarations have not been obtained from ICE directors, except for one director.</p> <p><b>Implication</b></p> <p>Lack of KMP declarations reduces ICE's ability to identify related party relationships and transactions. Related party relationships and transactions may exist which should be disclosed but are not.</p>	<p>We recommend that a quality control process should be implemented to ensure KMP declarations are completed by all directors.</p>	<p><b>Management Comment:</b></p> <p>KMP declarations were provided to and requested from the two Directors and the Company Secretary. Two of the KMP's returned their declarations and the third was never returned. Finance made several unsuccessful attempts to communicate with the Director to seek the return of the KMP declarations.</p> <p>Noting that the Company is progressing towards wind up, improved communication with the KMP's will be implemented to provide greater emphases on the importance of the KMP declarations in the process of preparing the financial statements.</p>

## Appendix B

### Our rating definitions for internal control deficiencies

We assess internal control deficiencies on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>Significant deficiency</b> 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action.</p> <p>Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"><li>• the risk of material misstatement in the financial statements</li><li>• the risk to reputation</li><li>• the significance of non-compliance with policies and applicable laws and regulations</li><li>• the potential to cause financial loss including fraud, or</li><li>• where management has not taken appropriate timely action to resolve the deficiency.</li></ul>	This requires immediate management action to resolve.
<b>Deficiency</b> 	A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.	We expect management action will be taken in a timely manner to resolve deficiencies.
<b>Other matter</b> 	An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.	Our recommendation may be implemented at management's discretion.

Your ref:  
Our ref: 2018-4192

21 December 2018

Greg Chemello  
Chairperson  
Ipswich City Enterprises Investments Pty Ltd  
PO Box 191  
IPSWICH QLD 4305

Dear Mr Chemello,

**Final Management Report for Ipswich City Enterprises Investments Pty Ltd (ICEI)**

We have completed our 2018 financial audit for Ipswich City Enterprises Investments (ICEI). I issued an unmodified audit opinion, with two emphases of matter on your financial statements.

The purpose of this letter is to provide you with details on audit matters and other important information related to the audited financial statements.

**Reporting on issues**

Issues and other matters formally reported to management and an update on actions taken by management to resolve these issues is included as Appendix A to this letter. We acknowledge that the recommendations have not all been implemented as the entity is in the process of winding up. We continue to report these for your information and consideration for any future controlled entities. Our rating definitions for internal control deficiencies is shown in Appendix B.

**Report to parliament**

Each year we report the results of all financial audits and significant issues to parliament.

Consistent with previous years, we intend to include the results of our audit of ICEI in a report to parliament. This report is prepared in accordance with the *Auditor General Act 2009*.

**Audit fee**

The final audit fee for this year is \$7 500 exclusive of GST (2017: \$3 200). This fee is more than the \$3 000 estimated in our external audit plan, due to additional work performed to address identified risks.

We would like to thank you and your staff for their engagement in the audit.

If you have any questions about this letter or would like to discuss any matters regarding our audit service, please contact me on 3149 6041 or Megan Manuel on 3149 6122.

Yours sincerely



Patrick Flemming  
Sector Director




## Appendix A


### Issues formally reported to management

This table provides you with a summary of issues that we have formally reported to management.

New internal control deficiencies reported since our final management letter dated 12 December 2017

Ref	Rating	Issue	Our recommendation	Status
1. Re-raised in FY18 final from original issue in FY17 final management letter		<p><b>Bank reconciliations not reviewed</b></p> <p>ICEI maintained two bank accounts and prepared a monthly bank reconciliation for each account. We noted that the July 2017 to November 2017 bank reconciliations were not signed by the preparing officer and there was no evidence that the bank reconciliations were reviewed. The December 2017 to June 2018 bank reconciliations were signed by the preparing officer and reviewed by an independent officer in a timely manner.</p> <p><b>Implication</b></p> <p>Lack of formal and/or timely independent review may result in inappropriate transactions not being detected and appropriately dealt with in a timely manner.</p>	<p>It is recommended that the preparing officer sign all bank reconciliation statements and an independent officer formally review and sign within a timely period.</p>	<p><b>Management Comment:</b></p> <p>Agreed. This issue was raised as part of the 2016-2017 Audit and corrective steps were taken and implemented to address the timely review and sign-off of bank reconciliations. As noted in the Audit Observation the bank reconciliations from December 2017 were reviewed and signed.</p> <p><b>Status:</b> Resolved.</p>




## Other matters

Ref	Rating	Matter	Our recommendation	Status update from management
2. FY18 final management letter		<p><b>KMP declarations not completed</b></p> <p>KMP declarations have not been obtained from ICEI directors, except for one director.</p> <p><b>Implication</b></p> <p>Lack of KMP declarations reduces ICEI's ability to identify related party relationships and transactions. Related party relationships and transactions may exist which should be disclosed but are not.</p>	<p>We recommend that a quality control process should be implemented to ensure KMP declarations are completed by all directors.</p>	<p><b>Management Comment:</b></p> <p>KMP declarations were provided to and requested from the two Directors. One of the KMP's returned their declaration, the other was never returned. Finance made several unsuccessful attempts to communicate with the Director to seek the return of the KMP declarations.</p> <p>Noting that the Company is progressing towards wind up, improved communication with the KMP's will be implemented to provide greater emphases on the importance of the KMP declarations in the process of preparing the financial statements.</p>

## Appendix B

### Our rating definitions for internal control deficiencies

We assess internal control deficiencies on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>Significant deficiency</b> 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action.</p> <p>Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"><li>• the risk of material misstatement in the financial statements</li><li>• the risk to reputation</li><li>• the significance of non-compliance with policies and applicable laws and regulations</li><li>• the potential to cause financial loss including fraud, or</li><li>• where management has not taken appropriate timely action to resolve the deficiency.</li></ul>	This requires immediate management action to resolve.
<b>Deficiency</b> 	<p>A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.</p>	We expect management action will be taken in a timely manner to resolve deficiencies.
<b>Other matter</b> 	<p>An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.</p>	Our recommendation may be implemented at management's discretion.

Your ref:  
Our ref: 2018-4330

21 December 2018

Paul Tully  
Former Chairperson  
Ipswich Motorsport Park Pty Ltd  
C/o - Ipswich City Council  
PO Box 191  
IPSWICH QLD 4305

Dear Mr Tully,

**Final Management Report for Ipswich Motorsport Park Pty Ltd**

We have completed our 2018 financial audit for Ipswich Motorsport Park Pty Ltd (IMP). I issued an unmodified audit opinion, with two emphases of matter on your financial statements.

The purpose of this letter is to provide you with details on audit matters and other important information related to the audited financial statements.

**Reporting on issues**

Issues and other matters formally reported to management and an update on actions taken by management to resolve these issues is included as Appendix A to this letter. We acknowledge that recommendations have not all been implemented as the entity has now been wound up. We continue to report these for your information and consideration for any future controlled entities. Our rating definitions for internal control deficiencies is shown in Appendix B.

**Report to parliament**

Each year we report the results of all financial audits and significant issues to parliament.

Consistent with previous years, we intend to include the results of our audit of IMP in a report to parliament. This report is prepared in accordance with the *Auditor General Act 2009*.

**Audit fee**

The final audit fee for this year is \$8 500 exclusive of GST (2017: \$9 500). This fee is consistent with the original estimate advised in our external audit plan.

We would like to thank you and your staff for their engagement in the audit.

If you have any questions about this letter or would like to discuss any matters regarding our audit service, please contact me on 3149 6041 or Megan Manuel on 3149 6122.

Yours sincerely



Patrick Flemming  
Sector Director

cc: Mr G Chemello, Interim Administrator, Ipswich City Council







## Appendix A

### Issues formally reported to management




This table provides you with a summary of issues that we have formally reported to management.

New internal control deficiencies reported since our final management letter dated 12 December 2017


Ref	Rating	Issue	Our recommendation	Status
1. Re-raised in FY18 final from original issue in FY17 final management Letter		<p><b>Bank reconciliations not reviewed</b></p> <p>IMP maintain two bank accounts and prepare a monthly bank reconciliation for each account. We note that the July 2017 to November 2017 bank reconciliations were not signed by the preparing officer and there was no evidence that the bank reconciliations were reviewed. The December 2017 to June 2018 bank reconciliations were signed by the preparing officer and reviewed by an independent reviewing officer in a timely manner.</p> <p><b>Implication</b></p> <p>Lack of formal and/or timely independent review may result in inappropriate transactions not being detected and appropriately dealt with in a timely manner.</p>	<p>It is recommended that the preparing officer sign all bank reconciliation statements and an independent officer formally review and sign within a timely period.</p>	<p><b>Management Comment:</b></p> <p>Agreed.</p> <p>This issue was raised as part of the 2016-2017 Audit and corrective steps were taken and implemented to address the timely review and sign-off of bank reconciliations. As noted in the Audit Observation the bank reconciliations from December 2017 were reviewed and signed.</p> <p><b>Status:</b> Resolved.</p>

<p>2. FY18 Final Management Letter</p>		<p><b>Bank signatory – one only for primary account</b></p> <p>Audit review of the Commonwealth Bank Account Authorities as at 20 July 2018 noted that IMP transactional account had only one authorised signatory appointed against an account with a method of operating requiring two authorised officers to sign.</p> <p><b>Implication</b></p> <p>Lack of segregation of duties related to bank account signatories increases the risk for misappropriation of funds.</p>	<p>Ensure that the number of signatories authorised for company bank accounts complies with the bank's method of operation of each account with a minimum of two authorised bank signatories. Periodic reviews over bank signatories should be performed with specific action taken when the company becomes aware that an authorised signatory ceases to be a director of the company.</p>	<p><b>Management Comment:</b></p> <p>The single account signatory is acknowledged, however it is noted that the Method of Operation remained as two to sign. In this instance the single remaining signatory is not able to authorise transactions or execute changes on the account until a second signatory is added.</p> <p>In this circumstance the bank would require confirmation via a Board resolution, of the addition of the second signatory. It is further noted that the Company has now been deregistered.</p> <p><b>Status:</b> Recommendations not implemented prior to wind up of company.</p>
--	---	--	---	---

Previously reported internal control deficiencies – final management letter issued 12 December 2017

Ref	Rating	Issue	Status update
1. FY17 Final Management Letter		<b>Board minutes not signed</b> We noted that only the board minutes for March and June 2017 were signed.	<b>Status:</b> Resolved.
2. FY17 Final Management Letter		<b>No budget produced</b> The Board has not prepared an annual budget for Ipswich Motorsport Park Pty Ltd (IMP) since its inception on 7 March 2016.	<b>Status:</b> Unresolved. Recommendations not implemented prior to wind up of company.
3. FY17 Final Management Letter		<b>Awarding of contract for final design workshop of Queensland Raceway</b> We reviewed the procurement process and noted that insufficient documentation could be provided to demonstrate that the conduct of the process (going to market / evaluation / interactions / awarding) was in accordance with IMP Procurement Policy for achieving value for money, open and effective competition and ethical behaviour and fair dealing.	<b>Status:</b> Unresolved. Recommendations not implemented prior to wind up of company.
4. FY17 Final Management Letter		<b>Directors approved their own expenditure</b> Officers of IMP approved their own travel costs to Bathurst that occurred at the time of the races at Bathurst.  The former IMP GM and one of the two Directors approved the expenditure.	<b>Status:</b> Unresolved. Recommendations not implemented prior to wind up of company.
5. FY17 Final Management Letter		<b>Use of former GM expenditure blanket approval post their departure</b> The former General Manager, had a delegated authority of \$25 000 to incur expenditure as per the 26 May 2016 board minutes. The General Manager provided blanket expenditure approval on 27 January 2017 for certain repetitive IMP expenditure (e.g. monthly costs for fit-out, furniture, IT support, rent, office support). This removed the need to obtain his approval in the future for this expenditure.  This blanket authority continued to be used by IMP to authorise this type of expenditure post the General Manager's termination date with IMP on 1 March 2017.	<b>Status:</b> Unresolved. Recommendations not implemented prior to wind up of company.




Previously reported other matters – final management letter issued 12 December 2017

Ref	Rating	Matter	Status update
6. FY17 Final Management Letter		<p><b>Non-Compliance with the Corporations Act</b></p> <p>Section 205B (1) of the Corporations Act 2001 requires that "A company must lodge with ASIC a notice of the personal details of a director or secretary within 28 days after they are appointed. The notice must be in the prescribed form." We noted two instances of non-compliance with the 28-day period between when a director was appointed and notification to ASIC.</p>	<b>Status:</b> Resolved.

## Appendix B

### Our rating definitions for internal control deficiencies

We assess internal control deficiencies on their potential to cause a material misstatement in the financial statements as follows:

Assessed category	Definition/Criteria	Prioritisation of remedial action
<b>Significant deficiency</b> 	<p>A significant deficiency is a deficiency, or combination of deficiencies, in internal control that requires immediate remedial action.</p> <p>Also, we increase the rating from a deficiency to a significant deficiency based on:</p> <ul style="list-style-type: none"><li>• the risk of material misstatement in the financial statements</li><li>• the risk to reputation</li><li>• the significance of non-compliance with policies and applicable laws and regulations</li><li>• the potential to cause financial loss including fraud, or</li><li>• where management has not taken appropriate timely action to resolve the deficiency.</li></ul>	This requires immediate management action to resolve.
<b>Deficiency</b> 	<p>A deficiency arises when internal controls are ineffective or missing, and are unable to prevent, or detect and correct, misstatements in the financial statements. A deficiency may also result in non-compliance with policies and applicable laws and regulations and/or inappropriate use of public resources.</p>	We expect management action will be taken in a timely manner to resolve deficiencies.
<b>Other matter</b> 	<p>An other matter is expected to improve the efficiency and/or effectiveness of internal controls, but does not constitute a deficiency in internal controls. If an other matter is not resolved, we do not consider that it will result in a misstatement in the financial statements or non-compliance with legislative requirements.</p>	Our recommendation may be implemented at management's discretion.

<b>Governance Committee</b>	
Mtg Date: 22.1.2019	OAR: YES
<b>Authorisation:</b> Charlie Dill	

18 January 2019

## **MEMORANDUM**

TO: CHIEF EXECUTIVE OFFICER

FROM: GENERAL COUNSEL AND CITY SOLICITOR

RE: AMENDMENT TO THE POLICY ON THE PROVISION OF LEGAL ASSISTANCE FOR  
EMPLOYEES AND COUNCILLORS

---

### **INTRODUCTION:**

This is a report by the General Counsel and City Solicitor dated 18 January 2019, seeking amendment to the existing Council policy for the provision of Legal Assistance for Employees and Councillors (**Policy**).

### **BACKGROUND:**

The existing Policy for the Provision of Legal Assistance for Employees and Councillors was passed by Council resolution on the 28 February 2017. The existing Policy was subject to a review on the 28 February 2019.

The existing Policy was available to employees and former councillors, upon an application being made to the CEO, in accordance with the Policy.

The eligibility of former councillors to make an application and receive legal assistance in accordance with the Policy, should not be made available to former councillors, and the existing Policy requires amendment.

Amendments to the existing Policy are also necessary, to strengthen Council's ability to recover legal representation costs from an employee or councillor, in a situation where the employee or councillor is eventually convicted of a criminal offence by any Australian Court.

The amendments to the Policy will also allow Council to recover legal representation costs under the Policy, where the councillor is subject to an adverse finding, against the councillor, in the Councillor Conduct Tribunal.

Section 235 of the *Local Government Act 2009* (**LGA**) provides that a local government administrator is not civilly liable for an act done under the LGA or the *Local Government Electoral Act 2011* (Qld) (**LGEA**), or an omission made under the LGA or the LGEA, honestly and without negligence.

A local government administrator includes a councillor, the chief executive officer, an authorised person, another local government employee or an interim administrator.

The liability for actions performed in good faith by a council representative while performing duties of their role lies with the Council and as such Council may provide legal representation to protect current employees and councillors in those circumstances.




The existing Policy inclusive of any amendments, should also be subject to a full further review within the next 6 months, along with Councillors and Officers' insurance policy, as part of Council's ongoing Transformational project.

**CONCLUSION:**

Consideration should be given to Council adopting the amended Policy, and for Council to consider a full review of the Policy, as part of Council's ongoing Transformational Project

A copy of the amended Policy is attached as Attachment C.

**ATTACHMENT:**

Name of Attachment	Attachment
<a href="#">Legal Assistance for Employees and Councillors' Policy – current version</a>	 Attachment A
<a href="#">Legal Assistance for Employees and Councillors' Policy – tracked changes</a>	 Attachment B
<a href="#">Legal Assistance for Employees and Councillors' Policy – clean version</a>	 Attachment C

**RECOMMENDATION:**


That the Interim Administrator of Ipswich City Council resolve:

That the policy titled "Legal Assistance for Employees and Councillors", be amended as detailed in Attachment B of the report by the General Counsel and City Solicitor's report dated 18 January 2019.



**TONY DUNLEAVY**  
**GENERAL COUNSEL AND CITY SOLICITOR**



	<b>Policy on the Provision of Legal Assistance for Employees and Councillors</b>	<b>Document No: A4051648</b>
<p><b>1. Purpose</b></p> <p>1.1 The purpose of this policy is to establish a governing framework for the provision of legal assistance by the Ipswich City Council (<b>Council</b>) to an employee or councillor of Council.</p> <p>1.2 The policy is designed to ensure compliance with the Council's obligations under the <i>Local Government Act 2009</i> and the <i>Local Government Regulation 2012</i>.</p>	<p><b>2. Legislation</b></p> <ul style="list-style-type: none"> <li>• <i>Local Government Act 2009</i> (Qld) (<b>LGA</b>); and</li> <li>• <i>Local Government Regulation 2012</i> (Qld) (<b>LGR</b>).</li> </ul>	<p><b>3. Introduction</b></p> <p>3.1 The Council recognises that employees and councillors, as a result of their Council roles, functions and duties may at times require legal representation. In some circumstances, it may be appropriate for the Council to provide financial assistance to meet the cost of obtaining the legal representation.</p> <p>3.2 For example, an employee or councillor may personally be threatened with legal action if an aggrieved party believes that they will not, or have not, carried out their legislative or administrative role, functions or responsibilities in a correct and appropriate manner.</p> <p>3.3 Section 235 of the LGA provides that a local government administrator is not civilly liable for an act done under the LGA or the <i>Local Government Electoral Act 2011</i> (Qld) (<b>LGEA</b>), or an omission made under the LGA or the LGEA, honestly and without negligence. Instead the liability attaches to the Council. The term "local government administrator" includes a councillor, the chief executive officer, an authorised person, another local government employee or an interim administrator.</p> <p>3.4 The payment of the legal representation costs of an employee or councillor which is necessary and arises from the performance in good faith of their Council role, duties and functions, should also lie with the Council. Accordingly, the Council has adopted this policy to explain when the Council will fund or partly fund the cost of providing relevant legal representation to employees and councillors.</p> <p>3.5 If the payment of the legal representation costs of an employee or councillor is to be made under this policy it is critical that the obtaining of relevant legal representation (and any associated costs) strictly complies with the terms of any approvals that have been given under this policy. Repayment of any legal costs that have been incurred other than in accordance with the approvals given under this policy will be strictly enforced.</p> <p>3.6 This policy also sets out the process that the Council will follow in dealing with any requests for legal assistance that are received from employees or councillors.</p>
<p><b>4. Roles and Responsibilities</b></p> <p>4.1 The CEO is to normally receive, assess and decide any requests for legal assistance from an employee or councillor. The CEO is then to make any other related decisions on behalf of the Council under this policy.</p> <p>4.2 If the applicant under this policy is the CEO, the Mayor is to receive, assess and decide the request for legal assistance from the CEO. The Mayor is then to make any other related</p>		

	decisions on behalf of the Council under this policy.
4.3	Any application made under this policy may be assessed in the first instance by an appropriate employee so nominated by either the CEO or the Mayor in their respective roles.
4.4	The CEO and the Mayor are delegated by the Council to make the relevant decisions provided for under this policy.
4.5	The CEO and the Mayor are delegated by the Council to incur the relevant liabilities and to approve the associated expenditure on behalf of the Council in accordance with this policy.
<b>5.</b>	<b>Assessment Criteria</b>
5.1	There are four major criteria that will be considered when a decision is to be made under this policy.
5.2	These criteria are: <ul style="list-style-type: none"> <li>(a) the legal representation costs must relate to a matter that arises from the performance, by the employee or councillor, of his or her Council role, functions and duties;</li> <li>(b) the relevant actions of the employee or councillors must have been made in good faith;</li> <li>(c) the legal representation costs must be in respect of legal proceedings that have been threatened or commenced against an employee or councillor in their personal capacity, or which, in exceptional circumstances, may need to be commenced to properly protect the interests of a councillor, employee or the reputation of the Council. Set out below in clause 6 of this policy are examples which provide further guidance in this regard; and</li> <li>(d) the legal representation costs must not relate to a matter that is purely of an individual or private nature in the sense that it must arise from the performance by the employee or councillor of their Council functions or duties.</li> </ul>
<b>6.</b>	<b>Types of legal representation costs that may be approved</b>
6.1	If the criteria in clause 5.2 of this policy are satisfied, the CEO or the Mayor in their respective roles may approve the payment of legal representation costs. Examples could include: <ul style="list-style-type: none"> <li>(a) where legal proceedings are threatened or instituted personally against a employee or councillor as a result of the reasonable discharge of their Council role, functions and duties. For example, the defence of a personal legal action for defamation or a claim for damages or compensation that is personally made against an employee or councillor and the legal proceedings arise from a decision made or action taken by the employee or councillor in the discharge of their Council role, functions or duties; or</li> <li>(b) to enable legal proceedings to be commenced and/or maintained by an employee or councillor to protect them in a personal or physical sense or to allow them to continue to properly carry out their Council functions or duties. For example, if an employee or councillor needs to personally obtain a restraining or similar Court order against a third party who is continually making personal threats against the employee or councillor as a result of the discharge of their Council role, functions and duties that have been performed in good faith; or</li> <li>(c) to pay for the reasonable legal representation costs of an employee or councillor that are connected with the performance of their Council role or duties and which arises from the operation of a statutory or administrative investigation by a regulatory authority or the conduct of an independent public investigation or inquiry; or</li> <li>(d) where the actions of a third party against an employee or councillor are causing</li> </ul>

	<p>them continuing personal distress or is having a significant detrimental effect on the public reputation and confidence in the Council as a public body. For example, if a person or organisation unreasonably continues to make untrue and unwarranted adverse public statements (including on social media) against an employee or councillor.</p>
6.2	The Council will not approve, unless there are exceptional circumstances, the payment of legal representation costs for an employee or councillor to institute or consider the institution of defamation or other personal proceedings against a third party seeking damages or compensation.
6.3	The Council will not approve for a councillor, unless there are exceptional circumstances, the payment of legal representation costs that arise from, or are associated with, election issues or the conduct of an election campaign especially having regard to the implied freedom of political communication that has been recognised by the Australian Courts.
6.4	Under this policy, the Council will not approve the payment of legal representation costs for an employee or Councillor to institute or consider the institution of proceedings against another employee or Councillor.
<b>7.</b>	<b>Application for Payment</b>
7.1	A employee or councillor who seeks assistance for the payment of legal representation costs under this policy is to make an application(s) in writing in the form set out in Schedule 1 to the Chief Executive Officer of the Council ( <b>CEO</b> ). If the applicant under this policy is the CEO the application is to be made to the Mayor.
7.2	<p>A written application under this policy for the payment of legal representation costs is to provide the required details which may include:</p> <ul style="list-style-type: none"> <li>(a) the details of the matter for which legal representation is sought;</li> <li>(b) how that matter relates to the Council role, functions and duties of the employee or councillor making the application;</li> <li>(c) the lawyer (or law firm) who is to be asked to provide the legal representation;</li> <li>(d) the nature of legal representation to be sought (such as legal advice, representation in court, preparation of legal proceedings or lodgement of a defence);</li> <li>(e) an estimate of the cost of the relevant legal representation; and</li> <li>(f) why the Council should provide the relevant support and assistance.</li> </ul>
7.3	The application is to also include a declaration by the applicant that they have acted in good faith.
7.4	Any application should normally be made before the incurring of any legal costs to which the application relates.
7.5	<p>The application is to be accompanied by a signed written statement by the applicant that he or she:</p> <ul style="list-style-type: none"> <li>(a) has read and understands the terms of this policy;</li> <li>(b) acknowledges that any approval of legal representation costs is conditional on the repayment provisions set out in clauses 10.1 - 10.2 and any other conditions which are provided for in any approval given under this policy; and</li> <li>(c) the applicant undertakes to repay to the Council any legal representation costs in accordance with the provisions of clauses 10.1 - 10.2.</li> </ul>
7.6	In relation to clause 7.5(c), an applicant may be requested to sign a more formal document which requires repayment of monies to the Council in return for the provision of assistance under the terms of this policy.

7.7	So far as possible under the LGA and LGR any application under 7.1, written statement under 7.5 and formal document under 7.6 will be kept confidential owing to the potential sensitive nature of the content.
<b>8.</b>	<b>Limitation of Legal Representation Costs</b>
8.1	The CEO or the Mayor in their respective roles in approving an application in accordance with this policy may set a limit on the legal costs that will be paid.
8.2	An employee or councillor may make a further or subsequent application to the Council under this policy in respect of the same matter.
<b>9.</b>	<b>Possible Decisions</b>
9.1	<p>The CEO or the Mayor may:</p> <ul style="list-style-type: none"> <li>(a) refuse;</li> <li>(b) grant; or</li> <li>(c) grant subject to conditions,</li> </ul> <p>an application for the payment of legal representation costs under this policy.</p>
9.2	The CEO or the Mayor in their respective roles may, in appropriate circumstances decide to approve the provision of legal representation to an employee or councillors but may require that the Council's legal team or other Council employees provide the relevant assistance, advice or representation using internal or external resources.
9.3	The conditions that may be imposed under clause 9.1 may include, but are not restricted to, setting a financial limit and/or a requirement to enter into a formal agreement, including a security agreement, relating to the payment, and repayment of the legal representation costs paid for by the Council under this policy.
9.4	In assessing an application, the CEO or the Mayor in their respective roles may have regard to any insurance benefits that may be available to the applicant under the Council's insurance policies or other similar arrangements.
9.5	<p>The CEO or the Mayor in their respective roles may subject to clause 9.6, determine that an employee or councillor whose application for legal representation costs has been approved:</p> <ul style="list-style-type: none"> <li>(a) did not act in good faith; or</li> <li>(b) provided false or misleading information in respect of their application for assistance under this policy.</li> </ul>
9.6	A determination under clause 9.5 may be made but only on the basis of, and consistently with, the findings of a court, tribunal inquiry, regulatory investigation or other similar independent body.
9.7	Where a determination is made under clause 9.5, the legal representation costs paid by the Council are to be repaid by the employee or councillor in accordance with clauses 10.1 - 10.2.
<b>10.</b>	<b>Repayment of Legal Representation Costs</b>
10.1	<p>A employee or councillor whose legal representation costs have been paid by the Council is to repay to the Council:</p> <ul style="list-style-type: none"> <li>(a) all or part of those legal costs - in accordance with a determination made under clause 9.7; and</li> <li>(b) if the employee or councillor receives monies from costs orders, damages, or any settlement, in respect of the matter for which the Council has paid legal representation costs then the employee or councillor is to repay such sum to the Council up to the amount of legal representation costs that have been paid by the</li> </ul>

Council under this policy.	
10.2	The Council may take action in a court of competent jurisdiction to recover any monies due and owing to it by an employee or councillor under this policy.
<b>11.</b>	<b>Definitions</b>
11.1	approved lawyer is to be — <ul style="list-style-type: none"> <li>(a) a certified practitioner under the <i>Professional Act 2008</i> (Qld);</li> <li>(b) from a law firm on the Council's panel of legal service providers, unless the Council considers that this is not appropriate in the circumstances; and</li> <li>(c) as otherwise approved in writing by the Council or the CEO under delegated authority.</li> </ul>
11.2	<b>employee or councillor</b> means an employee of the Council or a current or former councillor or non-elected member of a council committee .
11.3	<b>legal proceedings</b> may be civil, criminal or investigative being an inquiry or statutory, administrative or regulatory investigation.
11.4	<b>legal representation</b> is the provision of legal services, to an employee or councillor, by an approved lawyer that acts in respect of: <ul style="list-style-type: none"> <li>(a) a matter or matters arising from the performance by an employee or councillor of their Council functions and duties; and</li> <li>(b) legal proceedings involving an employee or councillor that have been, or may be, commenced.</li> </ul>
11.5	<b>legal representation</b> costs are the costs, including reasonable professional fees and disbursements, that are properly incurred in providing the approved legal representation and the associated legal costs arising therefrom.
11.6	<b>legal services</b> includes advice, representation or the preparation of documentation that is provided by an approved lawyer.
11.7	<b>payment</b> by the Council of the legal representation costs may be either by: <ul style="list-style-type: none"> <li>(a) a direct payment to the approved lawyer; or</li> <li>(b) a reimbursement to the employee or councillor.</li> </ul>
<b>12. Policy Author:</b> City Solicitor	
<b>Date of Council Resolution:</b> 28 February 2017	
<b>No. of Resolution:</b> 11	
<b>Committee Reference and Date:</b> Policy and Administration Board No. 2017(01) of 14 February 2017	
<b>Date of Review:</b> 28 February 2019	

## **SCHEDULE 1**

### **APPLICATION FOR LEGAL ASSISTANCE**

**FROM:** Name of Employee or Councillor:

- Current Position:
- Current Department or entity:
- Position at the time of the incident:
- Department at the time of the incident:
- Address:
- Telephone:
- Fax:
- Email:
- Include brief details of assigned duties and functions:
- If applicable, include details of legal representatives:

**TO:** Name of Decision Maker:

- Position:
- Department or entity:
- Address:

#### **Details of matter**

I am applying for Legal Assistance in relation to the following matter/s:

#### **Civil Proceeding**

Details of Civil Proceeding:

Date served or received:


#### **Undertakings by Employee or councillor:**

1. I have diligently and conscientiously endeavoured to carry out my Council functions and duties in good faith.
2. I have not been convicted of a criminal offence nor had a finding of official misconduct against me in relation to this matter.
3. I am / am not aware of any criminal, official misconduct or disciplinary proceedings being brought against me in relation to this matter. Include details if applicable.
4. I have attached a statement in support of my application setting out all relevant facts and demonstrating that my conduct as a councillor/employee meets the requirements of this policy.
5. I have attached a copy of any relevant documents (e.g. claim, application, subpoena, notice, or other legal documentation).
6. I agree to provide any further information requested by the decision maker and to keep the decision maker informed of any change in circumstances which may affect my application.

I agree that any grant that I receive of legal assistance under this policy will be subject to any terms and conditions placed on the grant by the relevant decision maker as well as the terms and conditions of the Policy on the Provision of Legal Assistance for Councillors and Employees

Signature of councillor/employee: \_\_\_\_\_

Date: \_\_\_\_\_

	<b>Policy on the Provision of Legal Assistance for Employees and Councillors</b>	<b>Document No: A4051648</b>
<p><b>1. Purpose</b></p> <p>1.1 The purpose of this policy is to establish a governing framework for the provision of legal assistance by the Ipswich City Council (<b>Council</b>) to an employee or councillor of Council.</p> <p>1.2 The policy is designed to ensure compliance with the Council's obligations under the <i>Local Government Act 2009</i> and the <i>Local Government Regulation 2012</i>.</p>	<p><b>2. Legislation</b></p> <ul style="list-style-type: none"> <li>• <i>Local Government Act 2009</i> (Qld) (<b>LGA</b>); and</li> <li>• <i>Local Government Regulation 2012</i> (Qld) (<b>LGR</b>).</li> </ul>	<p><b>3. Introduction</b></p> <p>3.1 The Council recognises that employees and councillors, as a result of their Council roles, functions and duties may at times require legal representation. In some circumstances, it may be appropriate for the Council to provide financial assistance to meet the cost of obtaining the legal representation.</p> <p>3.2 For example, an employee or councillor may personally be threatened with legal action if an aggrieved party believes that they will not, or have not, carried out their legislative or administrative role, functions or responsibilities in a correct and appropriate manner.</p> <p>3.3 Section 235 of the LGA provides that a local government administrator is not civilly liable for an act done under the LGA or the <i>Local Government Electoral Act 2011</i> (Qld) (<b>LGEA</b>), or an omission made under the LGA or the LGEA, honestly and without negligence. Instead the liability attaches to the Council. The term "local government administrator" includes a councillor, the chief executive officer, an authorised person, another local government employee or an interim administrator.</p> <p>3.4 The payment of the legal representation costs of an employee or councillor which is necessary and arises from the performance in good faith of their Council role, duties and functions, should also lie with the Council. Accordingly, the Council has adopted this policy to explain when the Council will fund or partly fund the cost of providing relevant legal representation to employees and councillors.</p> <p>3.5 If the payment of the legal representation costs of an employee or councillor is to be made under this policy it is critical that the obtaining of relevant legal representation (and any associated costs) strictly complies with the terms of any approvals that have been given under this policy. Repayment of any legal costs that have been incurred other than in accordance with the approvals given under this policy will be strictly enforced.</p> <p>3.6 This policy also sets out the process that the Council will follow in dealing with any requests for legal assistance that are received from employees or councillors.</p>
<p><b>4. Roles and Responsibilities</b></p> <p>4.1 The CEO is to normally receive, assess and decide any requests for legal assistance from an employee or councillor. The CEO is then to make any other related decisions on behalf of the Council under this policy.</p> <p>4.2 If the applicant under this policy is the CEO, the Mayor is to receive, assess and decide the request for legal assistance from the CEO. The Mayor is then to make any other related</p>		

	decisions on behalf of the Council under this policy.
4.3	Any application made under this policy may be assessed in the first instance by an appropriate employee so nominated by either the CEO or the Mayor in their respective roles.
4.4	The CEO and the Mayor are delegated by the Council to make the relevant decisions provided for under this policy.
4.5	The CEO and the Mayor are delegated by the Council to incur the relevant liabilities and to approve the associated expenditure on behalf of the Council in accordance with this policy.
<b>5.</b>	<b>Assessment Criteria</b>
5.1	There are four major criteria that will be considered when a decision is to be made under this policy.
5.2	These criteria are: <ul style="list-style-type: none"> <li>(a) the legal representation costs must relate to a matter that arises from the performance, by the employee or councillor, of his or her Council role, functions and duties;</li> <li>(b) the relevant actions of the employee or councillors must have been made in good faith;</li> <li>(c) the legal representation costs must be in respect of legal proceedings that have been threatened or commenced against an employee or councillor in their personal capacity, or which, in exceptional circumstances, may need to be commenced to properly protect the interests of a councillor, employee or the reputation of the Council. Set out below in clause 6 of this policy are examples which provide further guidance in this regard; and</li> <li>(d) the legal representation costs must not relate to a matter that is purely of an individual or private nature in the sense that it must arise from the performance by the employee or councillor of their Council functions or duties.</li> </ul>
<b>6.</b>	<b>Types of legal representation costs that may be approved</b>
6.1	If the criteria in clause 5.2 of this policy are satisfied, the CEO or the Mayor in their respective roles may approve the payment of legal representation costs. Examples could include: <ul style="list-style-type: none"> <li>(a) where legal proceedings are threatened or instituted personally against a employee or councillor as a result of the reasonable discharge of their Council role, functions and duties. For example, the defence of a personal legal action for defamation or a claim for damages or compensation that is personally made against an employee or councillor and the legal proceedings arise from a decision made or action taken by the employee or councillor in the discharge of their Council role, functions or duties; or</li> <li>(b) to enable legal proceedings to be commenced and/or maintained by an employee or councillor to protect them in a personal or physical sense or to allow them to continue to properly carry out their Council functions or duties. For example, if an employee or councillor needs to personally obtain a restraining or similar Court order against a third party who is continually making personal threats against the employee or councillor as a result of the discharge of their Council role, functions and duties that have been performed in good faith; or</li> <li>(c) to pay for the reasonable legal representation costs of an employee or councillor that are connected with the performance of their Council role or duties and which arises from the operation of a statutory or administrative investigation by a regulatory authority or the conduct of an independent public investigation or inquiry; or</li> <li>(d) where the actions of a third party against an employee or councillor are causing</li> </ul>



	<p>them continuing personal distress or is having a significant detrimental effect on the public reputation and confidence in the Council as a public body. For example, if a person or organisation unreasonably continues to make untrue and unwarranted adverse public statements (including on social media) against an employee or councillor.</p>
6.2	The Council will not approve, unless there are exceptional circumstances, the payment of legal representation costs for an employee or councillor to institute or consider the institution of defamation or other personal proceedings against a third party seeking damages or compensation.
6.3	The Council will not approve for a councillor, unless there are exceptional circumstances, the payment of legal representation costs that arise from, or are associated with, election issues or the conduct of an election campaign especially having regard to the implied freedom of political communication that has been recognised by the Australian Courts.
6.4	Under this policy, the Council will not approve the payment of legal representation costs for an employee or Councillor to institute or consider the institution of proceedings against another employee or Councillor.
<b>7.</b>	<b>Application for Payment</b>
7.1	A employee or councillor who seeks assistance for the payment of legal representation costs under this policy is to make an application(s) in writing in the form set out in Schedule 1 to the Chief Executive Officer of the Council ( <b>CEO</b> ). If the applicant under this policy is the CEO the application is to be made to the Mayor.
7.2	<p>A written application under this policy for the payment of legal representation costs is to provide the required details which may include:</p> <ul style="list-style-type: none"> <li>(a) the details of the matter for which legal representation is sought;</li> <li>(b) how that matter relates to the Council role, functions and duties of the employee or councillor making the application;</li> <li>(c) the lawyer (or law firm) who is to be asked to provide the legal representation;</li> <li>(d) the nature of legal representation to be sought (such as legal advice, representation in court, preparation of legal proceedings or lodgement of a defence);</li> <li>(e) an estimate of the cost of the relevant legal representation; and</li> <li>(f) why the Council should provide the relevant support and assistance.</li> </ul>
7.3	The application is to also include a declaration by the applicant that they have acted in good faith.
7.4	Any application should normally be made before the incurring of any legal costs to which the application relates.
7.5	<p>The application is to be accompanied by a signed written statement by the applicant that he or she:</p> <ul style="list-style-type: none"> <li>(a) has read and understands the terms of this policy;</li> <li>(b) acknowledges that any approval of legal representation costs is conditional on the repayment provisions set out in clauses 10.1 - 10.2 and any other conditions which are provided for in any approval given under this policy; and</li> <li>(c) the applicant undertakes to repay to the Council any legal representation costs in accordance with the provisions of clauses 10.1 - 10.2.</li> </ul>
7.6	In relation to clause 7.5(c), an applicant may be requested to sign a more formal document which requires repayment of monies to the Council in return for the provision of assistance under the terms of this policy.

7.7	So far as possible under the LGA and LGR any application under 7.1, written statement under 7.5 and formal document under 7.6 will be kept confidential owing to the potential sensitive nature of the content.
<b>8.</b>	<b>Limitation of Legal Representation Costs</b>
8.1	The CEO or the Mayor in their respective roles in approving an application in accordance with this policy may set a limit on the legal costs that will be paid.
8.2	An employee or councillor may make a further or subsequent application to the Council under this policy in respect of the same matter.
<b>9.</b>	<b>Possible Decisions</b>
9.1	The CEO or the Mayor may: <ul style="list-style-type: none"> <li>(a) refuse;</li> <li>(b) grant; or</li> <li>(c) grant subject to conditions,</li> </ul> an application for the payment of legal representation costs under this policy.
9.2	The CEO or the Mayor in their respective roles may, in appropriate circumstances decide to approve the provision of legal representation to an employee or councillors but may require that the Council's legal team or other Council employees provide the relevant assistance, advice or representation using internal or external resources.
9.3	The conditions that may be imposed under clause 9.1 may include, but are not restricted to, setting a financial limit and/or a requirement to enter into a formal agreement, including a security agreement, relating to the payment, and repayment of the legal representation costs paid for by the Council under this policy.
9.4	In assessing an application, the CEO or the Mayor in their respective roles may have regard to any insurance benefits that may be available to the applicant under the Council's insurance policies or other similar arrangements.
9.5	The CEO or the Mayor <u>or Council</u> , in their respective roles, may <del>subject to clause 9.6,</del> determine that an employee or councillor whose application for legal representation costs has been approved: <ul style="list-style-type: none"> <li>(a) did not act in good faith; or</li> <li>(b) provided false or misleading information in respect of their application for assistance under this policy.</li> </ul>
9.6	<u>The findings of a court, tribunal inquiry, regulatory investigation or other similar independent body may form the basis of a determination of a finding under clause 9.5.</u> <del>A determination under clause 9.5 may be made but only on the basis of, and consistently with, the findings of a court, tribunal inquiry, regulatory investigation or other similar independent body.</del>
<u>9.7</u>	<u>Where a determination is made under clause 9.5, the legal representation costs paid by the Council are to be repaid by the employee or councillor in accordance with clauses 10.1 and 10.2.</u> e <del>9.7 Council are to be repaid by the employee or councillor in accordance with clauses 10.1–10.2.</del>

**10. Repayment of Legal Representation Costs**

10.1 An employee or councillor whose legal representation costs have been paid by the Council ~~is to~~ must repay all of those legal representation costs to ~~the~~ Council, under the following circumstances:

- (a) ~~all where all~~ or part of those legal representation costs - ~~in accordance with~~ were subject to a determination made under clause 9.79.5; or
- (b) where an employee or councillor is convicted by any Australian Court or Tribunal, of any criminal offence against any State or Commonwealth Law; or
- (c) where a councillor is subject to any finding of misconduct or inappropriate conduct, against the councillor by the Councillor Conduct Tribunal (as defined in the Local Government Act 2009 ("Qld")); or
- (d) where the recovery of the legal costs is in accordance with the terms of any agreement (if any) between Council and the employee or councillor, payment in accordance with the agreement.  
and  
(a)
- (b)(e) ~~if the employee or councillor receives monies from costs orders, damages, or any settlement, in respect of the matter for which the Council has paid legal representation costs then the employee or councillor is to repay such sum to the Council up to the amount of legal representation costs that have been paid by the~~

<u>Council under this policy.</u>	
10.2	The Council may take action in <u>any</u> court of competent jurisdiction to recover any <del>monies-</del> <u>legal representation costs, as a debt</u> due and <del>owing to it</del> <u>payable by an employee or</u> <u>councillor, in accordance with clause 10.1</u> <del>by an employee or councillor</del> under this policy.
<b>11.</b>	<b>Definitions</b>
11.1	approved lawyer is to be — <ul style="list-style-type: none"> <li>(a) a certified practitioner under the <del>Professional Act 2008 (Qld);</del> <u>Legal Profession Act 2007 (Qld);</u></li> <li>(b) from a law firm on the Council's panel of legal service providers, unless the Council considers that this is not appropriate in the circumstances; and</li> <li>(c) as otherwise approved in writing by the Council or the CEO under delegated authority.</li> </ul>
11.2	<b>employee or councillor</b> means <u>an a current</u> employee of the Council or a current <del>or former-</del> councillor or non-elected member of a council committee .
11.3	<b>legal proceedings</b> may be civil, criminal or investigative being an inquiry or statutory, administrative or regulatory investigation.
11.4	<b>legal representation</b> is the provision of legal services, to an employee or councillor, by an approved lawyer that acts in respect of: <ul style="list-style-type: none"> <li>(a) a matter or matters arising from the performance by an employee or councillor of their Council functions and duties; and</li> <li>(b) legal proceedings involving an employee or councillor that have been, or may be, commenced.</li> </ul>
11.5	<b>legal representation costs</b> are the costs, including reasonable professional fees and disbursements, that are properly incurred in providing the approved legal representation and the associated legal costs arising therefrom.
11.6	<b>legal services</b> includes advice, representation or the preparation of documentation that is provided by an approved lawyer.
11.7	<b>payment</b> by the Council of the legal representation costs may be either by: <ul style="list-style-type: none"> <li>(a) a direct payment to the approved lawyer; or</li> <li>(b) a reimbursement to the employee or councillor.</li> </ul>
<b>12. Policy Author:</b> City Solicitor	
<b>Date of Council Resolution:</b> 28 February 2017	
<b>No. of Resolution:</b> 11	
<b>Committee Reference and Date:</b> Policy and Administration Board No. 2017(01) of 14 February 2017	
<b>Date of Review:</b> 28 February 2019	

## SCHEDULE 1

### **APPLICATION FOR LEGAL ASSISTANCE**

**FROM:** Name of Employee or Councillor:

- Current Position:
- Current Department or entity:
- Position at the time of the incident:
- Department at the time of the incident:
- Address:
- Telephone:
- Fax:
- Email:
- Include brief details of assigned duties and functions:
- If applicable, include details of legal representatives:

**TO:** Name of Decision Maker:

- Position:
- Department or entity:
- Address:

#### **Details of matter**

I am applying for Legal Assistance in relation to the following matter/s:

Civil Proceeding

Details of Civil Proceeding:

Date served or received:

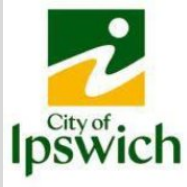
#### **Undertakings by Employee or councillor:**

1. I have diligently and conscientiously endeavoured to carry out my Council functions and duties in good faith.
2. I have not been convicted of a criminal offence nor had a finding of official misconduct against me in relation to this matter.
3. I am / am not aware of any criminal, official misconduct or disciplinary proceedings being brought against me in relation to this matter. Include details if applicable.
4. I have attached a statement in support of my application setting out all relevant facts and demonstrating that my conduct as a councillor/employee meets the requirements of this policy.
5. I have attached a copy of any relevant documents (e.g. claim, application, subpoena, notice, or other legal documentation).
6. I agree to provide any further information requested by the decision maker and to keep the decision maker informed of any change in circumstances which may affect my application.

I agree that any grant that I receive of legal assistance under this policy will be subject to any terms and conditions placed on the grant by the relevant decision maker as well as the terms and conditions of the Policy on the Provision of Legal Assistance for Councillors and Employees

Signature of councillor/employee: \_\_\_\_\_

Date: \_\_\_\_\_

	<b>Policy on the Provision of Legal Assistance for Employees and Councillors</b>	<b>Document No: A4051648</b>
<p><b>1. Purpose</b></p> <p>1.1 The purpose of this policy is to establish a governing framework for the provision of legal assistance by the Ipswich City Council (<b>Council</b>) to an employee or councillor of Council.</p> <p>1.2 The policy is designed to ensure compliance with the Council's obligations under the <i>Local Government Act 2009</i> and the <i>Local Government Regulation 2012</i>.</p>	<p><b>2. Legislation</b></p> <ul style="list-style-type: none"> <li>• <i>Local Government Act 2009</i> (Qld) (<b>LGA</b>); and</li> <li>• <i>Local Government Regulation 2012</i> (Qld) (<b>LGR</b>).</li> </ul>	<p><b>3. Introduction</b></p> <p>3.1 The Council recognises that employees and councillors, as a result of their Council roles, functions and duties may at times require legal representation. In some circumstances, it may be appropriate for the Council to provide financial assistance to meet the cost of obtaining the legal representation.</p> <p>3.2 For example, an employee or councillor may personally be threatened with legal action if an aggrieved party believes that they will not, or have not, carried out their legislative or administrative role, functions or responsibilities in a correct and appropriate manner.</p> <p>3.3 Section 235 of the LGA provides that a local government administrator is not civilly liable for an act done under the LGA or the <i>Local Government Electoral Act 2011</i> (Qld) (<b>LGEA</b>), or an omission made under the LGA or the LGEA, honestly and without negligence. Instead the liability attaches to the Council. The term "local government administrator" includes a councillor, the chief executive officer, an authorised person, another local government employee or an interim administrator.</p> <p>3.4 The payment of the legal representation costs of an employee or councillor which is necessary and arises from the performance in good faith of their Council role, duties and functions, should also lie with the Council. Accordingly, the Council has adopted this policy to explain when the Council will fund or partly fund the cost of providing relevant legal representation to employees and councillors.</p> <p>3.5 If the payment of the legal representation costs of an employee or councillor is to be made under this policy it is critical that the obtaining of relevant legal representation (and any associated costs) strictly complies with the terms of any approvals that have been given under this policy. Repayment of any legal costs that have been incurred other than in accordance with the approvals given under this policy will be strictly enforced.</p> <p>3.6 This policy also sets out the process that the Council will follow in dealing with any requests for legal assistance that are received from employees or councillors.</p>
<p><b>4. Roles and Responsibilities</b></p> <p>4.1 The CEO is to normally receive, assess and decide any requests for legal assistance from an employee or councillor. The CEO is then to make any other related decisions on behalf of the Council under this policy.</p> <p>4.2 If the applicant under this policy is the CEO, the Mayor is to receive, assess and decide the request for legal assistance from the CEO. The Mayor is then to make any other related</p>		

	decisions on behalf of the Council under this policy.
4.3	Any application made under this policy may be assessed in the first instance by an appropriate employee so nominated by either the CEO or the Mayor in their respective roles.
4.4	The CEO and the Mayor are delegated by the Council to make the relevant decisions provided for under this policy.
4.5	The CEO and the Mayor are delegated by the Council to incur the relevant liabilities and to approve the associated expenditure on behalf of the Council in accordance with this policy.
<b>5.</b>	<b>Assessment Criteria</b>
5.1	There are four major criteria that will be considered when a decision is to be made under this policy.
5.2	These criteria are: <ul style="list-style-type: none"> <li>(a) the legal representation costs must relate to a matter that arises from the performance, by the employee or councillor, of his or her Council role, functions and duties;</li> <li>(b) the relevant actions of the employee or councillors must have been made in good faith;</li> <li>(c) the legal representation costs must be in respect of legal proceedings that have been threatened or commenced against an employee or councillor in their personal capacity, or which, in exceptional circumstances, may need to be commenced to properly protect the interests of a councillor, employee or the reputation of the Council. Set out below in clause 6 of this policy are examples which provide further guidance in this regard; and</li> <li>(d) the legal representation costs must not relate to a matter that is purely of an individual or private nature in the sense that it must arise from the performance by the employee or councillor of their Council functions or duties.</li> </ul>
<b>6.</b>	<b>Types of legal representation costs that may be approved</b>
6.1	If the criteria in clause 5.2 of this policy are satisfied, the CEO or the Mayor in their respective roles may approve the payment of legal representation costs. Examples could include: <ul style="list-style-type: none"> <li>(a) where legal proceedings are threatened or instituted personally against a employee or councillor as a result of the reasonable discharge of their Council role, functions and duties. For example, the defence of a personal legal action for defamation or a claim for damages or compensation that is personally made against an employee or councillor and the legal proceedings arise from a decision made or action taken by the employee or councillor in the discharge of their Council role, functions or duties; or</li> <li>(b) to enable legal proceedings to be commenced and/or maintained by an employee or councillor to protect them in a personal or physical sense or to allow them to continue to properly carry out their Council functions or duties. For example, if an employee or councillor needs to personally obtain a restraining or similar Court order against a third party who is continually making personal threats against the employee or councillor as a result of the discharge of their Council role, functions and duties that have been performed in good faith; or</li> <li>(c) to pay for the reasonable legal representation costs of an employee or councillor that are connected with the performance of their Council role or duties and which arises from the operation of a statutory or administrative investigation by a regulatory authority or the conduct of an independent public investigation or inquiry; or</li> <li>(d) where the actions of a third party against an employee or councillor are causing</li> </ul>

	<p>them continuing personal distress or is having a significant detrimental effect on the public reputation and confidence in the Council as a public body. For example, if a person or organisation unreasonably continues to make untrue and unwarranted adverse public statements (including on social media) against an employee or councillor.</p>
6.2	The Council will not approve, unless there are exceptional circumstances, the payment of legal representation costs for an employee or councillor to institute or consider the institution of defamation or other personal proceedings against a third party seeking damages or compensation.
6.3	The Council will not approve for a councillor, unless there are exceptional circumstances, the payment of legal representation costs that arise from, or are associated with, election issues or the conduct of an election campaign especially having regard to the implied freedom of political communication that has been recognised by the Australian Courts.
6.4	Under this policy, the Council will not approve the payment of legal representation costs for an employee or councillor to institute or consider the institution of proceedings against another employee or councillor.
<b>7.</b>	<b>Application for Payment</b>
7.1	A employee or councillor who seeks assistance for the payment of legal representation costs under this policy is to make an application(s) in writing in the form set out in Schedule 1 to the Chief Executive Officer of the Council ( <b>CEO</b> ). If the applicant under this policy is the CEO the application is to be made to the Mayor.
7.2	<p>A written application under this policy for the payment of legal representation costs is to provide the required details which may include:</p> <ul style="list-style-type: none"> <li>(a) the details of the matter for which legal representation is sought;</li> <li>(b) how that matter relates to the Council role, functions and duties of the employee or councillor making the application;</li> <li>(c) the lawyer (or law firm) who is to be asked to provide the legal representation;</li> <li>(d) the nature of legal representation to be sought (such as legal advice, representation in court, preparation of legal proceedings or lodgement of a defence);</li> <li>(e) an estimate of the cost of the relevant legal representation; and</li> <li>(f) why the Council should provide the relevant support and assistance.</li> </ul>
7.3	The application is to also include a declaration by the applicant that they have acted in good faith.
7.4	Any application should normally be made before the incurring of any legal costs to which the application relates.
7.5	<p>The application is to be accompanied by a signed written statement by the applicant that he or she:</p> <ul style="list-style-type: none"> <li>(a) has read and understands the terms of this policy;</li> <li>(b) acknowledges that any approval of legal representation costs is conditional on the repayment provisions set out in clauses 10.1 - 10.2 and any other conditions which are provided for in any approval given under this policy; and</li> <li>(c) the applicant undertakes to repay to the Council any legal representation costs in accordance with the provisions of clauses 10.1 - 10.2.</li> </ul>
7.6	In relation to clause 7.5(c), an applicant may be requested to sign a more formal document which requires repayment of monies to the Council in return for the provision of assistance under the terms of this policy.



7.7	So far as possible under the LGA and LGR any application under 7.1, written statement under 7.5 and formal document under 7.6 will be kept confidential owing to the potential sensitive nature of the content.
<b>8.</b>	<b>Limitation of Legal Representation Costs</b>
8.1	The CEO or the Mayor in their respective roles in approving an application in accordance with this policy may set a limit on the legal costs that will be paid.
8.2	An employee or councillor may make a further or subsequent application to the Council under this policy in respect of the same matter.
<b>9.</b>	<b>Possible Decisions</b>
9.1	<p>The CEO or the Mayor may:</p> <ul style="list-style-type: none"> <li>(a) refuse;</li> <li>(b) grant; or</li> <li>(c) grant subject to conditions,</li> </ul> <p>an application for the payment of legal representation costs under this policy.</p>
9.2	The CEO or the Mayor in their respective roles may, in appropriate circumstances decide to approve the provision of legal representation to an employee or councillor but may require that the Council's legal team or other Council employees provide the relevant assistance, advice or representation using internal or external resources.
9.3	The conditions that may be imposed under clause 9.1 may include, but are not restricted to, setting a financial limit and/or a requirement to enter into a formal agreement, including a security agreement, relating to the payment, and repayment of the legal representation costs paid for by the Council under this policy.
9.4	In assessing an application, the CEO or the Mayor in their respective roles may have regard to any insurance benefits that may be available to the applicant under the Council's insurance policies or other similar arrangements.
9.5	<p>The CEO or the Mayor or Council, in their respective roles, may determine that an employee or councillor whose application for legal representation costs has been approved:</p> <ul style="list-style-type: none"> <li>(a) did not act in good faith; or</li> <li>(b) provided false or misleading information in respect of their application for assistance under this policy.</li> </ul>
9.6	The findings of a court, tribunal inquiry, regulatory investigation or other similar independent body may form the basis of a determination of a finding under clause 9.5.
9.7	Where a determination is made under clause 9.5, the legal representation costs paid by the Council are to be repaid by the employee or councillor in accordance with clauses 10.1 and 10.2.

**10. Repayment of Legal Representation Costs**

10.1 An employee or councillor whose legal representation costs have been paid by the Council in accordance with this policy must repay all of those legal representation costs to Council, under the following circumstances:

- (a) where all or part of those legal representation costs were subject to a determination made under clause 9.5; or
- (b) where an employee or councillor is convicted by any Australian Court or Tribunal, of any criminal offence against any State or Commonwealth Law; or
- (c) where a councillor is subject to any finding of misconduct or inappropriate conduct, against the councillor, by the Councillor Conduct Tribunal (as defined in the *Local Government Act 2009* ("Qld")); or
- (d) where the recovery of the legal costs is in accordance with the terms of any agreement (if any) between Council and the employee or councillor, payment in accordance with the agreement.

10.2	The Council may take action in any court of competent jurisdiction to recover any legal representation costs, as a debt due and payable by an employee or councillor, in accordance with clause 10.1 under this policy.
<b>11.</b>	<b>Definitions</b>
11.1	approved lawyer is to be — <ul style="list-style-type: none"> <li>(a) a certified practitioner under the <i>Legal Profession Act 2007 (Qld)</i>;</li> <li>(b) from a law firm on the Council's panel of legal service providers, unless the Council considers that this is not appropriate in the circumstances; and</li> <li>(c) as otherwise approved in writing by the Council or the CEO under delegated authority.</li> </ul>
11.2	<b>employee or councillor</b> means a current employee of the Council or a current councillor or non-elected member of a council committee.
11.3	<b>legal proceedings</b> may be civil, criminal or investigative being an inquiry or statutory, administrative or regulatory investigation.
11.4	<b>legal representation</b> is the provision of legal services, to an employee or councillor, by an approved lawyer that acts in respect of: <ul style="list-style-type: none"> <li>(a) a matter or matters arising from the performance by an employee or councillor of their Council functions and duties; and</li> <li>(b) legal proceedings involving an employee or councillor that have been, or may be, commenced.</li> </ul>
11.5	<b>legal representation costs</b> are the costs, including reasonable professional fees and disbursements, that are properly incurred in providing the approved legal representation and the associated legal costs arising therefrom.
11.6	<b>legal services</b> includes advice, representation or the preparation of documentation that is provided by an approved lawyer.
11.7	<b>payment</b> by the Council of the legal representation costs may be either by: <ul style="list-style-type: none"> <li>(a) a direct payment to the approved lawyer; or</li> <li>(b) a reimbursement to the employee or councillor.</li> </ul>
<b>12. Policy Author:</b> City Solicitor	
<b>Date of Council Resolution:</b> 28 February 2017	
<b>No. of Resolution:</b> 11	
<b>Committee Reference and Date:</b> Policy and Administration Board No. 2017(01) of 14 February 2017	
<b>Date of Review:</b> 28 February 2019	

## SCHEDULE 1

### **APPLICATION FOR LEGAL ASSISTANCE**

**FROM:** Name of Employee or Councillor:

- Current Position:
- Current Department or entity:
- Position at the time of the incident:
- Department at the time of the incident:
- Address:
- Telephone:
- Fax:
- Email:
- Include brief details of assigned duties and functions:
- If applicable, include details of legal representatives:

**TO:** Name of Decision Maker:

- Position:
- Department or entity:
- Address:

#### **Details of matter**

I am applying for Legal Assistance in relation to the following matter/s:

#### Civil Proceeding

Details of Civil Proceeding:

Date served or received:

#### **Undertakings by Employee or councillor:**

1. I have diligently and conscientiously endeavoured to carry out my Council functions and duties in good faith.
2. I have not been convicted of a criminal offence nor had a finding of official misconduct against me in relation to this matter.
3. I am / am not aware of any criminal, official misconduct or disciplinary proceedings being brought against me in relation to this matter. Include details if applicable.
4. I have attached a statement in support of my application setting out all relevant facts and demonstrating that my conduct as a councillor/employee meets the requirements of this policy.
5. I have attached a copy of any relevant documents (e.g. claim, application, subpoena, notice, or other legal documentation).
6. I agree to provide any further information requested by the decision maker and to keep the decision maker informed of any change in circumstances which may affect my application.

I agree that any grant that I receive of legal assistance under this policy will be subject to any terms and conditions placed on the grant by the relevant decision maker as well as the terms and conditions of the Policy on the Provision of Legal Assistance for Councillors and Employees

Signature of councillor/employee: \_\_\_\_\_

Date: \_\_\_\_\_