

VML:MB
Vicki Lukritz
3810 6221

COUNCILLOR

24 November 2017

Sir/Madam

NOTICE OF MEETING

Notice is hereby given that a Meeting of the **CITY MANAGEMENT FINANCE AND COMMUNITY ENGAGEMENT COMMITTEE** is to be held in the Council Chambers on the 2nd Floor of the Council Administration Building, 45 Roderick Street, Ipswich commencing at **11.30 am or 10 minutes after the conclusion of the Economic Development and Digital City Committee, whichever is the earlier** on Tuesday, 28 November 2017.

MEMBERS OF THE CITY MANAGEMENT, FINANCE AND COMMUNITY ENGAGEMENT COMMITTEE	
Councillor Wendt (Deputy Mayor) (Chairperson) Councillor Antonioli (Mayor) (Deputy Chairperson)	Councillor Morrison Councillor Tully Councillor Silver Councillor Stoneman Councillor Bromage Councillor Martin Councillor Pisasale Councillor Ireland Councillor Pahlke

The agenda for the meeting is attached to this notice.

Yours faithfully

ACTING CHIEF EXECUTIVE OFFICER

**CITY MANAGEMENT, FINANCE AND COMMUNITY ENGAGEMENT
COMMITTEE AGENDA**

11.30 am or 10 minutes after the conclusion of the Economic Development
and Digital City Committee, whichever is the earlier on,
Tuesday 28 November 2017
Council Chambers

Item No.	Item Title	Officer
1	Report – Policy and Administration Advisory Committee No. 2017(03) of 21 November 2017	--
2	Report – Employee Development Advisory Committee No. 2017(02) of 21 November 2017	--
3	Customer Service Delivery Update – October 2017	CFO
4	Month-End Performance – October 2017	CFO
5	Queensland Urban Utilities Quarterly Report for the Quarter Ended September 2017	CFO
6	Customer Enquiries Regarding Services Delivered by External Organisations	CFO
7	City Country Reference Group	COO(ASDCE)
8	Allocation Community Donations to 31 October 2017	COO(ASDCE)
9	Executive Secretariat Update	A/CEO
10	Proposed Mayoress Administration and Expenses Policy	A/CEO
11	**Resumption of Land – Part of 10 Old Toowoomba Road, One Mile and Described as Part of Lot 2 on RP8334 – Division 8	CFO
12	**Adoption of Rating Resolutions	CFO
13	**Insurance Claims Over \$15,000	A/CEO
14	Deputations	A/CEO
15	**Proposed Acquisition by Ipswich City Properties Pty of 2 Bell Street, Ipswich (Ipswich City Plaza) Described as Lot 1 RP157021, Count of Stanley, Parish of Ipswich – Division 7	CFO
16	**Ipswich Central CBD – Agreement for Lease	CFO
17	**Adoption of Ipswich City Council’s 2016–2017 Annual Report	A/CEO

** Item includes confidential papers

CITY MANAGEMENT, FINANCE AND COMMUNITY ENGAGEMENT COMMITTEE NO. 2017(12)

28 NOVEMBER 2017

AGENDA

1. REPORT – POLICY AND ADMINISTRATION ADVISORY COMMITTEE NO. 2017(03) OF 21 NOVEMBER 2017

With reference to the report of the Policy and Administration Advisory Committee No. 2017(03) of 21 November 2017.

RECOMMENDATION

That the report of the Policy and Administration Advisory Committee No. 2017(03) of 21 November 2017 be received, the contents noted and the recommendations contained therein be adopted.

Report

2. REPORT – EMPLOYEE DEVELOPMENT ADVISORY COMMITTEE NO. 2017(02) OF 21 NOVEMBER 2017

With reference to the report of the Employee Development Advisory Committee No. 2017(03) of 21 November 2017.

RECOMMENDATION

That the report of the Employee Development Advisory Committee No. 2017(03) of 21 November 2017 be received, the contents noted and the recommendations contained therein be adopted.

Report

3. CUSTOMER SERVICE DELIVERY UPDATE – OCTOBER 2017

With reference to a report by the Services Queensland Operations Manager dated 15 November 2017 concerning customer service delivery activities for the period of 1 October – 30 October 2017.

RECOMMENDATION

That the report be received and the contents noted.

Report

4. MONTH-END PERFORMANCE – OCTOBER 2017

With reference to a report by the Finance Manager dated 15 November 2017 concerning Council performance for the period ending 31 October 2017 submitted in accordance with section 204 of the *Local Government Regulation 2012*.

RECOMMENDATION

That the report be received and the contents noted.

Report

5. QUEENSLAND URBAN UTILITIES – QUARTERLY REPORT FOR THE QUARTER ENDED SEPTEMBER 2017

With reference to a report by the Development and Relationship Manager dated 3 November 2017 concerning Queensland Urban Utilities' (QUU) Quarterly Report for the quarter ended September 2017.

RECOMMENDATION

That the report be received and the contents noted.

Report

6. CUSTOMER ENQUIRIES REGARDING SERVICES DELIVERED BY EXTERNAL ORGANISATIONS

With reference to a report by the Strategic Client Office Manager dated 15 November 2017 concerning customer enquiries regarding services which are not Council related.

RECOMMENDATION

That the report be received and the contents noted.

Report

7. CITY COUNTRY REFERENCE GROUP

With reference to a report by the Community Development Project Officer dated 6 November 2017 providing the minutes of the meeting of the City Country Reference Group held on 3 August 2017.

RECOMMENDATION

That the report be received and the contents noted.

Report

8. ALLOCATION COMMUNITY DONATIONS TO 31 OCTOBER 2017

With reference to a report by the Community Grants Officer dated 31 October 2017 concerning the allocation of Community Donations.

RECOMMENDATION

That the report be received and the contents noted.

Report

9. EXECUTIVE SECRETARIAT UPDATE

With reference to a report by the Acting Chief Executive Officer providing an update on the Chief Executive's Office for the month of November 2017.

RECOMMENDATION

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

Report

10. PROPOSED MAYORESS ADMINISTRATION AND EXPENSES POLICY

With reference to a report by the Acting Chief Executive Officer dated 16 November 2017 concerning the provision of a policy to recognise and outline what support is provided to the Mayoress by Ipswich City Council.

RECOMMENDATION

That the policy titled "Mayoress Administration and Expenses Policy", as detailed in Attachment A to the report by the Acting Chief Executive Officer dated 16 November 2017, be adopted.

Report

11. **RESUMPTION OF LAND – PART OF 10 OLD TOOWOOMBA ROAD, ONE MILE AND DESCRIBED AS PART OF LOT 2 ON RE8334 – DIVISION 8

With reference to a report by the Senior Property Officer dated 6 November 2017 concerning the proposed resumption of part of the land located at 10 Old Toowoomba Road, One Mile and described as part of Lot 2 on RP8334 for strategic road purposes to facilitate the upgrade of Old Toowoomba Road, One Mile.

RECOMMENDATION

- A. That Council, having duly considered this report, be of the opinion that the part of Lot 2 on RP8334 containing an approximate area of 17m² (shown in Attachment A of the background details) ('the Land') is required for road purposes.
- B. That Council exercise its power as a "constructing authority" under the *Acquisition of Land Act 1967* to resume the Land for road purposes.
- C. That the Chief Executive Officer be authorised to negotiate compensation and perform any other matters, arising out of the *Acquisition of Land Act 1967* or otherwise, to effect the resumption of the Land.
- D. That if, in the opinion of the Chief Executive Officer, acquisition of the Land for appropriate compensation can be achieved through negotiation without commencing a resumption process, the Chief Executive Officer is authorised to acquire the Land for appropriate compensation.

Report

12. **ADOPTION OF RATING RESOLUTIONS

With reference to a report by the Treasury Accounting Manager dated 14 November 2017 concerning the adoption of rating resolutions.

RECOMMENDATION

That the report be received and the contents noted.

Report

13. **INSURANCE CLAIMS OVER \$15,000

With reference to a report by the Acting Chief Executive Officer dated 13 November 2017 concerning a summary of insurance claims over \$15,000.00 currently being managed by Ipswich City Council's public, product and professional indemnity insurers, Local Government Mutual (LGM) Queensland/Jardine Lloyd Thompson Pty Ltd (JLT).

RECOMMENDATION

That the report be received and the contents noted.

Report

14. DEPUTATIONS

With reference to a report by the Acting Chief Executive Officer dated 23 November 2017 concerning deputations at the City Management Finance and Community Engagement Committee on 28 November 2017.

RECOMMENDATION

That the report be received and the contents noted.

Report

15. **PROPOSED ACQUISITION BY IPSWICH CITY PROPERTIES PTY OF 2 BELL STREET IPSWICH (IPSWICH CITY PLAZA) DESCRIBED A LOT 1 RP157021, COUNTY OF STANLEY, PARISH OF IPSWICH – DIVISION 7

With reference to a report by the Chief Financial Officer dated 23 November 2017 concerning the proposed acquisition by the Council owned Ipswich City Properties Pty Ltd (ICP) of 2 Bell Street Ipswich (Ipswich City Plaza) described as Lot 1 RP157021, County of Stanley, Parish of Ipswich.

RECOMMENDATION

- A. That Council note the outcome of negotiations by Ipswich City Properties Pty Ltd (ICP) aimed at securing a contract of sale in relation to 2 Bell Street Ipswich (Ipswich City Plaza) which resulted on 17 November 2017 in an offer being accepted by KordaMentha, as appointed receiver/managers for the property, in an amount of \$5,900,000, conditional upon the outcome of a due diligence process by ICP.
- B. That Council note that the proposed acquisition of this property provides a unique opportunity for ICP to create added value to its existing land holdings in the Ipswich CBD and through the planned development of the Ipswich Central Redevelopment site, ICP as the prospective owner of 2 Bell Street Ipswich, may expect to benefit from an uplift in value once the redevelopment is completed.
- C. That Council note that any risks identified in relation to the prospective acquisition by ICP of 2 Bell Street Ipswich can be covered during the due diligence process.
- D. That Council resolve to provide its approval for the proposed acquisition by ICP of 2 Bell Street Ipswich to be accommodated within the current loan cap of \$75,000,000 as approved by the Treasurer under the *Statutory Bodies Financial Arrangements Act 1982*.

Report

16. **IPSWICH CENTRAL CBD – AGREEMENT FOR LEASE

With reference to a report by the Chief Financial Officer dated 23 November 2017 concerning the Agreement for Lease for the provision of a 16,000m² building located in Ipswich Central CBD.

RECOMMENDATION

- A. That Council approves the adjustments to the AFL as noted above, specifically the adjustment of the Stage Approval date to the 30 March 2018.
- B. That the Chief Executive Officer be authorised to sign and execute the Deed of Variation on behalf of Ipswich City Council.

Report

17. **ADOPTION OF IPSWICH CITY COUNCIL'S 2016-2017 ANNUAL REPORT

With reference to a report by the Chief Executive Officer dated 23 November 2017 concerning the adoption of Ipswich City Council's 2016–2017 Annual Report.

RECOMMENDATION

That the 2016–2017 Annual Report, as detailed in Attachment A to the report by the Chief Executive Officer dated 23 November 2017, be adopted.

Report

** Item includes confidential papers

and any other items as considered necessary.

POLICY AND ADMINISTRATION ADVISORY COMMITTEE NO. 2017(03)

21 NOVEMBER 2017

REPORT

COUNCILLORS' ATTENDANCE: Councillor Wendt (Chairperson and Deputy Mayor);
Councillors Antonioli (Mayor), Tully, Silver, Stoneman,
Pahlke, Morrison (Observer), Bromage (Observer), Martin
(Observer) and Ireland (Observer)

COUNCILLOR'S APOLOGIES: Nil

OFFICERS' ATTENDANCE: Chief Executive Officer (Gary Kellar), General Counsel and
City Solicitor (Dan Best), Chief Operating Officer (Health,
Security and Regulatory Services)(Sean Madigan), City
Planner (John Adams), Chief Operating Officer (Arts, Social
Development and Community Engagement)(Caroline
McMahon), Acting Chief Operating Officer (Works, Parks
and Recreation)(Bryce Hines), Chief Operating Officer
(Infrastructure Services)(Charlie Dill), Chief Operating
Officer (Economic Development and Marketing)(Ben Pole),
Chief Financial Officer (Andrew Roach) and Community
Engagement Manager (Abbey Richards)

OFFICERS' APOLOGIES: Nil

1. **COMMUNITY GRANTS POLICY**

With reference to a report by the Community Engagement Manager dated 9 November 2017 concerning the Community Grants Policy and supporting documentation.

RECOMMENDATION

That a Working Group be formed comprising of Councillors Tully, Silver, Morrison, Stoneman and Wendt to review the various community Grants policies and procedures and provide a report on the outcome to a future meeting.

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting commenced at 10.04 am.

The meeting closed at 10.45 am.

Policy and Administration Advisory Committee	
Mtg Date: 21.11.17	OAR: YES
Authorisation: Caroline McMahon	

9 November 2017

MEMORANDUM

TO: CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT DEPARTMENT)

FROM: COMMUNITY ENGAGEMENT MANAGER

RE: COMMUNITY GRANTS POLICY

INTRODUCTION:

This is a report by the Community Engagement Manager dated 9 November 2017 concerning the Community Grants Policy and supporting documentation.

BACKGROUND:

On 20 June 2016, the following CMR was requested by the Arts and Social Development Committee No. 2016(03):

“Please review the criteria for community and cultural grants and the process surrounding these in relation to organisations receiving multiple funding and provide a report to a future meeting of the Policy and Administration Board for discussion.”

On 4 April 2017, the Policy and Administration Board No. 2017(03) received and noted a report proposing to undertake a review of Council’s Community Grants Programs.

On 11 July 2017, the Policy and Administration Board No. 2017(6) received a report detailing the findings of the review of Council’s Community Grants Programs (see Attachment A) and adopted the proposed changes (see Attachment B).

In order to give effect to the changes adopted by Council, policies titled ‘Community Development Grants Policy for Ipswich’ and ‘Grants, Donations, Bursaries, Scholarships and In-Kind Assistance Policy’ (see Attachments C and F) have been reviewed. Suggested changes to these policies are outlined in Attachments D and G and updated policies are outlined in Attachments E and H.

Further, a draft procedure document titled 'Community Grants Program Procedure' and a draft guideline document titled 'Community Grants Program Guidelines' have been included with this report (see Attachment I and J).

CONSULTATION:

It is anticipated that the approved changes to the Community Grants Program will be implemented from 1 July 2018.

A Change Management Plan has been drafted to ensure that the community is well informed of the impending changes to Council's Community Grants Program. Council stakeholders will also be engaged throughout this process.

OPTIONS:

Historically, some organisations have applied for community grants utilising different but affiliated entities as the applicant organisation. This presents Council with two options:



1. Place a monetary cap on the amount of funding available to one eligible organisation, or organisations which are affiliated/associated with each other, during a financial year period
2. Assess grant applications from eligible organisations based on proposed community outcomes, thereby adopting a merit-based approach, regardless of the applicant organisation.

As the primary objective of the Community Grants Program is to attract innovative projects that address gaps in service to the community and for Council to invest in initiatives that produce measureable community outcomes, it is suggested that option 2 is appropriate.

FINANCIAL IMPLICATIONS:

The amendment to Policies relevant to the Community Grants Program will not impact on existing 2017-2018 budget allocation.

ATTACHMENTS:

Name of Attachment	Attachment
Attachment A - Memorandum titled 'Review of Community Development and Cultural Grants Program' submitted to the Policy and Administration Board No. 2017(6) on 11 July 2017	 Attachment A
Attachment B - Policy and Administration Board No. 2017(6) Report dated 11 July 2017	 Attachment B

Attachment C - 'Community Development Grants Policy for Ipswich' – current	 Attachment C
Attachment D - 'Community Development Grants Policy for Ipswich' – tracked changes	 Attachment D
Attachment E - 'Community Grants Policy'– clean skin	 Attachment E
Attachment F - 'Grants, Donations, Bursaries, Scholarships and In-Kind Assistance Policy' – current	 Attachment F
Attachment G - 'Grants, Donations, Bursaries, Scholarships and In-Kind Assistance Policy' – tracked changes	 Attachment G
Attachment H - 'Donations, Bursaries and Scholarships' – clean skin	 Attachment H
Attachment I - Draft procedure document titled 'Community Grants Program Procedure'	 Attachment I
Attachment J - Draft guideline document titled 'Community Grants Program Guidelines'	 Attachment J

RECOMMENDATION:

Amended Policy and Administration Advisory Committee No. 2017(03) of 21 November 2017

That a Working Group be formed comprising of Councillors Tully, Silver, Morrison, Stoneman and Wendt to review the various community Grants policies and procedures and provide a report on the outcome to a future meeting.

~~A. That Community Grant Applications from eligible organisations be assessed based on proposed community outcomes, regardless of the applicant organisation, as detailed in Option 2 of the report by the Community Engagement Manager dated 9 November 2017.~~

~~B. That the policy titled 'Community Development Grants Policy for Ipswich' as detailed in Attachment C to the report by the Community Engagement Manager dated 9 November 2017, as per Item No. 5 of the Policy and Administration Board No. 2017(08) of 5 September 2017 and adopted at Council on 19 September 2017, be repealed.~~

- ~~C. That the policy titled 'Community Grants Policy' as detailed in Attachment E to the report by the Community Engagement Manager dated 9 November 2017, be adopted.~~
- ~~D. That the policy titled 'Grants, Donations, Bursaries, Scholarships and In-Kind Assistance', as detailed in Attachment F to the report by the Community Engagement Manager dated 9 November 2017, as per Item No. 8 of the Policy and Administration Board No. 2017(06) of 11 July 2017 and adopted at Council on 25 July 2017, be adopted.~~
- ~~E. That the policy titled 'Donations, Bursaries and Scholarships' as detailed in Attachment H to the report by the Community Engagement Manager dated 9 November 2017, be adopted.~~
- ~~F. That the draft procedure document titled 'Community Grants Program Procedure' as detailed in Attachment I to the report by the Community Engagement Manager dated 9 November 2017, be noted.~~
- ~~G. That the draft guideline document titled 'Community Grants Program Guidelines' as detailed in Attachment J to the report by the Community Engagement Manager dated 9 November 2017, be noted.~~

Abbey Richards
COMMUNITY ENGAGEMENT MANAGER

I concur with the recommendations contained in this report.

Caroline McMahon
CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

EMPLOYEE DEVELOPMENT ADVISORY COMMITTEE NO. 2017(02)

21 NOVEMBER 2017

REPORT

<u>COUNCILLORS' ATTENDANCE:</u>	Councillor Pisasale (Chairperson); Councillors Antonioli (Mayor), Wendt (Deputy Mayor) and Silver
<u>COUNCILLOR'S APOLOGIES:</u>	Councillor Stoneman
<u>OFFICERS' ATTENDANCE:</u>	Acting Chief Executive Officer (Gary Kellar), Civic Centre and Performing Arts Manager (Don Stewart), Member of the Ipswich City Council Social Club (Matt Lennon), Employee Representative (Miranda Reis), Staffing and Remuneration Manager (Julie Battelley), Organisational Development Manager (Maria Pawluczyk), Employee Representative (Kristin Peasey), Chief Financial Officer (Andrew Roach), Employee Representative (Karin Hall), Employee Representative (Tanya Appleton) and Employee Representative (Jason Claassen)
<u>OFFICERS' APOLOGIES:</u>	Ipswich City Council Social Club President (Glenn Gellatly) and Member of Ipswich City Council Social Club (Tia Prasser)

1. **[MENTORING PROGRAM AND AUSTRALASIAN MANAGEMENT CHALLENGE 2018](#)**

With reference to a report by the Organisational Development Manager (ODM) dated 10 November 2017 concerning the adoption of a Mentoring Program during the Australasian Management Challenge in 2018, formerly known as LGMA Management Challenge.

RECOMMENDATION

- A. That Council enter into the Australasian Management Challenge in 2018 subject to having sufficient numbers for a team (six (6) people are required to form a team).
 - B. That Council support the adoption of a Mentoring Program prior to the commencement of the selection process for the Australasian Management Challenge in 2018.
-

2. **[STAFF THANK YOU DAY 2018](#)**

With reference to a report by the Organisational Development Manager dated 30 October 2017 concerning the 2017–2018 Staff Thank You Day.

RECOMMENDATION

- A. That Council approve the engagement of Birch Carol and Coyle for the Staff Thank You Day 2017–2018 within an agreed budget of \$42,500.
 - B. That the ticket numbers be capped at four (4) per employee in the first instance.
 - C. That the Employee Development Advisory Committee Working Group report to the next meeting with a date for the event, movie schedules and ticketing arrangements.
-

3. 2017 SERVICE EXCELLENCE AWARDS

Mayor Antonioli, on behalf of all Councillors, congratulated staff involved in the 2017 Service Excellence Awards held on 8 November 2017 for making the night a success.

PROCEDURAL MOTIONS AND FORMAL MATTERS

The meeting opened at 12.05 pm.

The meeting closed at 12.47 pm.

Employee Development Advisory Committee	
Mtg Date: 21 November 2017	OAR: YES
Authorisation: Andrew Roach	

MP:SS
A4456933

10 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: ORGANISATIONAL DEVELOPMENT MANAGER

RE: MENTORING PROGRAM AND AUSTRALASIAN MANAGEMENT CHALLENGE 2018

INTRODUCTION:

This is a report by the Organisational Development Manager (ODM) dated 10 November 2017 concerning the adoption of a Mentoring Program during the Australasian Management Challenge in 2018, formerly known as LGMA Management Challenge.

BACKGROUND:

The Australasian Management Challenge is a nationwide Local Government competition that is open to Council teams, providing opportunities for members to develop and improve their professional skills as well as applying strategic thinking in a variety of situations.

Since 2004, Ipswich City Council has entered a team in the Australasian Management Challenge as part of a development opportunity offered to employees in Council to support their personal and professional development.

To participate in the competition, six individuals, who either self-nominate or are endorsed by their manager, form a team to represent Council. They go on to compete against other highly motivated teams in a series of controlled activities. In addition, each team must develop a high quality, evidence-based document, outlining strategic outcomes and action plans that must be submitted to the Australasian selection committee. Consequently, participating in the Management Challenge requires high levels of personal stamina and capability to endure under stress.

Based on observations and feedback received from participants in previous Australasian Management Challenges, the ODM has observed that teams achieve the best outcomes and higher levels of performance if they are supported with:

1. Personalised development outcomes
2. Individual mentoring
3. Team facilitation support

1. Personalised development outcomes

Prior to the Management Challenge, individuals who are in agreement with their managers/supervisors about expected outcomes and development opportunities, are more likely to feel driven by personal interest. In addition support and recognition from their management team and peers, for example receiving praise or being invited to share about their experience during team meetings, fuels their commitment to achieve during the competition.

2. Individual mentoring

Moreover, the possibility of benefiting, during the competition, from the experience and know-how of more experienced mentors to complete the team assignment, as well as advice about how to handle stress and maintain performance under pressure, is a huge mental support for participants and eases the burden during the activities.

3. Team Facilitation Support

Once a team of six individuals has been endorsed by their manager/supervisor to participate in the Australasian Management Challenge, they receive ongoing support, during the team preparation phase, from past participants who act as team mentors as well as team building initiatives proposed by the ODM.

IPSWICH CITY COUNCIL APPROACH FOR 2018:

Mentoring Program

The ODM proposes that, for the upcoming 2018 Australasian Management Challenge, we use a Mentoring Program that comprises these three elements as a basis of a more structured communication plan between managers/supervisors, mentors and mentees. The goal is to encourage individual creativity and provide support with development challenges, opportunities and suggestions on how to present an outstanding, evidence-based, team project.

The outcomes of the Mentoring Program is to ensure that:

- Manager/Supervisor define clear development goals and areas of improvement;
- Mentor and mentee focus their efforts to improve in those areas of development and improvement;
- Mentees receive support and guidance from their mentors to cope with challenging outcomes during the competition activities;
- Mentors provide mentees provide a continuous improvement support, post-Australasian Management Challenge, to implement their knowledge and learning.

The ODM suggests that people who are interested in joining the Australasian Management Challenge contact their manager/supervisor to share their aspirations and choose a mentor prior to the commencement of the Challenge activities.

Mentors

Mentors play a fundamental role during the Australasian Management Challenge. Their guidance, expertise and direct support is key in building the mentee's self-confidence, motivation and drive to achieve during the team activities. The team, in turn, benefits from higher levels of engagement and improved capacity for innovation.

Mentors are willing to share their knowledge, expertise and experience to help another person achieve during a challenging project. In a constructive culture, the mentor's role is more self-effacing, moving beyond a personal agenda to a collaborative focus for the team's highest good.

Suitable mentors are employees who role-model behaviours and attitudes, in line with Council's aim to develop a more Constructive Culture, that the other person can emulate.

Mentors can be chosen from within the same department as their mentee, or come from other areas in Council. The ODM has found that working cross-functionally allows for diversity of thought and produces broader picture outcomes.

To enable both mentor and mentee to benefit from their collaboration during the Australasian Management Challenge we propose to commence the mentoring prior to the commencement of the Challenge activities.

Costs

Apart from the costs related to Australasian Management Challenge, there are no costs involved in adopting a Mentoring Program. A breakdown is provided:

Description	Cost Approximate based on 2017 (per team)
Team Enrolment	\$5,600
Incidentals (including uniforms, travel)	\$580
Australasian Awards Night	\$1,000
Total costs	\$7,180
Cost per person (6 participants)	\$1,196

Provision is made in the Learning and Development budget of \$10,000 to cover costs associated with the Challenge.

Timeframe

Expressions of interest will be sought in December for participation in the challenge, with development occurring from January through to the Challenge day itself and beyond with debriefing and follow on development as determined by the individual, their manager with input from the mentor.

ATTACHMENT:

Name of Attachment	Attachment
Mentoring Program Prior and During the Australasian Management Challenge	Attachment A

RECOMMENDATIONS:

- A. That Council enter into the Australasian Management Challenge in 2018 subject to having sufficient numbers for a team (six (6) people are required to form a team).
- B. That Council support the adoption of a Mentoring Program prior to the commencement of the selection process for the Australasian Management Challenge in 2018.

Maria Pawluczyk

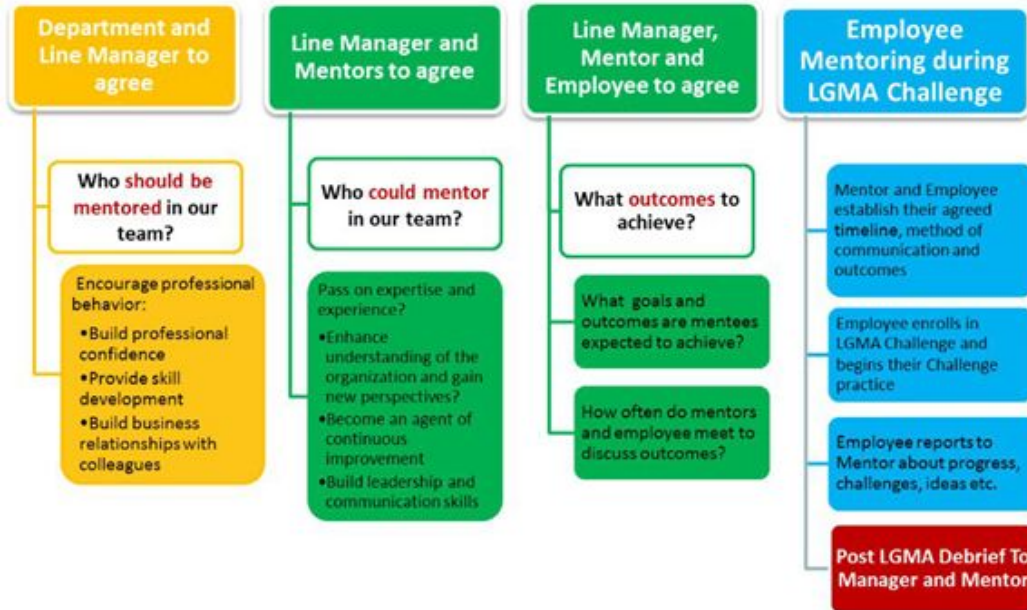
ORGANISATIONAL DEVELOPMENT MANAGER

I concur with the recommendations contained in this report.

Andrew Roach

CHIEF FINANCIAL OFFICER

Mentoring Program to implement prior and during the LGMA Management Challenge



Employee Development Advisory Committee	
Mtg Date: 21/11/2017	OAR: Yes
Authorisation: Andrew Roach	

MKP: MKP
A4452109

16 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: ORGANISATIONAL DEVELOPMENT MANAGER

RE: STAFF THANK YOU DAY 2018

INTRODUCTION:

This is a report by the Organisational Development Manager dated 16 November 2017 concerning the 2017–2018 Staff Thank You Day. The report follows a previous report submitted to the Employee Development Advisory Committee (EDAC) at the 3 October 2017 EDAC meeting (Attachment A) which provided preliminary details of a proposed Ipswich City Council Staff Movie Day as the preferred option for the Staff Thank You Day.

At the 3 October 2017 EDAC meeting a recommendation was agreed that the EDAC Working Group would explore other cinemas in the local area to ensure Council was achieving the best outcome as a gesture of appreciation for its employees. As such the Civic Centre and Performing Arts Manager (CCPAM), Staffing and Remuneration Manager (SRM) and Organisational Development Manager (ODM) have sought quotes from other complexes and analysed the offers received.

On 16 November 2017, at 3.00 pm the Chief Financial Officer met with the Mayor and Chief Executive Officer regarding this matter and approval was given to proceed with the Staff Thank You Day for 2018.

BACKGROUND:

The CCPAM has approached the following cinema complexes to enable the EDAC to make an informed choice regarding the agreed Movie Day as thanks to all Council employees:

1. Limelight, Riverlink

2. Birch Carroll and Coyle (BCC), Ipswich City Square
3. Redbank Plaza Cinema Complex

The cinemas were advised to provide us with their best offer based on the following criteria:

Budget: \$42,500.00

Volume of tickets: Up to 4000

COSTS:

STAFF THANK YOU DAY - CINEMA					Additional Comments
BCC	Units	Adult	Child	Total	
Movie (3,150 Adults + 1,690 Child)	4,840	\$5.00	\$4.00	\$22,510	Exclusive use of cinema Un-used tickets can be used at any time during the year (no minimum); Candy bar available for additional sales
Candy Bar Voucher	1,500	\$10.00	\$10.00	\$15,000	
Value Add (Show Bags)	1,000		\$5.00	\$5,000	
				\$42,510	
REDBANK PLAZA	Units	Adult	Child	Total	
Movie (3,150 Adults + 1,690 Child)	4,840	\$8.50	\$4.50	\$34,380	<u>Non-exclusive</u> use of Cinema Candy bar available for additional sales
Refreshment Combo (Includes medium drink, popcorn and Choc Top)	1,500	\$9.00	\$9.00	\$13,500	
				\$47,880	
LIMELIGHT	Units	Unit		Total	
Movie Package Package includes Popcorn & Drink; fairy floss for all children; selected on site activities	4,000	\$10.50		\$42,000	Exclusive use of Cinema Min of 1 ticket used on the day, with un-used tickets redeemable during the year; Candy bar available for additional sales
				\$42,000	

Based on the above offers from each of the three cinema complexes approached, the CCPAM, SRM and ODM identified the BCC complex as the most value offer for Council's staff thank you day.

An average of \$8.60 per ticket, versus \$10.50 per ticket when compared with Limelight.

Specifics of Offer and Logistics

- To manage numbers, the CCPAM, SRM and ODM have based figures on 4 tickets per employee in the first instance. After a certain RSVP date, additional tickets can be made available. Employees can of course negotiate between themselves to get additional tickets as required in the interim period.
- Each employee, with up to 3 guests, can attend 1 movie in the first instance.
- Each employee will have the opportunity to have a \$10 candy bar voucher and there will be Show Bags available for up to 1000 children.
- Unused tickets can be redeemed at a later date.

BENEFITS:

- The cinema would be made available for the exclusive use of Ipswich City Council for the entire day.
- Opportunity for social networking in an enclosed environment.
- Keeping it local reducing travel time.
- Flexible time to suit other commitments and timetables.
- Not weather dependent.
- Creating local business traffic for businesses operating in the area.
- Suitable to all age groups by catering for both young, youth and adult through movie selections.
- Tickets can be issued in advance for redemption at the cinema complex or alternative processes can be investigated (eg. presentation of ID at cinema etc).
- Staff would be able to come and go as they please, selecting films and screening times to suit.
- Cinema is well located to the Top of Town and local eateries making the spill off to this area seamless and easy.

LOGISTICS

- Run sheets of scheduled movies will be available.
- The CCPAM, SRM and ODM will liaise with the Information Communication Technology branch to create a booking tool that will reduce administrative overheads.
- There are 6 cinemas with the following capacities: 120, 140, 150, 180, 230 & 250 (1070 total).
- Based on average run times and number of cinemas up to 36 movies can be screened across the day, however the Working Group will work out approaches and refer back to the EDAC for guidance.

- Offer of discount vouchers for staff to attend the local restaurants and cafes still requires discussion and agreement from the operators.
- Council may elect to pay for some items, allowing employees to self-select other items at highly affordable prices.

Whilst there are some key releases during February and March, the Cinema complex has also indicated Council can select any movies from their catalogue. Options will be tabled at the next EDAC.

ATTACHMENT:

Name of Attachment	Attachment
Previous report submitted to 3 October 2017 Employee Development Advisory Committee	Attachment A

RECOMMENDATION:

- A. That the Council note the engagement of Birch Carol and Coyle for the Staff Thank You Day 2017-2018 within an agreed budget of \$42,500.
- B. That Council note that ticket numbers will be capped at 4 per employee in the first instance.
- C. That the Employee Development Advisory Committee Working Group report to the next meeting with a date for the event, movie schedules and ticketing arrangements.

Maria Pawluczyk
ORGANISATIONAL DEVELOPMENT MANAGER

I concur with the recommendations contained in this report.

Andrew Roach
CHIEF FINANCIAL OFFICER

Employee Development Advisory Committee	
Mtg Date: 03.10.17	OAR: YES
Authorisation: Andrew Roach	

MKP: MKP
A4373104

22 September 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER
FROM: ORGANISATIONAL DEVELOPMENT MANAGER
RE: STAFF THANK YOU DAY 2018

INTRODUCTION:

This is a report by the Organisational Development Manager dated 22 September 2017 concerning the first meeting of the Employee Development Board (now Advisory Committee) Working Group to discuss the 2017–2018 Staff Thank You Day. The report provides preliminary details of a proposed Ipswich City Council Staff Movie Day as the preferred option for the Staff Thank You Day.

BACKGROUND:

For many years the Ipswich City Council Councillors have sponsored a Staff Thank You Day as a gesture of appreciation for the commitment and dedication Council employees demonstrate to the community.

The Staff Thank You Day has taken a number of forms over the years including:

Style	Venue
Council Picnic	Bill Patterson Oval/ Limestone Park
Country Fair	Turf Club
Theme Park	Dreamworld and Seaworld

In light of feedback and a desire to ensure the event is conducted within the Ipswich local government area, the Employee Development Board formed a Working Group to explore options for future Staff Thank You Days. The working group comprised:

- Councillor Andrew Antonioli, Chair of the Employee Development Board
- Councillor Charlie Pisasale, Deputy Chair of the Employee Development Board
- Councillors Paul Tully, Kerry Silver and Cheryl Bromage
- Staffing and Remuneration Manager, Julie Battelley
- Organisational Development Manager, Maria Pawluczyk

In attendance at the first meeting of the Working Group on Tuesday, 12 September in the Claremont Room at 3.00pm were:

- Councillor Andrew Antonioli (Mayor), Chair of the Employee Development Board
- Councillor Charlie Pisasale, Deputy Chair of the Employee Development Board
- Councillor Silver, Division 3
- Staffing and Remuneration Manager, Julie Battelley
- Organisational Development Manager, Maria Pawluczyk
- Civic Centre and Performing Arts Manager, Don Stewart

The Civic Centre and Performing Arts Manager was invited to join the working group, to represent a project team currently exploring staff appreciation and recognition opportunities across Council.

Two key criteria were highlighted for the Staff Thank You Day:

- Local
- Tourism element celebrating our city

OPTIONS:

The group discussed some key options for future Staff Thank You events including returning to the Council picnic concept, outsourced for a suitably qualified organisation to manage the event.

Preference was expressed for a Cinema Day concept presented by the Civic Centre and Performing Arts Manager, with a picnic concept to be explored for future events.

Cinema Day

The Ipswich City Council Staff Cinema Day is proposed for a Sunday during February/March 2018. Ipswich City Council would hire out the Ipswich City Square, Birch Carroll and Coyle cinema complex for a full day and evening;

- Day time would be universally suitable family focussed movies, followed by more adult audience suited viewing after dark.

- Typical movie-going fare would be available including popcorn, soft drinks, ice-creams and confectionary.
- Social space available outside the theatres for catching up with colleagues, friends and family.
- Local business in the surrounds would be approached for discount opportunities, but also to forewarn to ensure they are aware and prepared in advance in case of increased business activity.

BENEFITS:

- The cinema would be made available for the exclusive use of Ipswich City Council for the entire day.
- Opportunity for social networking in an enclosed environment using the current foyer space in between movies.
- Keeping it local reducing travel time.
- Flexible time to suit other commitments and timetables.
- Not weather dependent.
- Creating local business traffic for businesses operating in the area.
- Suitable to all age groups by catering for both young, youth and adult through movie selections.
- Tickets can be issued in advance for redemption at the cinema complex or alternative processes can be investigated (eg. presentation of ID at cinema etc).
- The cinema complex staff can charge for what is used thus Council can elect to only pay based on actual consumption not estimated consumption.
- Staff would be able to come and go as they please, selecting films and screening times to suit.
- Cinema is well located to the Top of Town and local eateries making the spill off to this area seamless and easy.
- As outlined below in the Costs and Assumptions sections, there is great flexibility for Ipswich City Council to create a preferred package to suit budget and maximise cost effectiveness whilst still creating an affordable experience for all.

COSTS:

Adult Ticket (per movie watched)	\$5.00
*Child Ticket (per movie watched)	\$4.00
3-Piece Combo (drink, popcorn, ice cream)	\$8.00
Self-Serve Lolly Cup	\$5.00
Pre-packaged Lolly Bag	\$3.50
Showbag	\$5.00

**Child prices apply for children aged 3-15*

ASSUMPTIONS:

The following cost assumptions have been made.

Bundle Offer 1 allows for a family of 4(2A + 2C) watching two movies and 1 treat each

Bundle Offer (2 Movies + 1Treat)	Adult Tix	Child Tix	Treat	Total	Family of 4		
					250	500	750
Family of Four + 3 Piece Combo	\$20.00	\$16.00	\$32.00	\$68.00	\$17,000	\$34,000	\$51,000
Family of Four + Self Serve Lolly Cup	\$20.00	\$16.00	\$20.00	\$56.00	\$14,000	\$28,000	\$42,000
Family of Four + Show Bag	\$20.00	\$16.00	\$20.00	\$56.00	\$14,000	\$28,000	\$42,000
Family of Four + Pre-packaged Lolly Bag	\$20.00	\$16.00	\$14.00	\$50.00	\$12,500	\$25,000	\$37,500

Bundle Offer 2 allows for a single adult watching two movies and 1 treat each

Bundle Offer (2 Movies + 1treat)	Adult Tix	Child Tix	Treat	Total	Single Adult		
					750	1250	1500
1 Adult + 3 Piece Combo	\$ 10.00		\$ 8.00	\$18.00	\$13,500	\$22,500	\$27,000
1 Adult + Self Serve Lolly Cup	\$ 10.00		\$ 5.00	\$15.00	\$11,250	\$18,750	\$22,500
1 Adult + Show Bag	\$ 10.00		\$ 5.00	\$15.00	\$11,250	\$18,750	\$22,500
1 Adult + Pre-packaged Lolly Bag	\$ 10.00		\$ 3.50	\$13.50	\$10,125	\$16,875	\$20,250

Potential Cost Outcomes:

250 families of 4 (2 Movies + 3 Piece Combo)	= \$17,000
1250 Adults (2 Movies + 3 Piece Combo)	= \$22,500
500 families of 4 (2 Movies + Show Bag)	= \$28,000
1500 Adults (2 Movies + Show Bag)	= \$22,500

LOGISTICS

- There is potential for part of the Ipswich City Mall arcade to be made available if required.
- Run sheets of scheduled movies will be available.
- There are 6 cinemas with the following capacities: 120, 140, 150, 180, 230 & 250 (1070 total).
- Based on average run times and number of cinemas up to 36 movies can be screened across the day.
- Offer of discount vouchers for staff to attend the local restaurants and cafes still requires discussion and agreement from the operators.
- Council may elect to pay for some items, allowing employees to self-select other items at highly affordable prices.

Major releases during the indicated period:

Fifty Shades Freed	February 8 2018
Black Panther	February 18 2018
Red Sparrow	March 1 2018
Gringo	March 8 2018
Alpha	March 8 2018
Tomb Raider	March 15 2018
Peter Rabbit	March 22 2018
Pacific Rim	March 22 2018
A Wrinkle in Time	March 22 2018
The Pact	March 29 2018
Ready Player One	March 29 2018

The Cinema complex has also indicated Council can select any movies from their catalogue.

RECOMMENDATION:

[Amended Employee Development Advisory Committee No. 2017\(01\) of 3 October 2017](#)

- ~~A. That the Employee Development Advisory Committee approve the proposed Ipswich City Council Staff Thank You Day 2017–2018 to be held at the Ipswich City Square Birch Carroll and Coyle cinema complex. Working Group seek two (2) other quotes for a Movie Day, and in consultation with the Chairperson of the Employee Development Advisory Committee and another Councillor delegate the decision to the Chief Executive Officer.~~
- ~~A-B. That a message be sent to all staff advising of the Staff Thank You Movie Day event.~~
- ~~B. That the Employee Development Advisory Committee recommend their preferred options as outlined in the costs and assumptions section of the report.~~
- ~~C. That the Employee Development Advisory Committee approve the Working Group to progress discussions with the Ipswich City Square Cinema complex based on Recommendation B above and report back to the Employee Development Advisory Committee at the 21 November 2017 Committee meeting.~~

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Maria Pawluczyk
ORGANISATIONAL DEVELOPMENT MANAGER

I concur with the recommendations contained in this report.

Andrew Roach
CHIEF FINANCIAL OFFICER

A4490237

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Andrew Roach	

15 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: SERVICES QUEENSLAND OPERATIONS MANAGER

RE: CUSTOMER SERVICE DELIVERY UPDATE – OCTOBER 2017

INTRODUCTION:

This is a report by the Services Queensland Operations Manager dated 15 November 2017 concerning customer service delivery activities for the period of 1 October – 30 October 2017.

BACKGROUND:

The key performance metrics for customer service performance reporting includes:-

- First Point of Contact Resolution – the percentage of customer interactions where we delivered the required customer outcome at the first point of contact (this is a subjective measure captured at the end of each customer interaction by the CSO);
- Grade of Service – the percentage of customer interactions where we answered the phone call within 20 seconds;
- Rates Arrears - the percentage of outstanding rates arrears compared to the total rates notices produced
- Processing of customer requests – the percentage of customer requests actioned within corporate standard timeframes
- Processing of incoming mail – the percentage of corporate mail, scanned, registered and tasked within one business day.

REPORT:

Key Performance Indicator Summary

KPI Title	KPI Description	KPI Target	Result October 2017
First Point of Contact Resolution (FPOCR) Services Queensland	The percentage of customer enquiries that are answered at the first point of contact, regardless of channel used (phone, counter, email, internet, etc)	Target \geq 52% Satisfactory \geq 50%	81% Target met
Grade of Service - Phone (GoS) Services Queensland	The percentage of customer calls that are answered <u>within 20 seconds</u> across the Services Queensland teams	Target \geq 85% Satisfactory \geq 80%	82% Satisfactory
Rates Arrears	The percentage of outstanding rates arrears compared to total rates notices produced.	Target \leq 2.70% Satisfactory \leq 3.00%	Quarter 1 2017-18 1.84%
Processing time for customer requests	The time from receiving a CES CRM service request (whether internal or external)	Target \geq 85% Satisfactory \geq 80% Requests completed within corporate standard timeframes	99% Target met
Processing of all incoming mail	The percentage of applicable and relevant daily incoming mail scanned, registered and tasked each day	Target \geq 85% of incoming mail completed within 1 business day Satisfactory \geq 80% of incoming mail completed within 1 business day	100% Target met

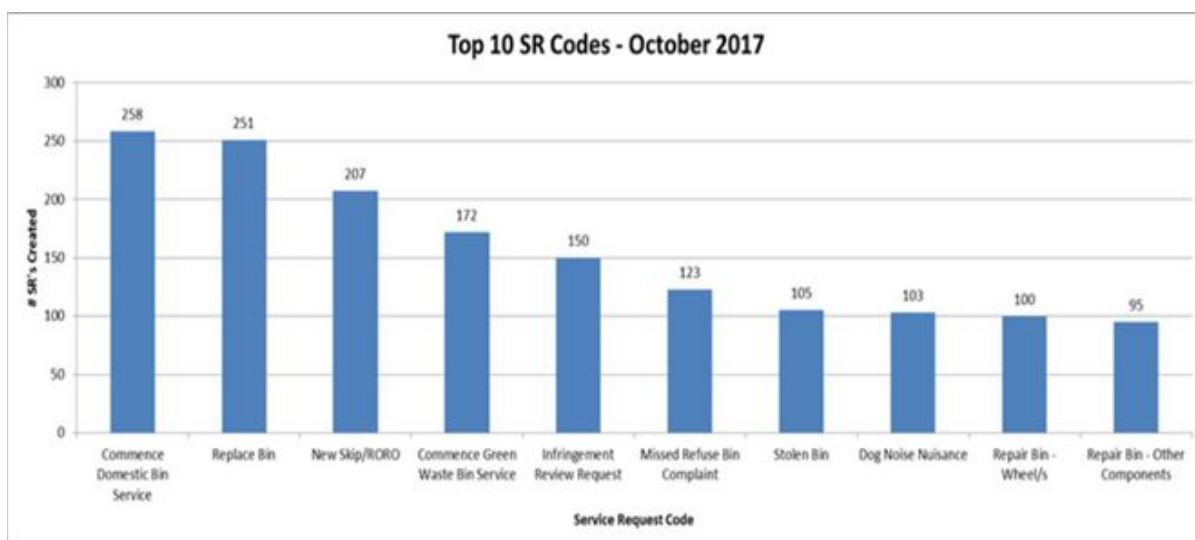
Operational Update

The grade of service:

- 82 % of calls were answered within 20 seconds

Call volumes received:

- 21,090 October 2017



FINANCIAL IMPLICATIONS:

There are no financial implications associated with this report.

RECOMMENDATION:

That the report be received and the contents noted.

Julian Harris
SERVICES QUEENSLAND OPERATIONS MANAGER

I concur with the recommendation contained in this report.

Richard Bennett
STRATEGIC CLIENT OFFICE MANAGER

I concur with the recommendation contained in this report.

Andrew Roach
CHIEF FINANCIAL OFFICER

A4492063

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: Yes
Authorisation: Andrew Roach	

15 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: FINANCE MANAGER

RE: MONTH-END PERFORMANCE – OCTOBER 2017

INTRODUCTION:

This is a report by the Finance Manager dated 15 November 2017 concerning Council performance for the period ending 31 October 2017 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 October 2017 is included at Attachment A.

ATTACHMENT:

Name of Attachment	Attachment
October 2017 Monthly Performance Report	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 Roach
CHIEF FINANCIAL OFFICER



City of
Ipswich

Ipswich City Council

Performance Report

October 2017

Ipswich City Council - Summary Financial Results

	YTD Actual \$'000	YTD Budget \$'000	YTD Variance \$'000	FY Budget \$'000	EOY Forecast \$'000	Detail Page ref:
Net Result as at 31 October 2017:						
Cash Operational Revenue						
Net Rates and Utilities	92,092	91,035	1,057	187,477	187,477	Page 9
Fees and Charges	10,319	9,544	775	28,048	28,048	Page 10
Operational Grants and Contributions	3,946	3,997	(51)	18,039	18,039	Page 11
Interest	1,802	1,437	365	4,122	4,122	Page 12
Other Cash Revenue	8,065	6,672	1,393	32,958	32,958	"
Total Cash Operational Revenue	116,224	112,685	3,539	270,644	270,644	
Cash Operational Expenses						
Employee Expenses*	31,411	31,737	326	90,714	90,714	Page 13
Materials and Services#	28,512	30,668	2,156	90,719	90,719	"
Finance costs	4,705	4,812	107	14,449	14,449	"
Other Cash Expenses	2,411	2,470	59	9,243	9,243	"
	67,039	69,687	2,648	205,125	205,125	
Cash Operational Result	49,185	42,998	6,187	65,519	65,519	
Non-Cash Operational Revenue						
Gain on Asset Disposal	97	0	97	0	97	Page 12
Internal Revenue	8,306	8,146	160	22,751	22,751	"
Total Non-Cash Operational Revenue	8,403	8,146	257	22,751	22,848	
Non-Cash Operational Expense						
Depreciation	21,884	20,497	(1,387)	61,490	61,490	Page 13
Headworks Credit Indexation	0	0	0	0	0	"
Loss on Asset Disposal	709	0	(709)	0	709	"
Internal Expense	7,549	7,238	(311)	19,923	19,923	"
Total Non-Cash Operational Expense	30,142	27,735	(2,407)	81,413	82,122	
Net Result before Capital	27,446	23,409	4,037	6,857	6,245	
Capital						
Capital Grants	769	0	769	8,275	8,275	Page 11
Donated Asset Revenue	25,415	24,484	931	72,535	72,535	"
Contributions	2,443	5,776	(3,333)	17,330	17,330	"
Headworks Credit Consumption	0	0	0	0	0	"
Total Capital	28,627	30,260	(1,633)	98,140	98,140	
Total Net Result	56,073	53,669	2,404	104,997	104,385	
Capital Program as at 31 October 2017:						
Cash Capital Items						
Asset Construction and Purchase	31,257	34,725	3,468	162,923	162,923	Page 17
Non-cash Capital Items						
Donated Assets	22,392	18,341	(4,051)	58,044	58,044	"
Total Capital Program	53,649	53,066	(583)	220,967	220,967	

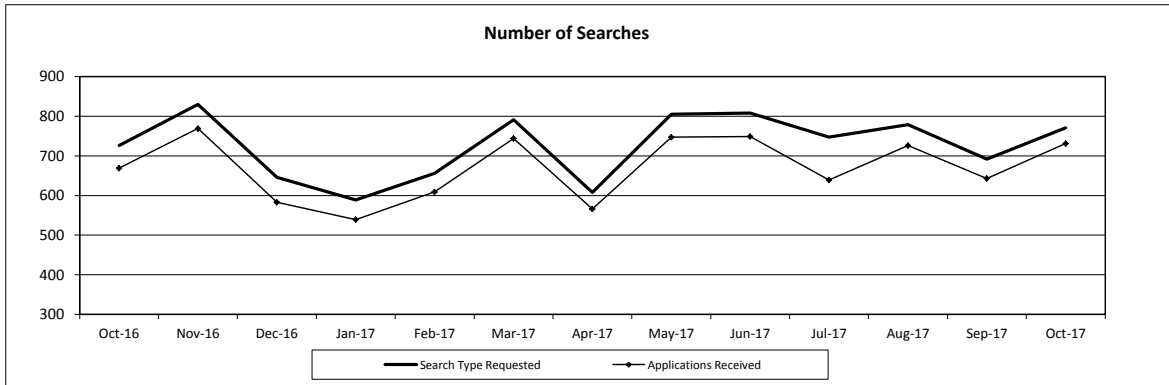
* Including contract labour

excluding contract labour

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

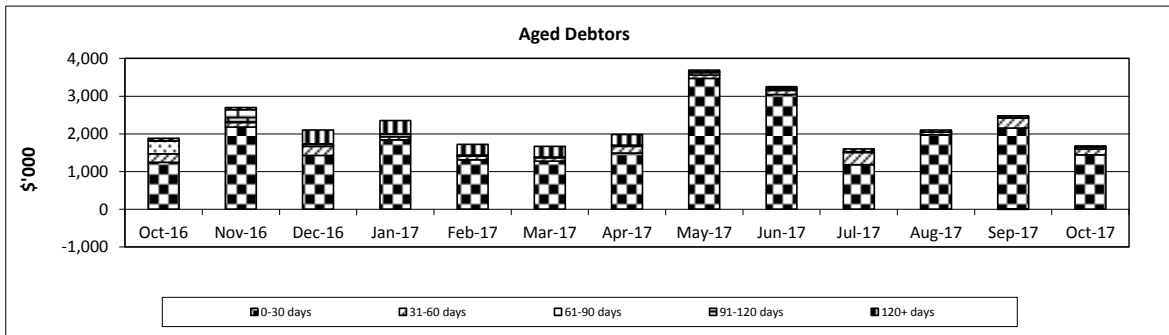
Additional Performance Information:

Property Searches:



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Search Type Requested	726	830	646	589	656	791	608	805	808	747	779	692	771
Applications Received	669	769	583	539	609	744	566	747	749	639	726	643	731

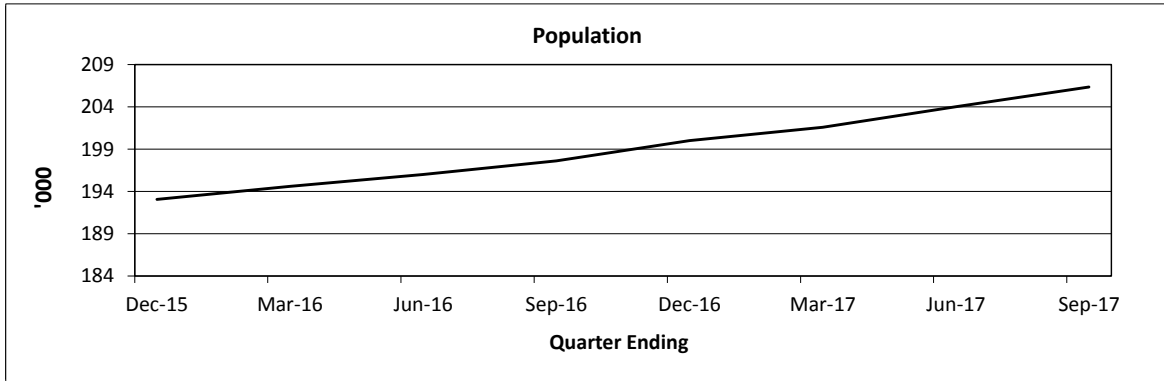
Aged Debtors:



	Oct-16 \$'000	Nov-16 \$'000	Dec-16 \$'000	Jan-17 \$'000	Feb-17 \$'000	Mar-17 \$'000	Apr-17 \$'000	May-17 \$'000	Jun-17 \$'000	Jul-17 \$'000	Aug-17 \$'000	Sep-17 \$'000	Oct-17 \$'000
0-30 days	1,246	2,180	1,430	1,839	1,312	1,276	1,492	3,469	3,041	1,181	1,977	2,153	1,444
31-60 days	226	121	238	85	98	90	176	89	109	325	67	265	152
61-90 days	343	27	51	61	16	16	24	65	20	8	1	13	45
91-120 days	3	313	17	16	11	2	10	17	40	12	3	1	7
120+ days	64	55	364	351	284	285	281	50	42	77	52	46	29

Satisfactory results overall.

Population:

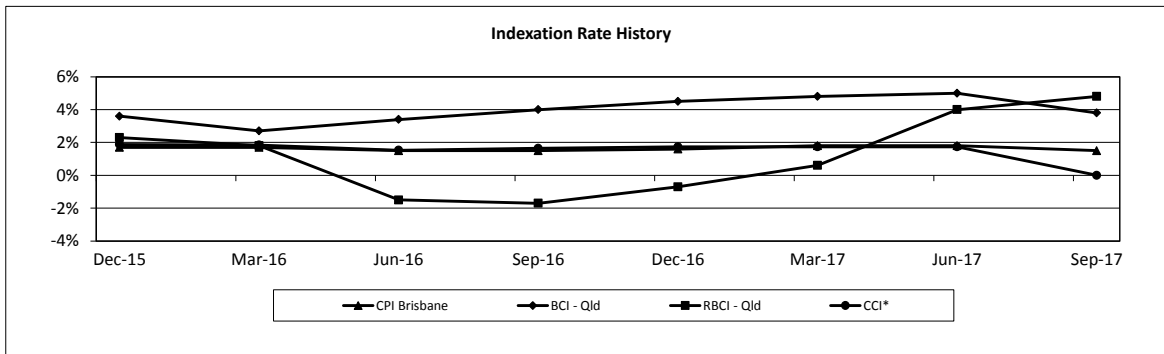


	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
Population	193	195	196	198	200	202	204	206

Growth in Waste Domestic Services:

	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
Growth per quarter:	1.05%	0.97%	0.76%	0.82%	1.40%	0.83%	1.25%	1.26%

Indexation Rate History:



	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
CPI Brisbane	1.70%	1.70%	1.50%	1.50%	1.60%	1.80%	1.80%	1.50%
BCI - Qld	3.60%	2.70%	3.40%	4.00%	4.50%	4.80%	5.00%	3.80%
RBCI - Qld	2.30%	1.80%	-1.50%	-1.70%	-0.70%	0.60%	4.00%	4.80%
CCI*	1.88%	1.84%	1.53%	1.64%	1.74%	1.74%	1.73%	-

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

September quarterly figures for CCI will be available in November report*

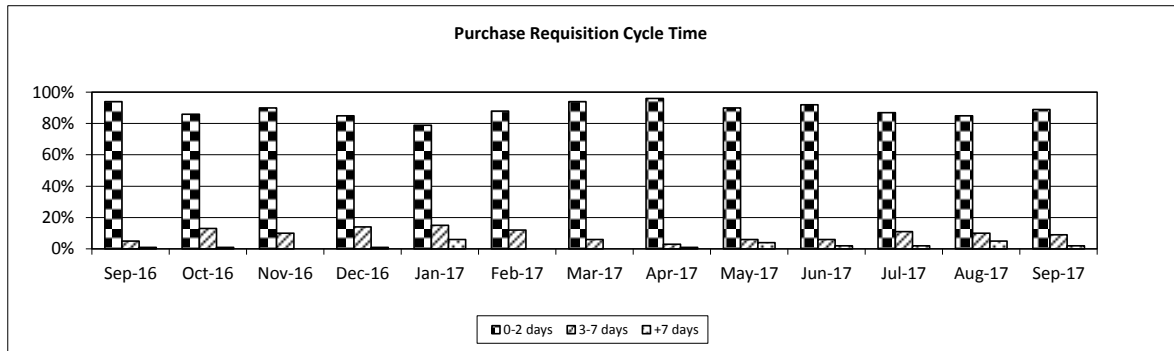
ICC Performance Report
October 2017

Invoices Paid within Terms:

	Mar-17		Apr-17		May-17		Jun-17		Jul-17		Aug-17		Sep-17	
Total invoices paid	5,837		4,559		4,938		5,094		4,839		5,265		3,818	
	Count	\$	Count	\$	Count	\$	Count	\$	Count	\$	Count	\$	Count	\$
% paid within terms	98%	98%	98%	99%	97%	95%	98%	99%	98%	97%	94%	98%	92%	95%
% paid <1 week outside terms	1%	1%	2%	1%	1%	3%	1%	1%	1%	3%	3%	1%	6%	4%
% paid >1 week outside terms	1%	1%	0%	0%	2%	2%	1%	0%	1%	0%	3%	1%	2%	1%

October results for Invoices Paid within Terms will be available in November report.

Purchase Requisition Cycle Time:

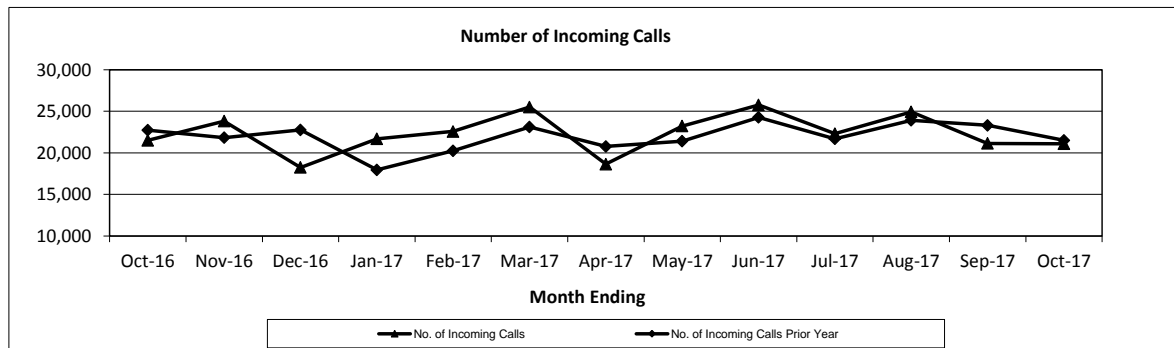


Key performance indicator for this activity is two days.

	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17
0-2 days	94%	86%	90%	85%	79%	88%	94%	96%	90%	92%	87%	85%	89%
3-7 days	5%	13%	10%	14%	15%	12%	6%	3%	6%	6%	11%	10%	9%
+7 days	1%	1%	0%	1%	6%	0%	0%	1%	4%	2%	2%	5%	2%

Purchase Requisition Cycle Time results for October will be available in November report.

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



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
No. of Incoming Calls	21,495	23,814	18,241	21,681	22,579	25,508	18,637	23,222	25,768	22,308	24,933	21,134	21,090
No. of Incoming Calls Prior Year	22,726	21,829	22,750	17,950	20,254	23,109	20,775	21,405	24,264	21,689	23,927	23,313	21,495

Statement of Cashflows

	July Actuals	July Budget	August Actuals	August Budget	September Actuals	September Budget	October Actuals	October Budget	November Budget	December Budget	January Budget	February Budget	March Budget	April Budget	May Budget	June Budget
Cashflows from Operating Activities																
Receipts from Customers	(2,731)	(4,020)	(38,935)	(38,178)	(4,366)	(3,937)	(5,928)	(4,041)	(38,366)	(3,941)	(4,122)	(39,150)	(3,957)	(4,187)	(39,786)	(2,009)
General Rates and Utilities Charges	(2,847)	(2,501)	(3,718)	(2,157)	(1,786)	(2,408)	(1,992)	(2,478)	(2,157)	(2,259)	(1,964)	(2,046)	(2,229)	(2,344)	(2,197)	(2,508)
Fees and Charges	(196)	(536)	(592)	(527)	(662)	(518)	(577)	(523)	(518)	(518)	(518)	(518)	(518)	(518)	(518)	(518)
Operating Contributions	(658)	(559)	(937)	(900)	(214)	(229)	(110)	(204)	(901)	(267)	(691)	(919)	(189)	(204)	(901)	(3,781)
Operating Grants and Subsidies	(4,126)	(1,097)	(2,374)	(2,016)	(2,829)	(1,538)	(2,807)	(2,021)	(1,593)	(1,475)	(1,501)	(1,048)	(1,382)	(1,406)	(1,220)	(1,220)
Other Income	(328)	(1,444)	(549)	(1,444)	(859)	(1,444)	(707)	(1,444)	(1,444)	(1,444)	(1,444)	(1,444)	(1,444)	(1,444)	(1,444)	(4,779)
Capital Contributions	(211)				(53)		(227)									(7,785)
Capital Grants and Subsidies	(11,098)	(10,158)	(47,103)	(45,222)	(10,769)	(10,075)	(12,248)	(10,711)	(44,979)	(9,904)	(10,240)	(45,125)	(9,719)	(10,104)	(46,066)	(23,475)
Payments to Suppliers and Employees	6,404	6,760	7,791	8,434	6,418	6,760	6,682	8,434	6,760	6,760	8,442	6,766	6,766	6,766	8,442	9,860
Employee Payments	9,081	11,056	11,254	8,572	7,230	7,813	7,680	7,468	7,047	7,940	7,448	6,898	7,380	7,196	6,920	8,473
Supplier Payments	755	962	1,010	656	630	588	178	393	688	540	577	693	759	547	544	2,732
Other Expenses	16,241	18,778	20,054	17,661	14,278	15,161	14,540	16,294	14,495	15,240	16,468	14,358	14,906	14,510	15,906	21,065
Interest Received	(498)	(338)	(461)	(392)	(503)	9	(461)	84	(357)	(379)	(293)	(312)	(355)	(260)	(318)	75
Borrowing Costs	13		12		3,389	3,408	13			3,783						3,157
Net Cash Outflow (Inflow) from Operating Activities	4,657	8,282	(27,498)	(27,953)	6,396	8,503	1,944	5,667	(30,840)	8,740	5,934	(31,079)	8,502	4,146	(30,478)	823
Cashflows from Investing Activities																
Payments for property, plant and equipment*	11,227	17,374	14,932	14,464	7,503	10,433	5,975	16,114	15,758	13,094	14,851	14,780	12,681	12,684	12,724	33,147
Dividends Received					(15,123)	(5,300)	(0)			(5,081)						
Proceeds from sale of (payments for) equity investments	1,713	(1,772)	613	(1,639)	5,113	(1,861)	1,114	(1,418)	(1,684)	(1,839)	(1,883)	(1,772)	(1,852)	(1,892)	(1,994)	(17,225)
Transfers to/from subsidiary entities					1		118									
Net Cash Outflow (Inflow) from Investing Activities	12,941	15,602	15,546	12,824	(2,506)	3,272	7,207	14,696	14,074	6,174	12,968	13,008	10,829	10,792	10,730	15,923
Cashflows from Financing Activities																
Proceeds from Borrowings																
Redemption of Borrowings					4,714	4,701				5,401						(50,000)
Interest free loan (proceeds) redemption																36,037
Working Capital (Proceeds) Redemption																
Net Cash Outflow (Inflow) from Financing Activities					4,714	4,701				5,401			5,472			
Net Decrease (Increase) in Cash Held	17,598	23,884	(11,952)	(15,129)	8,604	16,476	9,150	20,364	(16,767)	20,315	18,903	(18,071)	24,803	14,938	(19,748)	2,783
Cash at Beginning of Period	183,751	183,751	166,153	166,153	178,105	178,105	169,501	169,501	160,350	177,117	156,803	137,900	155,971	131,168	116,230	135,979
Cash at End of Reporting Period	166,153	159,867	176,105	181,281	169,501	161,629	160,350	149,137	177,117	156,803	137,900	155,971	131,168	116,230	135,979	133,196

* Including intangible assets

The end of year forecast cash balance is \$133 million.

ICC Performance Report
October 2017

Departmental Breakdown

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

Trend of year to date results as at 31 October 2017:

Departmental Controlled:

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

Satisfactory results for revenue and expenses.

Capital expenditure under budget \$94k or 53.7%.

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

Satisfactory results for revenue and expenses.

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Infrastructure Services Department Revenue	😊	😊	😊	😊									😊
Employee Expenses*	😊	😊	😊	😊									😊
Other Expense Categories**	😊	😊	😊	😊									😊
Capital	U😊	O😊	O😊	U😊									U😊

Satisfactory results for revenue and expenses.

Satisfactory results for capital. See pages 18 to 21 for details.

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

Satisfactory results for revenue and employee expenses. Other expense categories over budget by \$354k or 3.0%.

Satisfactory results for capital.

* Employee expenses including Labour Contracts

** Operational Expense excluding the above

ICC Performance Report
October 2017

Departmental Breakdown

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

Trend of year to date results as at 31 October 2017:

Departmental Controlled:

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

Satisfactory results for revenue and expenses.
Capital expenditure under budget for Infrastructure Program \$1.54m or 20.1%. Capital expenditure for fleet and equipment purchase under budget \$754k or 16.4%.
Capital expenditure for IWS under budget \$154k or 48.3%.

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

Satisfactory results for revenue and other expense categories. Employee expenses over budget \$114k or 4.9%.
Capital expenditure under budget \$196k or 46.0%.

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

Satisfactory results for revenue and employee expenses. Other expense categories over budget \$74k or 20.7% due to a number of legal appeals.

Corporate Controlled:

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FY
Corporate Items	Revenue	☹️	☹️	☹️	☹️								☹️
	Expenses	☹️	☹️	☹️	☹️								☹️
	Capital	O☹️	O☹️	O☹️	O☹️								U☹️

Satisfactory results for revenue. Expenses over budget \$2.0m or 7.4% .
Capital expenditure for donated assets over budget \$7.1m, which relates to budget phasing.

* Employee expenses including Labour Contracts
** Operational Expense excluding the above

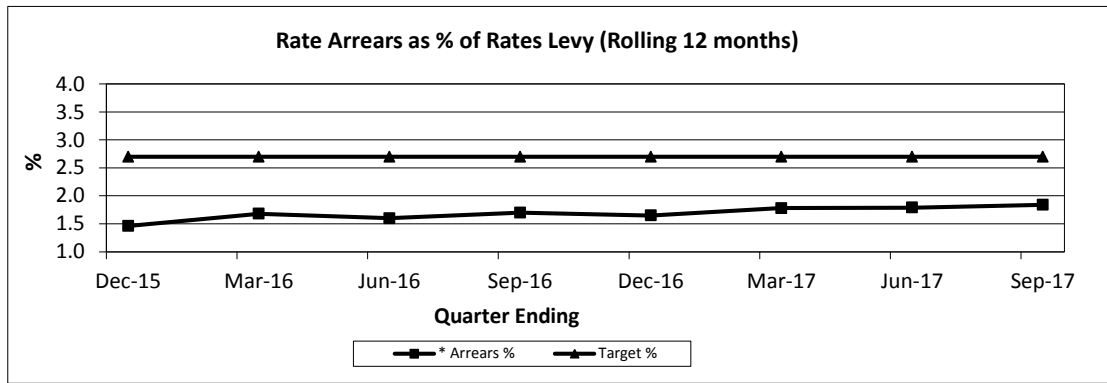
Revenue

Net Rates and Utilities:

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
General Rates	80,169	79,042	1,127	166,755	48%	166,755
Utilities and Other Charges	15,512	15,461	51	31,228	50%	31,228
Discounts/Remissions	(3,589)	(3,468)	(121)	(10,506)	34%	(10,506)
	92,092	91,035	1,057	187,477	49%	187,477

Satisfactory results overall.

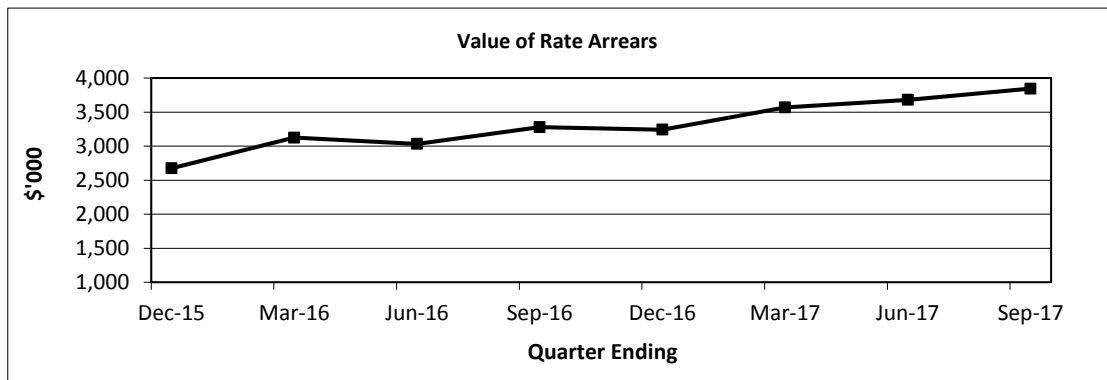
Rate Arrears as at 30 September 2017:



	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
* Arrears %	1.46	1.68	1.6	1.7	1.65	1.78	1.79	1.84
Target %	2.70	2.70	2.70	2.70	2.70	2.70	2.70	2.70

* Rolling 12 month average

Value of Rate Arrears:



	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
\$'000	2,676	3,125	3,034	3,281	3,242	3,568	3,680	3,844

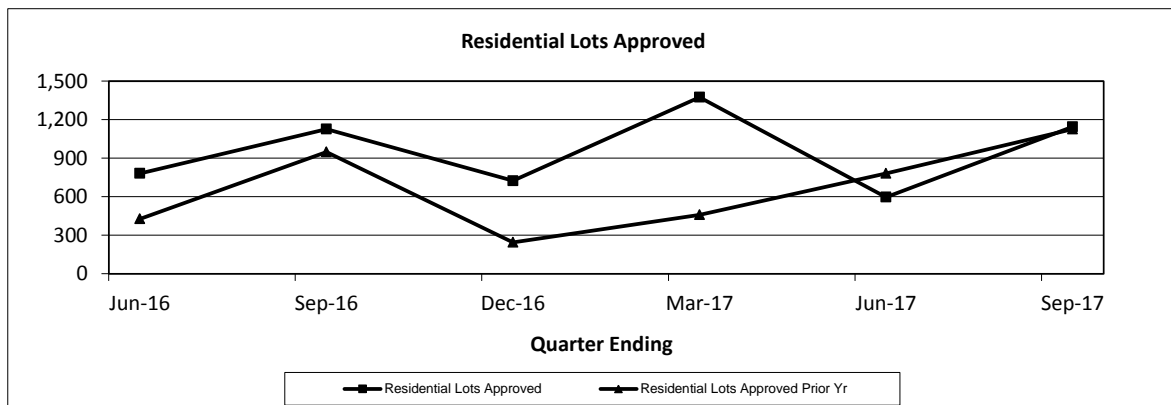
ICC Performance Report
October 2017

Fees and Charges:

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Planning Fees	5,734	5,013	721	14,428	40%	14,428
Hlth Animal Cemetery Fees	662	523	139	1,805	37%	1,805
Traffic and Reg Park Fees	733	805	(72)	2,438	30%	2,438
Waste Fees	2,126	2,143	(17)	6,428	33%	6,428
Other Fees	1,064	1,060	4	2,949	36%	2,949
	10,319	9,544	775	28,048	37%	28,048

Satisfactory results overall.

Residential Lots Approved:



	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
Residential Lots Approved	781	1,127	724	1,374	597	1,144
Residential Lots Approved Prior Yr	427	949	245	459	781	1,127

Grants and Contributions:

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Operational Grants	1,919	1,892	27	9,771	20%	9,771
Capital Grants	769	0	769	8,275	9%	8,275
Donated Asset Revenue	25,415	24,484	931	72,535	35%	72,535
*Operational Cash Contributions	2,027	2,105	(78)	8,268	25%	8,268
*Capital Cash Contributions	2,443	5,776	(3,333)	17,330	14%	17,330
	32,573	34,257	(1,684)	116,179	28%	116,179

Donated assets and cash contributions are mostly developer driven and will be closely monitored.

***Cash Contribution Actuals Breakdown YTD:**

	Footpaths \$'000	Open Space \$'000	Roads \$'000	Social \$'000	Others \$'000	Grand Total \$'000
Operational Cash Contribution	0	720	1,283	0	24	2,027
Capital Cash Contribution	0	0	2,383	0	59	2,443
	0	720	3,667	0	83	4,470

Balance Sheet Movement YTD:

	Footpaths \$'000	Open Space \$'000	Roads \$'000	Social \$'000	Others \$'000	Grand Total \$'000
Open Space NCL	0	1,680	0	0	0	1,680
Stormwater NCL	0	0	0	0	946	946
Social NCL	0	0	0	582	0	582
Footpaths NCL	109	0	0	0	0	109
Streetscape NCL	0	0	0	0	0	0
	109	1,680	0	582	946	3,317

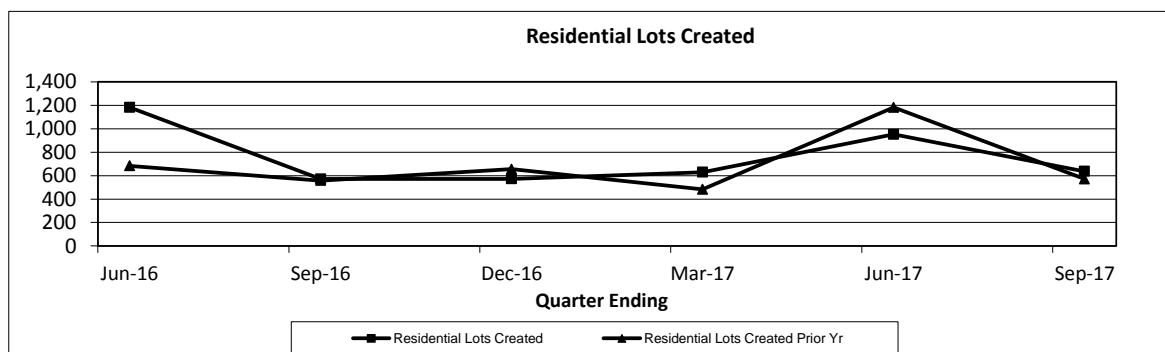
Total Cash Contributions

	109	2,400	3,667	582	1,029	7,787
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Other operational cash contributions include Queen's Parks Nature Centre (\$11k), Poetry Feast (\$8k), Sponsorship of Awards for Excellence 2017 (\$5k) and vegetation retention (\$3.5k).

Other capital cash contributions primarily relates to upgrade of the Ipswich BMX track (\$50k).

Residential Lots Created:



	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
Residential Lots Created	1,181	571	572	629	951	637
Residential Lots Created Prior Yr	683	558	655	482	1,181	571

ICC Performance Report
October 2017

Other Revenue Sources:

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Sales, Recoverable Works	775	934	(159)	2,865	27%	2,865
Interest	1,802	1,437	365	4,122	44%	4,122
Other Revenue	7,290	5,738	1,552	30,093	24%	30,093
Gain on Asset Disposal	97	0	97	0	n/a	97
Internal Revenue	8,306	8,146	160	22,751	37%	22,751
	18,270	16,255	2,015	59,831	31%	59,928

Satisfactory results overall.

ICC Performance Report
October 2017

Expense

Employee Expenses

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	26,014	27,370	1,356	79,070	33%	79,070
Overtime	508	559	51	1,614	31%	1,614
Allowances	107	106	(1)	305	35%	305
Other employee costs	7,303	7,712	409	22,289	33%	22,289
Total Labour Opex + Capex	33,932	35,747	1,815	103,278	33%	103,278
<i>Less Capitalised Labour</i>	(4,797)	(5,231)	(434)	(15,040)	32%	(15,040)
Opex Labour before Contractors	29,135	30,516	1,381	88,238	33%	88,238
<i>Plus Contract Opex Labour</i>	2,276	1,221	(1,055)	2,476	92%	2,476
Opex Labour incl Contractors	31,411	31,737	326	90,714	35%	90,714

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
Materials	2,595	3,849	1,254	12,196	21%	12,196
Motor Vehicle Expenses	946	1,459	513	3,540	27%	3,540
Other Goods	851	769	(82)	2,337	36%	2,337
Other Services	4,744	4,783	39	11,937	40%	11,937
Service Contracts	11,400	13,506	2,106	41,708	27%	41,708
Utilities Expenses	3,075	3,244	169	9,754	32%	9,754
Consultants	723	665	(58)	2,564	28%	2,564
Other Materials and Services	4,178	2,393	(1,785)	6,683	63%	6,683
	28,512	30,668	2,156	90,719	31%	90,719

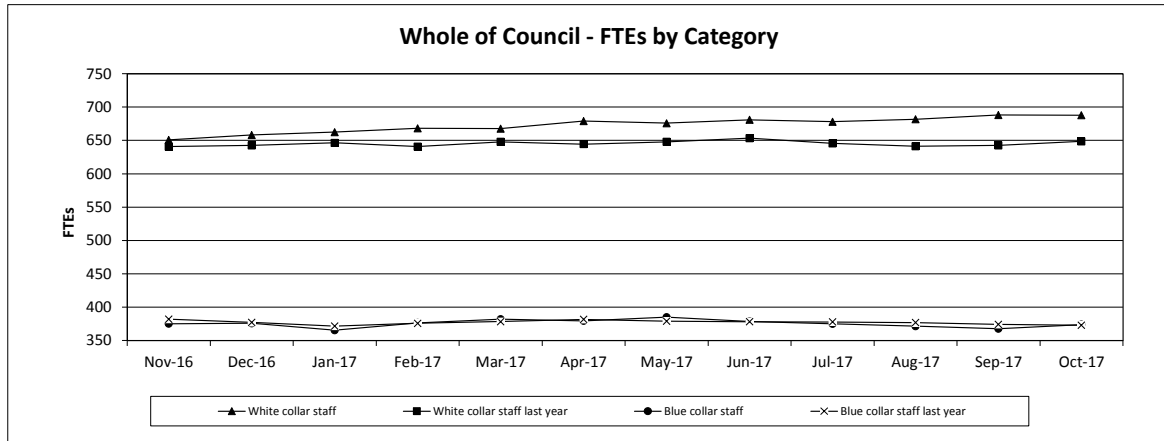
Other Expense Sources:

Depreciation	21,884	20,497	(1,387)	61,490	36%	61,490
Finance Costs	4,705	4,812	107	14,449	33%	14,449
Other Expenses	2,411	2,470	59	9,243	26%	9,243
Headworks Credit Indexation	0	0	0	0	n/a	0
Loss on disposal assets	709	0	(709)	0	n/a	709
Internal Expenses	7,549	7,238	(311)	19,923	38%	19,923
	37,258	35,017	(2,241)	105,105	35%	105,814
TOTAL	65,770	65,685	(85)	195,824	34%	196,533

Satisfactory results overall. Other materials and services over budget relates primarily to maintenance costs in WPR and legal expensenses in FCS and PD. Depreciation is over budget in plant and equipment and is currently under review.

Full Time Equivalents:

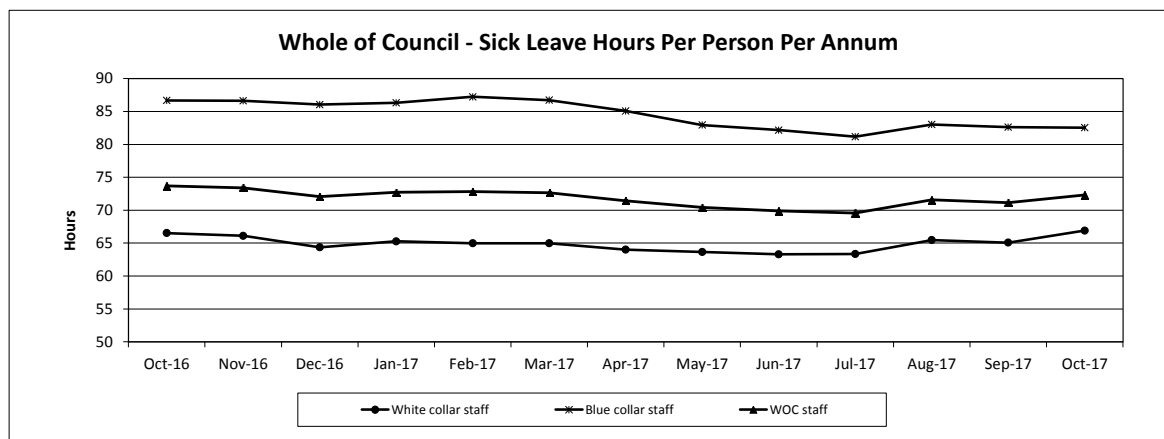
Whole of Council



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	650.8	658.0	662.4	668.1	667.7	679.0	675.8	681.0	678.1	681.7	688.0	687.8
Blue collar staff	375.1	375.8	365.3	376.5	382.0	379.5	385.0	378.7	375.0	371.5	367.5	373.8
Total	1,025.9	1,033.8	1,027.7	1,044.6	1,049.7	1,058.5	1,060.9	1,059.7	1,053.1	1,053.2	1,055.5	1,061.7
<i>Movement prior month (white collar)</i>	2.3	7.2	4.4	5.7	(0.3)	11.3	(3.2)	5.1	(2.9)	3.6	6.3	(0.1)
<i>Movement prior month (blue collar)</i>	2.2	0.7	(10.5)	11.2	5.5	(2.5)	5.5	(6.3)	(3.7)	(3.5)	(4.0)	6.3
<i>White collar staff last year</i>	640.7	642.5	646.3	640.8	647.9	644.4	647.9	653.4	645.5	641.1	642.4	648.5
<i>Blue collar staff last year</i>	382.0	377.3	371.8	375.8	378.3	381.8	379.0	378.2	377.9	376.9	374.2	372.9
<i>Total FTEs last year</i>	1,022.8	1,019.8	1,018.1	1,016.5	1,026.2	1,026.2	1,026.9	1,031.6	1,023.4	1,018.1	1,016.6	1,021.4

Sick Leave:

Whole of Council



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	66.53	66.10	64.38	65.27	64.98	64.98	64.02	63.67	63.30	63.35	65.46	65.08	66.91
Blue collar staff	86.57	86.62	86.04	86.32	87.22	86.73	85.08	82.95	82.16	81.17	83.03	82.61	82.54
WOC staff	73.71	73.40	72.07	72.73	72.84	72.66	71.43	70.44	69.91	69.57	71.57	71.15	72.31

* Rolling 12 month average

Rolling 12 month average sick leave hours per annum has decreased by 0.07 hours for blue collar staff and increased 1.83 hours for white collar staff.

Annual Leave:

Annual Leave Balances as at pay period ended 30 October 2017:

Whole of Council

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
No of people with 0-4 weeks	775	762	774	839	834	801	836	822	807	794	786	785	808
No of people with 4-8 weeks	281	292	293	225	239	275	252	271	284	290	303	307	285
No of people with 8+ weeks	9	9	8	9	10	12	12	7	11	12	8	10	14

Of the 14 people with balances over 8+ weeks, the highest balance is 9.45 weeks, which relates to an employee whose assigned hours are 10.6 per week.

Long Service Leave Balances over and above 26 Weeks as at pay period ended 30 October 2017:

Whole of Council and Departments

	Jul-17			Aug-17			Sep-17			Oct-17		
	No of People	Sum in Weeks	Value \$'000	No of People	Sum in Weeks	Value \$'000	No of People	Sum in Weeks	Value \$'000	No of People	Sum in Weeks	Value \$'000
ASDCE	-	-	-	-	-	-	-	-	-	1	-	-
EDM	1	6	2	1	6	2	1	6	2	1	7	2
IS	5	2	2	5	2	2	5	2	3	2	1	1
FCS and EX	6	17	18	5	18	18	5	18	18	5	14	15
WPR	6	8	17	7	9	18	7	9	18	10	7	13
IWS	1	-	-	1	-	-	1	-	1	1	1	1
HSRS	2	1	2	2	1	2	2	1	2	2	2	3
PD	2	6	15	2	2	4	2	2	4	3	1	4
WOC	23	40	56	23	38	47	23	38	48	25	32	39

Weeks/dollar value in above table relate to the LSL balances of each individual over and above 26 weeks, e.g. an employee with a total of 30 weeks accumulated LSL will show as four weeks in the table.

The number of people with long service leave over 26 weeks has increased by 2 to 25. The value figure has decreased by \$9 to \$39k.

Lost Time Injury Frequency Rates:

Whole of Council

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	1	1	0	0	0	0	1	0	0	1	0	0	0
LTIFR	7	6	0	0	0	0	8	0	0	0	0	0	0
LTIFR Rolling 12 months	6	6	6	5	4	4	4	3	3	3	3	3	2
Cumulative Days lost 12 months	58	70	60	59	59	85	104	125	110	100	111	129	138
LTISR Rolling 12 months	33	41	35	35	32	49	63	64	64	58	64	74	79

Flex Balances (hours) as at pay period ended 30 October 2017:

Whole of Council

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Arts, Social Dev and Com Engagement	344	352	319	265	279	300	310	311	342	321	354	367	333
Economic Development and Marketing	220	208	141	122	202	201	175	186	193	189	197	178	169
Finance and Corporate Services	707	752	639	497	629	703	635	679	685	635	647	707	753
Health, Security and Regulatory Services	348	423	426	368	425	427	358	434	441	413	423	407	376
Infrastructure Services	500	493	426	329	448	478	369	424	464	445	383	416	443
Planning and Development	614	663	779	462	556	652	573	613	573	673	663	660	647
Works, Parks and Recreation	753	784	794	679	856	942	833	884	871	775	715	748	697
	3,486	3,675	3,524	2,723	3,394	3,702	3,253	3,531	3,568	3,451	3,381	3,484	3,419

Time in Lieu Balances (hours) as at pay period ended 30 October 2017:

Whole of Council

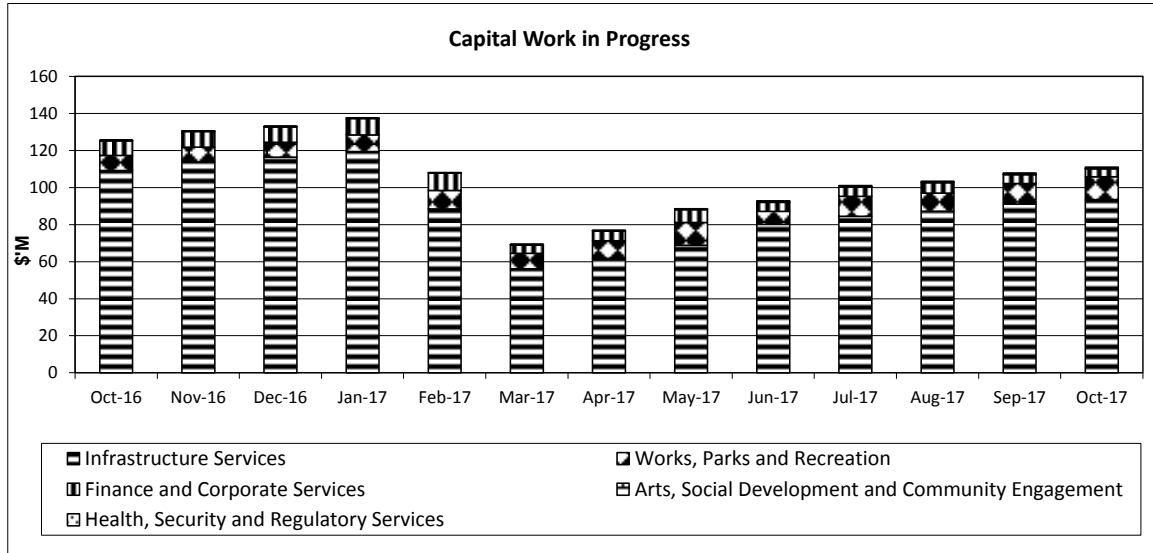
	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Arts, Social Dev and Com Engagement	348	419	268	148	176	239	213	338	183	185	211	252	245
Economic Development and Marketing	143	176	167	77	115	206	188	194	196	144	152	155	110
Finance and Corporate Services	708	671	612	358	336	303	345	308	340	315	245	237	228
Health, Security and Regulatory Services	72	51	47	15	45	84	88	142	141	150	132	133	137
Infrastructure Services	87	97	136	94	159	180	158	157	179	153	140	133	133
Planning and Development	125	147	167	74	85	98	73	82	79	144	135	111	122
Works, Parks and Recreation	145	168	110	107	229	253	212	219	231	394	684	734	431
	1,629	1,730	1,507	873	1,144	1,362	1,278	1,440	1,349	1,485	1,700	1,755	1,405

Capital Expenditure

Results as at 31 October 2017:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled	31,257	34,725	3,468	162,923	19%	162,923
Corporate Controlled	22,392	18,341	(4,051)	58,044	39%	58,044
	53,649	53,066	(583)	220,967	24%	220,967

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



	Oct-16 \$M	Nov-16 \$M	Dec-16 \$M	Jan-17 \$M	Feb-17 \$M	Mar-17 \$M	Apr-17 \$M	May-17 \$M	Jun-17 \$M	Jul-17 \$M	Aug-17 \$M	Sep-17 \$M	Oct-17 \$M
Infrastructure Services	109.21	113.85	116.44	119.48	88.48	56.18	61.72	68.85	80.19	84.49	87.27	91.03	93.52
Works, Parks and Recreation	8.13	8.01	8.08	8.96	9.97	8.33	9.58	12.30	6.98	10.81	9.75	11.17	12.40
Finance and Corporate Services	7.96	8.41	8.32	8.88	9.36	4.54	5.28	6.94	4.89	5.10	5.67	4.82	4.30
Arts, Social Development and Community Engagement	0.15	0.18	0.17	0.18	0.21	0.21	0.24	0.32	0.08	0.08	0.10	0.16	0.16
Health, Security and Regulatory Services	0.08	0.08	0.08	0.10	0.13	0.14	0.13	0.17	0.71	0.58	0.65	0.68	0.71
	125.53	130.53	133.09	137.60	108.15	69.40	76.95	88.58	92.85	101.06	103.44	107.86	111.09

The above figures exclude infrastructure credits and donated assets.

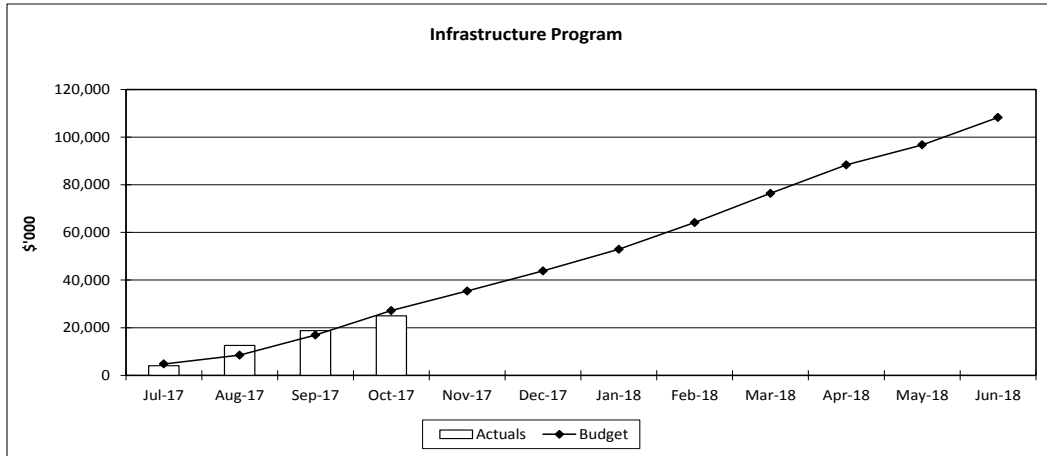
CWIP Balance by Project Status (as % of total):

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Concept	1%	1%	1%	1%	2%	3%	3%	3%	2%	2%	2%	2%	2%
Design	4%	5%	5%	5%	6%	10%	9%	9%	5%	5%	6%	6%	5%
Delivery	32%	35%	30%	31%	35%	55%	56%	61%	63%	62%	45%	32%	33%
Completion	63%	59%	64%	63%	57%	32%	32%	27%	30%	31%	47%	60%	60%

Infrastructure Capital Portfolio by Delivery Department

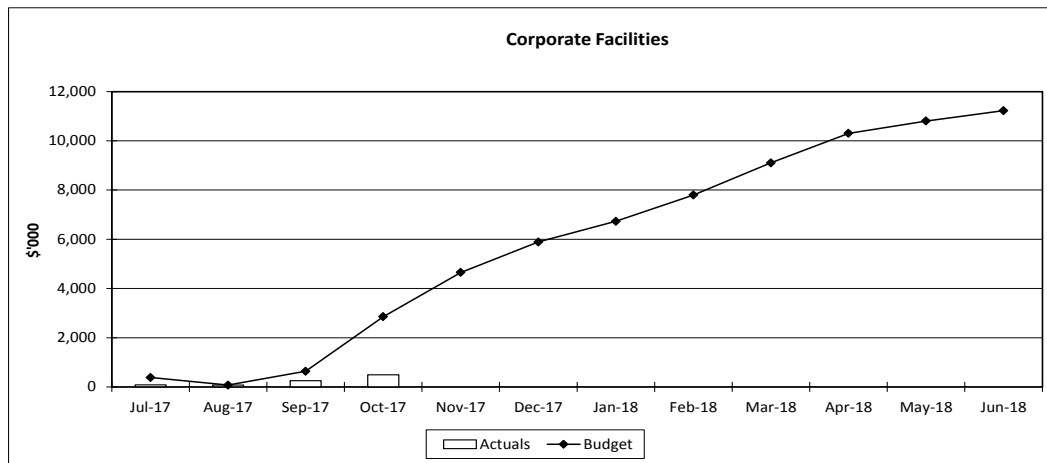
Results as at 31 October 2017:

Department Controlled	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Infrastructure Portfolio - IS	18,894	19,542	648	82,832	23%	82,832
Infrastructure Portfolio - WP	6,131	7,672	1,541	25,421	24%	25,421
Total	25,025	27,214	2,189	108,253	23%	108,253



Infrastructure Capital Expenditure by Program

Corporate Facilities

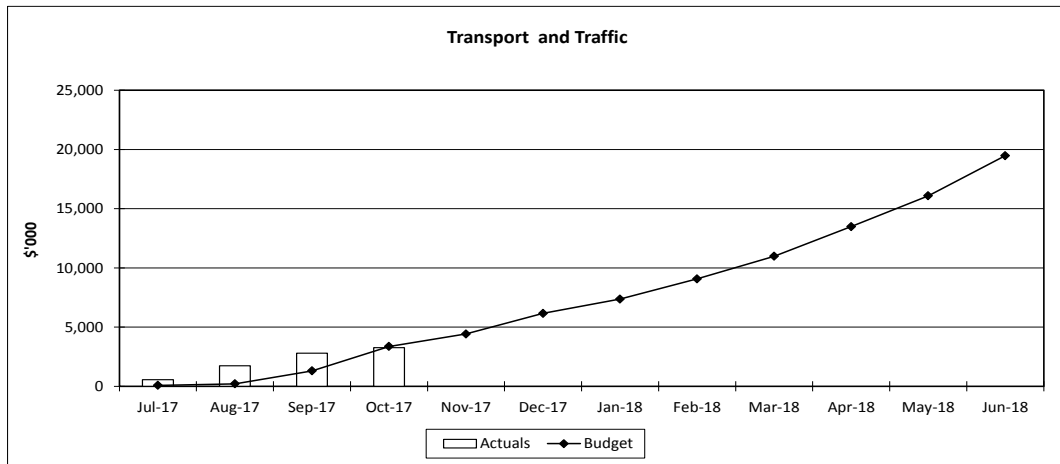


IS - There is a total of 2 approved corporate facilities projects. Redbank Plains South Transitional Community Centre, is due for completion in March 2018. The second project, Springfield Central Library, is due for completion in June 2018.

WPR - Woolen mill project has commenced. Delays in the finaliation of the procurmenet process for the Riverview depot has caused delays in the commencement of this project. Currently reviewing options for delivery.

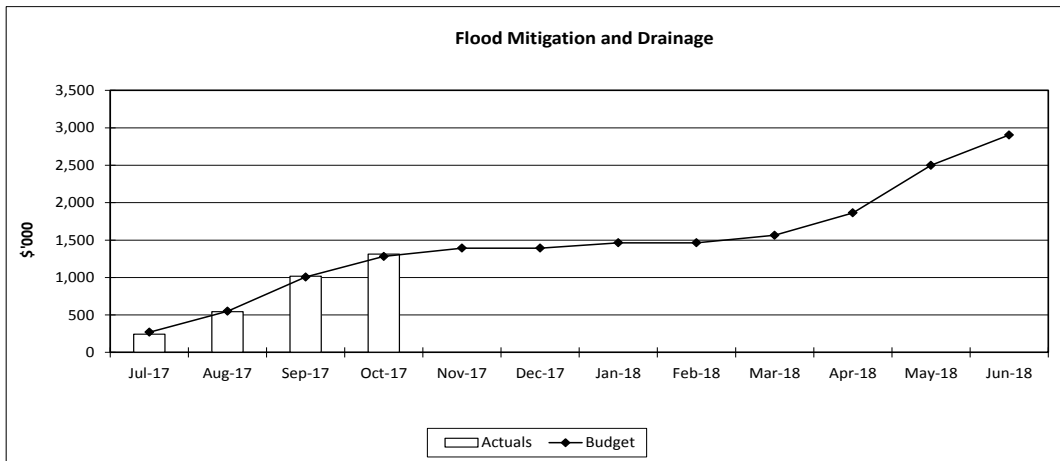
Infrastructure Capital Expenditure by Program con't

Transport and Traffic



IS - A total of 24 approved projects are 21% are complete.

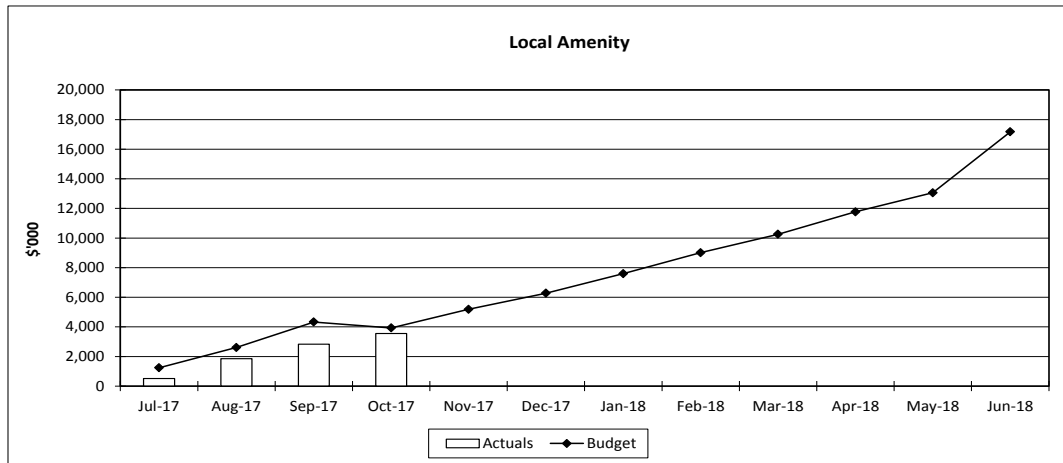
Flood Mitigation and Drainage



IS - There is a total of six projects for this program. The first two projects are due for completion in November. Forecast final cost is \$3.055m.

Infrastructure Capital Expenditure by Program con't

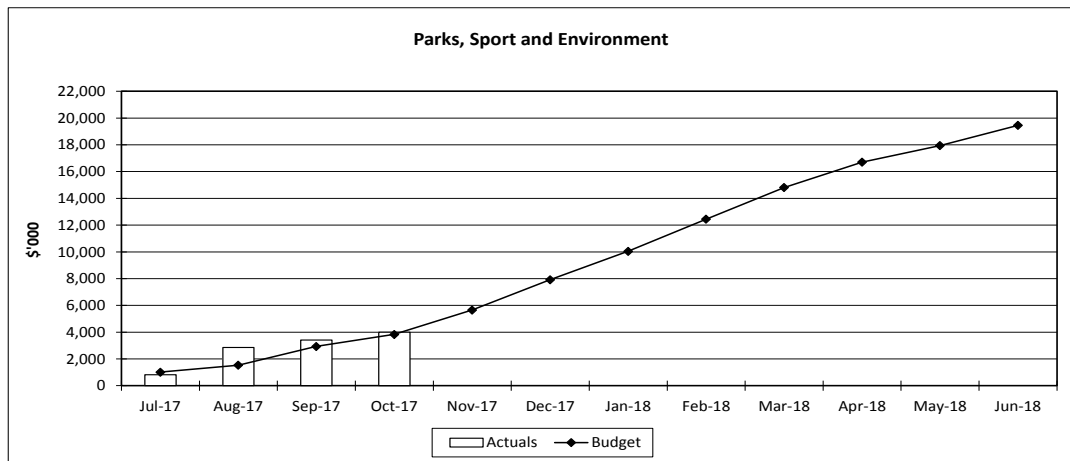
Local Amenity



IS - There is a total number of 83 approved projects for local amenity, 60% have been completed so far. Forecast final cost for the fiscal year is \$14.28m, this consists of \$4.9m of committed projects and \$1.25m uncommitted funds.

WPR - Current budget excludes any Divisional Allocation funding. Liaison between IS and Finance to reallocate funds between Departments.

Parks, Sport and Recreation

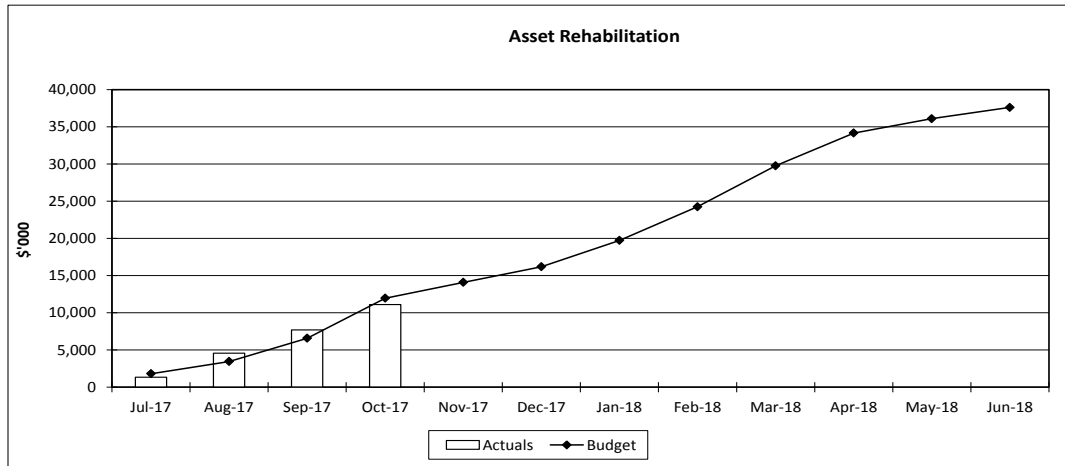


IS - There is a total of 17 approved projects and 18% have been completed.

WPR - Funds are currently held with the Stormwater offset reserve. Liaison with Finance in relation to funding availability.

Infrastructure Capital Expenditure by Program con't

Asset Rehabilitation



IS - A total of 420 approved asset rehabilitation projects. 43 (9%) approved projects have been completed.

WPR - Projects and program currently on track.

Arts, Social Development and Community Engagement Department

Performance Report

October 2017

Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Department Controlled						
Civic Centre Service Fees	72	29	43	173	42%	173
Library Fees and Fines	9	13	(4)	40	23%	40
Other Fees	97	96	1	308	31%	308
Operational Grants	951	992	(41)	2,453	39%	2,453
Capital Grants	0	0	0	0	n/a	0
Other Revenue	1,100	538	562	1,500	73%	1,500
Internal Revenue	117	138	(21)	321	36%	321
	2,346	1,806	540	4,795	49%	4,795
Corporate Controlled						
Donated Asset Revenue	0	0	0	32	0%	32
Cash Contributions	7	580	(573)	3,746	0%	3,746
	7	580	(573)	3,778	0%	3,778
TOTAL	2,353	2,386	(33)	8,573	27%	8,573

Satisfactory results for Department controlled revenue. Other revenue over budget due to an early payment received from Ti Tree Bioenergy (\$384k) which was budgeted which was originally budgeted for \$149k. Internal revenue under budget relates to Home Assist revenue which has been delayed due to a pending acquittal process which, is expected to be completed in November.

Cash contributions are developer driven and will be closely monitored.

ASDCE Performance Report
October 2017

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)	2,851	2,999	148	8,664	33%	8,664
Overtime	55	40	(15)	117	47%	117
Allowances	5	5	0	13	38%	13
Other employee costs	788	815	27	2,353	33%	2,353
Total Labour Opex + Capex	3,699	3,859	160	11,147	33%	11,147
<i>Less recovery/charge out</i>	78	50	(28)	143	55%	143
Opex Labour before Contractors	3,777	3,909	132	11,290	33%	11,290
<i>Plus Contract Opex Labour</i>	79	80	1	194	41%	194
Opex Labour incl Contractors	3,856	3,989	133	11,484	34%	11,484

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	97	89	(8)	311	31%	311
Materials	205	185	(20)	1,127	18%	1,127
Other Goods	329	303	(26)	953	35%	953
Other Services	429	803	374	1,817	24%	1,817
Service Contracts	253	277	24	904	28%	904
Other Materials and Services	72	148	76	330	22%	330
	1,385	1,805	420	5,442	25%	5,442
Other Expense Sources						
Other Expenses	593	679	86	3,883	15%	3,883
Internal Expenses	147	161	14	439	33%	439
	2,125	2,645	520	9,764	22%	9,764
TOTAL DEPARTMENT CONTROLLED	5,981	6,634	653	21,248	28%	21,248

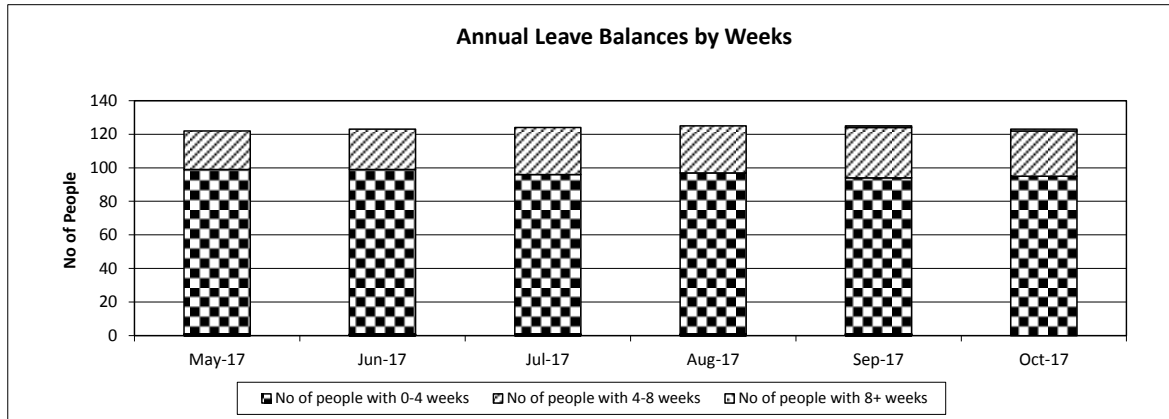
Corporate Controlled Expenses

Depreciation	113	93	(20)	280	40%	280
Finance Costs	0	0	0	0	n/a	0
Loss on Disposal Assets	0	0	0	0	n/a	0
TOTAL CORPORATE CONTROLLED	113	93	(20)	280	40%	280

Satisfactory results overall.

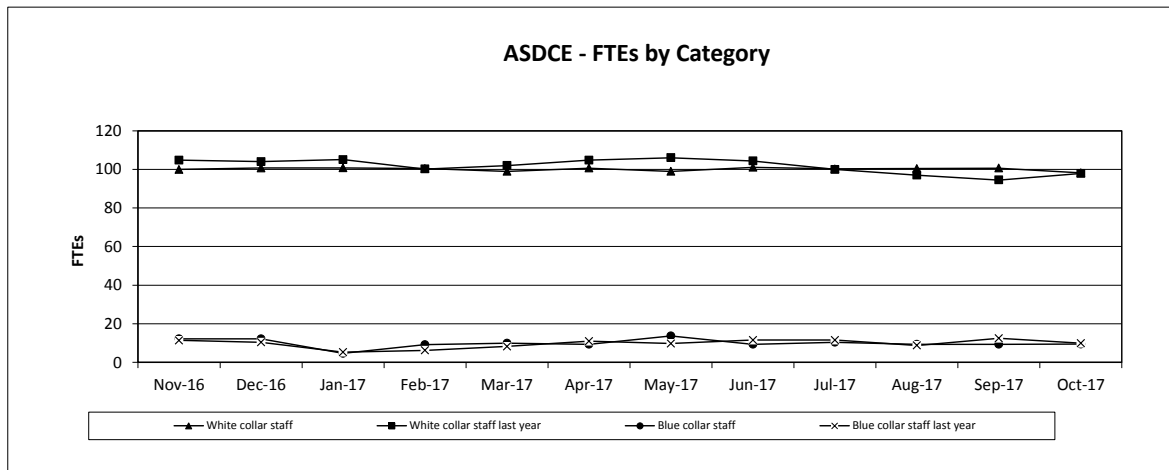
Arts, Social Development and Community Engagement Department

Annual Leave Balances as at pay period ended 30 October 2017:



	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	99	81.1%	99	80.5%	96	77.4%	97	77.6%	94	75.2%	95	77.2%
No of people with 4-8 weeks	23	18.9%	24	19.5%	28	22.6%	28	22.4%	30	24.0%	27	22.0%
No of people with 8+ weeks	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	0.8%	1	0.8%

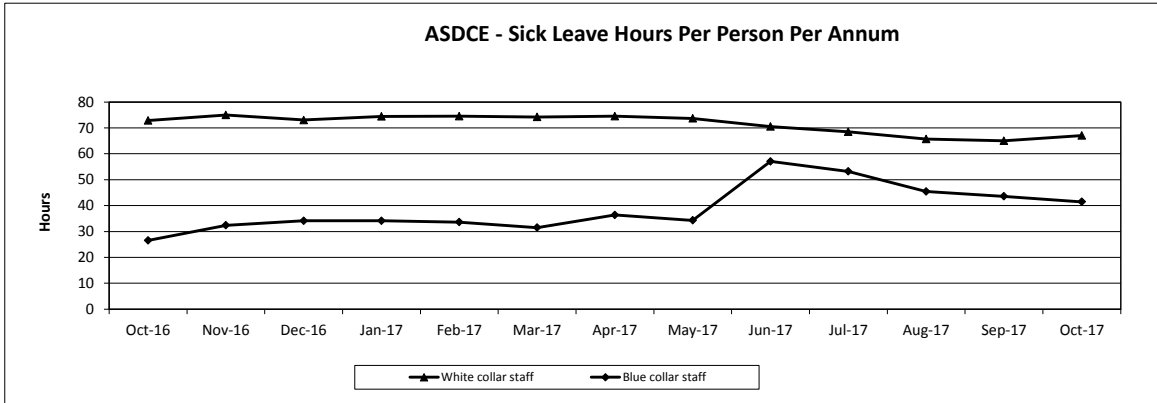
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	99.9	100.7	100.7	100.4	99.0	100.7	99.0	101.0	100.2	100.4	100.6	98.3
Blue collar staff	12.2	12.2	4.6	9.2	9.9	9.4	13.7	9.4	10.4	9.4	9.4	9.5
Total	112.1	112.9	105.4	109.6	108.9	110.0	112.7	110.4	110.7	109.8	110.0	107.7
<i>Movement prior month (white collar)</i>	2.1	0.8	0.0	(0.3)	(1.4)	1.7	(1.7)	2.0	(0.8)	0.2	0.2	(2.4)
<i>Movement prior month (blue collar)</i>	2.2	0.0	(7.5)	4.5	0.7	(0.6)	4.3	(4.3)	1.1	(1.1)	0.0	0.1
<i>White collar staff last year</i>	104.7	104.0	105.0	100.2	102.0	104.8	106.0	104.4	100.0	97.0	94.5	97.8
<i>Blue collar staff last year</i>	11.4	10.5	5.4	6.2	8.3	11.0	9.8	11.5	11.5	8.8	12.5	9.9
<i>Total FTEs last year</i>	116.1	114.4	110.4	106.4	110.3	115.8	115.8	115.9	111.5	105.8	107.0	107.7

Arts, Social Development and Community Engagement Department

Sick Leave:



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	72.85	74.98	73.03	74.47	74.51	74.21	74.49	73.69	70.52	68.47	65.71	65.01	67.06
Blue collar staff	26.50	32.38	34.13	34.13	33.63	31.50	36.38	34.31	57.06	53.19	45.44	43.56	41.44

* Rolling 12 month average

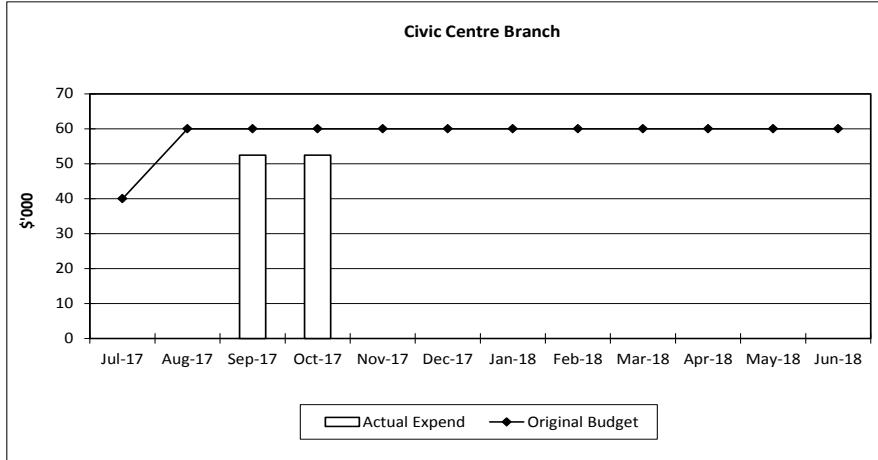
Lost Time Injury Frequency Rates:

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Days lost 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0
LTISR Rolling 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0

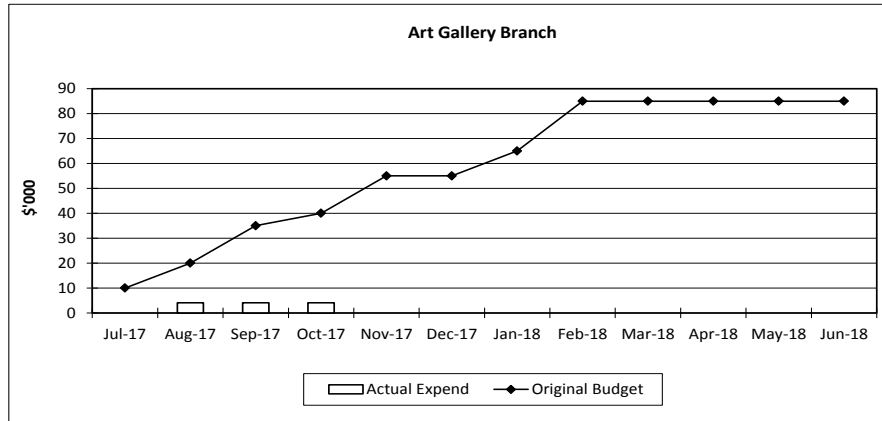
ASDCE Capital Expenditure by Program

Results as at 31 October 2017:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved
Department controlled	81	175	94	1,424	6%

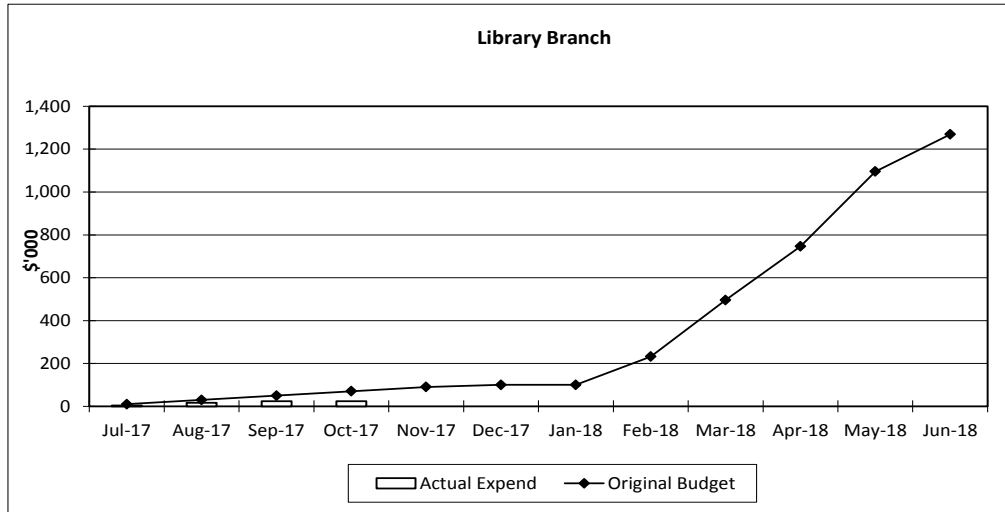


Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	52	60	No issues

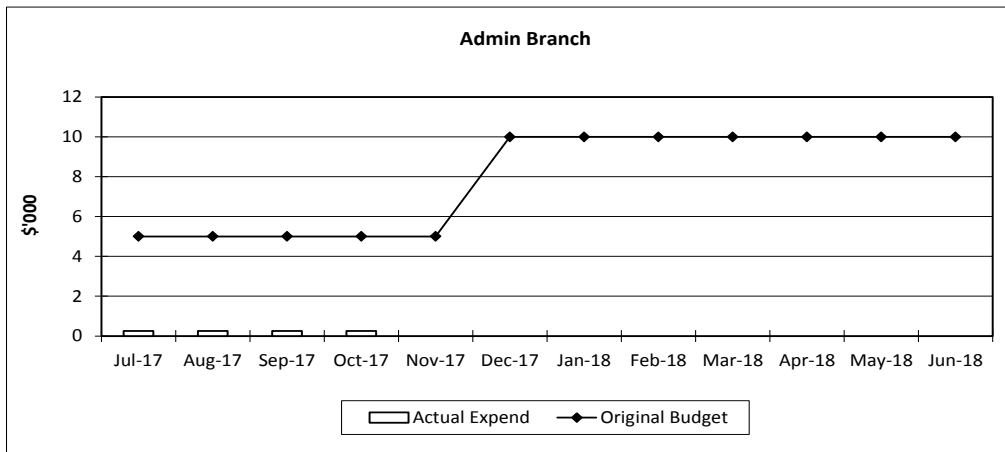


Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	4	40	No issues

ASDCE Capital Expenditure by Program con't



Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	24	70	Delivery of Library Capital is expected in January 2018, budget will be adjusted accordingly.



Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
DEA00005	CCS Admin Assets	0	5	No Issues

Economic Development and Marketing

Performance Report

October 2017

Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled						
Operational Grants	0	0	0	0	n/a	0
Other Revenue	76	90	(14)	264	29%	264
Internal Revenue	6	0	6	0	n/a	6
	82	90	(8)	264	31%	270
Corporate Controlled	0	0	0	0	n/a	0
TOTAL	82	90	(8)	264	31%	270

Satisfactory results overall.

EDM Performance Report
October 2017

Department Controlled Expenses

Employee Expenses

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	1,101	1,267	166	3,549	31%	3,549
Overtime	17	22	5	63	27%	63
Allowances	5	3	(2)	5	100%	5
Other employee costs	328	376	48	1,060	31%	1,060
Total Labour Opex + Capex	1,451	1,668	217	4,677	31%	4,677
<i>Less Capitalised Labour</i>	16	0	(16)	0	n/a	0
Opex Labour before Contractors	1,467	1,668	201	4,677	31%	4,677
<i>Plus Contract Opex Labour</i>	230	0	(230)	0	n/a	230
Opex Labour incl Contractors	1,697	1,668	(29)	4,677	36%	4,907

Employee expenses over budget 1.74% due to vacancy rate not being met. Vacancies currently being filled by labour contractors.

Materials and Services (excl. Labour Contracts)

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Advertising	447	438	(9)	1,061	42%	1,061
Other Goods	26	30	4	95	27%	95
Other Services	158	128	(30)	413	38%	413
Service Contracts	339	515	176	1,666	20%	1,666
Entertainment	35	60	25	154	23%	154
Other Materials and Services	125	86	(39)	293	43%	293
	1,130	1,257	127	3,682	31%	3,682
Other Expense Sources						
Other Expenses	8	6	(2)	12	67%	12
Internal Expenses	36	22	(14)	97	37%	97
	1,174	1,285	111	3,791	31%	3,791
TOTAL DEPARTMENT CONTROLLED	2,871	2,953	82	8,468	34%	8,698

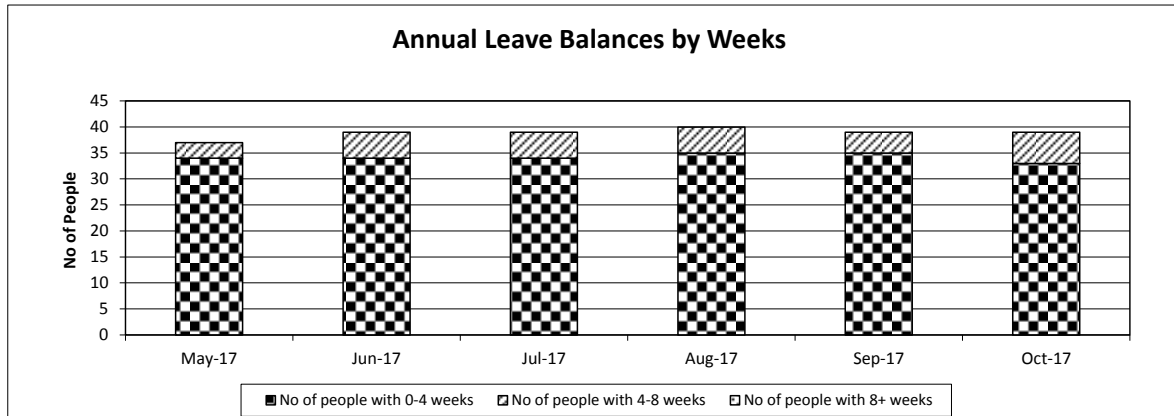
Corporate Controlled Expenses

Depreciation	2	0	(2)	1	200%	2
Other Finance Costs	0	0	0	0	n/a	0
TOTAL CORPORATE CONTROLLED	2	0	(2)	1	200%	2

Satisfactory results.

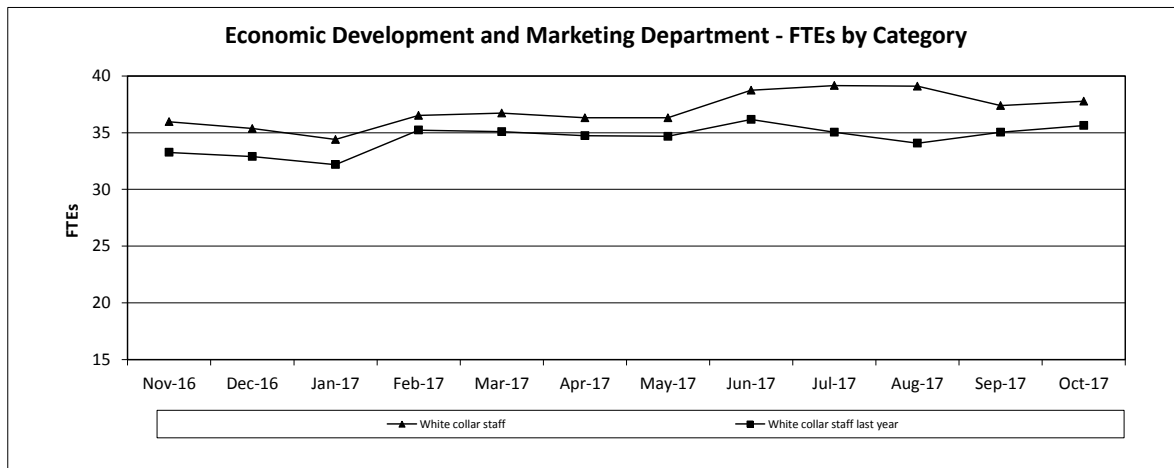
Economic Development and Marketing Department

Annual Leave Balances as at pay period ended 30 October 2017:



	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	34	91.9%	34	87.2%	34	87.2%	35	87.5%	35	89.7%	33	84.6%
No of people with 4-8 weeks	3	8.1%	5	12.8%	5	12.8%	5	12.5%	4	10.3%	6	15.4%
No of people with 8+ weeks	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

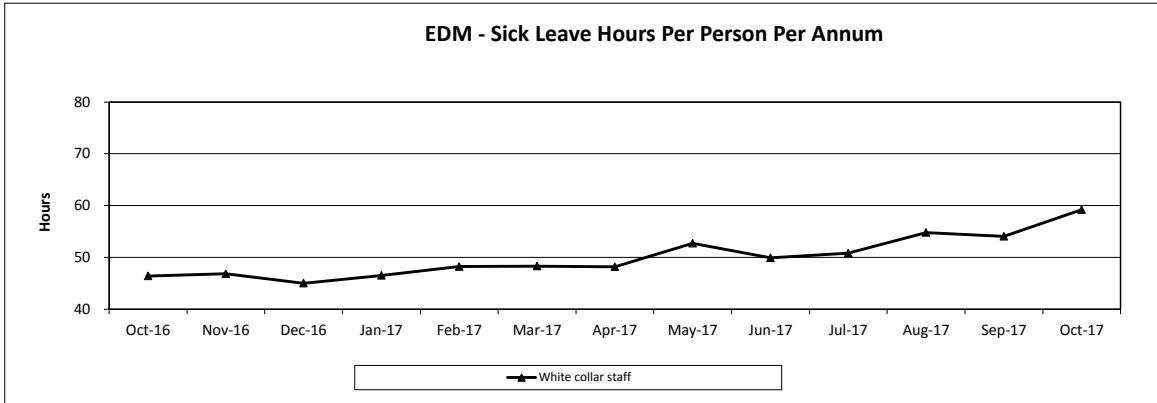
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	36.0	35.4	34.4	36.5	36.7	36.3	36.3	38.7	39.2	39.1	37.4	37.8
Total	36.0	35.4	34.4	36.5	36.7	36.3	36.3	38.7	39.2	39.1	37.4	37.8
Movement prior month (white collar)	0.3	(0.6)	(1.0)	2.1	0.2	(0.4)	0.0	2.4	0.4	(0.1)	(1.7)	0.4
White collar staff last year	33.3	32.9	32.2	35.2	35.1	34.7	34.7	36.2	35.0	34.1	35.0	35.6
Total FTEs last year	33.3	32.9	32.2	35.2	35.1	34.7	34.7	36.2	35.0	34.1	35.0	35.6

Economic Development and Marketing Department

Sick Leave:



Oct-16 Hours	Nov-16 Hours	Dec-16 Hours	Jan-17 Hours	Feb-17 Hours	Mar-17 Hours	Apr-17 Hours	May-17 Hours	Jun-17 Hours	Jul-17 Hours	Aug-17 Hours	Sep-17 Hours	Oct-17 Hours
46.41	46.81	45.01	46.49	48.21	48.31	48.17	52.70	49.90	50.79	54.79	54.06	59.20

White collar staff

* Rolling 12 month average

Lost Time Injury Frequency Rates:

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Days lost 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0
LTISR Rolling 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0

Infrastructure Services Department

Performance Report

October 2017

Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Department Controlled						
Other Fees and Charges	3	0	3	0	n/a	3
Sales, Recoverable works	0	0	0	0	n/a	0
Capital Grants	0	0	0	0	n/a	0
Other Revenue	4	0	4	0	n/a	4
	7	0	7	0	n/a	7
Corporate Controlled						
Donated Asset Revenue	25,415	21,000	4,415	60,541	42%	60,541
Cash Contributions	3,717	3,700	17	11,102	33%	11,102
	29,132	24,700	4,432	71,643	41%	71,643
TOTAL	29,139	24,700	4,439	71,643	41%	71,650

Satisfactory results for Department controlled revenue.

Donated assets, cash contributions and headwork credits 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)	2,727	3,101	374	8,959	30%	8,959
Contract (opex and capex)	145	0	(145)	0	n/a	145
Overtime	18	28	10	80	23%	80
Allowances	11	8	(3)	24	46%	24
Other employee costs	734	873	139	2,526	29%	2,526
Total Labour Opex + Capex	3,635	4,010	375	11,589	31%	11,734

Labour Breakdown (Project Ledger)

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Capex						
Wages	3,148	3,556	408	10,359	30%	10,359
Contract	140	0	(140)	0	n/a	140
	3,288	3,556	268	10,359	32%	10,499
Opex						
Wages	330	428	98	1,233	27%	1,233
Contract	5	0	(5)	0	n/a	5
	335	428	93	1,233	27%	1,238
Total Project Labour (opex and capex)	3,623	3,984	361	11,592	31%	11,737

Satisfactory results overall.

Department Controlled Expenses (cont)

Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Service Contracts	0	139	139	418	0%	418
Consultants	18	223	205	667	3%	667
Other Materials and Services	109	26	(83)	38	n/a	109
	127	388	261	1,123	11%	1,194
Other Expense Sources						
Other Expenses	16	0	(16)	0	n/a	16
Internal Expenses	(22)	0	22	0	n/a	0
	(6)	0	6	0	n/a	16
TOTAL DEPARTMENT CONTROLLED EXPENSES (excl. Labour)	121	388	267	1,123	11%	1,210

Corporate Controlled Expenses

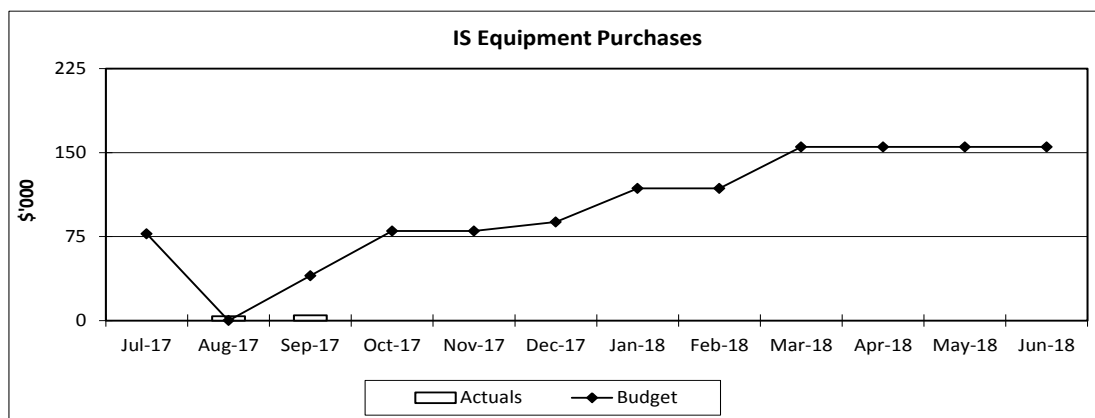
Depreciation	21	20	(1)	60	35%	60
Other Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	0	0	0	0	n/a	0
TOTAL CORPORATE CONTROLLED	21	20	(1)	60	35%	60

Satisfactory results overall. Internal expenses relate to expensing of non capital related items.

Infrastructure Services Department Minor Equipment Capital Expenditure

Results as at 31 October 2017:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled	58	80	22	155	37%	155

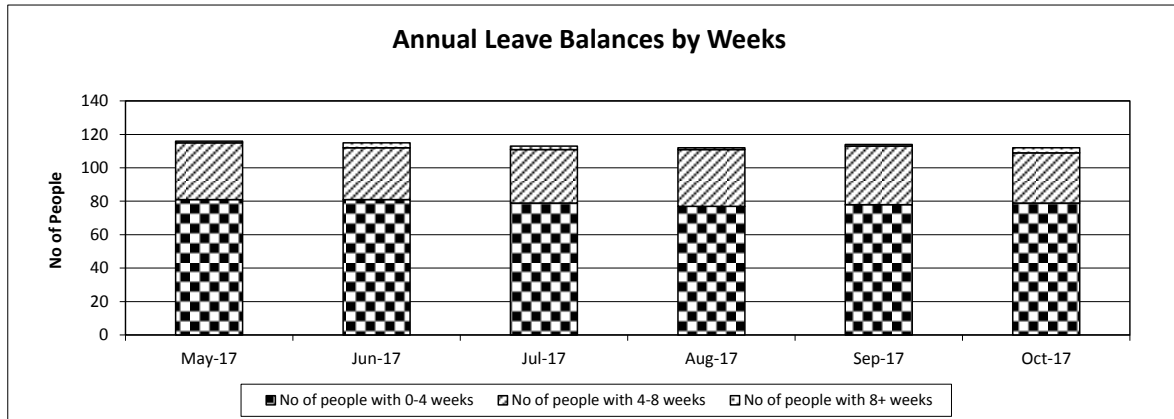


Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
Various		58	80	No issues.

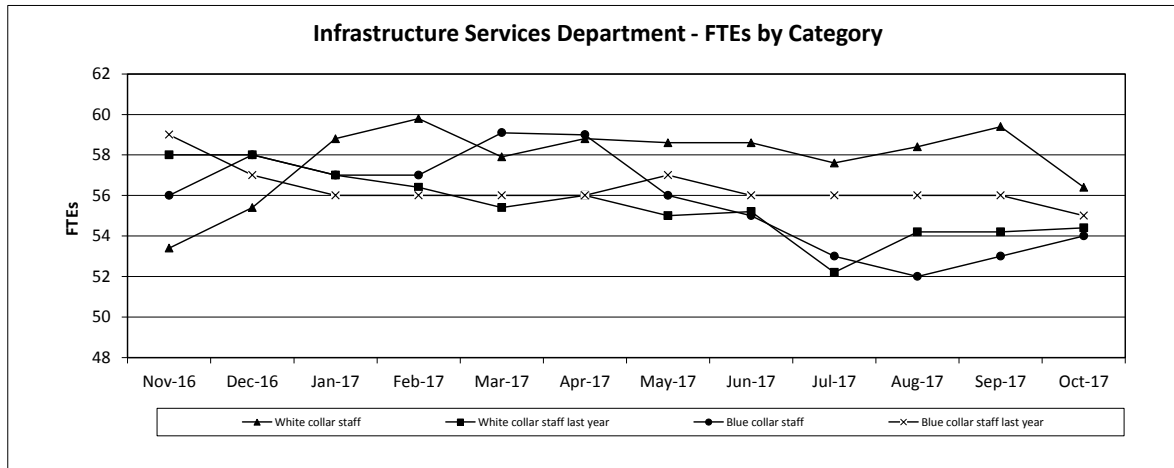
Infrastructure Services Department

Annual Leave Balances as at pay period ended 30 October 2017:



	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	81	69.8%	81	70.4%	79	69.9%	77	68.8%	78	68.4%	79	70.5%
No of people with 4-8 weeks	34	29.3%	31	27.0%	32	28.3%	34	30.4%	35	30.7%	30	26.8%
No of people with 8+ weeks	1	0.9%	3	2.6%	2	1.8%	1	0.9%	1	0.9%	3	2.7%

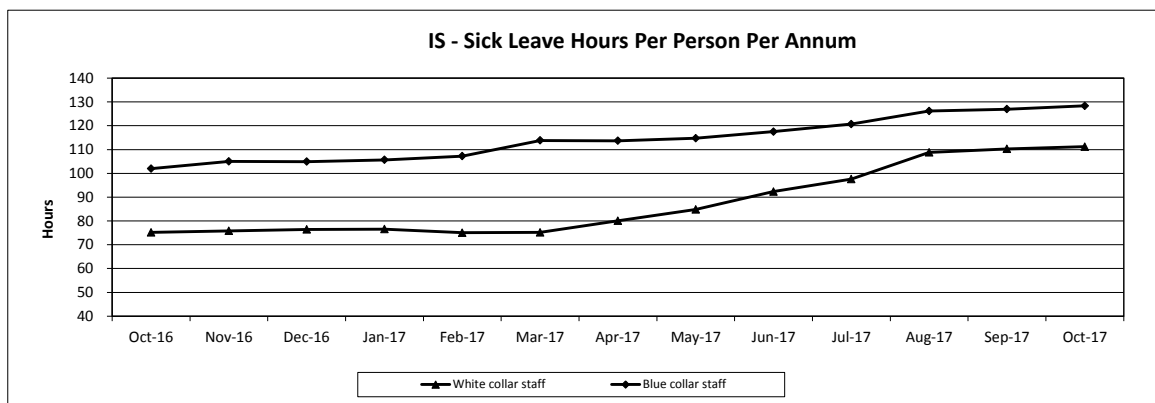
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	53.4	55.4	58.8	59.8	57.9	58.8	58.6	58.6	57.6	58.4	59.4	56.4
Blue collar staff	56.0	58.0	57.0	57.0	59.1	59.0	56.0	55.0	53.0	52.0	53.0	54.0
Total	109.4	113.4	115.8	116.8	117.0	117.8	114.6	113.6	110.6	110.4	112.4	110.4
Movement prior month (white collar)	(1.0)	2.0	3.4	1.0	(1.9)	0.9	(0.2)	0.0	(1.0)	0.8	1.0	(3.0)
Movement prior month (blue collar)	1.0	2.0	(1.0)	0.0	2.1	(0.1)	(3.0)	(1.0)	(2.0)	(1.0)	1.0	1.0
White collar staff last year	58.0	58.0	57.0	56.4	55.4	56.0	55.0	55.2	52.2	54.2	54.2	54.4
Blue collar staff last year	59.0	57.0	56.0	56.0	56.0	56.0	57.0	56.0	56.0	56.0	56.0	55.0
Total FTEs last year	117.0	115.0	113.0	112.4	111.4	112.0	112.0	111.2	108.2	110.2	110.2	109.4

Infrastructure Services Department

Sick Leave:



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	75.19	75.85	76.44	76.55	75.03	75.17	80.07	84.82	92.35	97.62	108.76	110.29	111.17
Blue collar staff	101.93	104.98	104.95	105.68	107.24	113.81	113.68	114.72	117.50	120.70	126.19	126.98	128.34

* Rolling 12 month average

Lost Time Injury Frequency Rates:

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	11	11	11	6	6	6	0	0	0	0	0	0	0
Cumulative Days lost 12 months	3	3	3	3	3	1	0	0	0	0	0	0	0
LTISR Rolling 12 months	17	17	17	17	6	6	0	0	0	0	0	0	0

Finance and Corporate Services Department

Performance Report

October 2017

Revenue

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Department Controlled						
Utilities and Other Charges	42	31	11	70	60%	70
Change of Ownership Fees	347	324	23	648	54%	648
Other Fees and Charges	381	396	(15)	1,189	32%	1,189
Sales, Recoverable works	0	0	0	0	n/a	0
Operational Grants	511	511	0	4,056	13%	4,056
Capital Grants	116	0	116	0	n/a	116
Other Revenue	5,060	4,538	522	26,615	19%	26,615
Internal revenue	603	604	(1)	1,812	33%	1,812
	7,060	6,404	656	34,390	21%	34,506
Corporate Controlled						
General Rates	80,169	79,042	1,127	166,755	48%	166,755
Discounts/Remissions	(3,561)	(3,430)	(131)	(10,431)	34%	(10,431)
Net Rates and Utilities	76,608	75,612	996	156,324	49%	156,324
Cash Donations and Contributions	0	0	0	0	n/a	0
Interest	1,656	1,356	300	3,887	43%	3,887
Gain on Asset Disposal	0	0	0	0	n/a	0
Tax Equivalent Revenue	2,268	2,193	75	4,987	45%	4,987
	80,532	79,161	1,371	165,198	49%	165,198
TOTAL	87,592	85,565	2,027	199,588	44%	199,704

Satisfactory results overall. Capital grants relate to spatial mapping system received in ICT branch and Get Ready Queensland Program from the Queensland Reconstruction Authority. The Get Ready Queensland Program will be transferred to WPR in November.

FC Performance Report
October 2017

Department Controlled Expenses

Employee Expenses

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	5,806	5,839	33	16,982	34%	16,982
Overtime	8	6	(2)	20	40%	20
Allowances	43	47	4	139	31%	139
Other employee costs	1,683	1,700	17	4,940	34%	4,940
Total Labour Opex + Capex	7,540	7,592	52	22,081	34%	22,081
<i>Less Capitalised Labour</i>	(835)	(913)	(78)	(2,638)	32%	(2,638)
Opex Labour before Contractors	6,705	6,679	(26)	19,443	34%	19,443
<i>Plus Contract Opex Labour</i>	393	375	(18)	1,016	39%	1,016
Opex Labour incl Contractors	7,098	7,054	(44)	20,459	35%	20,459

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	433	447	14	1,341	32%	1,341
Other Goods	333	337	4	982	34%	982
Other Services	3,218	3,255	37	7,798	41%	7,798
Service Contracts	5,459	5,512	53	16,211	34%	16,211
Legal Expenses	374	79	(295)	235	159%	374
Other Materials and Services	598	420	(178)	1,239	48%	1,239
	10,415	10,050	(365)	27,806	37%	27,945
Other Expense Sources						
Finance Costs	163	129	(34)	412	40%	412
Other Expenses	1,189	1,239	50	3,673	32%	3,673
Internal expenses	118	113	(5)	343	34%	343
Community Services Expense	157	157	0	470	33%	470
	12,042	11,688	(354)	32,704	37%	32,843
TOTAL DEPARTMENT CONTROLLED	19,140	18,742	(398)	53,163	36%	53,302

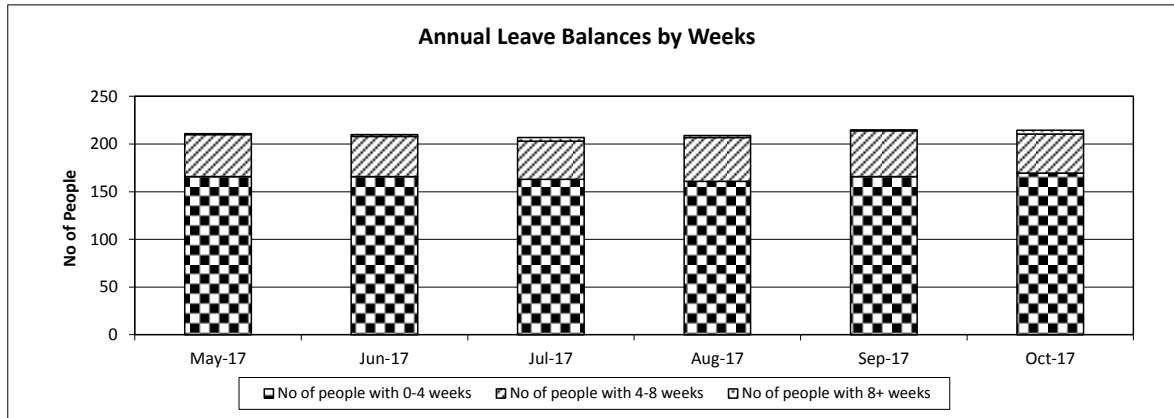
Corporate Controlled

Depreciation	2,861	2,200	(661)	6,600	43%	6,600
Loss on disposal assets	0	0	0	0	n/a	0
QTC Finance Costs	4,416	4,548	132	13,642	32%	13,642
Other Finance Costs	0	0	0	0	n/a	0
TOTAL CORPORATE CONTROLLED	7,277	6,748	(529)	20,242	36%	20,242

Legal expenses are over budget to due a number of legal matters in progress. Other Materials and Services relate to consultant costs in FCS Admin and ICT branches. Depreciation over budget for plant and equipment and is currently under review.

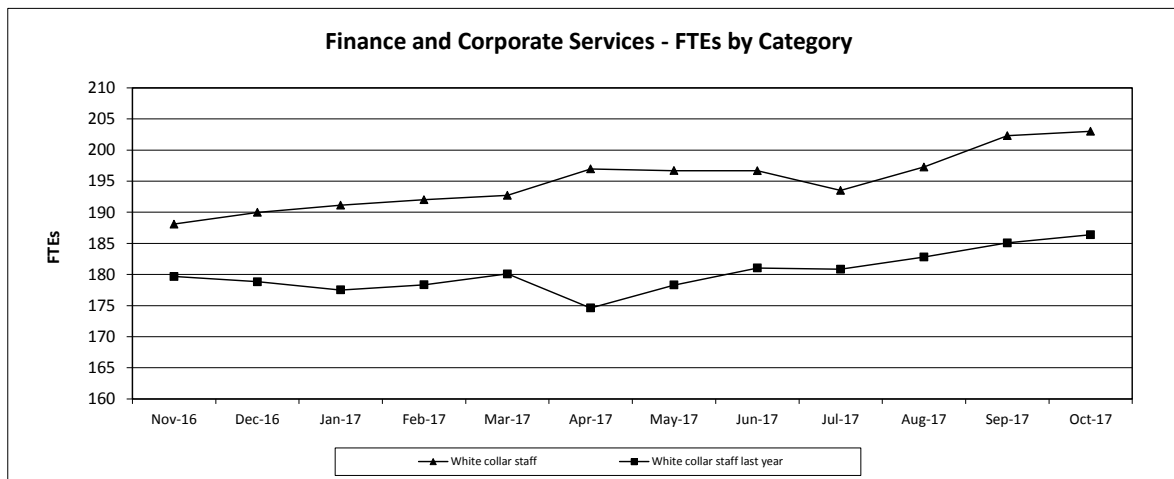
Finance and Corporate Services Annual Leave

Annual Leave Balances as at pay period ended 30 October 2017:



	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	166	78.7%	166	79.0%	163	78.7%	161	77.0%	166	77.3%	170	79.0%
No of people with 4-8 weeks	44	20.9%	42	20.0%	40	19.3%	46	22.0%	48	22.3%	41	19.1%
No of people with 8+ weeks	1	0.4%	2	1.0%	4	1.9%	2	1.0%	1	0.5%	4	1.9%

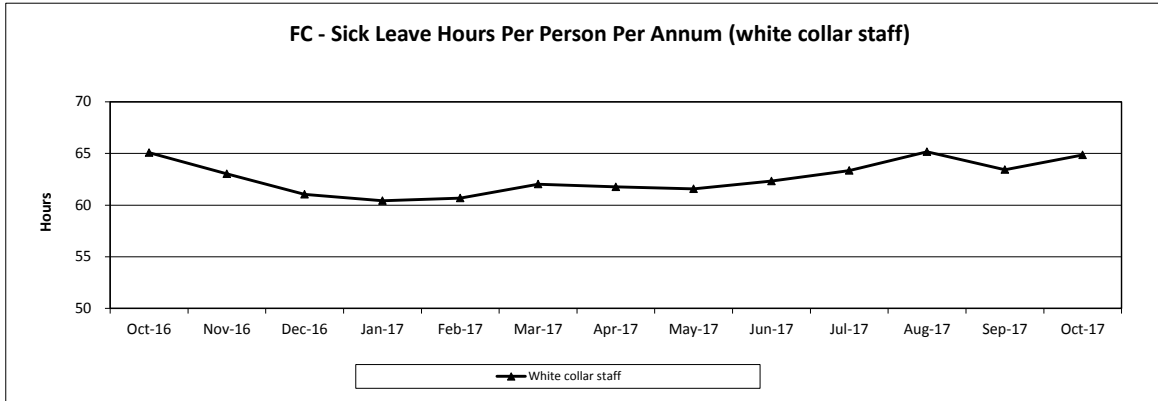
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	188.1	190.0	191.1	192.0	192.7	197.0	196.7	196.7	193.5	197.3	202.3	203.0
Total	188.1	190.0	191.1	192.0	192.7	197.0	196.7	196.7	193.5	197.3	202.3	203.0
<i>Movement prior month (white collar)</i>	1.7	1.9	1.1	0.9	0.7	4.3	(0.3)	(0.0)	(3.2)	3.8	5.0	0.7
<i>White collar staff last year</i>	179.7	178.8	177.5	178.3	180.1	174.6	178.3	181.0	180.8	182.8	185.1	186.4
<i>Total FTEs last year</i>	179.7	178.8	177.5	178.3	180.1	174.6	178.3	181.0	180.8	182.8	185.1	186.4

Finance and Corporate Services Department

Sick Leave:



White collar staff

* Rolling 12 month average

Oct-16 Hours	Nov-16 Hours	Dec-16 Hours	Jan-17 Hours	Feb-17 Hours	Mar-17 Hours	Apr-17 Hours	May-17 Hours	Jun-17 Hours	Jul-17 Hours	Aug-17 Hours	Sep-17 Hours	Oct-17 Hours
65.08	63.02	61.04	60.43	60.68	62.03	61.76	61.58	62.33	63.35	65.17	63.43	64.86

Lost Time Injury Frequency Rates - FCS:

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0
Cumulative Days lost 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0
LTISR Rolling 12 months	0	0	0	0	0	0	0	0	0	0	0	0	0

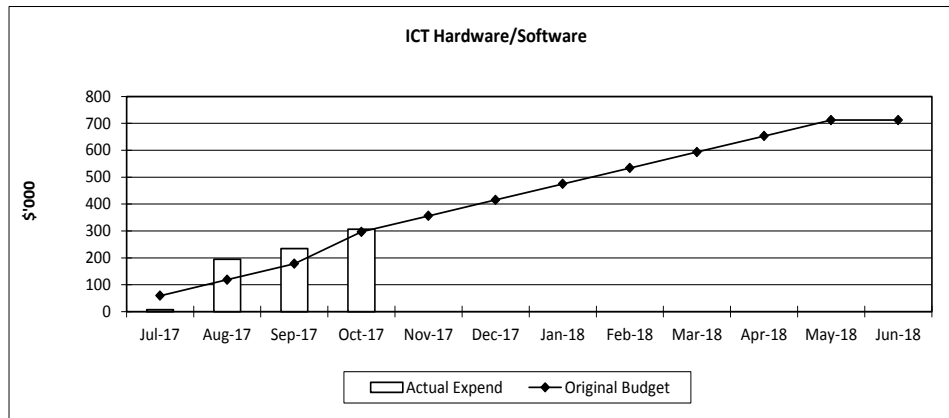
Lost Time Injury Frequency Rates - Executive Office:

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	32	31	31	31	31	31	30	29	0	0	0	0	0
Cumulative Days lost 12 months	37	37	37	37	37	37	36	36	28	15	2	2	0
LTISR Rolling 12 months	1,166	1,150	1,148	1,139	1,120	1,100	1,077	1,060	831	451	61	61	0

FC Capital Expenditure by Program

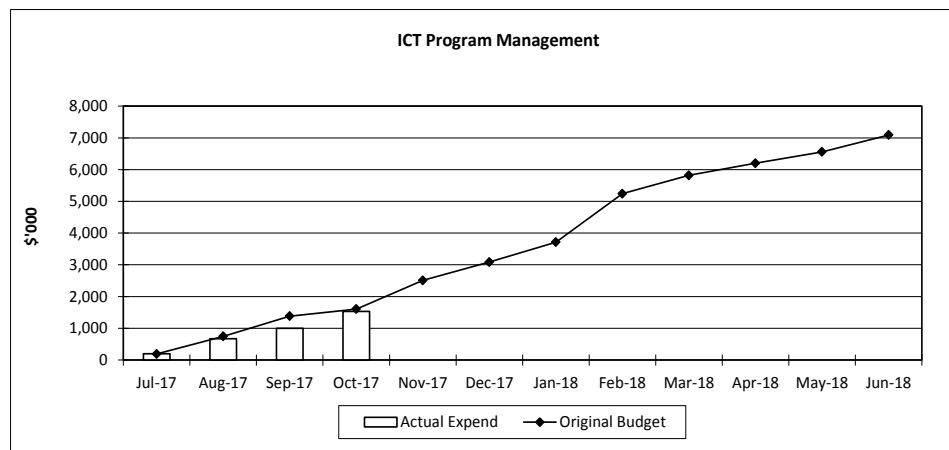
Results as at 31 October 2017:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	FY F'cast \$'000
Department Controlled*	1,840	1,901	62	37,713	5%



Major Projects

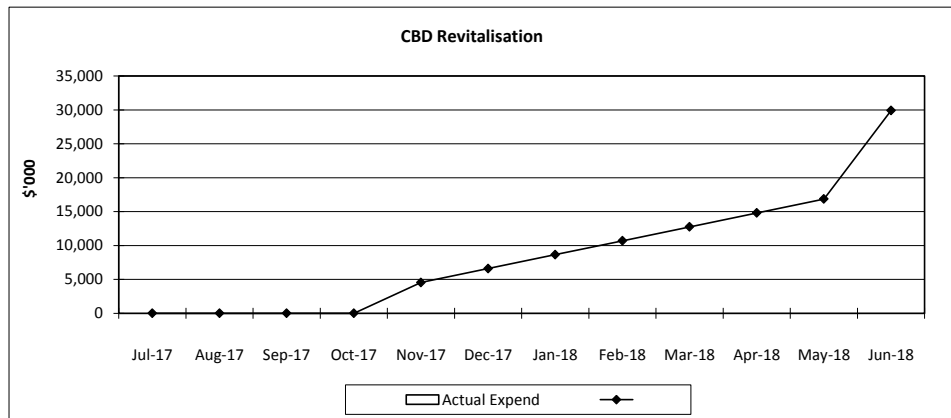
Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	306	297	Satisfactory result.



Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	1,534	1,604	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	0	No expenditure year to date.

Works, Parks and Recreation Department

Performance Report

October 2017

Excluding Ipswich Waste

Revenue

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Department Controlled						
Utilities and Other Charges	1,897	1,881	16	3,761	50%	3,761
Traffic and Reg Park Fees	411	386	25	1,148	36%	1,148
Other Fees and Charges	2	0	2	0	n/a	2
Sales, Recoverable Works	775	934	(159)	2,865	27%	2,865
Operational Grants	413	389	24	3,079	13%	3,079
Capital Grants	653	0	653	8,275	8%	8,275
Other Revenue	997	534	463	1,601	62%	1,601
Internal Revenue	4,561	4,537	24	13,611	34%	13,611
	9,709	8,661	1,048	34,340	28%	34,342
Corporate Controlled						
Discounts/Remissions	(28)	(38)	10	(75)	37%	(75)
Donated Asset Revenue	0	3,484	(3,484)	11,962	0%	11,962
Cash Contributions	741	3,595	(2,854)	10,745	7%	10,745
Interest	0	0	0	0	n/a	0
Gain on Disposal/Revaluation	97	0	97	0	n/a	97
	810	7,041	(6,231)	22,632	4%	22,729
TOTAL	10,519	15,702	(5,183)	56,972	18%	57,071

Satisfactory results overall for Department controlled revenue.

Cash contributions, donated asset revenue and headwork credits are developer driven.

Department Controlled Expenses

Excluding Ipswich Waste

Employee Expenses

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	7,690	7,948	258	22,961	33%	22,961
Overtime	227	263	36	760	30%	760
Allowances	25	26	1	75	33%	75
Other employee costs	2,095	2,187	92	6,323	33%	6,323
Total Labour Opex + Capex	10,037	10,424	387	30,119	33%	30,119
<i>Less Capitalised Labour</i>	(921)	(752)	169	(2,143)	43%	(2,143)
Opex Labour before Contractors	9,116	9,672	556	27,976	33%	27,976
<i>Plus Contract Opex Labour</i>	973	634	(339)	770	126%	973
Opex Labour incl Contractors	10,089	10,306	217	28,746	35%	28,949

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
Maintenance	1,419	73	(1,346)	220	645%	1,419
Materials	2,281	3,528	1,247	10,648	21%	10,648
Motor Vehicle Expenses	932	1,456	524	3,530	26%	3,530
Service Contracts	3,106	4,396	1,290	14,385	22%	14,385
Utilities Expenses	3,003	3,163	160	9,499	32%	9,499
Consultants	354	233	(121)	1,295	27%	1,295
Other Materials and Services	1,331	873	(458)	2,499	53%	2,499
	12,426	13,722	1,296	42,076	30%	43,275
Other Expense Sources						
Other Expenses	543	483	(60)	1,587	34%	1,587
Internal Expenses	1,956	1,740	(216)	5,073	39%	5,073
	14,925	15,945	1,020	48,736	31%	49,935
TOTAL DEPARTMENT CONTROLLED	25,014	26,251	1,237	77,482	32%	78,884

Corporate Controlled

Depreciation	18,334	17,709	(625)	53,128	35%	53,128
QTC Finance Costs	125	135	10	395	32%	395
Other Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	709	0	(709)	0	n/a	709
TOTAL CORPORATE CONTROLLED	19,168	17,844	(1,324)	53,523	36%	54,232

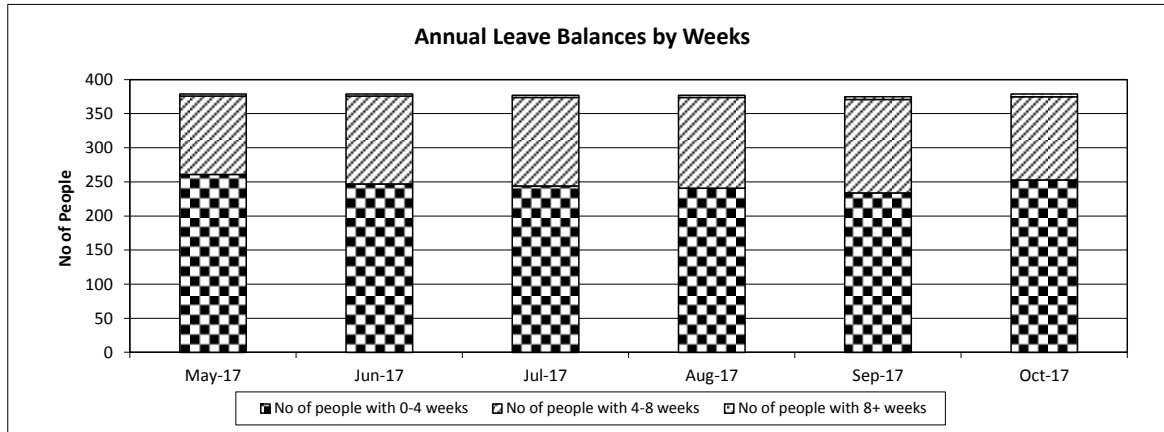
Materials and services currently under budget and are expected to realign by year end. Other expenses over budget primarily relates to late payment to Cherish the Environment that related to the 16/17 financial year (\$76k).

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

Works, Parks and Recreation Department

Excluding Ipswich Waste

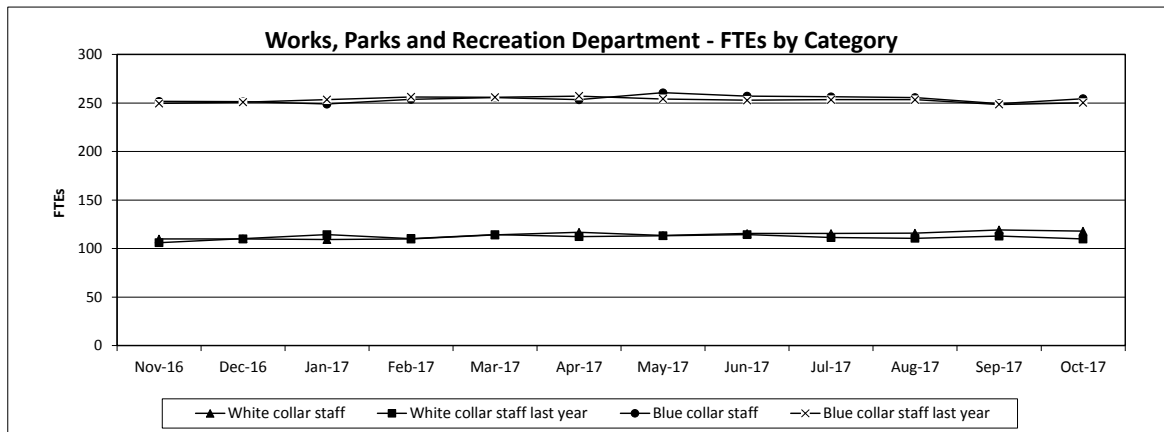
Annual Leave Balances as at pay period ended 30 October 2017:



No of people with 0-4 weeks
No of people with 4-8 weeks
No of people with 8+ weeks

	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	261	68.9%	247	65.2%	244	64.7%	241	63.9%	234	62.4%	253	66.7%
No of people with 4-8 weeks	115	30.3%	129	34.0%	130	34.5%	133	35.3%	137	36.5%	122	32.2%
No of people with 8+ weeks	3	0.8%	3	0.8%	3	0.8%	3	0.8%	4	1.1%	4	1.1%

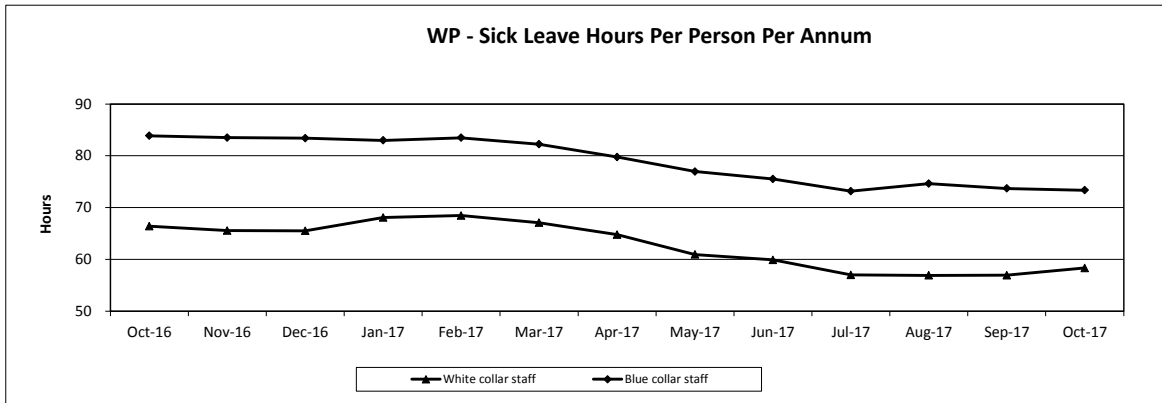
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	109.9	110.0	109.2	109.8	113.9	116.8	113.3	115.5	115.5	115.8	119.1	117.8
Blue collar staff	251.6	251.3	248.8	253.6	255.7	253.3	260.5	257.1	256.3	255.5	249.4	254.4
Total	361.4	361.2	358.0	363.5	369.6	370.1	373.8	372.5	371.8	371.3	368.5	372.2
<i>Movement prior month (white collar)</i>	0.1	0.1	(0.8)	0.6	4.1	2.8	(3.5)	2.1	0.0	0.3	3.3	(1.3)
<i>Movement prior month (blue collar)</i>	1.4	(0.3)	(2.4)	4.8	2.0	(2.3)	7.1	(3.4)	(0.8)	(0.8)	(6.2)	5.0
<i>White collar staff last year</i>	106.0	110.1	114.4	110.3	114.4	112.3	113.3	114.4	111.3	110.5	112.9	109.8
<i>Blue collar staff last year</i>	249.5	250.8	253.4	256.3	255.8	257.1	254.1	252.8	253.3	253.3	248.5	250.2
<i>Total FTEs last year</i>	355.5	360.9	367.9	366.6	370.2	369.4	367.4	367.2	364.6	363.8	361.4	360.0

Works, Parks and Recreation Department

Sick Leave:



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	66.40	65.55	65.51	68.06	68.45	67.08	64.76	60.94	59.90	56.99	56.90	56.93	58.32
Blue collar staff	83.88	83.50	83.40	82.98	83.49	82.25	79.75	76.95	75.51	73.15	74.64	73.70	73.35

* Rolling 12 month average

Lost Time Injury Frequency Rates:

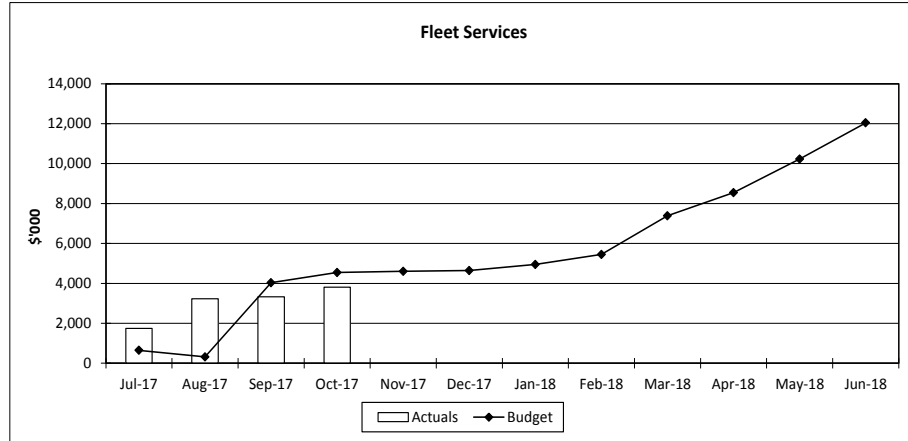
	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	1	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR	21	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	10	10	10	8	7	6	7	5	5	5	5	3	2
Cumulative Days lost 12 months	16	16	16	16	12	41	59	63	70	70	70	67	64
LTISR Rolling 12 months	27	26	26	26	20	67	97	103	114	114	113	108	103

WP Capital Expenditure by Program

Non-Infrastructure Program and excluding Ipswich Waste

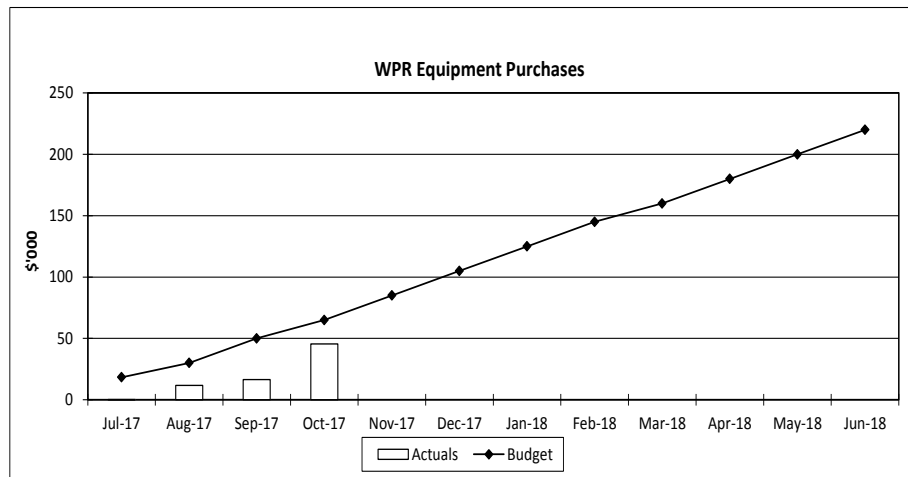
Results as at 31 October 2017:

Department Controlled	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Fleet	3,809	4,544	735	12,043	32%	12,043
WPR - Equipment	46	65	19	220	21%	220
Total Department Controlled	3,855	4,609	754	12,263	31%	12,263



Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various	3,809	4,544	No issues



Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various	46	65	Equipment replaced when required.

Ipswich Waste

Performance Report

October 2017

Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Department Controlled						
Garbage Charges Revenue	13,549	13,518	31	27,305	50%	27,305
Net Rates and Utilities	13,549	13,518	31	27,305	50%	27,305
Waste Disposal Fees	2,126	2,143	(17)	6,428	33%	6,428
Operational Grants	2	0	2	0	n/a	2
Other Revenue	44	28	16	84	52%	84
Internal Revenue	594	516	78	1,549	38%	1,549
	16,315	16,205	110	35,366	46%	35,368
Corporate Controlled						
Interest	145	81	64	235	62%	235
	145	81	64	235	62%	235
TOTAL	16,460	16,286	174	35,601	46%	35,603

Satisfactory results overall.

IWS Performance Report
October 2017

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)	1,358	1,472	114	4,252	32%	4,252
Overtime	153	138	(15)	399	38%	399
Allowances	6	6	0	19	32%	19
Other employee costs	363	402	39	1,161	31%	1,161
Total Labour Opex + Capex	1,880	2,018	138	5,831	32%	5,831
<i>Less recovery/charge out</i>	14	0	(14)	0	n/a	14
Opex Labour before Contractors	1,894	2,018	124	5,831	32%	5,845
<i>Plus Contract Opex Labour</i>	347	102	(245)	409	85%	409
Opex Labour incl Contractors	2,241	2,120	(121)	6,240	36%	6,254

Employee expenses over budget as Labour contracts currently being utilised to backfill positions in order to achieve HR leave standards and minimise overtime costs whilst maintaining service standards.

Materials and Services (excl. Labour Contracts)

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget		FY F'cast \$'000
				\$'000	% Achieved	
Advertising	2	25	23	232	1%	232
Maintenance	15	66	51	198	8%	198
Materials	37	76	39	227	16%	227
Service Contracts	998	1,209	211	3,626	28%	3,626
Other Materials and Services	93	58	(35)	205	45%	205
	1,145	1,434	289	4,488	26%	4,488
Other Expense Sources						
Other Expenses	9	0	(9)	0	n/a	9
Internal Expenses	2,667	2,637	(30)	7,892	34%	7,892
	3,821	4,071	250	12,380	31%	12,389
TOTAL DEPARTMENT CONTROLLED	6,062	6,191	129	18,620	33%	18,643

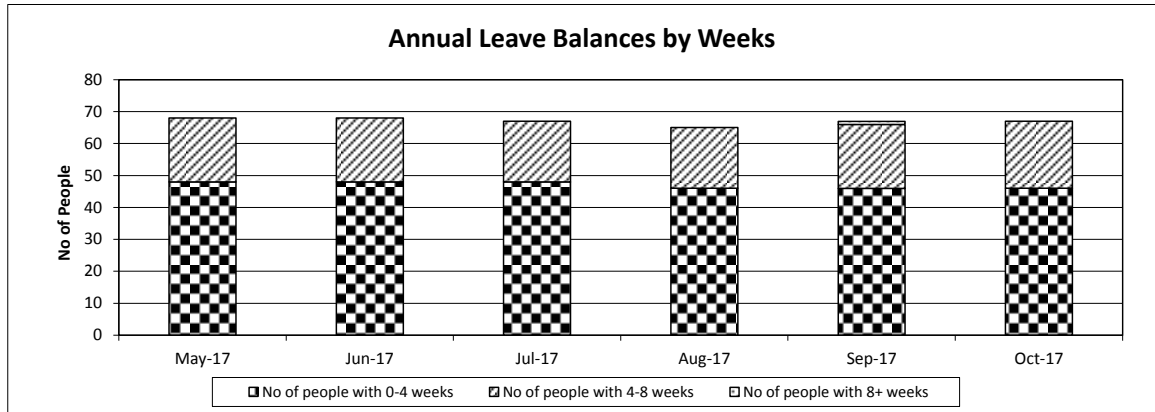
Corporate Controlled Expenses

Depreciation	241	240	(1)	720	33%	720
Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	0	0	0	0	n/a	0
Tax Equivalent Expense	2,268	2,193	(75)	4,987	45%	4,987
TOTAL CORPORATE CONTROLLED	2,509	2,433	(76)	5,707	44%	5,707

Satisfactory results overall.

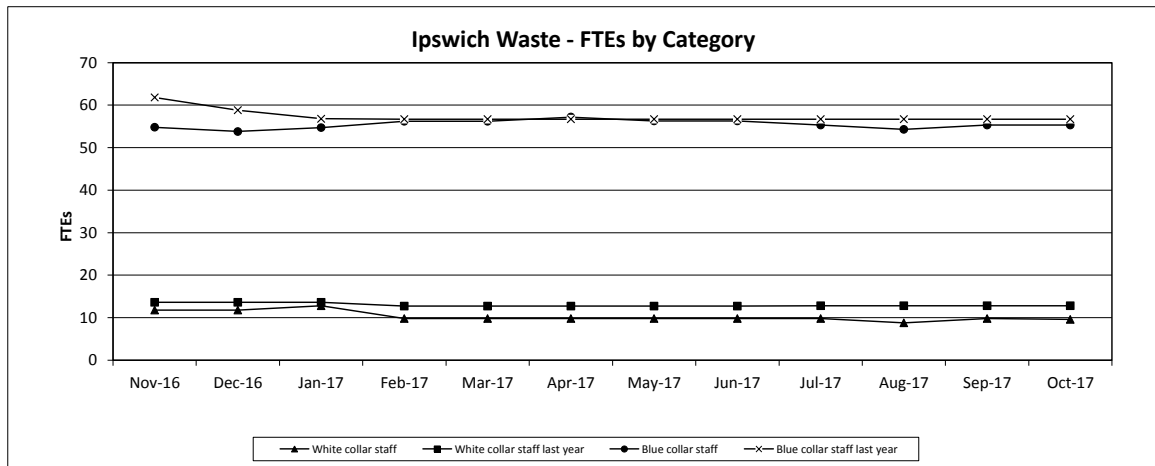
Ipswich Waste Annual Leave

Annual Leave Balances as at pay period ended 30 October 2017:



	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	48	70.6%	48	70.6%	48	71.6%	46	70.8%	46	68.6%	46	68.7%
No of people with 4-8 weeks	20	29.4%	20	29.4%	19	28.4%	19	29.2%	20	29.9%	21	31.3%
No of people with 8+ weeks	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	1.5%	0	0.0%

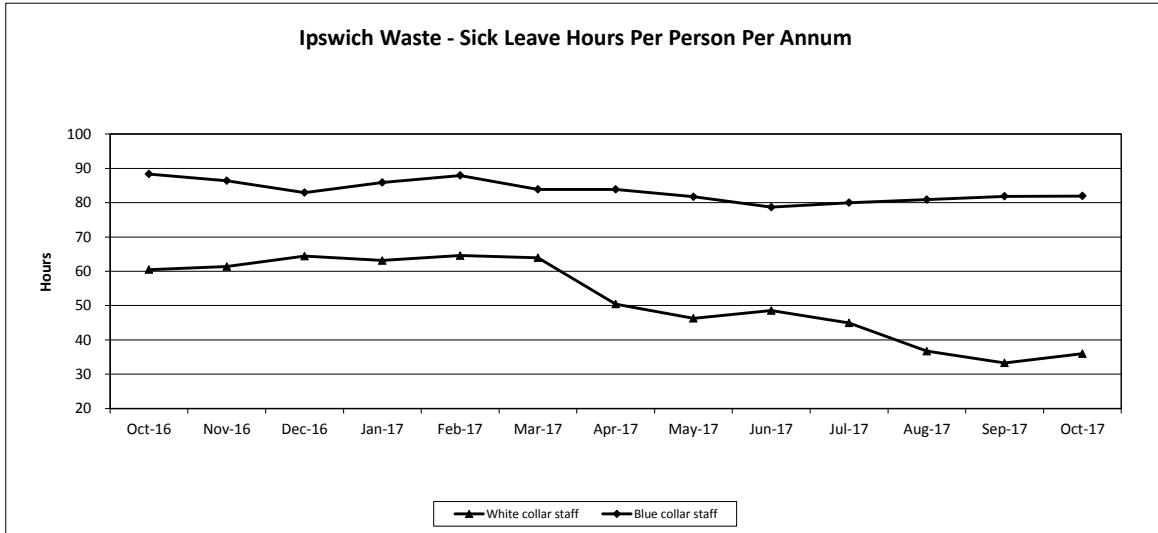
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	11.8	11.8	12.8	9.8	9.8	9.8	9.8	9.8	9.8	8.8	9.8	9.6
Blue collar staff	54.8	53.8	54.7	56.2	56.2	57.2	56.3	56.3	55.3	54.3	55.3	55.3
Total	66.6	65.6	67.5	66.0	66.0	67.0	66.1	66.1	65.1	63.1	65.1	64.9
Movement prior month (white collar)	(1.0)	0.0	1.0	(3.0)	0.0	0.0	0.0	0.0	0.0	(1.0)	1.0	(0.2)
Movement prior month (blue collar)	(1.9)	(1.0)	0.9	1.5	0.0	1.0	(0.9)	0.0	(1.0)	(1.0)	1.0	0.0
White collar staff last year	13.6	13.6	13.6	12.7	12.7	12.7	12.7	12.7	12.8	12.8	12.8	12.8
Blue collar staff last year	61.8	58.8	56.8	56.7	56.7	56.7	56.7	56.7	56.7	56.7	56.7	56.7
Total FTEs last year	75.4	72.4	70.4	69.4	69.4	69.4	69.4	69.4	69.5	69.5	69.5	69.5

Ipswich Waste Services

Sick Leave:



	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	60.49	61.38	64.41	63.13	64.57	63.96	50.44	46.29	48.56	44.92	36.70	33.27	35.99
Blue collar staff	88.34	86.40	82.97	85.87	87.93	83.88	83.89	81.71	78.70	80.01	80.91	81.87	81.96

* Rolling 12 month average

Lost Time Injury Frequency Rates:

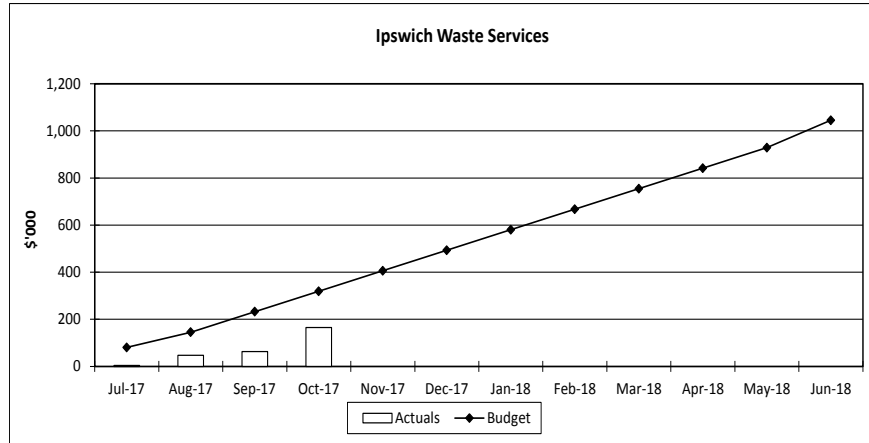
	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	8	8	8	0	0	0	0	0	0	0	0	0	0
Cumulative Days lost 12 months	1	1	1	0	0	0	0	0	0	0	0	0	0
LTISR Rolling 12 months	8	8	8	0	0	0	0	0	0	0	0	0	0

Waste Capital Expenditure by Project or Program Areas:

Ipswich Waste

Results as at 31 October 2017:

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Department Controlled	165	319	154	1,045	16%	1,045



Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	165	319	Bins replaced as required and according to city growth.

Health, Security and Regulatory Services Department Performance Report

October 2017

Revenue

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled						
Utilities and Other Charges	25	31	(6)	92	27%	92
Net Rates and Utilities	25	31	(6)	92	27%	92
Town Planning Develop Fees	0	0	0	0	n/a	0
Hlth Animal Cemetery Fees	662	523	139	1,805	37%	1,805
Traffic and Reg Park Fees	322	419	(97)	1,290	25%	1,290
Other Fees	130	182	(52)	551	24%	551
Operational Grants	26	0	26	183	14%	183
Capital Grants	0	0	0	0	n/a	0
Other Revenue	5	9	(4)	26	19%	26
	1,170	1,164	6	3,947	30%	3,947
Corporate Controlled						
Gain on Disposal/Revaluation	0	0	0	0	n/a	0
	0	0	0	0	n/a	0
TOTAL	1,170	1,164	6	3,947	30%	3,947

Satisfactory results overall. Traffic and Reg Park Fees under budget as a result of parking officers currently undertaking testing requirements for the new ANPR vehicle, resulting in a reduction in PIN volumes

Department Controlled Expenses

Employee Expenses

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	1,684	1,795	111	5,185	32%	5,185
Overtime	26	50	24	145	18%	145
Allowances	10	9	(1)	27	37%	27
Other employee costs	466	494	28	1,427	33%	1,427
Total Labour Opex + Capex	2,186	2,348	162	6,784	32%	6,784
<i>Less Capitalised Labour</i>	(2)	(59)	(57)	(128)	2%	(128)
Opex Labour before Contractors	2,184	2,289	105	6,656	33%	6,656
<i>Plus Contract Opex Labour</i>	248	29	(219)	87	285%	248
Opex Labour incl Contractors	2,432	2,318	(114)	6,743	36%	6,904

Employee expenses over budget due to additional positions held. Postions to be considered in upcoming budget ammendment. These positons include an Internal Communications Officer (line of Sight) and Environmental Health Officers (Eat Safe project).

Materials and Services (excl. Labour Contracts)

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Maintenance	51	51	0	155	33%	155
Other Services	85	91	6	295	29%	295
Service Contracts	1,245	1,458	213	4,497	28%	4,497
Other Materials and Services	175	163	(12)	437	40%	437
	1,556	1,763	207	5,384	29%	5,384
Other Expense Sources						
Other Expenses	50	57	7	76	66%	76
Internal Expenses	122	113	(9)	339	36%	339
	1,728	1,933	205	5,799	30%	5,799
TOTAL DEPARTMENT CONTROLLED	4,160	4,251	91	12,542	33%	12,703

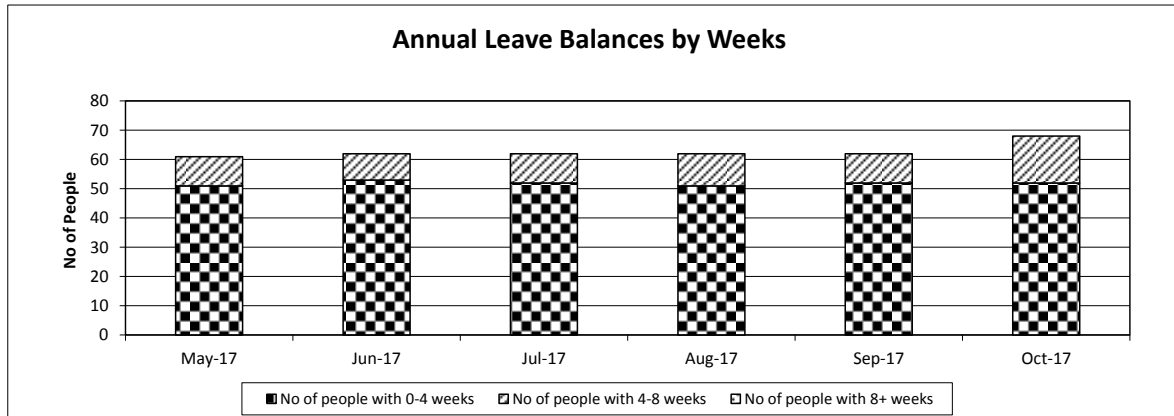
Corporate Controlled Expenses

Depreciation	312	233	(79)	700	45%	700
Finance Costs	0	0	0	0	n/a	0
Loss on disposal assets	0	0	0	0	n/a	0
TOTAL CORPORATE CONTROLLED	312	233	(79)	700	45%	700

Satisfactory results for Department controlled expenses. Depreciation is over budget in plant and equipment and is currently under review.

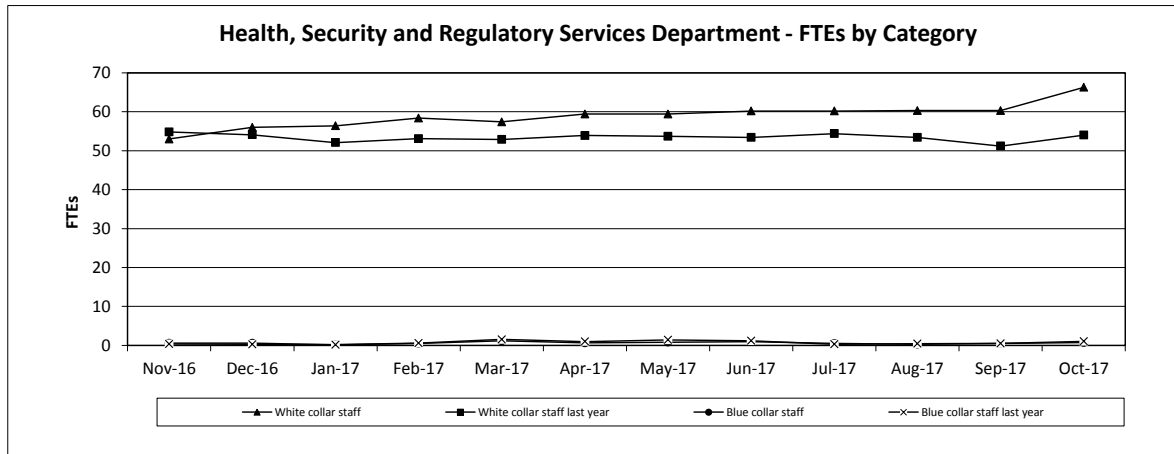
Health, Security and Regulatory Services Department

Annual Leave Balances as at pay period ended 30 October 2017:



	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	51	83.6%	53	85.5%	52	83.9%	51	82.3%	52	83.9%	52	76.5%
No of people with 4-8 weeks	10	16.4%	9	14.5%	10	16.1%	11	17.7%	10	16.1%	16	23.5%
No of people with 8+ weeks	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%

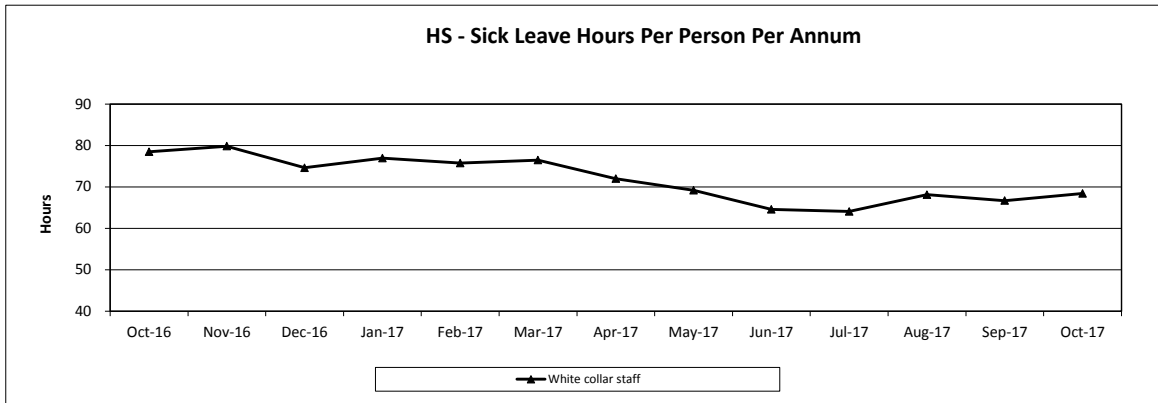
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	53.0	56.0	56.4	58.4	57.4	59.4	59.4	60.2	60.2	60.3	60.3	66.3
Blue collar staff	0.5	0.5	0.2	0.5	1.2	0.6	0.8	1.0	0.5	0.3	0.5	0.7
Total	53.5	56.5	56.6	58.9	58.6	60.0	60.2	61.2	60.7	60.6	60.8	67.0
<i>Movement prior month (white collar)</i>	<i>(1.0)</i>	<i>3.0</i>	<i>0.4</i>	<i>2.0</i>	<i>(1.0)</i>	<i>2.0</i>	<i>0.0</i>	<i>0.8</i>	<i>0.0</i>	<i>0.1</i>	<i>0.0</i>	<i>6.0</i>
<i>Movement prior month (blue collar)</i>	<i>(0.5)</i>	<i>0.0</i>	<i>(0.4)</i>	<i>0.4</i>	<i>0.7</i>	<i>(0.5)</i>	<i>0.2</i>	<i>0.2</i>	<i>(0.5)</i>	<i>(0.2)</i>	<i>0.2</i>	<i>0.2</i>
<i>White collar staff last year</i>	<i>54.8</i>	<i>54.1</i>	<i>52.1</i>	<i>53.1</i>	<i>52.9</i>	<i>53.9</i>	<i>53.7</i>	<i>53.4</i>	<i>54.4</i>	<i>53.4</i>	<i>51.2</i>	<i>54.0</i>
<i>Blue collar staff last year</i>	<i>0.3</i>	<i>0.3</i>	<i>0.2</i>	<i>0.6</i>	<i>1.5</i>	<i>1.0</i>	<i>1.4</i>	<i>1.2</i>	<i>0.3</i>	<i>0.4</i>	<i>0.5</i>	<i>1.0</i>
<i>Total FTEs last year</i>	<i>55.1</i>	<i>54.4</i>	<i>52.3</i>	<i>53.7</i>	<i>54.4</i>	<i>54.9</i>	<i>55.1</i>	<i>54.6</i>	<i>54.7</i>	<i>53.8</i>	<i>51.7</i>	<i>55.0</i>

Health, Security and Regulatory Services Department

Sick Leave:



Oct-16 Hours	Nov-16 Hours	Dec-16 Hours	Jan-17 Hours	Feb-17 Hours	Mar-17 Hours	Apr-17 Hours	May-17 Hours	Jun-17 Hours	Jul-17 Hours	Aug-17 Hours	Sep-17 Hours	Oct-17 Hours
78.47	79.82	74.60	76.91	75.72	76.44	71.98	69.16	64.55	64.05	68.11	66.68	68.39

White collar staff

* Rolling 12 month average

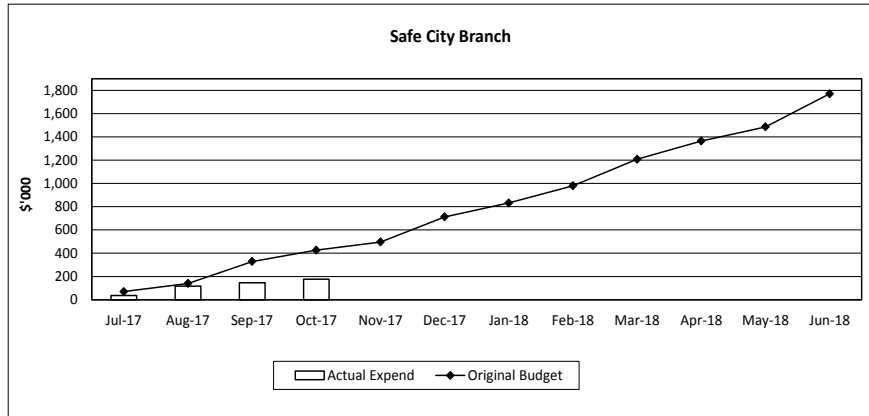
Lost Time Injury Frequency Rates:

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	0	0	0	0	0	1	0	0	0	0	0	0
LTIFR	0	0	0	0	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	0	0	0	0	0	0	11	11	11	11	11	10	10
Cumulative Days lost 12 months	0	0	0	0	0	0	6	9	9	9	9	9	9
LTISR Rolling 12 months	0	0	0	0	0	0	65	97	96	95	95	92	90

Health, Security and Regulatory Services Department

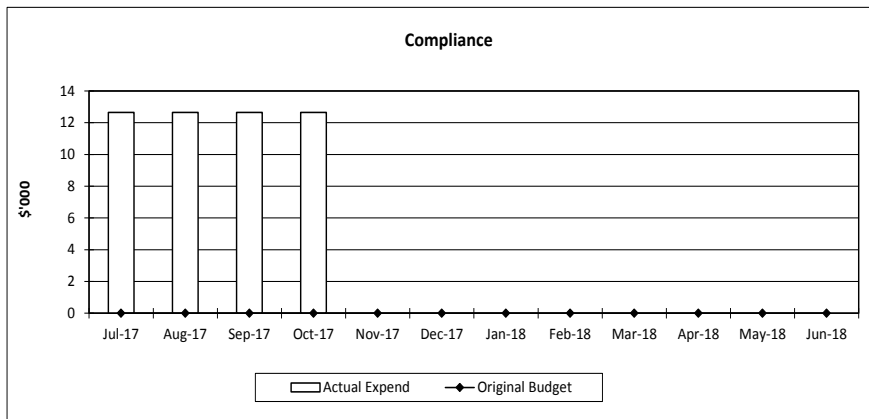
Results as at 31 October 2017:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled	230	426	196	2,070	11%	2,070



Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	176	426	No budget implications.



Major Projects

Project No.	Project Name	YTD Actual \$'000	YTD Budget \$'000	Explanations/Mitigations
	Various Projects	13	0	Relates to Meteorological Weather Stations purchased for odour related compliance matters.

Planning and Development Department

Performance Report

October 2017

Revenue:

	YTD Act \$'000	YTD Bud \$'000	YTD Var \$'000	FY Budget \$'000	% Achieved	FY F'cast \$'000
Department Controlled						
Town Planning Develop Fees	5,734	5,013	721	14,428	40%	14,428
Other Fees	22	20	2	40	55%	40
Govt Grant Subsidy	17	0	17	0	n/a	17
Other Revenue	4	2	2	3	n/a	4
Community Service Revenue	157	157	0	470	33%	470
	5,934	5,192	742	14,941	40%	14,959
Corporate Controlled						
Cash Contributions	5	5	0	5	100%	5
Interest	0	0	0	0	n/a	0
	5	5	0	5	100%	5
TOTAL	5,939	5,197	742	14,946	40%	14,964

Satisfactory results overall. July and August saw the combined fees and charges revenue peak over the expected budget by \$859k. Results will be monitored going forward.

PD Performance Report
October 2017

Department Controlled Expenses

Employee Expenses

	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Wages (opex and capex)	2,798	2,949	151	8,519	33%	8,519
Overtime	5	10	5	30	17%	30
Allowances	4	1	(3)	4	100%	4
Other employee costs	845	864	19	2,499	34%	2,499
Total Labour Opex + Capex	3,652	3,824	172	11,052	33%	11,052
<i>Less recovery/charge out</i>	1	0	(1)	0	n/a	1
Opex Labour before Contractors	3,653	3,824	171	11,052	33%	11,053
<i>Plus Contract Opex Labour</i>	0	0	0	0	n/a	0
Opex Labour incl Contractors	3,653	3,824	171	11,052	33%	11,053

Satisfactory results overall.

Materials and Services (excl. Labour Contracts)

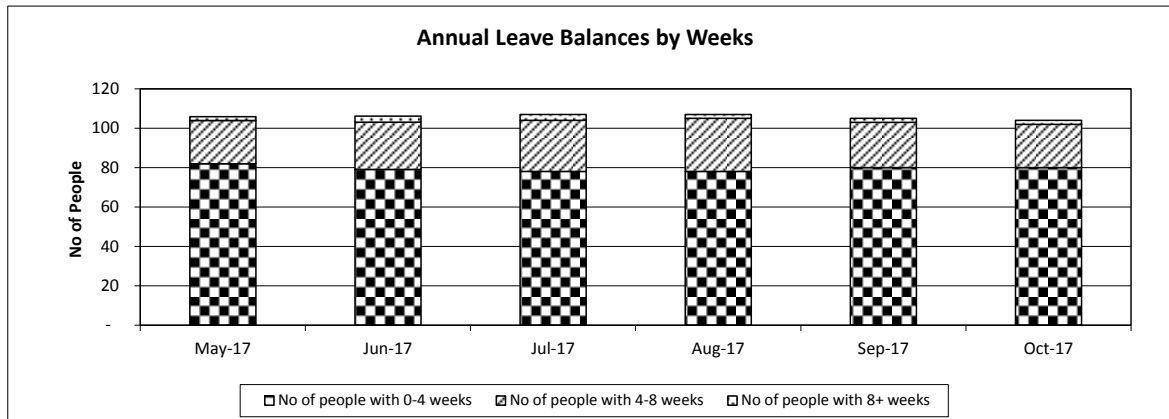
	YTD Act	YTD Bud	YTD Var	FY Budget		FY F'cast
	\$'000	\$'000	\$'000	\$'000	% Achieved	\$'000
Legal Expenses	240	100	(140)	300	80%	300
Consultants	18	54	36	156	12%	156
Other Materials and Services	71	96	25	262	27%	262
	329	250	(79)	718	46%	718
Other Expense Sources						
Other Expenses	2	7	5	12	17%	12
Internal Expenses	100	100	0	283	35%	283
	431	357	(74)	1,013	43%	1,013
TOTAL DEPARTMENT CONTROLLED	4,084	4,181	97	12,065	34%	12,066

Corporate Controlled

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

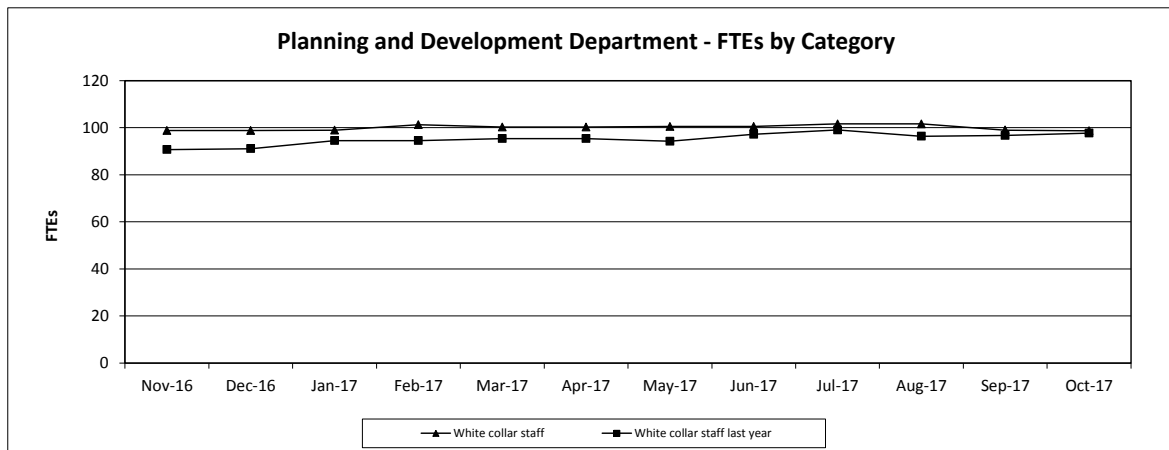
Legal expenses over budget due to a number of legal appeals and will be closely monitored.

Annual Leave Balances as at pay period ended 30 October 2017:



	May-17		Jun-17		Jul-17		Aug-17		Sep-17		Oct-17	
No of people with 0-4 weeks	82	77.3%	79	74.6%	78	72.9%	78	72.9%	80	76.2%	80	76.9%
No of people with 4-8 weeks	22	20.8%	24	22.6%	26	24.3%	27	25.2%	23	21.9%	22	21.2%
No of people with 8+ weeks	2	1.9%	3	2.8%	3	2.8%	2	1.9%	2	1.9%	2	1.9%

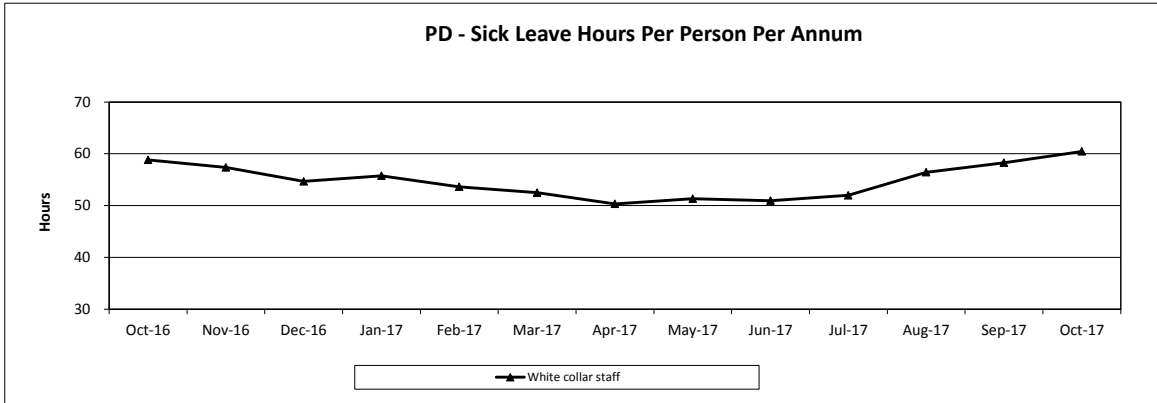
Full Time Equivalents:



	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
White collar staff	98.8	98.8	99.0	101.3	100.3	100.3	100.5	100.5	101.6	101.6	99.0	98.7
Total	98.8	98.8	99.0	101.3	100.3	100.3	100.5	100.5	101.6	101.6	99.0	98.7
Movement prior month (white collar)	1.1	0.0	0.2	2.3	(1.0)	0.0	0.2	0.0	1.1	0.0	(2.6)	(0.3)
White collar staff last year	90.7	91.1	94.5	94.5	95.4	95.4	94.2	97.2	99.0	96.4	96.7	97.7
Total FTEs last year	90.7	91.1	94.5	94.5	95.4	95.4	94.2	97.2	99.0	96.4	96.7	97.7

Planning and Development Department

Sick Leave:



Oct-16 Hours	Nov-16 Hours	Dec-16 Hours	Jan-17 Hours	Feb-17 Hours	Mar-17 Hours	Apr-17 Hours	May-17 Hours	Jun-17 Hours	Jul-17 Hours	Aug-17 Hours	Sep-17 Hours	Oct-17 Hours
58.83	57.34	54.66	55.77	53.63	52.49	50.34	51.31	50.95	51.98	56.43	58.29	60.45

White collar staff

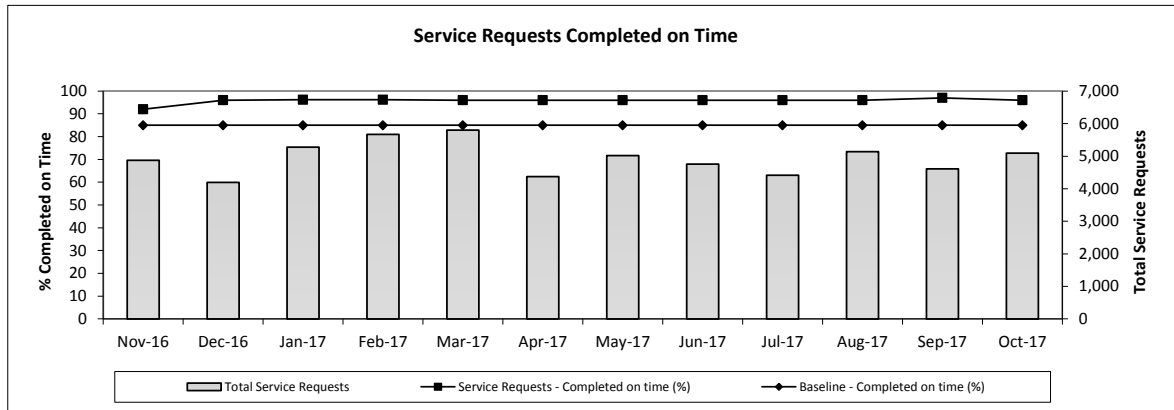
* Rolling 12 month average

Lost Time Injury Frequency Rates:

	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
LTI's	0	1	0	0	0	0	0	0	0	1	0	0	0
LTIFR	0	68.4	0	-	0	0	0	0	0	0	0	0	0
LTIFR Rolling 12 months	0	6.43	6.38	6	6	6	6	6	6	12	12	12	12
Cumulative Days lost 12 months	0	3	3	3	3	3	3	3	3	6	30	51	65
LTISR Rolling 12 months	0	19.28	19.14	19	19	19	19	19	18	37	183	313	399

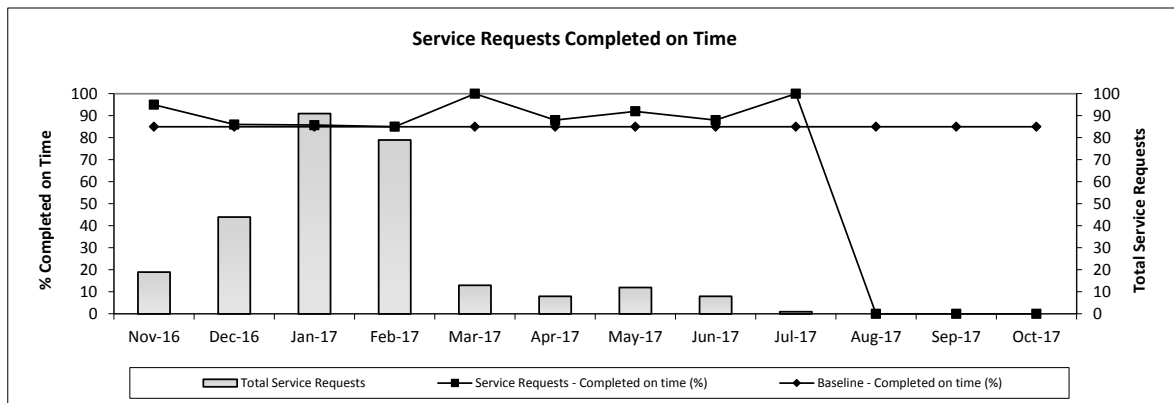
Customer Engagement System

All Council:



All Council	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	92	96	96	96	96	96	96	96	96	96	97	96
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	4,875	4,196	5,279	5,671	5,802	4,374	5,020	4,758	4,416	5,140	4,612	5,095

Arts, Social Development and Community Development Department:

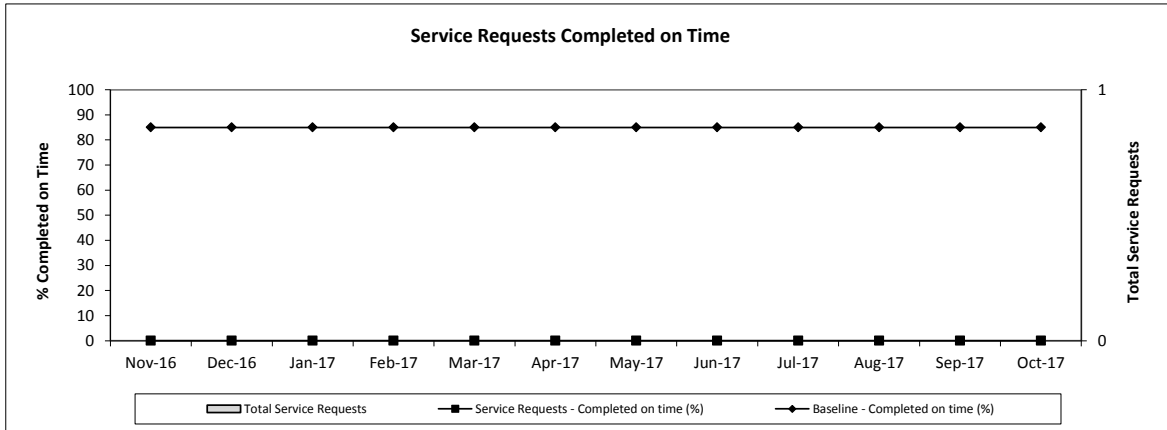


AS	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	95	86	86	85	100	88	92	88	100	0	0	0
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	19	44	91	79	13	8	12	8	1	0	0	0

October

No service requests received in September.

Economic Development and Marketing Department:

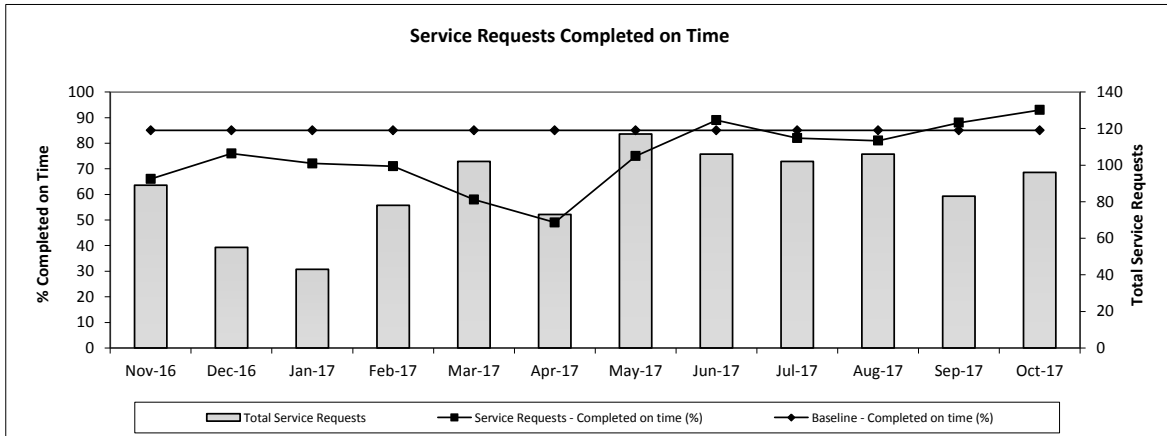


EDM	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	0	0	0	0	0	0	0	0	0	0	0	0
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	0	0	0	0	0	0	0	0	0	0	0	0

October

No service requests received in October.

Infrastructure Services Department:

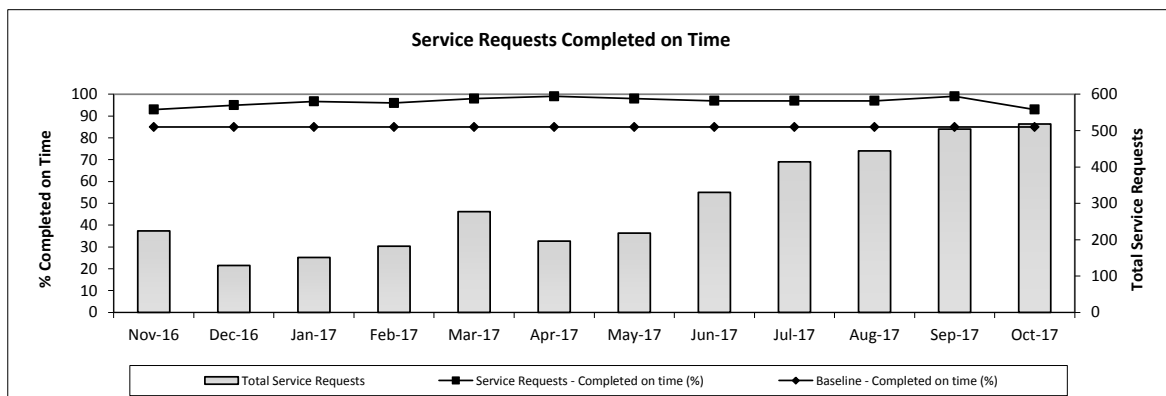


IS	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	66	76	72	71	58	49	75	89	82	81	88	93
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	89	55	43	78	102	73	117	106	102	106	83	96

October

The results exceed the baseline for the month.

Finance and Corporate Services Department:

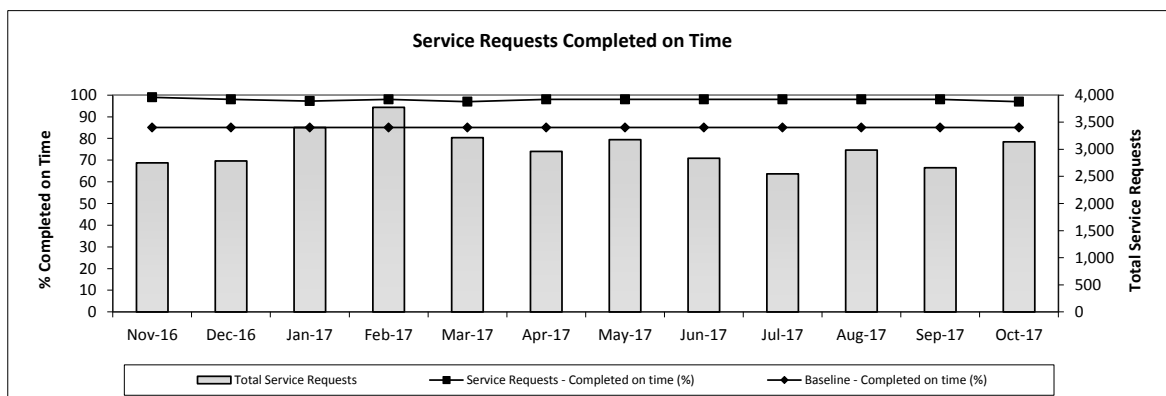


FC	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	93	95	97	96	98	99	98	97	97	97	99	93
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	224	129	151	182	277	196	218	330	414	444	504	518

October

The results exceed the baseline for the month.

Works Parks and Recreation Department:

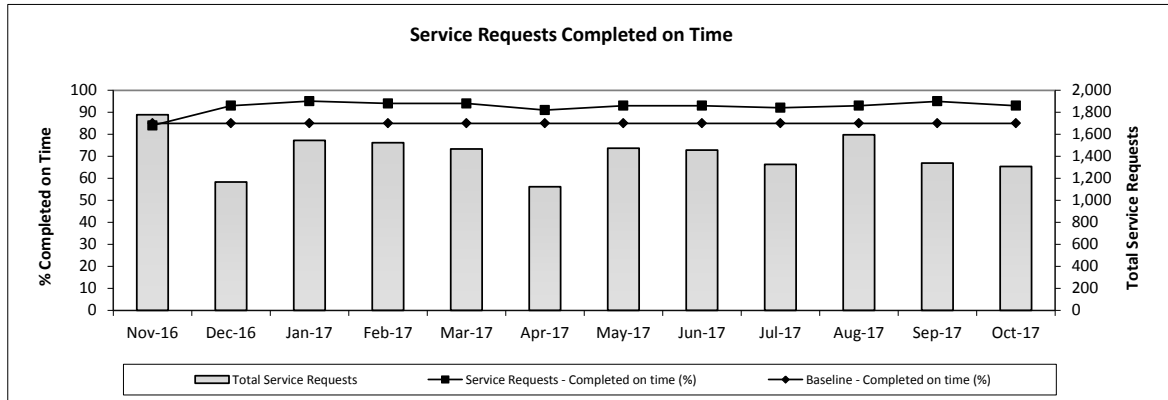


WP	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	99	98	97	98	97	98	98	98	98	98	98	97
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	2,750	2,785	3,402	3,774	3,215	2,961	3,178	2,835	2,547	2,986	2,660	3,138

October

The results exceed the baseline for the month.

Health, Security and Regulatory Services Department:

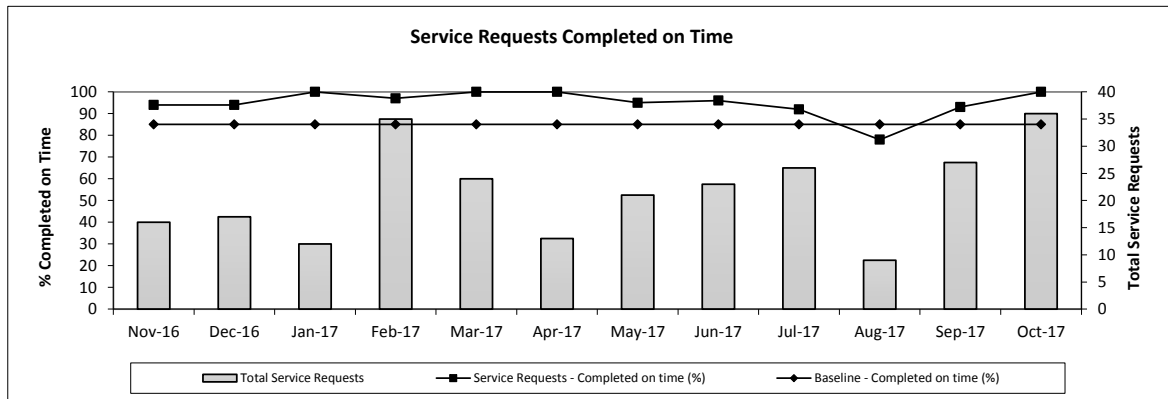


HS	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	84	93	95	94	94	91	93	93	92	93	95	93
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	1,777	1,166	1,544	1,523	1,466	1,123	1,473	1,456	1,326	1,595	1,338	1,307

October

The results exceed the baseline for the month.

Planning and Development:



PD	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17
Service Requests - Completed on time (%)	94	94	100	97	100	85	85	95	96	92	78	93
Baseline - Completed on time (%)	85	85	85	85	85	85	85	85	85	85	85	85
Total Service Requests	16	17	12	35	24	13	21	23	26	9	27	36

October

The results exceed the baseline for the month.

ICC Performance Report
October 2017

Council Environmental Performance:

Waste Generated by Council Departments (Tonnes):

		Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	
AS	Event Recycling	-	-	-	-	-	-	-	-	-	-	-	-	
	Depot Commercial and Industrial	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.39	0.39	1.17	0.20	
	Office Recycling	0.01	0.01	0.01	0.13	0.27	0.01	0.01	0.28	0.19	0.24	0.11	0.01	
	Office Commercial and Industrial	-	-	-	-	-	-	-	-	-	-	-	-	
IS	Office Recycling	-	-	-	-	0.04	-	-	0.08	-	-	-	-	
	Depot Recycling	-	-	-	-	-	-	-	-	-	-	-	-	
	Depot Construction and Demolition	0.01	0.01	0.01	0.01	-	-	-	-	-	-	-	-	
FC	Office Recycling	0.19	3.98	0.32	0.35	0.35	0.15	0.33	0.79	0.30	0.31	0.47	0.57	
	Office Waste	-	-	-	-	-	-	-	-	-	-	-	-	
	Office Commercial and Industrial	0.35	3.16	0.30	0.24	0.26	0.24	0.29	0.26	0.26	0.27	0.04	0.29	
WPR	Event Recycling	-	-	-	-	-	-	-	-	-	-	-	-	
	Depot Construction and Demolition	35.52	45.60	39.78	37.60	46.26	31.62	42.32	66.38	51.36	75.91	63.84	39.67	
	Depot Commercial and Industrial	19.84	16.49	18.64	16.15	20.01	16.62	17.71	17.85	18.37	20.70	51.19	20.86	
	Depot Recycling	5.35	4.07	4.55	5.61	7.27	3.31	8.76	3.30	13.34	9.02	10.94	4.99	
	Office Commercial and Industrial	9.44	8.78	9.48	8.59	10.44	8.20	10.64	10.27	9.70	11.25	3.90	9.88	
	Office Recycling	4.49	4.07	4.24	3.73	4.47	3.85	4.70	4.81	4.48	4.64	4.41	4.22	
	Timber	7.21	37.35	35.38	29.12	14.59	26.92	32.64	30.64	36.04	22.30	38.58	24.94	
	Metal collected from Depots	14.04	8.60	26.54	31.62	2.64	6.31	2.34	6.02	3.71	1.72	2.68	3.50	
	Community Service Obligation	-	-	-	-	-	-	-	-	-	-	-	-	-
	Depot Commercial and Industrial	0.20	0.05	0.10	-	0.16	-	0.06	-	0.50	-	-	-	0.15
	PD	Office Recycling	-	-	-	-	-	-	-	-	-	-	-	-
	Total Waste		96.84	132.37	139.55	133.35	106.96	97.43	120.00	140.88	138.64	146.75	177.33	109.28

* 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:

	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17
	%	%	%	%	%	%	%	%	%	%	%	%
Total recycling rate	31.38	31.37	33.72	26.89	31.84	33.32	34.34	29.69	35.92	38.06	32.50	31.71
% Waste diverted from landfill*	48.34	47.62	56.12	32.89	49.46	45.43	49.88	41.16	51.68	56.52	45.99	42.77

*At Riverview Transfer Station

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Andrew Roach	

3 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: DEVELOPMENT AND RELATIONSHIP MANAGER

RE: QUEENSLAND URBAN UTILITIES
QUARTERLY REPORT FOR THE QUARTER ENDED SEPTEMBER 2017

INTRODUCTION:

This is a report by the Development and Relationship Manager dated 3 November 2017 concerning Queensland Urban Utilities' (QUU) Quarterly Report for the quarter ended September 2017.

BACKGROUND:

Under the Participation Agreement (Agreement), QUU is required to provide a quarterly report to shareholding Councils that allows for informed assessment on QUU's operations and financial performance, emerging issues that may impact on performance/participation returns and progress towards the strategic objectives of the 2017-2022 Corporate Plan.

DISCUSSION:

A review of the Quarterly Report (Attachment A) highlighted the following outcomes against QUU's current strategic priorities in delivering the longer-term Corporate Plan objectives.

- Financial Management - Favourable year to date result with after tax earnings on track to achieve the forecast Corporate Plan result. This financial result is largely driven by continued increases in development activity. The final participation return payment for 2016-2017 (based on Ipswich City Council's participation rate of 12.222%) was paid to Council on 29 September 2017. Total participation rights paid to Council as a result of operations from the 2016-2017 financial year totalled \$20.15 million.
- Infrastructure Delivery – QUU's capital program delivery in Ipswich is \$1.2 million behind the YTD forecast of \$4.7 million. QUU have advised that the approved 2017-2018 capital budget of \$22.3 million for the Ipswich local government area will be delivered.
- Customer and Communities – QUU's Hardship Policy was updated in the quarter to assist in the early identification of issues for vulnerable customers and to ensure ongoing assistance and support to customers experiencing payment difficulties. The re-designed residential bill, based on customer feedback, is to be released shortly.
- Customer and Communities – QUU completed its first major customer engagement program, 'Let's Talk Water', with over 280 customers interviewed from the residential, commercial, trade waste and development sectors. The findings are currently under review to determine QUU's response.

- Shareholders and Strategic Stakeholders – During the quarter, QUU held its annual Special General Meeting of Shareholders to review 2016-2017 achievements and preview the financial year ahead. The 2017-2022 Corporate Plan detailing QUU's strategic direction for the next five years was approved by all shareholders.
- Operational Excellence – QUU has worked with Brisbane City Council to deliver a web portal with mapping capabilities to enable sharing of project and event information, allowing collaboration across multiple utilities for the planning and execution of works in the same public space. QUU anticipate the portal being made available to Council.
- Corporate Plan Success Measures – Most strategic measures are achieving target with those outside target under management by QUU.
- Customer Service Standards – All standards achieving target with the exception of Response to Non-urgent Incidents which is performing just below target.

ISSUES:

Whilst cash contributions from development activity have exceeded budget (total received to the end of the first quarter is 45% of the full year target), QUU consider it premature to determine whether this trend will continue. As a result there has been no adjustment to the forecast end of year result.

ATTACHMENTS:

Name of Attachment	Attachment
QUU Quarterly Report – Quarter Ended September 2017	Attachment A

RECOMMENDATION:

That the report be received and the contents noted.

Greg Thomas

DEVELOPMENT AND RELATIONSHIP MANAGER

I concur with the recommendation contained in this report.

Andrew Roach

CHIEF FINANCIAL OFFICER



QUARTERLY REPORT

**QUARTER ENDED
SEPTEMBER 2017**

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EXECUTIVE SUMMARY

At the end of quarter, year-to-date earnings after tax was \$58.0 million, which is on track to achieve the Corporate Plan forecast.

Our performance for the quarter was strong, with most strategic success measures achieving target, or slightly below target and being managed. Safety performance continues to improve, with our behavioural safety programs addressing the adverse trend in injuries from regular and routine tasks.

Most Customer Service Standards are achieving target; *response to non-urgent incidents* continues to improve, with performance just below target.

The following are some of our key achievements during the quarter. Further achievements are contained in the update for each strategic pillar on pages 10 to 16.

- We completed our first major customer engagement program, 'Let's Talk Water', with over 280 customers engaged across all the customer segments including residential, commercial, Trade Waste and Developer customers.
- We continued to focus attention on initiatives that build our customers awareness of our services, and the value those services provided. These includes a new season of our successful 'The Rolls' social media campaign to reduce sewerage blockages from wet wipes; our biggest representation at this year's Ekka show; and our first Hackathon public brainstorming session.
- Through our CustomerCare program, we recognised 544 employees named in the 367 commendations received from the general public in 2016/17 for exceptional customer service, with 52 employees commended on four or more occasions.
- We updated our Hardship Policy, ensuring we continue to provide ongoing assistance and support to our customers experiencing difficulty in paying their Queensland Urban Utilities water and sewerage account. This is reflected in our billing debt level, which remains below 2%.
- We made good progress on building stronger relationships with our developers, which is already providing valuable information to support our services and infrastructure planning and informing our water and sewerage network distributed solutions opportunities.
- Along with Scenic Rim Regional Council, we acknowledged those employees from QUU and Seqwater who responded to ex-tropical Cyclone Debbie and ensured our communities continued to have a reliable water supply, despite the significant damage in the region.
- The collaborative partnership between QUU and the Advanced Water Management Centre (AWMC) has been awarded UQ's outstanding industry-research partnership. This prestigious award provides UQ the opportunity to showcase and thank industry collaborators, who help take the benefits of innovation to people all over the world.
- We updated our Environmental Policy, which reflects our commitment to improve how we manage and reduce our current impact on the environment, whilst working towards our aspiration of being a leader of environmental solutions that benefit our customers and communities.
- We received international recognition for our Personal Big 5 safety communications campaign, winning a global Corporate Executive Board Award in the Strategic Employee Research and Insight Category.
- We successfully launched our Engineering Graduate Program, with over 450 applications received.

FINANCIAL MANAGEMENT

Financial commentary

The year to date earnings after tax of \$58.0 million is on track to achieve the forecast Corporate Plan result.

Income statement

Queensland Urban Utilities has reported a September year-to-date Earnings Before Income Tax, Depreciation and Amortisation (EBITDA) result of \$151.3 million and an earnings after tax result of \$58.0 million. The result is largely driven by continued increase in development activity. Operating expenses remain largely in line with expectations.

While cash received from development is 45% of the full year target, it is too early to determine whether this trend will continue and there has been no adjustment to the forecast end of year result.

Balance sheet

Cash and receivables are in line with the timing of the quarterly billing and receipting cycle. Temporary use has been made of the short term working capital facility in line with the short term management strategy.

Payment of the final participation return for the previous financial year was made on 29 September 2017.

Cash flow

Cash collected from developers remains high due to continued economic activity.

Proceeds from the sale of assets are associated with fleet replacement and disposal of surplus minor plant and equipment items no longer in use.

Temporary use has been made of the short term working capital facility to reduce net interest costs in line with the short term management strategy.

FINANCIAL MANAGEMENT

Financial statements

Income statement (unaudited)

	Q1 September Actual \$000s	Original Budget \$000s
Revenues		
Utility charges	270,862	1,069,643
Developer charges	37,198	82,863
Capital revenues	11,357	99,813
Interest income	1,428	2,559
Sundry revenues	6,500	27,052
Total revenues	327,344	1,281,930
Expenses		
Employee expenses	23,567	103,390
Bulk water purchases	104,506	404,542
Materials, services, property, plant & equipment	47,964	195,106
Total expenses	176,036	703,037
Earnings before interest, tax, depreciation and amortisation (EBITDA)	151,308	578,893
Depreciation & amortisation	44,939	183,326
Earnings before interest and tax (EBIT)	106,369	395,567
Finance costs	23,549	104,528
Earnings before tax (EBT)	82,820	291,039
Tax equivalents expense	24,846	87,312
Earnings after tax (EAT)	57,974	203,727

FINANCIAL MANAGEMENT

Financial statements

Balance sheet (unaudited)

	July 2017 Opening Balance \$000s	Q1 September Closing Balance \$000s	Full Year Original Budget \$000s
Current assets			
Cash	177,885	128,286	97,748
Receivables	42,419	37,177	25,360
Other current assets	169,658	175,255	171,670
	389,962	340,717	294,778
Non-current assets			
Property, plant & equipment	5,388,323	5,403,482	5,564,324
Other non-current assets	22,389	20,569	22,335
	5,410,712	5,424,051	5,586,659
Total assets	5,800,674	5,764,768	5,881,437
Current liabilities			
Payables & accruals	122,744	145,227	127,219
Current borrowings	0	6,500	0
Tax payable	29,858	28,449	15,984
Provision for participation rights	123,450	0	79,838
Other provisions	31,075	29,330	47,244
	307,127	209,506	270,285
Non-current liabilities			
Interest bearing liabilities	2,064,895	2,064,895	2,064,895
Other non-current liabilities	164,435	168,175	207,513
	2,225,329	2,233,070	2,272,408
Total liabilities	2,536,456	2,442,576	2,542,693
Net assets	3,264,218	3,322,192	3,338,744
Equity			
Contributed equity	2,538,793	2,538,793	2,538,793
Asset revaluation surplus	154,023	154,023	155,395
Retained earnings	571,402	629,376	644,556
Total equity	3,264,218	3,322,192	3,338,744

FINANCIAL MANAGEMENT

Financial statements

Cash flow (unaudited)

	Q1 September YTD Actual \$000s	Full Year Original Budget \$000s
Operating activities		
Receipts from customers	271,932	1,090,762
Developer cash contributions	43,403	97,363
Interest received	1,428	2,559
Total cash received	316,763	1,190,684
Payments to employees and suppliers	146,899	675,175
Finance and borrowing costs	23,588	104,514
Income tax	22,848	67,465
Total cash used	193,335	847,154
Net cash from operating activities	123,428	343,530
Investing activities		
Proceeds from sale of property and equipment	264	0
Total cash received	264	0
Payments for property, plant and equipment	56,341	261,979
Total cash used	56,341	261,979
Net cash from investing activities	(56,077)	(261,979)
Financing activities		
Borrowings	6,500	0
Total cash received	6,500	0
Debt repayments	0	0
Participation rights payments	123,450	120,395
Total cash used	123,450	120,395
Net cash from financing activities	(116,950)	(120,395)
Net increase/(decrease) in cash held	(49,599)	(38,844)
Cash at the beginning of the period	177,885	136,592
Cash at the end of the period	128,286	97,748

Credit metrics

Queensland Urban Utilities has maintained key covenants associated with the Queensland Treasury Corporation Master Facility Terms Agreement.

Indicator	As at September 2017	Target	Status
Net debt to fixed asset ratio Net debt as a percentage of fixed assets.	36.0%	≤ 60%	✔
Adjusted EBITDA interest cover The extent to which earnings before developer contributions, interest, tax, depreciation and amortisation covers the interest costs of QUU.	4.58x	≥ 2.25x	✔

Status is reported using the below key

✔ = target achieved; ⊖ = slightly outside target, risk being managed; ✘ = target not achieved.

INFRASTRUCTURE DELIVERY

Total capital expenditure summary

2017/18 original approved budget \$m	YTD approved forecast \$m	YTD actual \$m	YTD variance (actual less approved forecast) \$m	Significant projects
Brisbane				
151.0	40	37	-3.0	<ul style="list-style-type: none"> ▪ Brisbane S1 & S18 Main Sewer Rehabilitation ▪ Bartleys Hill / Wellers Hill Zone Connection Including River Crossing ▪ Bulimba Creek Trunk Sewer Stage 2 Upgrade ▪ Luggage Point STP Dewatering Upgrade – Portions A, B and C ▪ Fortrose Street Sewer Rising Main Rehabilitation and Jindalee Water Trunk Main Replacement
Ipswich				
22.3	4.7	3.5	-1.2	<ul style="list-style-type: none"> ▪ Ipswich Bulk Water Meters Implementation Program ▪ Bundamba STP Upgrade and Improvements ▪ Ipswich Water Supply Resilience Improvements
Lockyer Valley				
13.1	1.6	1.3	-0.3	<ul style="list-style-type: none"> ▪ Laidley Treatment Plant Interim Enhancement Upgrade ▪ Eastern Dr and Crescent St SPS Rehabilitation
Scenic Rim				
13.9	1.4	1.5	0.1	<ul style="list-style-type: none"> ▪ Bromelton State Development Area Stage 1 Trunk Water Main ▪ Kooralbyn STP Compliance Enhancement and Safety Improvements
Somerset				
16.6	1	0.9	-0.1	<ul style="list-style-type: none"> ▪ Lowood STP Upgrade – Stage 1 ▪ Somerset Sewerage Pump Stations Renewal Program

DELIVERY OF CORPORATE PLAN

In accordance with the Participation Agreement, this section provides an update on the achievement of strategic objectives as outlined in our *2017/18 Operational Plan*.

The strategic objectives outlined in our *2017/18 Operational Plan* highlight where we will focus our efforts for 2017/18 to achieve the strategic objectives outlined in our *2017-22 Corporate Plan*.

Our strategic direction is set out in our *2017-22 Corporate Plan*, and is based on the following strategic pillars:

■ Customers and Communities

We are easy to deal with, understand our customers and communities, and deliver services that meet their evolving needs.

■ Shareholders and Strategic Stakeholders

We partner with our shareholders and strategic stakeholders to achieve mutually beneficial outcomes for our shared customers and communities.

■ Operational Excellence

Through innovation and a constant drive to work more effectively and efficiently, we provide services that meet the evolving needs of our customers and communities.

■ People

We embody a culture where our employees live our values, are engaged and enabled, and are driven to achieve our purpose and vision.

DELIVERY OF CORPORATE PLAN

Customers & Communities

The following table outlines how we are performing against our strategic success measures, and the targets to be achieved for 2017/18 that will enable us to successfully achieve our strategic objectives.

Strategic success measures						
Indicator	Unit	Quarter result (Jul-Sep 2017)	Type	Trend		Status
				Target	Result	
Brand index score	Score out of 100	Refer to trend result	Current status	65	63	⊖
Customer experience satisfaction survey	Score out of 10	Refer to trend result	Current status	7.1	7.2 (May 2017) ¹	⊙
Water services reliability	% properties where unplanned water interruption is restored within 5 hrs	91.4%	12 month rolling	93.5%	95.0%	⊙
Sewerage services reliability	% properties receiving uninterrupted sewerage service	99.97%	12 month rolling	99.76%	99.9%	⊙
First call resolution (general enquiry)	% resolved at first point of contact	96%	12 month rolling	87%	96%	⊙

Status is reported using the below key
 ⊙ = target achieved; ⊖ = slightly outside target, risk being managed; ⊗ = target not achieved.

¹ Customer experience satisfaction is measured every six months, it is next due in November 2017.

DELIVERY OF CORPORATE PLAN

Customers & Communities (continued)

Our 2017/18 Operational Plan outlines the key activities and functions we will continue to undertake, as well as the areas where we will focus our improvement in 2017/18 to move us closer to our purpose and vision. The following outlines our progress against our planned improvements for 2017/18.

Where we will improve	What we achieved this quarter
Enabling more customer-focused decision making, informed by enhanced customer insights	<ul style="list-style-type: none"> Completed our first major customer engagement program, 'Let's Talk Water', with over 280 customers engaged across all the customer segments including 15 residential focus groups, 1 x commercial customer breakfast forum, 4 Trade Waste focus groups and 2x Developer breakfast forums. Comprehensive findings are being reviewed to determine how QUU will respond.
Improving our customers' understanding of the value of our services	<ul style="list-style-type: none"> Rolled out a new season of our highly successful 'The Rolls' campaign, building customers' awareness of what not to flush. Provided education and fun at our stand at this year's Ekka through the 'Don't flush that' mobile app, selfies with the Rolls, our flush simulator and the first display of our Poo Car – our newest innovation that runs on electricity generated from sewage. Launched QUU Water Warriors as part of our education program at three schools. This 15 minute school assembly performance encourages students to help save the planet by saving water, turning to tap and only flushing the three P's – Pee, Poo and Paper. Joined some of Brisbane's leading sustainability organisations, community groups and green thumbs at the biannual Green Heart Fair. At our stands, local residents were able to sit inside Australia's first poo-powered car, fill up their water bottles at our hydration station, and play our new smartphone app – Don't Flush That. Tying into our 'Utility of the Future' strategy, we hosted a water and sewerage challenge as part of CityHack17, a hackathon brainstorming session to encourage group creativity and problem solving.
Moving to a customer journey approach across all services to improve customer experience	<ul style="list-style-type: none"> Held our employee CustomerCARE recognition awards to recognise staff commended by the general public for their exceptional customer service. During 2016/17, 367 commendations were received with 544 employees named, with 52 commended on four or more occasions.
Implementing our Customer Digital Strategy	<ul style="list-style-type: none"> Enhancement to our My Account customer application to accommodate customers with multiple properties is progressing well.
Developing closer relationships with key commercial customers and developers	<ul style="list-style-type: none"> Steady progress made on transitioning 'Term Sheets' agreed with larger commercial customers in 2016/17, into executed customer agreements, providing increased security for the customer and QUU. Good progress on implementation of our account management strategy for developers, focusing on face-to-face proactive engagement. Discussions are providing valuable information for understanding Developers' intentions, supporting our services and infrastructure master planning, as well as informing our water and sewerage network distributed solutions opportunities.
Increasing flexibility for customers to receive and pay their accounts	<ul style="list-style-type: none"> Finalised our residential bill re-design, based on feedback from our customers. Rolled out an animated video campaign to encourage more customers to make the switch to paperless billing, to further reduce our operating costs and environmental footprint. Our take-up of paperless billing is ahead of target. Our Hardship Policy was updated and released in September 2017, ensuring we continue to provide ongoing assistance and support to our customers experiencing difficulty in paying their Queensland Urban Utilities water and sewerage account.

DELIVERY OF CORPORATE PLAN

Shareholders & Strategic Stakeholders

The following table outlines how we are performing against our strategic success measures, and the targets to be achieved for 2017/18 that will enable us to successfully achieve our strategic objectives.

Strategic success measures						
Indicator	Unit	Quarter result (Jul-Sep 2017)	Type	Trend		
				Target	Result	Status
Shareholder satisfaction	Score out of 100	N/A	Current status	80%	Next due June 2018 78% (June 2017)	⊖

Status is reported using the below key

✔ = target achieved; ⊖ = slightly outside target, risk being managed; ✖ = target not achieved.

Our *2017/18 Operational Plan* outlines the key activities and functions we will continue to undertake, as well as the areas where we will focus our improvement in 2017/18 to move us closer to our purpose and vision. The following outlines our progress against those our planned improvements for 2017/18.

Where we will improve	What we achieved this quarter
<p>Engaging with our shareholders to ensure our strategic priorities align and are providing the best outcomes for the customers and communities that we collectively support</p> <p>Engaging with regulators to ensure our strategic priorities align, and influence the regulatory environment we operate in to ensure it supports our strategic priorities</p> <p>Strengthen our partnerships with shareholders, regulators, customers and communities and other key stakeholders to deliver outcomes that have a measureable benefit to our economy, society and the environment</p>	<ul style="list-style-type: none"> ▪ Hosted our seventh Special General Meeting of shareholders, reflecting on the achievements of 2016/17 and looking forward to the year ahead. ▪ Our <i>2017-22 Corporate Plan</i>, outlining our strategic direction for the next five years, was approved by all shareholders and published on our website. ▪ In accordance with the Participation Agreement, prepared an Operational Plan for the financial year ahead, including the Corporate Plan outcomes that will be progressed or achieved, and which forms the basis for this report. ▪ Board and shareholders from Scenic Rim Regional Council met with and thanked employees from QUU and Seqwater who responded to ex-tropical Cyclone Debbie and ensured the community had access to a reliable water supply despite significant damage to bulk water assets from inundation.

DELIVERY OF CORPORATE PLAN

Operational Excellence

The following table outlines how we are performing against our strategic success measures, and the targets to be achieved for 2017/18 that will enable us to successfully achieve our strategic objectives.

Strategic success measures						
Indicator	Unit	Quarter result (Jul-Sep 2017)	Type	Trend Target	Result	Status
Operating cost, excluding recoverable bulk water purchases	\$ per property	Refer to trend result	YTD	\$578	\$578	✔
Return on assets	%	Refer to trend result	Current status	6.7%	6.8%	✔
Research and development investment	% of revenue – committed	Refer to trend result	YTD	0.085% (Q1)	0.078% (Q1)	⊖
Capital infrastructure program delivered against budget	%	Refer to trend result	YTD	100% (+/-5%)	90.8%	⊖
Water quality incidents	Number reported to water supply regulator	0	12 month rolling	15	11	✔
Greenhouse gas emissions	Tonnes CO ₂ -e per 1,000 properties	42.8 (Jun17-Aug17)	YTD	33 (Jul17-Aug17)	29.7 (Jul17-Aug17)	✔

Status is reported using the below key
 ✔ = target achieved; ⊖ = slightly outside target, risk being managed; ✘ = target not achieved.

DELIVERY OF CORPORATE PLAN

Operational Excellence (continued)

Our 2017/18 Operational Plan outlines the key activities and functions we will continue to undertake, as well as the areas where we will focus our improvement in 2017/18 to move us closer to our purpose and vision. The following outlines our progress against our planned improvements for 2017/18.

Where we will improve	What we achieved this quarter
Optimising capital program delivery and procurement to improve infrastructure investment decision making and delivery	<ul style="list-style-type: none"> Enhancement of our asset management frameworks to be more customer-centric is progressing well, with cross-organisational collaboration continuing to clarify roles and responsibilities across the organisation, to enable our customer outcomes to be achieved. Enhancement of our infrastructure delivery approach to a 3-5 year forward program is also progressing well, forward programs and revised governance models being finalised. Revised approach will provide efficiencies and agility in the delivery of infrastructure. Worked closely with Brisbane City Council to deliver a Web portal with mapping capabilities that will enable the sharing of upcoming project and event information across multiple utility companies. The SmarterWX platform allows utilities and public works providers to collaborate across multiple organisations to plan and execute work in the same public space, highlighting scheduling conflicts/opportunities in public works projects by taking an analytical approach to the geospatial data maintained by the governing authorities.
Investing in core ICT systems to deliver process improvements and efficiencies	<ul style="list-style-type: none"> Our key ICT investments are progressing well, with our Customer Service & Relationship Management (CSRM) system in design, and SCADA (network control) and EAMS (finance, procurement and works management) in market assessment and contract execution stages.
Delivering ongoing efficiencies to reduce our cost to serve	<ul style="list-style-type: none"> Long term integrated management system vision developed, which will deliver management systems that improve effectiveness and provide efficiencies for product (water) and service quality, environmental management, asset management, safety and laboratory services. Efficiency initiatives relating to field-based fleet renewal and optimisation, ICT support and sewage treatment are all progressing well.
Commencing implementation of our intelligent networks strategy to move us from being reactive to proactive and predictive	<ul style="list-style-type: none"> A replacement for our sewage overflow monitoring system has been finalised, with planning to deliver the new system commenced. This new system will improve our ability to predict and prevent sewage overflows impacting customers and the community. Finalising of our Intelligent Water Network strategy is progressing well, with internal engagement on the proposed strategy completed. Planning for trials to test elements of the strategy prior to implementation across the network has commenced. This new capability will improve our monitoring and control of our water network, improving services to customers and enabling a transition to predictive incident identification and mitigation prior to customers being impacted.
Continuing to test and validate alternate service delivery solutions in a controlled environment	<ul style="list-style-type: none"> Successful customer distributed solutions trial undertaken in 2016/17 is progressing towards commercial execution, with contractual instruments being finalised. Learnings from the trial are being used to develop standard agreements to enable a more agile approach to conducting trials and implementing commercial solutions with identified commercial customers. Successful sewerage network distributed solution trialled in 2016/17 at Walloon is also progressing towards commercial execution. Learnings are also being applied in the development of an assessment framework to improve decision making for future trials. A new case study has not been defined at this stage, however four opportunities have been identified for consideration. Our partnership with the Advanced Water Management Centre was honoured at the University of Queensland's 2017 Partners in Research Excellence Awards. This award recognises our outstanding research achievements and industry partnership.

DELIVERY OF CORPORATE PLAN

Operational Excellence (continued)

Where we will improve	What we achieved this quarter
Increasing our focus on delivering shared value solutions for customers and communities	<ul style="list-style-type: none"> Recently issued our revised Environmental Policy, which reflects our commitment to improve how we manage and reduce our current impact on the environment, whilst working towards our aspiration of being a leader of environmental solutions that benefit our customers and communities. The revised policy will guide further development of our Environmental Leadership Strategy.
Conducting further testing and trials to confirm the feasibility of converting waste into revenue-generating products	<ul style="list-style-type: none"> Steady progress being made on proving the feasibility of converting biosolids into a commercial solution, with the focus on technical opportunities to reduce volume or improve quality, as well as strategies to address legislative constraints.

People

The following table outlines how we are performing against our strategic success measures, and the targets to be achieved for 2017/18 that will enable us to successfully achieve our strategic objectives.

Strategic success measures						
Indicator	Unit	Quarter result (Jul-Sep 2017)	Type	Trend		
				Target	Result	Status
Total reportable injury frequency rate	Rate	7.38	12 month rolling	15	20.83	⊗
Lost time injury frequency rate	Rate	2.46	12 month rolling	1	6.13	⊗
Employee engagement	Score out of 100	N/A	Current status	61 (2016/17)	59 (June 2017 ²)	⊖

Status is reported using the below key
 ✓ = target achieved; ⊖ = slightly outside target, risk being managed; ⊗ = target not achieved.

Notes:

- During the quarter, the **Lost Time Injury Frequency Rate** reduced from 7.29 to 6.13 (12-month rolling). This result has also been reflected in the **Total Reportable Injury Frequency Rate** which has decreased from 21.35 to 20.83. This improvement is attributed to continued diligence in the application of our current safety systems, the preventative physiotherapy program and our behavioural safety programs, which have addressed the adverse trend in injuries from regular and routine tasks. **Total Reportable Injury Frequency Rate** is trending in the right direction to achieve the 2017/18 target and is currently just above the 2016/17 target of 20.

² Employee engagement is measured annually, it is next due June 2018.

DELIVERY OF CORPORATE PLAN

People (continued)

Our 2017/18 Operational Plan outlines the key activities and functions we will continue to undertake, as well as the areas where we will focus our improvement in 2017/18 to move us closer to our purpose and vision. The following outlines our progress against those our planned improvements for 2017/18.

Where we will improve	What we achieved this quarter
<p>Further developing safety as a mindset, supported by our safety management system</p> <p>Extending our safety focus to our contractors and suppliers</p>	<ul style="list-style-type: none"> ▪ Received international recognition for our Personal Big 5 communications campaign, winning a global Corporate Executive Board Award in the Strategic Employee Research and Insight Category. ▪ Continued to establish a safety partnership with AXIS physiotherapy, holding a number of in field ergonomic assessments on high risk manual handling activities, including observing and reviewing standard operating procedures to support safe work outcomes. ▪ Queensland Government Safe Work Ambassador, Shane Webcke, attended our 'Talking Safety' sessions with our field-based employees, sharing his personal experience and reinforcing our Personal Big 5 safety message, which underpins our safety mindset aspirations. ▪ Held a number of activities for RU OK Day to inspire and empower staff to meaningfully connect with people around them, and support those struggling just by asking "are you ok?"
<p>Refreshing our Leadership Program and targeting leadership development and coaching to support leaders to engage and enable their teams</p>	<ul style="list-style-type: none"> ▪ At our biannual Leaders Forum in September, we launched new leadership philosophies and beliefs to provide additional tools for our leaders to lead their teams, with positive feedback from leaders. ▪ Our leaders continue to make good progress implementing our revised our employee performance framework, with positive feedback being received. The revised framework focuses on employee and leader conversations and collaboration, in an agile and flexible process. ▪ Long-serving QUU employee, Colin Hester, awarded Water Professional of the Year (Qld) award, honouring individuals who have displayed passion and commitment to the water industry, while also demonstrating leadership and influence.
<p>Implementing talent attraction and retention initiatives and our Diversity and Inclusion Strategy to move towards our future workforce</p>	<ul style="list-style-type: none"> ▪ Implementation Committee established and communication plan developed to support implementation of our Diversity and Inclusion Strategy developed in 2016/17. ▪ Administration & Technical Enterprise Agreement supported ('Yes' vote) by an overwhelming majority of 88% of voters, providing clear conditions and competitive wage increases for those employees; the agreement is currently being considered by the Fair Work Commission. The high participation rate of 79% is also testament to constructive and collaborative engagement with employees and Unions. This, and the other agreements implemented or being negotiated, support our overall Utility of the Future workforce vision. ▪ Launched our Engineering Graduate Program at Griffith University, providing the opportunity to engage with engineering students to promote QUU as an employer of choice. Over 450 applications have been received and are being considered.

DELIVERY OF SERVICES TO CUSTOMERS

The table below outlines our performance against the service standards contained in our *Customer Service Standards*.

Indicator	Unit	Quarter result (Jul-Sep 2017)	Type	Trend		
				Target	Result	Status
Annual chemical compliance with the ADWG ³ health limits	Number of compliant drinking water schemes	Refer to trend result	12 month rolling	12	12	✔
Bacteriological compliance with the <i>Public Health Act 2005</i>	Number of compliant drinking water schemes	12	12 month rolling	12	12	✔
Chemical compliance with the <i>Public Health Act 2005</i>	Number of compliant drinking water schemes	8	12 month rolling	8	8	✔
Water quality complaints	Per 1,000 properties	0.73	12 month rolling	6	2.07	✔
Unplanned water interruptions	Per 1,000 properties	18	12 month rolling	100	73	✔
Restoration of water supply after unplanned water interruptions	% restored within 5 hours	95.8	12 month rolling	90%	96.8	✔
Response to urgent incidents	% responded to within 1 hour	88.4	12 month rolling	80%	90.9	✔
Response to non-urgent incidents	% responded to within 24 hours	78.2	12 month rolling	80%	77.6	⊖
Water main breaks	Per 100km of water main	5.7	12 month rolling	39	24.4	✔
Sewer main breaks and chokes	Per 100km of water main	5.6	12 month rolling	30	23.4	✔

Status is reported using the below key

✔ = target achieved; ⊖ = slightly outside target, risk being managed; ✘ = target not achieved.

³ Australian Drinking Water Guidelines.



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City Management, Finance and Community Engagement Committee	
Mtg Date: 28/11/2017	OAR: Yes
Authorisation: Andrew Roach	

15 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: STRATEGIC CLIENT OFFICE MANAGER

RE: CUSTOMER ENQUIRIES RE SERVICES DELIVERED BY EXTERNAL ORGANISATIONS

INTRODUCTION:

This is a report by the Strategic Client Office Manager dated 15 November 2017 concerning customer enquiries regarding services which are not Council related.

BACKGROUND:

At the August 2016 City Management, Finance and Community Engagement Board Councillors asked that Council Officers please investigate the scripting used in the customer contact centre in relation to providing numbers for external organisations when the matter raised is not a Council issue.

Please also provide a quarterly report on the breakdown of the customer service figures which included the number of calls in a week/month that are not Council related. The reference was Committee Management Request 00054.

Common enquiry types of this nature include but are not limited to:

- Items relating to public utility assets belonging to Telstra, National Broadband Network, Queensland Urban Utilities, Energex etc.;
- Roads and associated assets controlled by Department of Transport and Main Roads;
- Crown land; or
- Items outside of Ipswich City Council boundary.

Results

Month	Non Council Enquiries
September 2016	42
October 2016	55
November 2016	72
December 2016	66
January 2017	95
February 2017	62
March 2017	77
April 2017	54
May 2017	91
June 2017	53
July 2017	41
August 2017	69

Non Council Enquiries

Members of the community will very often call council in the first instance for a wide variety of items which are actually outside of council's direct control. Whilst council may have no direct control over such cases it does have an appetite to demonstrate a high care factor and to add as much value as it can to customers.

There is a structure and procedure to support customer service officers when in receipt of a non-council enquiry. Nine scripts have been identified that deal with these issues.

At a high level, the scripted approach to customer enquiries of this nature is to:

- Listen to the customer – what exactly are they asking for.
- Acknowledge the customer – reassure the customer that they have been heard.
- Educate the customer – which area of government / utility etc. has the responsibility for this and future similar issues.
- Identify if the issue raises any safety issues, for example open Telstra Pit. If safety issues are identified a Council Duty Officer is called to make safe.
- If Council is needed to make the situation safe, in addition to calling the Duty Officer a Council customer service officer will also ring through to the responsible organisation and log a service request with reference number listed in the Customer Engagement System (CES).
- If not a safety issue, the Council customer service officer will support the redirection of the customer to the responsible organisation– provide support in terms of contact numbers, addresses where appropriate.
- If requested or appropriate, stay on the line and support the transfer through to the responsible organisation to lodge the service request or while the customer logs onto the organisations website.

- Check understanding - did the customer really understand what they need to do, why they need to do it and how they go about doing it.

A service request is created in Council's CES for each of the above occasions with details of the customer (if provided), what the issue was, what we did about it (what contact details were supplied to the customer) and confirmation the customer understood.

After this service is provided the request is being closed as it is expected the customer would continue the relationship with the external organisations appropriate department or utility sector, nevertheless, a record is retained in Council's CES so subsequent calls of a similar nature can be tracked.

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 Roach
CHIEF FINANCIAL OFFICER

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Caroline McMahon	

6 November 2017

MEMORANDUM

TO: COMMUNITY ENGAGEMENT MANAGER

FROM: COMMUNITY DEVELOPMENT PROJECT OFFICER

RE: CITY COUNTRY REFERENCE GROUP

INTRODUCTION:

This is a report by the Community Development Project Officer dated 6 November 2017 providing the minutes of the meeting of the City Country Reference Group held on 3 August 2017 (Meeting No. 94) (Attachment A) for Council's information.

POINTS OF INTEREST AND/OR ISSUES:

The City Management, Finance and Community Engagement Committee's attention is drawn to the following meeting items:

Meeting No.	Item Description
94	Alistair Tavares, Council's Tourism Development Manager, spoke about the Destination Marketing, Management and Events Plan 2015 to 2018. Members were asked "What is different about Ipswich" and had the opportunity to suggest activities, events or attractions they believed would draw people to Ipswich.

BENEFITS TO COMMUNITY AND CUSTOMERS:

Provision of the City Country Reference Group meeting supports Council's commitment to enhancing the quality of life of its community and complements Council's Advance Ipswich 2015 and Corporate Plan 2012–2017 Strategies and Goals, in particular Community Spirit and Wellbeing by:

- Providing equitable access and avenues for all residents of Ipswich to participate and contribute to decisions made in their community.

- Encouraging residents to identify the needs of the community.

CONSULTATION:

The minutes have been approved by the Chair of the City Country Reference Group, and have been adopted by the City Country Reference Group at the meeting held Thursday, 5 October 2017.

ATTACHMENT:

Name of Attachment	Attachment
Attachment A - Minutes of the City Country Reference Group No. 94	 Attachment A

RECOMMENDATION:

That the report be received and the contents noted.

Sarah Sheehy
COMMUNITY DEVELOPMENT PROJECT OFFICER

I concur with the recommendation contained in this report.

Abbey Richards
COMMUNITY ENGAGEMENT MANAGER

I concur with the recommendation contained in this report.

Caroline McMahon
CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

MINUTES OF THE MEETING OF THE
RURAL CONSULTATIVE COMMITTEE
Meeting Number 94

Date and Time	Thursday 3 August 2017
Location	Humanities Centre Café
Chairperson	Cr David Pahlke
Attendees	Cr David Pahlke, Cr Kerry Silver, Barry Thorne, George Hatchman, Jack Else, Margaret Daniell, Rodney Smith, Simeon Hoffman, Peter Callcott.
Apologies	Cr Andrew Antonioli, Des Jones, Christine Ryan, Ian Dainer, John Byrne, James Sedman.

Item No.	Agenda Item	Discussion (Minutes)	Actions Required
	Welcome	Cr David Pahlke welcomed everyone to the meeting.	
	Guest Speaker	<p>Alistair Tavares – Tourism Development Manager</p> <p>Alistair covered a number of areas, which are covered in the Destination Marketing, Management and Events Plan 2015 to 2018. Copy of the plan can be found at www.DiscoverIpswich.com.au/DMMEP.</p> <p>Alistair noted there has been an increase in both Domestic and International Overnight Arrivals in the past 12 months, which is in line with projected targets.</p> <p>Members present were handed a copy of the latest Discover Ipswich magazine. It was highlighted that the magazine has moved away from advertisements for the tourist destinations, focusing more on stories written by travel bloggers. Stories from travel bloggers can also be found on the Discover Ipswich website at www.DiscoverIpswich.com.au.</p> <p>Ipswich City Council has also enhanced the Media Partners to promote local destinations and tourism operators. These include Trip Advisor, Channel 7 (The Great Day Out, Qld Weekender, & Creek to Coast), The Urban List, and MustDoBrisbane.com, to name a few.</p> <p>One of the stories that featured on The Great Day Out featured Great Houses of Ipswich. The story can be viewed at http://thegreatdayout.com.au/family/great-houses-ipswich.</p> <p>In 2016, 14 local tourism operators received a Certificate of Excellence from Trip Advisor. In 2017, this number increased to 24, which is a great achievement.</p> <p>After conducting a Tourism Assets Study, it was found that in order to attract new visitors to Ipswich, we would need to increase the number of new events/festivals that are held in the city. It was noted, however, that what is missing is a major attraction that would increase the number of visitors, especially on weekends.</p> <p>The question was asked of the members, ‘What is different about Ipswich from anywhere else?’</p> <ul style="list-style-type: none"> We are a Heritage city, however, our demographic is quite young – how do we incorporate both into Ipswich’s Tourism? 	Cr Pahlke will forward these suggestions to Alistair.

Item No.	Agenda Item	Discussion (Minutes)	Actions Required
		<ul style="list-style-type: none"> • Top of Town (if done correctly) could provide the heritage appeal. • Could we use the river more? – the quality of the water would need to be improved and rocks would need to be removed in order for ships, such as the HMAS Ipswich, to travel the river. • Urbane Markets – looking at building container markets (such as Eats Streets). There should be more news coming in a few weeks about these plans. • Ipswich has linkages to Mary Poppins, James Bond and dinosaurs – these should be explored and promoted. • The largest RAAF Base in Australia - an Air Show or Aviation Festival would be bring in a lot of visitors. It was noted that there was no mention of the RAAF Amberley Aviation Heritage Centre as a tourist destination in Alistair’s presentation. • Could we not be developed as the Festival capital? We do have enough facilities for festivals. We have some big festivals, such as Pasifika Spring Festival and V8 Super Cars, but if you are not interested in the particular event you wouldn’t attend. People tend to attend festivals that they are interested in. • We have both city & country within the one city. • Develop tourism around the historic industries of the city – the Woollen Mills could have markets once it is developed. Mining – open cut mines that could be repurposed as recreational areas. • Qld Pipe Band Championships – it is envisaged this would be on par with Woodford with a different clientele. Looking to increase the event to go beyond being a cottage industry. • There should be a billboard at Albert Theaker Park with Ipswich attractions advertised as people enter the city. • Rosewood – RV Friendly Town. How do we capture the caravan market? – dump points and an increase in the number of caravan parks are required. • Ipswich is a Qld Heritage City – where do you go to experience the heritage? There is the Cooneana Centre although it is a bit out of the way. However, if the living history experience is done well, it would bring people in. It may require a new, bigger location in order to work. A study will be done in the next couple of weeks to look at the big picture. <p>On a final point, Alistair noted that he believes the hospitality of people is what makes Ipswich stand out. It just needs to be nurtured. We also need good experiences so people return and tell others so they will also want to visit.</p> <p>The question was raised as to how this committee can have direct input</p>	

Item No.	Agenda Item	Discussion (Minutes)	Actions Required
		into the Tourism Strategy? Cr Pahlke replied that all ideas from the minutes will be sent to Alistair.	
	Adoption of previous minutes	Cr David Pahlke moved that the minutes from the June 2017 meeting are a true and correct record. Seconded by Jack Else. cd.	
	Business arising from previous minutes	<p>Limestone Hill Ziggurats Update</p> <p>The advice received from David Horseman states:</p> <p>“We had an issue with the initial consultant and determined to cancel their engagement. We subsequently issued the work to another consultant and currently anticipate their report being provided by the end of this week (COB 04.08.17).</p> <p>An update will be provided once the report has been received and reviewed.”</p>	
		<p>Terms of Reference</p> <p>The Terms of Reference has been adopted at the relevant Council Committee.</p>	
		<p>Celebrating 100th meeting of the Committee</p> <p>A suggestion was made to invite past members for a lunch and possibly a tour of significant areas of Ipswich.</p> <p>Suggested tour destinations are:</p> <ul style="list-style-type: none"> • Aviation Heritage Museum • Safe City • Orion Lagoon at Springfield <p>This will be discussed further at future meetings.</p>	
		<p>Ebenezer Mining Site</p> <p>The situation of an abandoned mine appears when the mining company goes broke or on-sells to a company that finds they can't do anything with it. Abandoned mines can create safety issues as has been seen on a few occasions in Ipswich.</p> <p>Council has put together a list of old mining sites that Council is aware of. Lock the Gate has raised questions about the Ebenezer site – quality of water, toxins in the soil, etc., and there does not seem to be any plan for rehabilitation. There seems to be a lack of commitment from the Department of Environment & Heritage Protection in regards to enforcing the rehabilitation of old mines. It was queried whether the State Government are doing a financial audit of old, abandoned mines. Companies are paying a bond for the rehabilitation but are not following through.</p> <p>Many of the old mine sites could be used for recreational purposes, e.g., water voids with boat ramps, walking tracks, etc. However, any</p>	

Item No.	Agenda Item	Discussion (Minutes)	Actions Required
		<p>rehabilitation undertaken requires a substantial financial commitment.</p> <p>Council can advocate on behalf of the community but it is not their responsibility to fix the problem.</p>	
		<p>Fencing for Heritage Homes</p> <p>James Sedman brought this up briefly at the July meeting. Sarah spoke with Tanya Jen and was referred to the Ipswich Planning Scheme, Part 12 Division 10 – Character Code. A copy of this section is available.</p>	<p>Sarah to send this to James Sedman.</p>
	<p>General Business</p>	<p>Committee Resignations</p> <p>It was noted that two resignations have been received this week:</p> <p>Faalolo Kurene - has moved to Townsville Eddie Hadzig - for personal reasons</p>	
		<p>New Roads</p> <p>Peter Callcott noted that the new way of laying roads, with a hot mix, is really well done and should be commended. It improves the look of the road with less potholes being created.</p>	
		<p>Wildey Street</p> <p>Wildey Street, Raceview, is an extremely busy road, however there is a section of the road that does not have kerb and channelling, which is along the front of the property at 141 – 155 Wildey Street. A community Christmas event is held each year in the Wallace family property and this section of road gets very muddy during wet weather.</p> <p>Cr Silver suggested that as the property is quite a large property, there is the potential for future subdivision, which may have an impact on kerb and channelling at the moment.</p>	<p>Sarah will refer this to Council's Roads and Drainage Team.</p>
		<p>Smiley Face Speed Warning Signs</p> <p>Peter Callcott asked if there was any truth that the Speed Warning Signs may have cameras added. Both Councillors replied that this has never been discussed as an option. The signage is in place in certain areas to stop motorists from speeding with a visual reminder. The anonymous speed data is collected and sent to the police purely for data collecting purposes on whether the signage is having the desired effect, i.e. to reduce the number of vehicles who exceed the speed limit. While there has not been any discussion around adding cameras to the signs, the councillors could not say no, however, there is no capacity or desire to at the moment.</p>	
		<p>Ripley Road Barricades</p> <p>Margaret Daniell noted that the barricades along Ripley Road are unsightly and wondered when they would be removed. Cr Silver noted that they are in place while works are still being done in the area.</p>	<p>Cr Kerry Silver will make enquiries on the development timeline.</p>

Item No.	Agenda Item	Discussion (Minutes)	Actions Required
	Future Topics for discussion	<ul style="list-style-type: none"> • iGo - City of Ipswich Transport Plan • Plans for future Roads infrastructure • Healthy Land and Waterways - water catchments • South East Qld Regional Plan • Town Planning Scheme • Visit to Safe City • Visit to Call Centre 	
	Next Meeting	<p>Thursday 5 October, 4.00 pm at Humanities Centre Café</p> <p>Guest Speaker: Tony Dileo – Infrastructure Planning Manager</p>	
	Meeting closed	5.30 pm	

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Caroline McMahon	

31 October 2017

MEMORANDUM

TO: CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

FROM: COMMUNITY GRANTS OFFICER

RE: ALLOCATION COMMUNITY DONATIONS TO 31 OCTOBER 2017

INTRODUCTION:

This is a report by the Community Grants Officer dated 31 October 2017 concerning the allocation of Community Donations.

In line with the Community Donations Policy, allocation of Community Donations for the period ended 31 October 2017 are reported in Attachment A. All donations exceeding \$250.00 are required to be acquitted by the applicant within a three (3) month time frame. Acquittals received can be made available on request.

BENEFITS TO CUSTOMERS


Provision of Community Donations supports Council's commitment to enhancing the quality of life of its community, is consistent with and complements Advance Ipswich and Corporate Plan 2017–2022 Strategies and Goals by:

- Providing equitable access and avenues for all residents of Ipswich to participate and contribute to decisions made in their community.
- Encouraging residents to identify the needs of the community and provide a caring environment with particular attention to youth, families, people with a disability, older people, and people from cultural and linguistically diverse backgrounds.
- Increasing opportunities for active participation in community life.
- Enhancing community belonging and pride.
- Enhancing community capacity.

FINANCIAL IMPLICATIONS:

Funding for provision of Community donations is contained in the Community Engagement Branch 2017–2018 budget.

ATTACHMENTS:

Name of Attachment	Attachment
Attachment A - Community Donations Report Refer: October Tab	 Attachment A

RECOMMENDATION:

That the report be received and the contents noted.

Josie Berry
COMMUNITY GRANTS OFFICER

I concur with the recommendation contained in this report.

Abbey Richards
COMMUNITY ENGAGEMENT MANAGER

I concur with the recommendation contained in this report.

Caroline McMahon
CHIEF OPERATING OFFICER
(ARTS, SOCIAL DEVELOPMENT AND COMMUNITY ENGAGEMENT)

Community Donations					
Date	Division	Applicant	Amt Allocated	Total Amt	Description
10/5/2017	Citywide	Ipswich Girls Grammar School		\$500.00	125th Anniversary - Spring Soiree
10/6/2017	Division 10	Grandchester Model Live Steam Association		\$8,000.00	Construction of Tunnel
10/6/2017	Division 6	Ipswich State High School		\$500.00	2017 Academic Awards Night
10/6/2017	Division 9	Springfield Central State School		\$500.00	Year 6 Farewell Evening
10/6/2017	Division 6	The Probus Club of Ipswich Inc.		\$627.30	Public Address System
10/6/2017	Citywide	Ipswich State High School		\$500.00	2017 Academic Awards Night
10/6/2017	Citywide	Silkstone State School P&C Association		\$750.00	Charity Car Show
10/5/2017	Citywide	Cancer Council Queensland	\$200.00		2017 Relay for Life - Melbourne Cup Luncheon
	Division 1		\$100.00		
	Division 3		\$100.00		
	Division 5		\$200.00		
	Division 8		\$100.00		
	Division 10		\$75.00		
				\$775.00	
10/6/2017	Citywide	We Care	\$250.00		Emergency Kits for Elders
	Division 1		\$200.00		
	Division 2		\$500.00		
	Division 3		\$750.00		
	Division 4		\$200.00		
				\$1,900.00	

10/6/2017	Citywide	Mater Foundation	\$275.00		Noah's Mater Charity Event
	Division 10		\$125.00		
	Division 2		\$100.00		
	Division 3		\$100.00		
	Division 5		\$200.00		
	Division 8		\$100.00		
	Division 9		\$100.00		
				\$1,000.00	
10/12/2017	Division 4	United Welsh Church Blackstone Incorporated		\$1,000.00	Fundraising for Window Refurbishments
10/12/2017	Division 5	Tivoli State School P&C		\$2,500.00	Laptops for Student Use
10/12/2017	Division 9	Ipswich Kindergarten Association		\$2,000.00	Interactive Whiteboard
10/12/2017	Division 3	Woodlinks State School P&C Association		\$500.00	School Hats for Prep Transition Program
10/13/2017	Citywide	Blair State School P&C Association		\$1,600.00	Visual Arts/Carols by Candlelight Evening
10/13/2017	Division 9	C&K Community Kindergarten Redbank Plains		\$500.00	Disco Fundraiser Event
10/13/2017	Citywide	Cancer Council Qld Ipswich Branch		\$200.00	Casa Mia High Tea
10/13/2017	Citywide	Gandhi Salt March Limited		\$2,000.00	Power of Peace Festival
10/13/2017	Division 3	The Salvation Army Riverview Old Boys		\$500.00	Old Boys Reunion
10/17/2017	Division 2	Redbank State School P&C		\$500.00	Debutante Ball

10/12/2017	Citywide	West Moreton Dart Association & Allsports Inc	\$1,000.00		Club Tables and Chairs
	Division 1		\$200.00		
	Division 2		\$250.00		
	Division 3		\$2,000.00		
	Division 4		\$500.00		
				\$3,950.00	
10/12/2017	Citywide	Swifts Bowls Club - (Includes Ladies Section)	\$500.00		Nationwide Bowls Competition - Premier League
	Division 5		\$500.00		
				\$1,000.00	
10/13/2017	Division 1	Humpty Dumpty Foundation	\$250.00		Kids Charity Bike Ride Fundraiser
	Division 8		\$100.00		
				\$350.00	
10/13/2017	Citywide	Queensland Cadet Bushman	\$150.00		Public Liability Insurance
	Division 10		\$200.00		
	Division 1		\$150.00		
	Division 2		\$350.00		
	Division 9		\$200.00		
				\$1,050.00	

10/19/2017	Division 9	Staines Memorial College		\$2,000.00	Video Camera and Peripherals
10/19/2017	Citywide	Ipswich Girls Grammar School		\$120.00	IGGS Speech Night Prize
10/19/2017	Division 10	Rosewood State School		\$6,000.00	Installation of Air Conditioning for School Hall
10/19/2017	Division 2	St Francis Xavier Parish School P&F Association		\$635.00	Representation of Student in Sport
10/19/2017	Division 6	West Moreton Community Kindergarten		\$500.00	Christmas Gifts for Children
10/19/2017	Division 10	Ashwell State School P&C Association		\$250.00	Qld 12yrs State Softball Team
10/19/2017	Division 8	Golden Valley Keperra Lions Club Inc		\$300.00	30th Annual Special Children's Festival
10/20/2017	Division 10	St Brigids Primary School		\$125.00	Year Six Graduation Books
10/20/2017	Division 10	12th Ipswich Girls Brigade		\$500.00	3 Stage Leadership Development Course
10/20/2017	Division 8	Blue Care Nowlanvil		\$600.00	Christmas Festive Season
10/20/2017	Division 8	Whitehill Church of Christ		\$1,000.00	Family Christmas Event
10/20/2017	Citywide	Scripture Union Queensland	\$250.00		Continuation of Pastoral Care
	Division 9		\$250.00		
				\$500.00	

10/23/2017	Division 5	The Salvation Army Bundamba		\$1,000.00	Food and Toy Hampers
10/26/2017	Division 10	Walloon State School P&C		\$150.00	Catering for Babies of Walloon
10/26/2017	Division 1	Western Pride Football Club		\$1,000.00	Fundraising Event
10/26/2017	Division 5	Alara QLD Limited		\$1,000.00	Training Equipment
10/26/2017	Division 10	Rosewood State High School		\$156.00	"Thank You" Water Project
10/26/2017	Division 10	Southern Cross Charities		\$250.00	5th Annual Rosewood Charity - Show and Shine
10/26/2017	Division 6	Blue Care - Brassall Retirement Village		\$1,350.00	Christmas Presents for Residents
10/27/2017	Division 4	YMCA Vocational School		\$2,000.00	Senior Formal
10/27/2017	Division 2	Goodna RSL Sub Branch		\$500.00	Christmas Party for Veterans
10/27/2017	Citywide	St Marys College		\$100.00	2017 Year 12 Awards Presentation
10/27/2017	Division 10	Marburg Pacing Association Inc.		\$500.00	Promotion of Harriott Memorial Race Meeting
10/23/2017	Division 6	Ipswich Thistle Pipe Band Inc	\$100.00		Ipswich Piping & Drumming Solo Championships
	Division 8		\$100.00		
				\$200.00	
10/26/2017	Citywide	Western Pride Football Club	\$500.00		WPFC Sportsman's Lunch
	Division 1		\$500.00		
				\$1,000.00	
10/27/2017	Citywide	Riverview Good News Church	\$400.00		Catering for Annual Christmas Dinner
	Division 3		\$400.00		
				\$800.00	
10/27/2017	Citywide	Rosewood Bowls Club Inc.	\$250.00		Bendigo Bank Open Men's Fours Carnival
	Division 10		\$250.00		
				\$500.00	
			Total	\$ 55,738.30	

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Gary Kellar	

A4476634

17 November 2017

MEMORANDUM

TO: MAYOR AND MEMBERS OF CITY MANAGEMENT, FINANCE AND COMMUNITY
ENGAGEMENT COMMITTEE

FROM: ACTING CHIEF EXECUTIVE OFFICER

RE: EXECUTIVE SECRETARIAT UPDATE

INTRODUCTION:

This is a report by the Acting Chief Executive Officer providing an update on the Chief Executive's Office for the month of November 2017.

BACKGROUND:

The Executive Secretariat consists of the Executive Office, Mayoral Office, Executive Research, Internal Audit and Legal Services.

Following is a summary of activities for each area:

Executive Office

Governance Review

The Administrative Working Group is continuing to progress the implementation of the recommendations from the Governance Review. Attached is an update of progress to each of the recommendation areas (refer Attachment A).

Representative Duties

The role of the Chief Executive Officer at Ipswich City Council contains significant responsibilities in terms of representative duties on numerous bodies, companies, steering committees and forums both for the purposes of direct input into the decision making and to obtain understanding through an observation role of matters pertinent to the Council. In particular, attendance was maintained at the following forums:

- Ipswich City Enterprises
- Ipswich City Developments

- Ipswich City Properties
- Ipswich City Enterprise Investments
- Ipswich Motorsport Park
- Ipswich City Properties CBD Project Control Group
- Strategy Workshop by KPMG to members of the Ipswich Defence Industry Attraction Steering Committee
- Ipswich Central Projects Review Group
- Digital Innovation Steering Committee
- CBD Transformation Steering Committee
- Policy and Administration Advisory Committee
- Council Committees
- Council Ordinary Meeting.

The CEO has continued catch-up meetings with his direct reports to discuss operational issues in areas. There has also been meetings with external parties to facilitate the external review of Council's controlled entities.

Emerging Issues

Mayor's Office Arrangements

Administrative arrangements for the Mayor's Office have recently been restructured for the purposes of organisational and performance accountability. For the purpose of day to day issues the Mayor's Executive Officer will report to the Mayor and for organisational and performance accountability they will report direct to the CEO. Some recruiting will be required to take place for reception staff for the Mayor/CEO office, this will be occurring in the coming weeks.

An Organisational Structure outlining the new structure and lines of report is provided as **Attachment B**.

Interviews have been recently undertaken for the Mayors Executive Officer, which have now been completed and the preferred candidate has been notified and will start Tuesday 21st November 2017.

The Mayoral Office has experienced a high tempo work load with residents, community, businesses and not-for-profit groups all eager to discuss issues and meet with the "new" Mayor prior to the end of the year.

Code of Conduct

Staff sessions have started with 3 meetings held on 8 November, 2017 and 12 more scheduled to be held over the 17th, 20th, 28th and 30th of November. The sessions are being presented by Council's Human Resource Section, along with participation from managers from all operational areas.

The emphasis on the refresh training is to not only reflect the Line of Sight Program but to emphasise that the Code of Conduct is Council's declaration of faith in those fundamental principles of honesty, integrity, respectfulness and dedication to service.

Executive Research

An interim review is underway to ensure performance standards are being met in relation to the operational support of the Mayor's Office. Changes are being implemented to align our practices in records keeping with those in the Mayors area.

In accordance with the adopted procedure, the Executive Research Officer is maintaining a summary register of matters handled for Councillors, for the information of the CEO and the Mayor. Month to date for November is 16 new requests for assistance, 18 matters resolved and 19 ongoing concerns.

Work is continuing with the implementation of elements of the Governance Review. Draft policy has been produced in relation to elected member correspondence as well as ongoing support to Councillors choosing to transition how they submit their Register of Interests. Work on the draft Code of Conduct is currently on hold awaiting further consultation with the Councillors.

A Councillor Induction Workshop has been organised and will be undertaken by the Department of Infrastructure, Local Government and Planning. The training will be tailored to specific areas of interest for new, more recent and long term Councillors.

Internal Audit

Current Issues for mentioning:-

- Currently conducting an internal audit on Arboriculture.
- Finalised and issued the internal audit report on IT Security and are about to issue the final report on Residential Swimming Pools.
- Still working on a macro control opinion.
- Internal audit involvement being planned with regards to the Human Resources Information Systems Project.
- The internal auditor attended the Local Government Internal Auditors Conference in Redlands.
- The Security and Safety Cameras internal audit is near completion but still on hold due to investigations workload.
- Internal audit regarding Objective is currently on hold but will be reconsidered.
- Conducting a number of internal investigations and assisting the CCC in various areas.

Legal Services

File Statistics

New Files for October – 35 New Files only 1 outsourced – 15 new ongoing matters, 11 High priority.

- One QBCC Claim File
- Seven Prosecution Files – rates recovery, unregistered dogs and parking matters
- One third party Subpoena file
- Two new P&D Appeals. One of these is being run by the Building and Plumbing branch as per normal procedure in relation to building and development tribunal

matters. In relation to the other new appeal, no action (aside from filing and entry of appearance) had been taken so far. Council is waiting on the appellant to initiate the first steps in the proceeding before it assesses its strategy going forward.

Issues

Election Sign

Legal provided advice in relation to posters that have been erected in the Ipswich Local Government Area the subject matter of which concerned candidates in the upcoming State Election.

Linville Holdings Pty Ltd v Fraser Coast Regional Council – the Courier Mail contacted Council asking for Council to comment on the impact this decision had for Council’s 2017-2018 budget/ratings resolution. The legal branch provided advice in relation to its understanding of the judgment and its impacts for Council, and today CBP has provided advice which confirms/agrees with the legal branch’s previous advice – i.e. that the judgement has no implications/impact for the Council’s 2017-2018 budget/ratings resolution. However, the legal branch, in its advice, had raised the issue of whether further advice needs to be obtained in relation to the sufficiency of the Council’s “Parent Resolution” which refers the reader to the budget document for the specific ratings resolutions.

Training and Seminars

- Acting City Solicitor attending Australian Public Sector Anti-Corruption Conference in Sydney 14-16 November
- Acting City Solicitor attended Government Briefing on Caretaker Mode and Post Election issues held by Clayton Utz.

New Solicitor

New temporary solicitor, Kevin Lynch to commence on 14 November on a three month contract with possibility of extension.

ATTACHMENT/S:

Name of Attachment	Attachment
Governance Review – Progress Status	Attachment A
Organisational Structure – Mayor’s Office	Attachment B

RECOMMENDATION:

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

Gary Kellar
ACTING CHIEF EXECUTIVE OFFICER

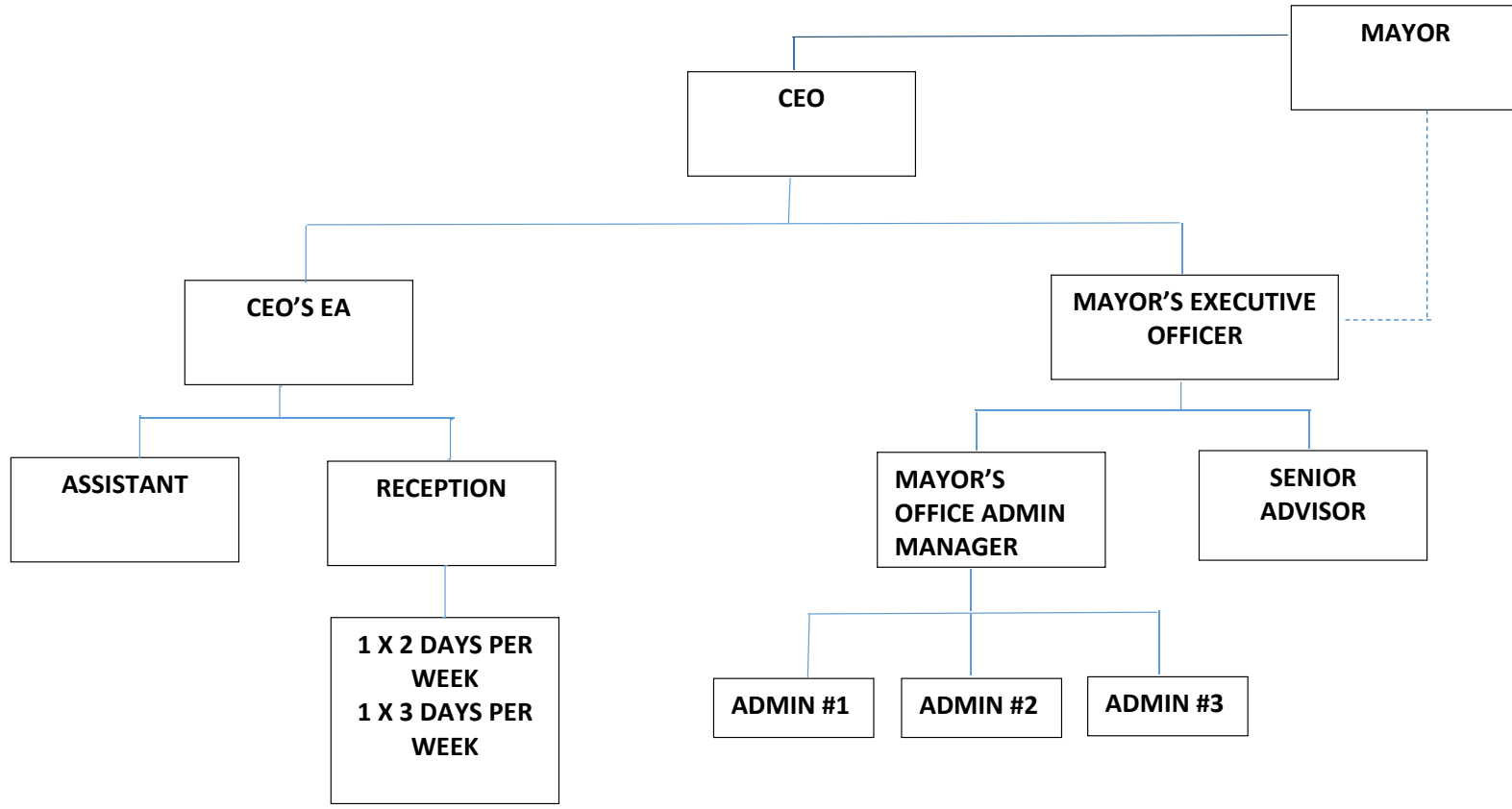
#	Recommendation	Responsible Department/Branch	Status	Progress Comments 8 November 2017
1	Council consider the re-introduction of a Code of Conduct for Councillors as a public expression of its commitment to ethical governance.	Corporate Services ICT Human Resources	In Progress	*Code of Conduct for Councillors reviewed and drafted *Draft signed off by CEO. *On agenda for November Committee/Council meetings/Councillor consultation.
2	The CEO consult with the executive team to review the extent of councillor/staff contact contained in the "red box" lists to ensure nominated contacts within the organisation have sufficient level of responsibility and accountability to advise and inform Councillors accurately and reliably in a manner consistent with management policy. Following the review the CEO advise Council on changes desirable to the Reasonable Requests Guidelines.	Executive Team	In Progress	* Red Box Structures provided by all COOs. Last received 6 Nov 2017 *Proposed Red Box Structures to be reviewed by CEO. All proposed Red Box Structures sent to CEO for consideration this week.
3	The CEO ensure that effective guidelines are promulgated to Councillors and employees (including relevant training) outlining their respective responsibilities in recognising, avoiding and responding to inappropriate approaches under the Reasonable Request Policy.	Corporate Services Human Resources Corporate Services Human Resources IMU - Training Unit Corporate Services	In Progress	*Subject to finalised Red Box structure, review of guidelines to be undertaken. Guidelines required for employees in and out of "red box". * Initially proposed amended guidelines to be put on the agenda for late November Committee/Council meetings. COOs have shown interest in wording of guidelines, propose drafting Nov/Dec and seeking feedback with view to submit to Committee/Council meetings January 2018.
4	The CEO take action to achieve more effective compliance with Section 295 of the Local Government Regulation 2012 by publishing identifiable and consolidated Register of Interests for Councillors with clear links from the Councillor information page of the Council's website.	Executive Office ICT	In Progress Completed	* Website live (Legislation and Mayors and Councillors page) * Mock up on Councillor Profile Page in progress. * Review of forms in progress. * Consultation with Councillors occurring in relation to consolidation approach. *Website Live. COMPLETED
5	The CEO instruct Minutes Clerks when recording Councillors' declaration of conflicts of interest to record the Committee Report Item number and the topic or subject heading to fairly identify the context of the declared conflict of interest	Legal Corporate Services - Committee Team	In Progress	*Dan Best has undertaken review and produced a briefing note/advice for ACEO to consider. Further guidelines to be drafted. * Committee team has amended minutes to capture/record item number, topic/subject heading and type of interest. * Monitoring over next couple of Committee/Council rounds. *Further amendment may be required subject to advice from Dan Best.
6b	Council partition the Committee agenda into matters to be dealt with in option session and matters to be dealt with in closed session, subject to listing the topic headings in the publicly available Committee agenda.	Corporate Services - Committee Team	Monitoring Implementation	* Templates all completed and in principle approved for use. * Monitoring going forward. * Committee Team and CEO have reviewed officer report format and established proposed format for Closed/Open session content. Monitoring November committee/council meeting round with view to then communicating to officers.

#	Recommendation	Responsible Department/Branch	Status	Progress Comments 8 November 2017
6c	When reaching the Items on the Committee agenda that are to be dealt with in closed session, a motion should be moved that the Committee move into closed session to consider the nominated items on the agenda	Corporate Services - Committee Team	Monitoring Implementation	* Minute templates/process developed and signed off in principle. *Monitoring going forward.
6d	Having returned from Closed session a motion should be moved specifying the actual recommendations from the closed session in respect of each matter considered and for those recommendations to be voted on, individually or collectively.			
6e	The motions, recommending those recommendations to the Council, having been carried, the reports considered in Closed session should be committed to the public record of the Committee meeting for public disclosure, except in circumstances where the Committee recommends the report be deemed confidential in keeping with the definitions in Section 275 of the Local Government Act 2009	Corporate Services - Committee Team	Monitoring Implementation	* Minute templates/process developed and signed off in principle. * Monitoring going forward.
6f	This procedure for dealing with matters in closed session be also applied to the Council's other Committees as and when required.	Corporate Services - Committee Team	Monitoring Implementation	* Minute templates/process developed and signed off in principle. * Monitoring going forward.
7	Council adopt the practice of publishing on its website all reports considered by Committees and all Committee reports submitted to Council including officers' recommendations, Committee recommendations as well as Council's formal resolutions, in order to provide full transparency of its decision making	Corporate Services - Committee Team and Risk & Insurance Team	Monitoring Implementation	*Briefing paper provided for ET Meeting re: timeframe for Committee Reports and Publication. *Monitor during next couple of committee rounds and adjust as appropriate. *Committee report template to be reviewed for consistency across all departments. * Board Books already holds information in PDF format. * Committee Team and CEO have reviewed officer report format and established proposed format for Closed/Open session content. Monitoring November committee/council meeting round with view to then communicating to officers. (as per Rec # 6b
		ICT	Completed	* ICT Platform amended and consolidated into one location. * access being provided to Committee Team to enable uploading of agenda, lists and minutes as part of their processes.
8	Council improve public information on its website by incorporating a page containing a list of all adopted and current policies together with links to the actual documents for ccessible inspection by inquirer	ICT	Completed	* All policies now published on website.
		Corporate Services		

#	Recommendation	Responsible Department/Branch	Status	Progress Comments 8 November 2017
9a	The CEO review the conditions of the delegated power to decide applications under the Planning Act to avoid any risk of consultation with Councillors being interpreted as directing employees or exercising undue influence.	COO of P & D [consult with other COOs]	In Progress	* Instruments of delegation have been reviewed to incorporate necessary changes for the implementation of the new Planning Act. Officers are currently exercising their delegations in a timely manner that meets the reduced assessment and decision timeframes under the new Act. * Proposed changes to the draft Councillor Code of Conduct have been provided to Executive Office regarding 'directing employees, exerting undue influence and frustrating the approval process'. * An amended delegation procedure has been prepared, incorporating relevant cross referencing to the Councillor Code of Conduct and new provisions to address potential frustration of the approval process through repeated requests for 'clarification of issues'.
9b	The CEO prepare a program to incorporate in Council induction and CPD programs including awareness training in relation to workplace behaviour including preventing undue influence of delegated authority decisions, bullying and harassment.	Human Resources / Corporate Services Executive Secretariat		
10	Council revisit the recommendations of the QAO and Internal Audit in relation to the Procurement function and reconcile those recommendations with the implementation plan for the new Procurement Framework.	Procurement Internal Audit	In Progress	* Procurement has collated previous Internal Audit reports and undertaken a gap analysis to ensure identification of all recommendations. * Next step - meeting with Internal Audit to agree on consolidated recommendations and then build action plan.
11	The Audit Plan element for examination of the Council's Procurement function be retained in the 3 year plan and continue to monitor the implementation of the new Procurement Framework, to provide ongoing review of its effectiveness.	Procurement Internal Audit	Scheduled	* Internal Audit will include in Audit Plan once recommendation 10 undertaken by Procurement.
12	The CEO review the Claim Form for use by Councillors in submitting expenditure for reimbursement to include declarations as to the compliance of the claim with Council policy and to provide for notations concerning the deduction of disallowed items.	Finance	In Progress	* Reviewed as part of QAO Audit. Awaiting feedback to enable incorporation into any changes to form/process.
13	Council review its arrangements for the City Wide and Divisional Allocations particularly in relation to funding for community purposes to align more closely with the transparency and accountability requirements of Section 109 of the Local Government Act 2009 and Section 202 of the Local Government Regulation 2012.	COO of ASDCE	In Progress	* Current budget allocations for City Wide and Division allocations has been identified. Review is ongoing to understand different processes and governance framework for each allocation. Next steps will be to compare current status against legislative requirements to identify issues and gaps.
14	The CEO extract relevant matters from this report to include in the executive office risk register and develop appropriate risk mitigation strategies to deal with them.	Corporate Services	In Progress	* Risk Management meeting with CEO occurred 27 Oct 2017. * ERM program to be put back up before Audit Committee for endorsement. * Risk register activity to be commenced.

#	Recommendation	Responsible Department/Branch	Status	Progress Comments 8 November 2017
15	The CEO formulate guidelines for the assessment of correspondence likely to be regarded as a public record and provide Councillors and their administrative assistants with a convenient process to enable a capture of relevant material.	Corporate Services Information Management Unit	In Progress	<ul style="list-style-type: none"> * Objective Fact sheets and guides exists around information knowledge management i.e. what is a public record, corporate record, email management etc). * Summary drafted regarding Managing Mayors and Councillors Information for consider based on categories identified in the Public Records Act. Needs to be considered and approved. * File structures for Objective have been designed. Work already being undertaken with the Mayors Office but Councillors Officers not yet progressed. Approval from CEO/ET may be required to progress. *Review of Moreton Bay Policy to be undertaken. *File Structures being created for Electorate Offices by Veronica Pringle.
16	Council proceed to implement the recommendations of the Internal Audit unit in relation to controlled entities.	Finance Executive Team	In Progress	<ul style="list-style-type: none"> * Detailed review of existing balance sheets being undertaken by Finance and Companies with a view to preparing an action plan in accordance with requirements of Accounting and Corporations Law to reduce balance down and striking off. * Propose draft Action Plan by 24 Nov 2017.
17	The charter of Council's Audit Committee be expanded to include risk management and the committee's name be altered to the Audit and Risk Management Committee.	Corporate Services Internal Audit Audit Committee Chair	In Progress	*Report by CEO to Audit and Risk Management Committee this round in relation to amended charter, position descriptions for memberrrs and restructure of the audit committee.
18	The CEO arrange for procedures concerning the reception of the Observation Report to include a procedure for the Mayor to present the report to the next ordinary meeting of the local government after being received and the staff of the Mayor's office be alerted to this requirement.	Finance/ IMU	In Progress	<ul style="list-style-type: none"> * Finance drafting note/procedure for Mayor's Office re: requirements. * Other actions to be completed when QAO observation report received.
19	The CEO consult with the Mayor to convene working parties to develop the approved implementation plan for any changes endorsed from this review and a formal project plan be compiled to manage the implementation.	Executive	In Progress	<ul style="list-style-type: none"> * Membership identified for working parties. * CEO undertaking reporting. Provide update to next committee.
20	Review of Local Law & Sub-ordinate Local Law & Procedures for conduct of Council/Committee meetings	HSRS Corporate Services	In Progress	<ul style="list-style-type: none"> *Review of other Council Local Law & Sub-ordinate Local Law in progress. Committee Team propose to commit resources to this activity once November round of Committee/Council meetings completed. This will enable holistic review of Local Law & Sub-ordinate Local Law factoring in committee changes currently being monitored. * Co-ordinate any amendments with HSRS and Wade Wilson to ensure consistency and meet any advertising requirements.
21	Review of formating of reports to Committee & Council	Corporate Services	In Progress	* Monitoring officers reports in next committee round.
22	Review all Policies for currency and accuracy and accessible publication on website	Corporate Services	In Progress	<ul style="list-style-type: none"> * Compiling list of policies with reviews due. *Propose to circulate to Departments and co-ordinate update/review. * Briefing note to CEO re: high level framework for policies/procedures with view to circulating this as part of review. CEO feedback sought.

#	Recommendation	Responsible Department/Branch	Status	Progress Comments 8 November 2017
23	Review of Delegations	TBA	On Hold	NEW RECOMMENDATION as at 27 October 2017
24	Performance Management System	ICT / HR	In Progress	* ICT implementation of HRIS (new Human Resources System - payroll and performance management) by 1 July 2018. * HR to provide briefing/information to CEO regarding executive performance management component of platform.
25	Review of Complaints Management System/Framework	Corporate Services / Legal Branch	In Progress	* Briefing note to CEO re: high level 'as is' and 'to be' complaints management framework. CEO feedback sought.



City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Gary Kellar	

GK: GK

16 November 2017

MEMORANDUM

TO: MAYOR AND MEMBERS OF CITY MANAGEMENT, FINANCE AND COMMUNITY
ENGAGEMENT COMMITTEE

FROM: ACTING CHIEF EXECUTIVE OFFICER

RE: PROPOSED MAYORESS ADMINISTRATION AND EXPENSES POLICY

INTRODUCTION:

This is a report by the Acting Chief Executive Officer dated 16 November 2017 concerning the provision of a policy to recognise and outline what support is provided to the Mayoress by Ipswich City Council.

BACKGROUND:

Previously there were limited formal controls around what support is offered by Ipswich City Council to the role of the Mayoress or what functions that support is provided for. The policy (refer Attachment A) sets out to formally recognise the role of the Mayoress and what reasonable levels of support are provided in the undertaking of this role.

OPTIONS:

It is proposed that a Policy (refer Attachment A) be approved to ensure that the role of the Mayoress is formally recognised and; adequate and reasonable support is provided to the Mayoress when undertaking her role in the community.


The administrative support as described in Attachment A is intended to be undertaken by existing staff in the Office of the Mayor. Likewise, the existing budget for the Office of the Mayor will provide any assistance that is in line with the policy objectives. Any financial or

administrative support provided under this policy must be in line with what would reasonably be expected from the community.
To uphold the transparent and accountable way in which support will be provided, a register will be maintained on the level of support provided and associated expenditure, if any.

BENEFITS TO COMMUNITY AND CUSTOMERS:

The role undertaken by the Mayoress has historically provided support and advocacy to groups and individuals that they may not otherwise be eligible for. The provision of support to this role is in line with the outcomes of the Corporate Plan and also within the guidelines of the Community Engagement Policy.

ATTACHMENT/S:

Name of Attachment	Attachment
Mayoress Administration and Expenses Policy	 Attachment A

RECOMMENDATION:

That the policy titled “Mayoress Administration and Expenses Policy”, as detailed in Attachment A to the report by the Acting Chief Executive Officer dated 16 November 2017, be adopted.

Gary Kellar
ACTING CHIEF EXECUTIVE OFFICER



MAYORESS ADMINISTRATION AND EXPENSES POLICY

Version:

Document No.:

1.1 Objectives:

The objective of this policy is to formalise the role of the Mayoress in the community and determine what support is provided by Ipswich City Council.

1.2 Regulatory Authority:

Local Government Act 2009

Local Government Regulation 2012

Community Engagement Policy

Advance Ipswich 2015

Ipswich City Council Corporate Plan 2012-2017

1.3 Policy Statement:

To provide adequate and reasonable support to the Mayoress in undertaking her role in the community.

1.4 Scope:

In order to undertake various community engagement and community related functions, Council will provide reasonable administrative support to the Mayoress. Reasonable support is to be provided for functions that generally include activities such as:

- community group liaison;
- patron duties for Ipswich City organisations;
- communications and media directly related to Mayoress activities;
- civic and ceremonial functions

The support is not strictly limited to these functions, however support is only to be provided where the task is in aid of an Ipswich based group or individual.

The provision of assistance and facilities will be funded by the Office of the Mayor budget and managed in a manner that is transparent and accountable, and meets the expectations of the local community.

1.5 Roles and responsibilities:

The Office of the Mayor will provide the relevant level of support and related services to the Mayoress.

1.7 Policy Author: Chief Executive Officer

Date of Council resolution:

Committee Reference and date: THIS WILL BE FILLED IN ONCE THE POLICY HAS
No of resolution: BEEN ADOPTED AT FULL COUNCIL BY THE CORPORATE
Date to be reviewed: GOVERNANCE ADMIN TEAM

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Andrew Roach	

6 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: SENIOR PROPERTY OFFICER

RE: RESUMPTION OF LAND
PART OF 10 OLD TOOWOOMBA ROAD, ONE MILE AND DESCRIBED AS PART OF
LOT 2 ON RP8334
DIVISION 8

INTRODUCTION:

This is a report by the Senior Property Officer dated 6 November 2017 concerning the proposed resumption of part of the land located at 10 Old Toowoomba Road, One Mile and described as part of Lot 2 on RP8334 for strategic road purposes to facilitate the upgrade of Old Toowoomba Road, One Mile.

BACKGROUND:

Council have undertaken the detailed design for the upgrade of the section of Old Toowoomba Road from Ernest Street to Toongarra Road. The preconstruction activities are proposed to commence in the 2017–2018 financial year.

CONFIDENTIAL BACKGROUND PAPERS:

Confidential Background Papers	Background details
--	--------------------

RECOMMENDATION:

- A. That Council, having duly considered this report, be of the opinion that the part of Lot 2 on RP8334 containing an approximate area of 17m² (shown in Attachment A of the background details) ('the Land') is required for road purposes.
- B. That Council exercise its power as a "constructing authority" under the *Acquisition of Land Act 1967* to resume the Land for road purposes.
- C. That the Chief Executive Officer be authorised to negotiate compensation and perform any other matters, arising out of the *Acquisition of Land Act 1967* or otherwise, to effect the resumption of the Land.
- D. That if, in the opinion of the Chief Executive Officer, acquisition of the Land for appropriate compensation can be achieved through negotiation without commencing a resumption process, the Chief Executive Officer is authorised to acquire the Land for appropriate compensation.

Leisa Liggett

SENIOR PROPERTY OFFICER (PROPERTY SERVICES)

I concur with the recommendations contained in this report.

Charlie Dill

CHIEF OPERATING OFFICER (INFRASTRUCTURE SERVICES)

I concur with the recommendations contained in this report.

Andrew Roach

CHIEF FINANCIAL OFFICER

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Andrew Roach	

PJM: PJM
A4484991

14 November 2017

MEMORANDUM

TO: CHIEF FINANCIAL OFFICER

FROM: TREASURY ACCOUNTING MANAGER

RE: ADOPTION OF RATING RESOLUTIONS

INTRODUCTION:

This is a report by the Treasury Accounting Manager dated 14 November 2017 concerning the adoption of rating resolutions.

BACKGROUND:

In the recent case of *Linville Holdings Pty Ltd v Fraser Coast Regional Council* (Linville Decision), the Supreme Court of Queensland provided the following ruling:

It is declared that for each of the financial years ending 30 June 2014, 30 June 2015 and 30 June 2016 the respondent failed to validly make and levy rates and charges within its local government area because it did not decide by resolution at its budget meeting for that year what rates and charges were to be levied as required by section 94(2) of the Local Government Act 2009.

Section 94(2) of the *Local Government Act 2009* states:

A local government must decide, by resolution at the local government's budget meeting for a financial year, what rates and charges are to be levied for that financial year.

In the Linville Decision, the Court concluded that while the Fraser Coast Regional Council (FCRC) had adopted its 2014-2015 Budget, as required by section 107A(1) of the *Local Government Act 2009*, and that the 2014-2015 Budget identified the rates and charges for the financial year, it did not separately pass a resolution to adopt the rates and charges for 2014-2015.

In the decision, the Court declared that FCRC had failed to validly make and levy rates and charges over a period of three financial years. A copy of the full decision is included as **Attachment A**.

In view of the Linville Decision, Ipswich City Council (Council) sought an external legal review of its budget and rating resolutions for 2017-2018. The advice received by Council in regards to this review is that the Linville Decision has no impact on the validity of the Council's budget and rating resolutions for 2017-2018.

A copy of the legal advice (COMMERCIAL IN CONFIDENCE) is included in the Confidential Background Papers.

ATTACHMENTS:

Name of Attachment	Attachment
Linville Holdings Pty Ltd v Fraser Coast Regional Council	Attachment A

CONFIDENTIAL BACKGROUND PAPERS:

Legal Advice – Budget and Rating Resolution Review (COMMERCIAL IN CONFIDENCE)	Background Details
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RECOMMENDATION:

That the report be received and the contents noted.

Paul Mollenhauer
TREASURY ACCOUNTING MANAGER

I concur with the recommendation contained in this report.

Jeffrey Keech
FINANCE MANAGER

I concur with the recommendation contained in this report.

Andrew Roach
CHIEF FINANCIAL OFFICER

SUPREME COURT OF QUEENSLAND

CITATION: *Linville Holdings Pty Ltd v Fraser Coast Regional Council*
[2017] QSC 252

PARTIES: **LINVILLE HOLDINGS PTY LTD ACN 009 944 325**
(applicant)
v
FRASER COAST REGIONAL COUNCIL
(respondent)

FILE NO/S: BS12922/16

DIVISION: Trial Division

PROCEEDING: Originating Application

DELIVERED ON: 6 November 2017

DELIVERED AT: Brisbane

HEARING DATE: 29 May 2017

JUDGE: Jackson J

ORDER: **The order of the court is that:**

1. **It is declared that for each of the financial years ending 30 June 2014, 30 June 2015 and 30 June 2016 the respondent failed to validly make and levy rates and charges within its local government area because it did not decide by resolution at its budget meeting for that year what rates and charges were to be levied as required by section 94(2) of the *Local Government Act 2009*.**

CATCHWORDS: LOCAL GOVERNMENT – ORDINANCES, REGULATIONS, BY-LAWS AND LOCAL LAWS – VALIDITY – POWER TO MAKE – PARTICULAR ORDINANCES, REGULATIONS, BY-LAWS AND LOCAL LAWS – where the councillors of the respondent at a special meeting resolved to adopt the 2014/15 budget – where the budget was described as being presented in a variety of documents, including a revenue statement and a schedule of rates and charges – where similar resolutions were carried adopting the 2015/16 budget and 2016/17 budget – where section 94 of the *Local Government Act 2009* (Qld) provided that a local government must decide, by resolution at the local government’s budget meeting for a financial year, what rates and charges are to be levied for that financial year – whether the respondent’s general differential rates, special rates and charges for the 2014/15, 2015/16 and

2016/17 financial years were made invalidly

Local Government Act 2009 (Qld), s 92, 94
Local Government Regulation 2012 (Qld), r 81, r 94, r 107A,
 169, r 172

City of Camberwell v Woolf (1932) 48 CLR 547, discussed
Dainford Ltd v Smith (1985) 155 CLR 342, discussed
Dorfler v Pine Rivers Shire Council [1994] 1 Qd R 507,
 distinguished

*E Cocco & Sons Investments Pty Ltd v Gold Coast City
 Council* [2014] QSC 10, cited

Foley v Padley (1984) 154 CLR 349, distinguished

*Ostwald Accommodation Pty Ltd v Western Downs Regional
 Council* [2016] 2 Qd R 14, cited

Project Blue Sky Inc v Australian Broadcasting Authority
 (1998) 194 CLR 355, applied

Sandringham Corporation v Rayment (1928) 40 CLR 510,
 distinguished

Whiting v Somerset Regional Council [2010] QSC 200,
 applied

COUNSEL: D Gore QC and J Hastie for the applicant
 B O'Donnell QC and N Shaw for the respondent

SOLICITORS: DJ Hinton Lawyers for the applicant
 CLH Lawyers for the respondent

- [1] **Jackson J:** This proceeding is an application for declarations that the respondent's general differential rates, special rates and charges for the 2014/15, 2015/16 and 2016/17 financial years were made invalidly, so that no valid rates or charges were levied on land owned by the applicant in the respondent's local government area.
- [2] The applicant is the registered owner of lots 207, 208, 212 and 213 on plan T9013 Parish of Tiaro County of March title references 16749198, 16749197, 16749196 and 16749195 ("the land").
- [3] The respondent levied rates and charges on the land by giving the applicant rates notices and water notices dated 25 August 2014, 10 November 2014, 9 March 2015, 15 June 2015, 17 August 2015, 9 November 2015, 7 March 2016, 13 June 2016 and 15 August 2016.

Applicant's arguments

- [4] There are four points. Each is a contention that the respondent failed to comply with the statutory requirements to make or levy valid rates and charges in the relevant year. The same points apply in each of the relevant years.
- [5] The statutory requirements are contained in the *Local Government Act 2009 (Qld)* ("LGA") and the *Local Government Regulation 2012 (Qld)* ("LGR"). The LGA and LGR require a resolution to levy the rates and charges. The applicant submits that the resolution levying the rates and charges did not comply with the requirements in the following ways:

- (a) first, contrary to s 94 of the LGA and r 81 of the LGR, there was no separate resolution to levy the rates and charges from the resolution to adopt the budget for the relevant year;
- (b) second, contrary to s 94 of the LGA and r 81(3) of the LGR, the challenged resolution failed to state the rating categories of rateable land for the differential general rates and a description of the rating categories;
- (c) third, contrary to s 94 of the LGA and r 94 of the LGR, the challenged resolution failed to identify the rateable land to which the special rates or charges apply; and
- (d) fourth, contrary to s 94 of the LGA and rr 81 and 94 of the LGR the challenged resolution is uncertain or too vague.

The resolutions

- [6] On 11 June 2014 the councillors of the respondent held a special meeting at the Council Chambers in Maryborough. The minutes of the meeting record the budget highlight address given by the mayor in support of the proposed 2014/15 budget.
- [7] Later, movers proposed a resolution that:
 - “1. Council **adopt the 2014/15 Budget as presented in the following:**
 - (a) 2014/15 Operational Plan as presented (refer to **attachment 4**);
 - (b) 2014/15 Financial Year Budget and the Ten Year Budget Estimates for 2015/16 to 2023/24 as presented (refer Attachment 1 - page 116-126, Attachment 2 – Capital Works 2014/15, and Attachment 3 – Schedule of Fees & Charges 2014/15);
 - (c) **Revenue Policy and Statement** 2014/15;
 - (i) The Revenue Policy in respect of the 2014/15 financial year as presented (refer **Attachment 1 page 1**);
 - (ii) The **Revenue Statement** in respect of the 2014/15 financial year as presented (refer **Attachment 1 page 4 – 30**);
 - (iii) The Overall Plan for Special Rates & Charges for the 2014/15 financial year as presented (refer **Attachment 1 page 31**);
 - (iv) The **Schedule of Rates & Charges** for the 2014/15 financial year as presented (refer **Attachment 1 pages 35-42**);
 - (v) The Schedule of Fees and Charges for 2014/15 as presented (refer Attachment 3);
 - (d) ...
 - 2. Council adopt the revised Expenses and Provision of Facilities for Mayor and Councillors Policy as per Attachment 5” (emphasis added)
- [8] The resolution was carried by 8 votes to 3 (“challenged resolution”). There being no further business the meeting closed at 10:32am.
- [9] Attachment 1, as described in the resolution, was contained within the text of an indexed booklet comprising 127 pages. The full booklet index, including those parts was:

REVENUE POLICY	1
REVENUE STATEMENT	4-30
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UTILITY CHARGES	
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Water Charges	14
Waste Charges	19
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Fraser Island Garbage Levy	22
Sanitary Conversion Charge	22
Kingfisher Parade, Toogoom Revestment	
Seawall Levy	22
Infrastructure Levy	23
Waste Management Levy	23
Disaster Management Levy	23
REBATES AND CONCESSIONS	
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Sewerage Charge Concessions	24
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Time within which rates must be paid	28
Interest on overdue rates	28
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LOCAL HERITAGE REGISTER REBATE POLICY
 DISASTER MANAGEMENT LEVY POLICY
 DEBT POLICY
 INVESTMENT POLICY
 PROCUREMENT POLICY
 COUNCILLOR DISCRETIONARY FUNDS POLICY
 COMPETITIVE NEUTRALITY COMPLAINTS POLICY
 ESTIMATED ACTIVITY STATEMENT – BUSINESS ACTIVITIES TO WHICH THE CODE OF COMPETITIVE CONDUCT APPLIES 2013/14
 STATEMENT OF ESTIMATED FINANCIAL POSITION 2013/14
 STRATEGIC LONG TERM FINANCIAL PLAN
 LONG TERM FINANCIAL PLAN AND BUDGETING FINANCIAL STATEMENTS 2014/15 TO 2023/24
 SUMMARY OF INFRASTRUCTURE INVESTMENT PRIORITY FRAMEWORK”

[10] Page 4 of the booklet, in the Revenue Statement, provided in part as follows:

“A. DETERMINATION OF RATES & CHARGES

Rates and charges levied are to be determined after due consideration of Council’s 2014/15 Revenue Policy.

B. GENERAL RATES

DIFFERENTIAL GENERAL RATES

1. Basis of rate

Council will continue a system of differential general rates for the 2014/15 financial year. Council is required to raise an amount of revenue appropriate to maintain assets and provide services to the Local Government area as a whole. In deciding how that revenue is raised, Council has taken into account the following factors:

- The rateable value of the land and the rates which would be payable if only one general rate were adopted;
- The level of services provided to that land and the cost of providing the services compared to the rate burden that would apply under a single general rate;
- The use of land in so far as it relates to the extent of utilisation of Council’s services;
- The location and access to services.

The differential general rates will be determined having regard to the land valuations, the number of multiple dwellings/villas, units, flats or car parks that applies within the relevant categories, the land area, the land use codes and property type codes, property zones identified in the current planning scheme, together with the application of Council’s minimum general rate.

2. Minimum general rates

In accordance with *Section 77* of the *Local Government Regulation 2012*, Council may fix a minimum general rate for each differential general rate category determined during the course of the budget deliberations.

The minimum general rate will be determined at a level that also takes into account the minimum cost per annum of providing common services which are provided to every ratepayer as well as basic general administration costs.

3. Rate categories

Pursuant to *Section 80* of the *Local Government Regulation 2012* the scheme will have 31 categories of land.
 ...”

- [11] Page 7 of the booklet, in the Revenue Statement, continued:

“The categories and the considerations taken into account in determining the differential general rates are:

RESIDENTIAL

...

Category 10 – Commercial/Industrial

A differential rate will be levied on rateable parcels of land used for commercial, business, industrial, multi-residential bed and breakfast or other similar purposes not included in any other category. This includes all vacant land zoned, high impact industry, medium impact industry, low impact industry, mixed use, principal centre, district centre or specialised centre in Councils Planning Scheme.

Land in this area is used for commercial, business, industrial or other similar purpose and demand for local government services to this land exceeds that required for other uses.

A limitation of increase in accordance with s 116 of the *Local Government Regulation 2012* (rate capping) of 30% will apply to this category for the 2014/5 year.”

- [12] Page 11 of the booklet, in the Revenue Statement, provided:

“C. UTILITY CHARGES

Utility charges are levied under s 99 of the *Local Government Regulation 2012*. Utility and commercial charges are assessed where applicable on full cost pricing principles so that total income received, will fund the cost of provision of local government services to the community and the effective administration of these services.
 ...”

- [13] Page 14 of the booklet, in the Revenue Statement, provided, in part:

“WATER CHARGES

1. Basis of charge

Water charges are determined by a user pays basis to recover the cost of Council’s controlled water entity providing the infrastructure and cost of operating and maintaining the water supply system, including a commercial return on Council’s investment, in respect of all land and premises in the water area of the Local Government area.
 ...”

- [14] Page 21 of the booklet, in the Revenue Statement, provided, in part:

“D. SPECIAL & SEPARATE RATES & CHARGES

COUNCIL RURAL FIRE LEVY

A special charge will be levied on all rateable land under *Section 94* of the *Local Government Regulation 2012* for the purpose of raising funds for the Fraser Coast Rural Fire Group and Brigades as set in Council’s Overall Plan for Special Rates & Charges for the Council Rural Fire Levy.
 ...”

- [15] Page 24 of the booklet, in the Revenue Statement, provided, in part:

“E. REBATES & CONCESSIONS

In accordance with *Sections 119-122* of the *Local Government Regulation 2012*, Council shall allow remissions and concessions as follows:
 ...”

- [16] Pages 31 to 34 of the booklet set out the Council’s Overall Plan for Special Rates & Charges for 2014/15, as an addendum to the Revenue Statement 2014/15.
- [17] Pages 35 to 42 of the booklet set out the Schedule of Rates & Charges, including differential general rates, utility charges, special rates and charges, rebates and concessions, a conservation areas rates rebate, interest on overdue rates and discount on rates. The differential general rates were broken into 31 different categories.
- [18] On 17 June 2015, the Councillors of the respondent met at the Council Chambers in Maryborough and resolved to adopt the 2015/16 Budget. The terms of the resolution were equivalent to those of the challenged resolution, for the purposes of deciding the issues raised on this application.
- [19] On 19 July 2016, the Councillors of the respondent met at the Council Chambers at Torquay and resolved to adopt the 2016/17 Budget. Again, the terms of the resolution were equivalent to the challenged resolution, for the purposes of deciding the issues raised on this application.

Powers to make and levy rates

- [20] In *Ostwald Accommodation Pty Ltd v Western Downs Regional Council*,¹ I traced the earlier history,² constitutional basis³ and the current legislative powers of local government to make and levy rates,⁴ including differential general rates. Those general observations also form the backdrop to the disputes in the present case. It is unnecessary to repeat them.
- [21] Sections 92 to 94 of the LGA, in part, are as follows:

“92 Types of rates and charges

- (1) **There are 4 types of rates and charges—**
 (a) **general rates (including differential rates); and**
 (b) **special rates and charges; and**
 (c) **utility charges; and**

¹ [2016] 2 Qd R 14.

² [2016] 2 Qd R 14, [15]-[16].

³ [2016] 2 Qd R 14, [18] and [23]-[29].

⁴ [2016] 2 Qd R 14, [19]-[22].

(d) separate rates and charges.

- (2) **General rates** are for services, facilities and activities that are supplied or undertaken for the benefit of the community in general (rather than a particular person).

Example—

General rates contribute to the cost of roads and library services that benefit the community in general.

- (3) **Special rates and charges** are for services, facilities and activities that have a special association with particular land because—
- (a) the land or its occupier—
 - (i) specially benefits from the service, facility or activity; or
 - (ii) has or will have special access to the service, facility or activity; or
 - (b) the land is or will be used in a way that specially contributes to the need for the service, facility or activity; or
 - (c) the occupier of the land specially contributes to the need for the service, facility or activity.

Examples—

Special rates and charges could be levied—

- *for the cost of maintaining a road in an industrial area that is regularly used by heavy vehicles*
- *for the cost of replacing the drainage system in only part of the local government area*
- *on land that is used only by businesses that would benefit from the promotion of tourism in the local government area.*

- (4) **Utility charges** are for a service, facility or activity for any of the following utilities—
- (a) waste management;
 - (b) gas;
 - (c) sewerage;
 - (d) water.
- (5) **Separate rates and charges** are for any other service, facility or activity.

93 Land on which rates are levied

- (1) Rates may be levied on rateable land.
- (2) **Rateable land** is any land or building unit, in the local government area, that is not exempted from rates.

...

94 Power to levy rates and charges

- (1) **Each local government—**
- (a) **must levy general rates on all rateable land within the local government area; and**
 - (b) **may levy—**
 - (i) **special rates and charges; and**

- (ii) **utility charges;** and
 - (iii) separate rates and charges.
- (1A) Without limiting subsection (1), a local government may categorise rateable land, and decide differential rates for rateable land, according to whether or not the land is the principal place of residence of the owner.
- (2) A local government **must decide, by resolution at the local government's budget meeting** for a financial year, **what rates and charges are to be levied** for that financial year.” (emphasis added)

[22] Regulation 81 of the LGR provided:

“81 Categorisation of land for differential general rates

- (1) **Before a local government levies differential general rates, it must decide the different categories** (each a *rating category*) of rateable land in the local government area.
- (2) **The local government must, by resolution, make the decision at the local government’s budget meeting.**
- (3) The **resolution must state—**
 - (a) **the rating categories** of rateable land in the local government area; **and**
 - (b) **a description of each** of the **rating categories.**

Example—
A resolution may state that the rating categories, and a description of each of the rating categories, are as follows—

 - (a) residential land—land that is used for residential purposes in particular urban centres, rural localities, park residential estates and coastal villages;
 - (b) commercial and industrial land—land that is used solely for commerce or industry in particular urban centres and rural localities, other than land used for manufacturing sugar or another rural production industry;
 - (c) grazing and livestock land—land that is used, for commercial purposes, for grazing and livestock;
 - (d) sugar cane land—land that is used for producing sugar cane;
 - (e) sugar milling land—land that is used for manufacturing sugar;
 - (f) rural land—
 - (i) land that is not in an urban centre or locality; or
 - (ii) land that is not used for grazing and livestock; or
 - (iii) land that is not sugar cane land or sugar milling land;
 - (g) other land—any other type of land.
- (4) After the rating categories and descriptions have been decided, the local government must identify the rating category to which each parcel of rateable land in the local government area belongs.
- (5) The local government may do so in any way it considers appropriate.

- (6) The fact that some parcels of rateable land are inadvertently not categorised does not stop differential general rates being levied on rateable land that has been categorised.” (emphasis added)

[23] Regulation 94 of the LGR provided:

“94 Levying special rates or charges

- (1) This section applies if a local government decides to levy special rates or charges.
- Note—*
See the Act, section 92(3) (Types of rates and charges), definition *special rates and charges*.
- (2) **The local government’s resolution to levy special rates or charges must identify—**
- (a) **the rateable land to which the special rates or charges apply;** and
 - (b) the overall plan for the service, facility or activity to which the special rates or charges apply.
- (3) The ***overall plan*** is a document that—
- (a) describes the service, facility or activity; and
 - (b) identifies the rateable land to which the special rates or charges apply; and
 - (c) states the estimated cost of carrying out the overall plan; and
 - (d) states the estimated time for carrying out the overall plan.
- (4) The local government must adopt the overall plan before, or at the same time as, the local government first resolves to levy the special rates or charges.
- (5) Under an overall plan, special rates or charges may be levied for 1 or more years before any of the special rates or charges are spent in carrying out the overall plan.
- (6) If an overall plan is for more than 1 year, the local government must also adopt an annual implementation plan for each year.
- (7) An ***annual implementation plan*** for a financial year is a document setting out the actions or processes that are to be carried out in the financial year for the service, facility or activity to which the special rates or charges apply.
- (8) The local government must adopt the annual implementation plan before or at the budget meeting for each year of the period for carrying out the overall plan.
- (9) The local government may at any time, by resolution, amend—
- (a) an overall plan; or
 - (b) an annual implementation plan.
- (10) The local government may fix a minimum amount of the special rates or charges.
- (11) Subsection (12) applies if the local government decides to levy special rates or charges on particular rateable land for a service, facility or activity.
- (12) The amount of the special rates or charges for the particular rateable land may be different to the amount for other rateable land because, in the local government’s opinion—
- (a) the land or its occupier—
 - (i) specially benefits from the service, facility or activity; or
 - (ii) has or will have special access to the service, facility or activity; or
 - (b) the land is or will be used in a way that specially contributes to the need for the service, facility or activity; or

- (c) the occupier of the land specially contributes to the need for the service, facility or activity.
- (13) For subsection (12), the local government may levy the special rates or charges on any basis the local government considers appropriate.
- (14) In any proceedings about special rates or charges, a resolution or overall plan mentioned in subsection (2) is not invalid merely because the resolution or plan—
 - (a) does not identify all rateable land on which the special rates or charges could have been levied; or
 - (b) incorrectly includes rateable land on which the special rates or charges should not have been levied.
- (15) To remove any doubt, it is declared that a local government may make and levy a special rate or charge for a service, facility or activity whether or not supplied or undertaken by the local government itself, including a service, facility or activity supplied or undertaken by another local government—
 - (a) in the other local government’s local government area; and
 - (b) conducted as a joint government activity by the local governments.” (emphasis added)

Budgeting and financial management

- [24] By s 12(4)(b) of the LGA the mayor had the responsibility for preparing a budget to present to the local government.
- [25] By s 104(5)(a)(iv) of the LGA, the system of financial management established by a local government must include an annual statement including a revenue statement.
- [26] Section 107A of the LGA provided:

“107A Approval of budget

- (1) **A local government must** consider the budget presented by the mayor and, **by resolution, adopt the budget** with or without amendment.
- (2) The mayor must give a copy of the budget, as proposed to be presented to the local government, to each councillor at least 2 weeks before the local government is to consider adopting the budget.
- (3) The local government must adopt a budget before 1 August in the financial year to which the budget relates.” (emphasis added)

- [27] Regulation 169 of the LGR provided, in part:

“169 Preparation and content of budget

- (1) **A local government’s budget** for each financial year **must**—
 - (a) be prepared on an accrual basis; and
 - (b) **include statements of** the following for the financial year for which it is prepared and the next 2 financial years—
 - (i) financial position;
 - (ii) cash flow;
 - (iii) **income and expenditure;**
 - (iv) changes in equity.
- (2) **The budget must also include**—
 - (a) a long-term financial forecast; and
 - (b) **a revenue statement;** and
 - (c) a revenue policy.

- (3) The **statement of income and expenditure must state** each of the following—
- (a) **rates and utility charges** excluding discounts and rebates;
 - (b) contributions from developers;
 - (c) **fees and charges**;
 - (d) interest;
 - (e) grants and subsidies;
 - (f) depreciation;
 - (g) finance costs;
 - (h) net result;
 - (i) the estimated costs of—
 - (i) the local government’s significant business activities carried on using a full cost pricing basis; and
 - (ii) the activities of the local government’s commercial business units; and
 - (iii) the local government’s significant business activities.
- (4) ...” (emphasis added)

[28] Regulation 172 of the LGR provided:

“172 Revenue statement

- (1) **The revenue statement** for a local government **must state**—
- (a) **if the local government levies differential general rates—**
 - (i) **the rating categories for rateable land in the local government area; and**
 - (ii) **a description of each rating category; and**
 - (b) if the local government levies special rates or charges for a joint government activity—a summary of the terms of the joint government activity; and
 - (c) if the local government fixes a cost-recovery fee—the criteria used to decide the amount of the cost-recovery fee; and
 - (d) if the local government conducts a business activity on a commercial basis—the criteria used to decide the amount of the charges for the activity's goods and services.
- (2) Also, **the revenue statement** for a financial year **must include** the following information for the financial year—
- (a) an outline and explanation of the measures that the local government has adopted for raising revenue, including **an outline and explanation of**—
 - (i) **the rates and charges to be levied** in the financial year; and
 - (ii) the concessions for rates and charges to be granted in the financial year;
 - (b) whether the local government has made a resolution limiting an increase of rates and charges.” (emphasis added)

Purpose and structure as context

[29] The regulations are made, at least in part, under the power to make regulations in relation to rates and charges under s 96 of the LGA.⁵ It provides, relevantly:

“96 Regulations for rates and charges

⁵ Compare *Local Government Act 2009* (Qld), s 270(1) and (2)(j) and (k).

A regulation may provide for any matter connected with rates and charges, including for example—

- (a) ...
- (b) the categorisation of land for rates and charges; ...
- (c)”

[30] The particular provisions in question occur in the context of the wider objects and purposes of the LGA as set out in ss 3 and 4:

“3 Purpose of this Act

The purpose of this Act is to provide for—

- (a) the way in which a local government is constituted and the nature and extent of its responsibilities and powers; and
- (b) a system of local government in Queensland that is accountable, effective, efficient and sustainable.

Note—

The system of local government consists of a number of local governments. See the *Constitution of Queensland 2001*, section 70 (System of local government).

4 Local government principles underpin this Act

- (1) To ensure the system of local government is accountable, effective, efficient and sustainable, Parliament requires—
 - (a) anyone who is performing a responsibility under this Act to do so in accordance with the local government principles; and
 - (b) any action that is taken under this Act to be taken in a way that—
 - (i) is consistent with the local government principles; and
 - (ii) provides results that are consistent with the local government principles, in as far as the results are within the control of the person who is taking the action.
- (2) The *local government principles* are—
 - (a) transparent and effective processes, and decision-making in the public interest; and
 - (b) sustainable development and management of assets and infrastructure, and delivery of effective services; and
 - (c) democratic representation, social inclusion and meaningful community engagement; and
 - (d) good governance of, and by, local government; and
 - (e) ethical and legal behaviour of councillors and local government employees.”

[31] Section 94 of the LGA may be analysed into two elements. First, it confers the power to levy rates and charges of the identified types, including differential general rates and special rates. Second, it requires that the rates and charges for a relevant year be levied by resolution made by the Council at the budget meeting.

[32] Regulation 81 of the LGR is concerned with differential general rates, while r 94 is concerned with special rates and charges. But the purpose of both provisions is similar. If there are to be differential rates, that which differs must be identified by reference to categories that are defined by a description. If there are to be special rates, the rateable land to which they apply must be identified. In each case, the

application of the rate or charge is thereby made transparent and the contingent⁶ obligations of the owners of the rateable land to pay the rate are ascertainable.

- [33] Other aspect of the process of budgeting and making and levying rates inform those purposes. The LGA requires the council to budget annually. The budget must be prepared to meet the detailed requirements for financial management and accountability. It must be presented by the mayor. It must be notified in advance to councillors. It must be voted upon at a specific budget meeting. The meeting must be held within a time constraint. The resolution to levy the rates and charges must be passed at the budget meeting. The resolution to adopt the budget must be passed at the meeting.
- [34] The LGA specifically links the budgeting process and the adoption of a budget to the process of making and levying rates for the year in question. The logic of that connection is obvious: the rates made and to be levied are a principal source of the cash inflows intended to meet the budget statement of income.

Separate resolutions

- [35] Although the point did not emerge until the applicant's reply, the applicant submits that the challenged resolution is invalid because the LGA and LGR make separate provision to decide by resolution about rates and charges, on the one hand, and to adopt a budget, by resolution, on the other hand. Two questions emerge: first, can a single resolution perform both the statutory requirements of a resolution levying the rates and charges and adopting the budget? Second, if so, does the challenged resolution satisfy the requirements for both processes?
- [36] In my view, the answer to the first question is unclear. Section 94(2) of the LGA required a resolution to decide what rates and charges are to be levied for the financial year. Section 107A of the LGA separately required a resolution to adopt the budget. Nothing in the text of either section suggests that a single resolution can fulfil the requirements of both. The rates and charges to be levied and the budget to be are undoubtedly related. Strict logic might suggest that the rates and charges are ascertained by the resolution levying those rates and charges and that a resolution to adopt a budget based on those rates and charges should follow their ascertainment. But it is unnecessary to decide whether there is an implied order upon which the two matters for resolution should proceed or whether, on the other hand, they might be resolved upon simultaneously.
- [37] However that may be, in my view, the requirement of s 94(2) of the LGA is that there must be a resolution deciding what rates and charges are to be levied. The challenged resolution did not expressly do so. In form, it simply adopted the budget as presented, including the Revenue Statement and the Schedule of Rates & Charges.
- [38] As rr 169 and 172 of the LGR show, the budget to be considered and adopted under s 107A of the LGA must include both a statement of income and expenditure and a Revenue Statement. The statement of income and expenditure must state the rates and utility charges and fees and charges. The Revenue Statement must state, if differential rates are to be levied, the rating categories and a description of each

⁶ The rate is made payable on levying the rate by notice to the owner.

rating category. That is to say, the appearance of the Schedule of Rates & Charges stating the rates and utility charges and fees and charges and the Revenue Statement stating the rating categories and a description of each rating category in the booklet prepared for the budget meeting were required items for the budget to be considered. Accordingly, to resolve to adopt the budget as presented in attachment 1, being the relevant parts of the booklet, did not necessarily connote that the Council was resolving to levy the rates and charges as provided in the budget.

- [39] On the other hand, the absence of any other resolution considered or passed at the budget meeting suggests that the resolution passed to adopt the budget was intended to fulfil any requirements in relation to the subject of the budget.
- [40] The respondent relied on *Foley v Padley*⁷ as supporting its contention that the form of the challenged resolution, that the respondent “adopted the budget as presented in...”, had the effect of a resolution deciding what rates and charges are to be levied and stating the rating categories and a description of each category in compliance with s 94 and r 81.
- [41] But the problem in *Foley* was different. Section 11(1)(a) of the *Rundle Street Mall Act 1975* (SA) authorised the relevant council to make by-laws prohibiting activity in the Mall that “[wa]s, **in the opinion of the Council**, likely to affect the use or enjoyment of the Mall.” The council resolved to adopt a recommendation of a committee of the council. The committee had earlier resolved to recommend to the council that the council be of the relevant opinion. The question was whether the council itself formed the required opinion by adopting a resolution recommending that it do so. The High Court held that it did.
- [42] The difference between that case and the present is that s 94 of the LGA and r 81 of the LGR required the Council to consider and resolve upon levying general rates, while s 107A of the LGA required the Council to consider and resolve upon the adoption of the budget.
- [43] In my view, the respondent failed to comply with the requirement in s 94(2) that it must decide by resolution at the budget meeting what rates and charges are to be levied for the financial year. Having regard to the text and structure of s 94(2) in the context of the other provisions of the LGA, a resolution to adopt a budget (as is required by s 107A of the LGA) does not, without more, satisfy the requirement for a resolution to decide what rates and charges are to be levied.
- [44] Did that non-compliance invalidate the rates and charges? At the highest level of generality, it must be kept in mind that the making and levying of rates is a system of taxation that has the funding of local government as its purpose, with the underlying attendant expectation, in our democratic system of responsible government, as to observance of the requirements for the imposition of a valid tax.
- [45] More specifically, s 94 meets the requirement of s 65 of the *Constitution of Queensland Act 2001* (Qld) that a requirement to pay a rate must be authorised under an Act and s 94 furthers the s 3 objects of the LGA for an accountable, effective, efficient and sustainable system of local government in requiring that the rates made and levied on rateable land must be resolved upon. The local

⁷ (1984) 154 CLR 349, 352.

government principles in s 4 of the LGA, of transparent and effective processes, and decision-making in the public interest, are also furthered by the requirement that the rates that are made and levied on rateable land are resolved upon.

- [46] The applicant relies on *Sandringham Corporation v Rayment*⁸ as supporting the conclusion that because the object of s 94 is to impose a pecuniary liability on owners of property within the local government area “the Council should be held strictly to the performance of the ‘conditions’ on which it is authorised to exercise the power.”
- [47] The applicant also relies on *E Cocco & Sons Investments Pty Ltd v Gold Coast City Council*⁹ and *Whiting v Somerset Regional Council*¹⁰ as recent illustrations of invalidity of resolutions by councils to make a special charge because of non-compliance with the requirement that the council adopt an overall plan before making a special charge.
- [48] In my view, adapting the language of P McMurdo J in *Whiting v Somerset Regional Council*, the relevant question is: “whether it was the purpose of this statute that a rate or charge imposed without compliance with these requirements should be invalid?”¹¹
- [49] In my view, because of non-compliance with s 94(2) of the LGA, there can be no doubt that the answer to the question is that the rates and charges provided in the Schedule of Rates & Charges in the budget as adopted are invalid.

Failure to state the rating categories and a description of each category

- [50] Against the possibility that I am incorrect in that view, I proceed to consider the applicant’s other grounds of invalidity. For this purpose, I assume that a resolution to adopt a budget may be sufficient to comply with the requirement under s 94(2) of the LGA for a resolution to decide what rates and charges are to be levied. However, because of the conclusion I have already reached, it is preferable to state my views as briefly as I can.
- [51] The applicant’s next contention is that the challenged resolution must itself set out the rating categories of rateable land for the differential general rates and a description of the rating categories, because that is required by that part of the text of r 81 of the LGR, that “the resolution must state... the rating categories... and a description of each of the rating categories.” The point is founded on the ordinary meaning of the word “state”.¹² Even so, it must be recognised that it is a technical approach to the purposes and structure of the relevant provisions, as identified previously.
- [52] The 31 rating categories were identified in the cross-referenced Revenue Statement as “Attachment 1 page 4 – 30”. The text appears in the booklet at pages 7 to 11. Each of the rating categories was described in that text. The substance of the applicant’s submission is that a resolution made under s 94 of the LGA and r 81 of

⁸ (1928) 40 CLR 510, 516.

⁹ [2014] QSC 10.

¹⁰ [2010] QSC 200.

¹¹ [2010] QSC 200, [32].

¹² Macquarie Dictionary, 7 ed, definition “state”, p 1461.

the LGR must include those sections in full in the text of the resolution. If that were required, even an express schedule or appendix to the resolution that was confined to stating the rating categories and a description of each of the rating categories would not comply with the requirements of s 94 and r 81.

[53] In law, the applicant’s argument as to invalidity on this ground poses two questions: first, did the form of the challenged resolution fail to state the rating categories and a description of each category? Second, if so, did the non-compliance have the effect of invalidating the making of the rate?

[54] In the present case, it is convenient to answer the second question at the same time as the first. There are several considerations. Before *Project Blue Sky Inc v Australian Broadcasting Authority*,¹³ a relevant question, as a matter of the law of statutory interpretation, was whether the provision was “mandatory”, on the one hand, or “directory” on the other hand. If directory, and non-compliance was not substantial, invalidity would not follow. *Project Blue Sky* replaced that approach by the question whether the intention of the legislature is that the non-compliance under consideration, the act that was done in breach of the statute, should be invalid. The plurality reasons observed that:

“Courts have always accepted that it is unlikely that it was a purpose of the legislation that an act done in breach of a statute should be invalid if public inconvenience would be a result of the invalidity of the act.”¹⁴

[55] However, the concept of substantial compliance still has a role to play when dealing with prescribed forms. Section 48A of the *Acts Interpretation Act 1954 (Qld)* provides:

“48A Compliance with forms

(1) If a form is prescribed or approved under an Act, strict compliance with the form is not necessary and substantial compliance is sufficient.”

[56] Regulation 81 does not prescribe a form, but its purpose is to require that the rate making resolution complies with formal requirements.

[57] The making of delegated legislation in some cases requires a formal notification. For example, where a statute requires that subordinate legislation be made by an order in council, the order in council must be notified by being published in accordance with s 47 of the *Statutory Instruments Act 1992 (Qld)*. But that is not a requirement for a valid resolution to make a rate under s 94 and r 81.

[58] The applicant relies on *Dorfler v Pine Rivers Shire Council*.¹⁵ But it concerned a different problem. Section 34(10) of the *Local Government Act 1936 (Qld)* authorised a Council to impose a condition upon an approval of sub-division of land, but s 33(16C)(a) provided that a condition was unlawful unless, inter alia, it was one “prescribed by... by-law”. In that context, the Court of Appeal considered whether a condition could be prescribed by by-law if it was not set out in the publication of the by-law in the gazette. It was held that a by-law may be properly

¹³ (1998) 194 CLR 355.

¹⁴ (1998) 194 CLR 355, 392.

¹⁵ [1994] 1 Qd R 507.

published in the gazette even though it incorporates another document not published, at least where the identity of the incorporated document is clear and, perhaps, so long as the incorporated material is not essential.¹⁶

- [59] There is no requirement that the resolution of the Council levying differential rates under s 94 that states the rating categories and a description of each of the categories under r 81 must be published in the gazette, or elsewhere.
- [60] Nevertheless, the requirements in r 81 that the resolution must state the rating categories and a description of each of the categories fulfil important legislative goals and are informed by the objects of the LGA as explicated by the local government principles.
- [61] The requirements of the LGA that, before doing so, the mayor must prepare the budget in the required way, including the long term documents that must be prepared, and the Council must consider those matters before or at the same time as resolving upon the current year's rates and charges, also serve as important context for the construction of r 81.
- [62] The applicant again relies on *Sandringham Corporation v Rayment*¹⁷ as supporting the conclusion that because the object of s 94 and r 81 is to impose a pecuniary liability on owners of property within the local government area "the Council should be held strictly to the performance of the 'conditions' on which it is authorised to exercise the power." But not all requirements are of the same importance. In *Sandringham Corporation*, the condition was the service of a notice 14 days before the council was authorised to consider whether to impose the liability for making a road on adjacent landowners. It was not a requirement as to the form of the resolution to impose the relevant liability.
- [63] The applicant also relies on *City of Camberwell v Woolf*.¹⁸ It is closer to the problem presented in the present case. The council considered whether to impose liability for a scheme to make a road on adjacent landowners, but it was held that the relevant resolution was not sufficient to comply with the statutory requirement to adopt the scheme, because a proviso to the resolution required a reconsideration of the proposal. In the end, it is a decision on its own facts, although the following passage is of some interest:

"Upon the question what adherence to the requirements of the section is needed for a valid adoption, it is not desirable to go beyond the facts of the present case. But it must be remembered that one of the very purposes of the adoption is to make immaterial any prior failure to comply with the directions of the Statute. This consideration tends against construing the provisions which prescribe the mode of adoption as being themselves directory. It is enough, however, to say that the Council must express or clearly imply a definitive intention to accept or adhere to a proposal ascertained from documents, and that it must do so upon the date fixed by the notice or upon some date to which the consideration of the matter has been adjourned by the Council."¹⁹

¹⁶ [1994] 1 Qd R 507, 513.

¹⁷ (1928) 40 CLR 510, 516.

¹⁸ (1932) 48 CLR 547.

¹⁹ (1932) 48 CLR 547, 556-557.

- [64] The applicant's argument is that the resolution doing so cannot incorporate material in the attachments being the identified parts of the booklet.
- [65] In opposition to that point, the respondent relied on *Dainford Ltd v Smith*.²⁰ But the question in that case is only marginally relevant. Section 30(7) of the *Building Units and Group Titles Act 1980* (Qld) permitted a body corporate to make a by-law conferring exclusive use of common property. A question was whether it required that the by-law itself should set out the relevant common property. The sub-section did not in terms require that it do so. It was held by Gibbs CJ that "[t]here is no general principle that a power to make by-laws may not be exercised by referring to some other document and incorporating or applying it."²¹
- [66] The respondent also relies on *P v Board of Australian Crime Commission*.²² In that case the Full Court of the Federal Court of Australia commented that there is:

"...no difference in theory or practice between, on the one hand, reading two instruments together and, on the other, reading the first instrument in conjunction with its attached schedules. The use of schedules is a common and convenient drafting technique... The difference between the use of schedules and incorporating one document into another by reference is one of degree. The question is whether the statutory prescription has been satisfied."²³

- [67] In my view if, contrary to s 94 and r 81, the challenged resolution did not state the rating categories and a description of each of the different categories, that non-compliance did not amount to a breach of the statute that made the rate making resolution invalid.

Failure to identify the rateable land for special charges

- [68] The applicant's next contention is that the challenged resolution must itself identify the rateable land to which any special charges apply, because that is required by that part of the text of r 94(2) of the LGR, that "the... resolution to levy special... charges must identify... the rateable land to which the special... charges apply." Again it is a technical approach to the purposes and structure of the relevant provisions, as identified previously.
- [69] The respondent contends that the applicant only has a limited standing to challenge the special charges included in the rates and charges under the challenged resolution. In the circumstances, it is unnecessary to determine that question. There is no dispute that the respondent claims that the applicant is liable to pay a special charge for the Council Rural Fire Levy as described in the Revenue Statement at pages 21 and 22 of the booklet.
- [70] I note that the rateable land to which the charge applies is identified at those pages as being "all rateable land". However, the Overall Plan, at page 31 of the booklet, says that the charge "will be levied on all rateable land not included in the Urban Fire Brigade area". However, in summary, the substance of the arguments advanced by the parties on this point was the same as that made about the

²⁰ (1985) 155 CLR 342, 348, 358 and 362.

²¹ (1985) 155 CLR 342, 348.

²² (2006) 151 FCR 114, 124 [34]-[35].

²³ (2006) 151 FCR 114, 124 [34].

alleged failure to state the rating categories and a description of each category. No additional argument was made by the applicant that even by cross referencing in the booklet, the resolution did not identify the rateable land to which the special charge applied. Accordingly, I do not consider this question further.

- [71] The resolution of this argument follows the reasoning on the previous point. In my view if, contrary to s 94 and r 94, the challenged resolution did not identify the rateable land to which the special charges applied, but only because the identification was made in the cross-referenced parts of the booklet, that non-compliance did not amount to a breach of the statute that made the rate making resolution invalid.

Uncertainty

- [72] The applicant's uncertainty point begins from the point that the statement of the general differential rates and charges in the challenged resolution must be ascertained from the contents of the cross-referenced Revenue Statement in the booklet. In particular, among other things, the Revenue Statement in the booklet states that:
- (a) page 4 – “Pursuant to *Section 80* of the *Local Government Regulation 2012* the scheme will have 31 categories of land”;
 - (b) pages 7-11 - “A differential general rate will be levied on ...”;
 - (c) page 11 – “A sewerage charge will be levied on each rateable property ...”;
 - (d) page 19 – “Council will levy a waste charge on the owner of each parcel of occupied land or structure”;
 - (e) page 16, under the heading “Charges to Apply – Consumption Charges” – “A water usage charge per kilolitre shall be levied for all water used”.
- [73] These references are instanced by the applicant as statements of what the council will do rather than, as the applicant submits is required, a resolution stating what has been decided. The applicants submit that those statements show a lack of the degree of finality or definitiveness necessary for validity.
- [74] In my view, as the respondent submitted, the explanation for the use the future tense is that the Revenue Statement was prepared before it was adopted by the council as part of the budget.
- [75] In my view, this is not an uncertainty argument. It is the same point, in substance, as was dealt with in *Foley v Padley*. If the resolution of the council adopting the budget as presented is properly construed as a decision by the council to levy the rates and charges for the 2014/2015 year, there is no further point that the resolution is invalid because the statements instanced were made in the future tense, as a matter of grammar.
- [76] I reject the contention that the challenged resolution is invalid because it is uncertain by reason of the use of the future tense in the Revenue Statement.

Conclusion

- [77] Because the applicants have succeeded upon the argument that, contrary to s 94 of the LGA and r 81 of the LGR, there was no resolution to levy the rates and charges

for the relevant years, it follows that the applicants are entitled to a declaration substantially in the form sought by the originating application.

[78] I will hear the parties on the question of costs.

13 November 2017

City Management, Finance and Community Engagement Committee	
Mtg Date: 28 November 2017	OAR: YES
Authorisation: Andrew Roach	

MEMORANDUM

TO: MAYOR AND MEMBERS OF CITY MANAGEMENT FINANCE AND COMMUNITY ENGAGEMENT COMMITTEE

FROM: ACTING CHIEF EXECUTIVE OFFICER

RE: INSURANCE CLAIMS OVER \$15,000

INTRODUCTION:

This is a report by the Acting Chief Executive Officer dated 13 November 2017 concerning a summary of insurance claims over \$15,000.00 currently being managed by Ipswich City Council's public, product and professional indemnity insurers, Local Government Mutual (LGM) Queensland/Jardine Lloyd Thompson Pty Ltd (JLT).

BACKGROUND:

Ipswich City Council holds public, product and professional indemnity insurance with LGM Queensland/JLT under the Local Government Mutual Insurance Scheme.

A summary of the current insurance claims over \$15,000.00 as at October 2017, managed by LGM Queensland/JLT has been prepared and is contained in Attachment A.

Ipswich City Council has an excess of \$7,500.00 each claim. Any costs incurred over and above the excess are borne by LGM Queensland/JLT.

The costs associated with these claims has been broken down into the following:

Title	Description
Total Paid Investigation and Legal Costs	This represents the costs incurred by LGM to investigate the claim or engage a law firm to manage the claim on its behalf (actual costs).
Outstanding Estimate	This represents the total costs less actual costs (expected costs).
Total Costs (gross incurred)	This represents the total reserve held on the matter by LGM. The reserve represents what an insurer considers the claim may cost to resolve comprising investigation and legal costs and claim amount. The reserve varies according to the type of claim lodged.

CONFIDENTIAL BACKGROUND PAPERS

Confidential Background Papers	Background papers
Insurance Claims over \$15,000.00	Background papers

RECOMMENDATION:

That the report be received and the contents noted.

Gary Kellar

ACTING CHIEF EXECUTIVE OFFICER

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Gary Kellar	

Objective ID A4507208

23 November 2017

MEMORANDUM

TO: MAYOR ANDREW ANTONIOLLI

FROM: ACTING CHIEF EXECUTIVE OFFICER

RE: DEPUTATIONS

INTRODUCTION:

This is a report by the Acting Chief Executive Officer dated 23 November 2017 concerning deputations at the City Management Finance and Community Engagement Committee on 28 November 2017.

BACKGROUND:

The following deputations will attend the meeting:

1. Mr Anthony Ottaway (Queensland Treasury Corporation)
Mr Anthony Connelly (McGrath Nicol)
Ms Melissa Smith (McGrath Nicol)
Mr Mark Mackay (Clayton Utz Lawyers)

The purpose of this deputation is to provide a briefing on the business/ accounting review being undertaken in relation to Council's controlled entities.

2. Mr Allan MacSporran (Chair, Crime and Corruption Commission)

The purpose of this deputation is to provide a briefing to Council on Crime and Corruption Commission matters.

The presentations and discussions with these deputations should be held in closed sessions.

RECOMMENDATION:

That the report be received and noted.

Gary Kellar
ACTING CHIEF EXECUTIVE OFFICER

City Management, Finance and Community Engagement Committee	
Mtg Date: 28.11.17	OAR: YES
Authorisation: Andrew Roach	

23 November 2017

MEMORANDUM

TO: ACTING CHIEF EXECUTIVE OFFICER

FROM: CHIEF FINANCIAL OFFICER

RE: PROPOSED ACQUISITION BY IPSWICH CITY PROPERTIES PTY OF 2 BELL STREET
IPSWICH (IPSWICH CITY PLAZA) DESCRIBED AS LOT 1 RP157021, COUNTY OF
STANLEY, PARISH OF IPSWICH
DIVISION 7

INTRODUCTION:

This is a report by the Chief Financial Officer dated 23 November 2017 concerning the proposed acquisition by the Council owned Ipswich City Properties Pty Ltd (ICP) of 2 Bell Street Ipswich (Ipswich City Plaza) described as Lot 1 RP157021, County of Stanley, Parish of Ipswich (Refer Confidential Background Papers **Attachment A and B**).

Ipswich City Plaza is zoned CBD Primary Retail and is a leasehold Ipswich Central Business District investment and mixed use development opportunity located in the centre of the Ipswich CBD occupying a site area of 3,334 m². The property comprises a ground floor and lower level retail complex with office accommodation on the seven (7) upper floors. The property is situated immediately above the Ipswich Railway Station at 2 Bell Street and has a net lettable area for office and retail accommodation of approximately 3,701 m² and 1,141 m² respectively, making a total of 4,842 m².

The property is subject to a leasehold tenure with the Head Lessor being Queensland Rail Limited, with the two Head Leases expiring on the 27 November 2077 providing a remaining lease term of sixty years (as at November 2017).

The building was originally constructed circa 1979 and features street frontages to the existing Ipswich City Mall (Nicholas Street), Bell Street and Union Place. The property was last sold by the then vendor Trident Corporation for circa \$15.3 million in June 2009 to a private Gold Coast based consortium.

BACKGROUND:

Following the appointment of KordaMentha as receiver/managers early in 2017, the property was offered for sale in an on-market campaign by Knight Frank Australia Pty Ltd (Knight Frank) by Private Treaty as an investment and development opportunity which closed on 12 October 2017. No acceptable bids to purchase the property were received by

either Knight Frank or KordaMentha by the noted closing date, following which, Ipswich City Properties Pty Ltd (ICP) were approached by Knight Frank to determine if there was interest on the part of the Board of ICP in acquiring the property.

It may be possible for ICP to negotiate with Queensland Rail to negotiate and convert the current leasehold portion of 2 Bell Street over the rail corridor to freehold title, which would potentially add significant value to this asset. Given that ICP has previously commenced similar negotiations with Queensland Rail over its own current leasehold assets over the rail corridor, ICP are in a good position to explore this as a potential opportunity where 2 Bell Street is concerned.

The current gross income generated from 2 Bell Street Ipswich totals \$705,343 per annum (excluding outstanding incentives). The holding costs for 2 Bell Street, based upon a purchase price of \$5,900,000 million plus an estimated 6% to cover stamp duty and legal costs (a total of \$6,254,000), amount to approximately \$575,000 per annum which includes \$450,000 for estimated operational costs and approximately \$125,000 for financing costs. On the basis of this assessment, the property would generate surplus income of circa \$130,000 per annum after holding costs are deducted. This surplus income (or net passing income) would equate to a positive return, year one, of approximately 2.1% on total acquisition costs.

The conditional offer of \$5,900,000 from ICP to purchase 2 Bell Street which was accepted by KordaMentha on 17 November 2017 has been structured in a way that protects ICP's interests and provides ICP with sufficient time to meet both its and Council's internal approval requirements in relation to loan funding arrangements. ICP's offer is non-binding in that it is subject to a due diligence period. This effectively allows ICP a period of time to undertake its investigations of the Property and to properly satisfy ICP that it wishes to proceed with the proposed acquisition of the Property.

CURRENT STATUS AND BALANCE OF ICC LOAN FACILITY WITH ICP:

On 7 March 2009, the Treasurer provided approval, under the SBFA Act 1982, for Council to enter into a loan agreement with ICP for the purchase of Ipswich City Square of \$50 million (Refer Confidential Background Papers **Attachment C**).

An amendment to increase the cap to \$65 million was requested and granted in May 2013 and a subsequent and similar requested in March 2015 was also approved.

In March 2015, Council requested that the cap on the loan \$75 million and the approval extended to 30 June 2019 (Refer Confidential Background Papers **Attachment D**).

On 12 June 2015, the Under Treasurer provided approval for the cap to be raised to \$75 million and the approval extension to 30 June 2019 (Refer Confidential Background Papers **Attachment E**).

An extract of the Under Treasurer's approval is as follows:

Pursuant to Sections 73(1) of the *Statutory Bodies Financial Arrangements Act 1982* (SBFA Act), I hereby grant specific approval for the Ipswich City Council (Council) to enter into a loan agreement of \$75 million (for the purpose price of the Ipswich City Square property and incidentals) with Ipswich City Properties Pty Ltd (ICP), subject to the following conditions:

- I. the Council is to ensure that the loan from Council to ICP is capped at \$75 million (including, but not restricted to, the principal outstanding and all interest items such as legal fees, penalty interest, bank fees and charges, costs etc);
- II. the Council is to provide annuals reports to the Department of Infrastructure, Local Government and Planning, including information relating to the outstanding balance of the loan at 30 June each year; and
- III. the approval of the loan cap of \$75 million lapses on 30 June 2019.

As at 22 November 2017, the balance of the loan facility (Refer Confidential Background Papers **Attachment F**) with ICP is \$48.6 million. The purchase of the property at 2 Bell Street for \$5.9 million will increase the balance of the loan facility to \$54.5 million.

Council and ICP entered into a Development Agreement for the construction of civic assets which form part of the Ipswich Central Redevelopment Project. The value of current works on this component of the project total approximately \$3 million. ICP has drawn upon the loan facility to fund the construction of these assets. The value of these works be progressively invoiced by ICP to Council and when these funds received by ICP they will be applied to reducing that portion of the ICP loan facility.

The loan between Council and ICP will also be reduced with the proceeds from the sale of land for the Civic Precinct of \$11 million, the sale of land for the epc.Pacific tower (Council Administration Building) of \$2.5 million and the profit share from the epc.Pacific development agreement of \$10.5 million.

Ipswich City Properties has capacity in the loan facility to fund the \$5.9 million acquisition of 2 Bell Street.

Confidential Background Papers

[Confidential Background Detail](#)

Confidential Papers - Attachments A to F

RECOMMENDATIONS:

- A. That Council note the outcome of negotiations by Ipswich City Properties Pty Ltd (ICP) aimed at securing a contract of sale in relation to 2 Bell Street Ipswich (Ipswich City Plaza) which resulted on 17 November 2017 in an offer being accepted by KordaMentha, as appointed receiver/managers for the property, in an amount of \$5,900,000, conditional upon the outcome of a due diligence process by ICP.
- B. That Council note that the proposed acquisition of this property provides a unique opportunity for ICP to create added value to its existing land holdings in the Ipswich CBD and through the planned development of the Ipswich Central Redevelopment site, ICP as the prospective owner of 2 Bell Street Ipswich, may expect to benefit from an uplift in value once the redevelopment is completed.
- C. That Council note that any risks identified in relation to the prospective acquisition by ICP of 2 Bell Street Ipswich can be covered during the due diligence process.
- D. That Council resolve to provide its approval for the proposed acquisition by ICP of 2 Bell Street Ipswich to be accommodated within the current loan cap of \$75,000,000 as approved by the Treasurer under the *Statutory Bodies Financial Arrangements Act 1982*.

Andrew Roach
CHIEF FINANCIAL OFFICER

23 November 2017

MEMORANDUM

TO: ACTING CHIEF EXECUTIVE OFFICER

FROM: CHIEF FINANCIAL OFFICER

RE: IPSWICH CENTRAL CBD – AGREEMENT FOR LEASE

INTRODUCTION:

This is a report by the Chief Financial Officer dated 23 November 2017 concerning the Agreement for Lease for the provision of a 16,000m² building located in Ipswich Central CBD.

BACKGROUND:

The Ipswich Central Development Project presents a flagship redevelopment site, strategically positioned to achieve identifiable outcomes which align with the key principles of the Ipswich Regional Centre Strategy and Advance Ipswich. In order to control the long term future of the CBD Council on 14 March, 2017 Council resolved to (inter alia):

1. Enter into a Agreement for Lease between **Ipswich City Council** and **EPC Pacific Ipswich 1 Pty Ltd (ACN 612 793 138)** for the provision of a 16,000m² building located in the Ipswich Central CBD which was executed as a contract on the 14 March, 2017.

DEED OF VARIATION TO THE AGREEMENT FOR LEASE:

Due to the late performance of the Developer on some key issues with the delivery of information, Council has had to carry out a portion of the design works, specifically the fit out design with our design team to ensure that the required design intent and design quality would be met.

This has resulted in the following amendments now being required to the executed Agreement for Lease (AFL).

1. As per marked up Milestone Dates Schedule attached and to extend the date:
 - (a) in clause 2.1 (a), issue of Stage Approval to not later than 30 March 2018;
 - (b) in clause 11.1 (j) the date of 15 November, 2017 to 15 March, 2018.

2. If epc.Pacific fail to:
- (a) complete Developed Design and submit it by 15 November 2017, then Council will have a right to terminate;
 - (b) release the request for tender to the building market complete with Developed Design (Base Building Works) and developed design (Fitout Works), by 15 November 2017, then Council will have a right to terminate.

Clauses 2.4 and 2.5 would continue to apply on termination.

Note: epc.Pacific released the Design Development tender package to the market on 6 November 2017, therefore complying with the requirements of (a) and (b) as noted above.

3. epc.Pacific are to have a permanent presence in Brisbane Monday to Friday, commencing as soon as possible, at least until the release of request for tender to the builder market.

Note: epc.Pacific had had a senior management in Brisbane throughout the design process and have therefore completed with the requirements of (a) and (b) as noted above.

4. That epc.Pacific will reimburse Council (each 30 days) for costs incurred by Council fitout consultant team in taking the Council Schematic Design through to Developed Design of Fitout Works and FF&E -noting that previously epc.Pacific were going to appoint and pay fitout consultants after Council Schematic Design (as per clause 10.3) but this will now only occur after completion of Developed Design of Fitout Works and FF&E. If clause 2.5 applies on termination then those costs will be reimbursed to epc.Pacific if clause 2.5 applies. Otherwise they will not be reimbursed, except that if the AFL is not terminated they may be deducted from Incentive otherwise payable.

5. Adjustment to the number of car parks from 191 to 198 under the agreement.

In summary, these changes to the AFL are significant only in the adjustment of the trigger dates as noted originally under the AFL as 30 November, 2017. This has now been adjusted to 30 March 2018 as noted in item 1 above, however, the amendments to this agreement **does not adjust the completion date** of the 30 October 2019.

CONFIDENTIAL BACKGROUND PAPERS

Confidential Background Papers	Background papers
Deed of Variation	Background papers

RECOMMENDATION:

- A. That Council approves the adjustments to the AFL as noted above, specifically the adjustment of the Stage Approval date to the 30 March 2018.
- B. That Council authorises delegated authority to the Acting Chief Executive Officer to sign and execute the Deed of Variation on behalf of Ipswich City Council.

Andrew Roach

CHIEF FINANCIAL OFFICER

City Management, Finance & Community Engagement Committee	
Mtg Date: 27/11/16	OAR: YES
Authorisation: Gary Kellar	

23 November 2017

MEMORANDUM

TO: THE MAYOR AND MEMBERS OF THE CITY MANAGEMENT, FINANCE AND COMMUNITY ENGAGEMENT COMMITTEE

FROM: CHIEF EXECUTIVE OFFICER

RE: ADOPTION OF IPSWICH CITY COUNCIL'S 2016-2017 ANNUAL REPORT

INTRODUCTION:

This is a report by the Chief Executive Officer dated 23 November 2017 concerning the adoption of Ipswich City Council's 2016-2017 Annual Report.

BACKGROUND:

The 2016-2017 Annual Report has been prepared in accordance with section 182 of the *Local Government Regulation 2012* (the Regulation) titled 'Preparation of annual report'.

The 2016-2017 Annual Report (Attachment A) has been produced for adoption in grayscale. The annual financial statements will be included with the Annual Report, pursuant to section 183 of the Regulation. An enhanced graphical version will be produced in colour by the Marketing Branch. To comply with the Regulation, the 2016-2017 Annual Report will be available on Council's website within 2 weeks of its adoption.

CONCLUSION:

The 2016-2017 Annual Report provides a high level of information about Ipswich City Council activities and performance throughout the financial year. It concludes much of the external reporting requirements for the 2016-2017 financial year in accordance with the *Local Government Regulation 2012*.

CONFIDENTIAL BACKGROUND PAPERS

Confidential Background Papers	Background papers
2016-2017 Annual Report	Background papers

RECOMMENDATION:

That the 2016–2017 Annual Report, as detailed in Attachment A to the report by the Chief Executive Officer dated 23 November 2017, be adopted.

Gary Kellar
ACTING CHIEF EXECUTIVE OFFICER