	Meeting	Transparent Governance Community Reference Group		
	Date	25 June 2019	Time	6 - 8pm
	Location	University of Southern Queensland – Ipswich Campus		
List of Council Attendees (P = Present, A = Apology, NA = Not in attendance)				
P	Greg Chemello – Interim Administrator (Chair)			
P	Sean Madigan – General Manager, Coordination & Performance (Lead Facilitator)			
P	Andrew Knight – General Manager, Corporate Services (Support Facilitator)			
P	Melanie Rippon – Senior Community Research Officer (Facilitation Support)			
Community Reference Group Attendees (P = Present, A = Apology, NA = Not in attendance)				
P	Megan Buxton	P	Adrianne Robinson	
P	Martin Corkery	P	Christine Ryan	
P	Susan Dunne	P	Paul Travis	
P	Faud Paul Forghani	P	Geoffrey Yarham	
P	John Fraser	P	Steve Mallet	
P	David Harris	P	Trevor Reynolds	
P	Mira Yates	NA	Kate den Otter	
P	Marie Kavanagh	NA	Jade Connor	
P	Warren Keel	NA	James Fazl	
P	Cecil Maddox	NA	Robert Gould	

1. CONVENOR'S OFFICIAL WELCOME

Greg Chemello – Interim Administrator, provided an overview of Community Reference Groups.

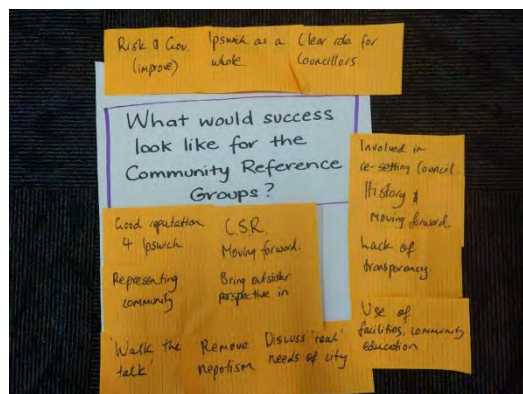
2. FACILITATOR'S INTRODUCTION

Facilitators welcomed the group, introduced themselves and their role as General Managers.

A broad overview of the intention and scope of the group was provided.

3. MEMBER INTRODUCTIONS & GROUP CHECK-IN

All members introduced themselves and outlined their aspirations for the group and what success may look like.



Comments included:

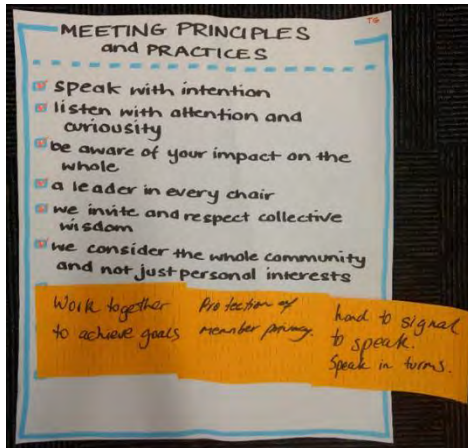
- Involvement in re-setting Council;
- Moving forward from a difficult history;
- Addressing lack of transparency;
- Moving towards greater community education;
- Better use and management of Council facilities;
- Greater Corporate Social Responsibility;
- Bringing outsider perspectives into the fold;
- Discuss the 'real' needs of the city;
- Building a good reputation for Ipswich;
- Representing community;
- Walking the talk;
- Removing nepotism;
- Improving risk management and governance;
- Considering Ipswich as a whole; and

- Setting clear roles for Councillors.

Full sized images are located in item 10.

4. MEETING PRACTICES

The concept of meeting principles and practices was introduced and a discussion was undertaken with the group regarding the six pre populated principles and practices. The following points were added by members:



- Work together to achieve goals;
- Protect member privacy (minutes de-identified); and
- Use hand signal to speak in turns.

Full sized images are located in item 10.

5. GENERAL QUESTIONS AND COMMENTS

Information disclosure

- Are the discussions [at these meetings] confidential and can/how we to interact with the media?
[Response: Maintaining confidentiality is desirable and stipulated for some aspects within the Terms of Reference, but also acknowledged that this is a difficult issue to manage completely].
- Will these discussions be enshrined in some kind of legal document?
[Response: There will be a high level of accountability and oversight going forward. The organisation has significant State government pressure. There is also oversight from the CCC, QLD Auditors office and an Independent Assessor. Meetings will be fully documented and minutes publically disclosed. The group will have the opportunity to review the draft minutes before they are disclosed on Council's website].

Governance & Culture

- What did the audit process look like with the CCC investigations?
[Response: The CCC conducted the investigations rather than Council. One finding of note is that there is a particular problem with organisational culture].
- Is there a concern with staff corruption? Aren't they doing the same thing? Outcomes are not transparent e.g.
Compliance issues
- This (nepotism) is a challenge for the (Ipswich) community. Things are not done like this anymore. We have to change the mindset of the community. There is need for strategic governance and a model of what that looks like. We need to get people to care about good governance.
- Now is our window of opportunity to take advantage of the State's interest in our community and Governance of our city.

Elections

- How will the Administrator sell the election process so community have confidence in the process?
[Response: This is within the scope of this reference group - to make sure the election process is more transparent].
- A challenge is to make the new incoming Councillors understand their role, which is strategic more than operational [Response: Sean Madigan elaborated on this comment, explaining what an appropriate role for incoming Councillors looks like].

Community engagement

- The agendas of committee meetings and enclosed details which led to decisions are improved compared to the previous Council.
- The community has low expectations of the Council and Councillors. There is widespread apathy.
- Previous consultation with the community was poor.
[Response: There are steps being taken to change this. For example, one of the transformational projects is community engagement – the work of the Community engagement team is an example of how Council is trying to improve this].
- Young people are missing from this conversation. Can we include young people more in consultation and decision making? Perhaps more involvement of the Ipswich Youth Advisory Council.
- The state Government ignored previous consultation that Council undertook with the Ipswich community. E.g. planning for Ripley development.
- The role of members is to engage with disengaged community members 'It's our responsibility to help people engage with Council'.

Community safety

- Despite us having the best security cameras, there is a perception that Ipswich is not a safe city. Safety and security is an issue of concern that we need to address.

Meeting frequency

- It was requested and supported by many members that the group needs to meet more frequently – every two months (at least initially).

6. SCOPE OF TRANSPARENT GOVERNANCE COMMUNITY REFERENCE GROUP

The Facilitator outlined the scope of the reference group by referring to the Terms of Reference document and the 'Scope' poster.



The Decision Making Structure and demographic poster ('If Ipswich was 100 People') were also explained to members by the Facilitator.



Full sized images are located in item 10.

7. DISCUSSION

The closure of the 10 community offices will save approximately \$2m on an ongoing basis. How might Ipswich City Council best apply these savings?

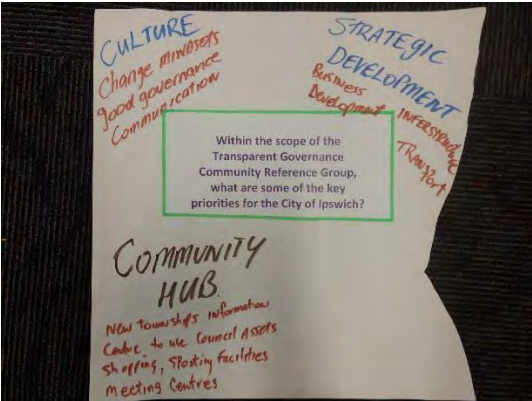
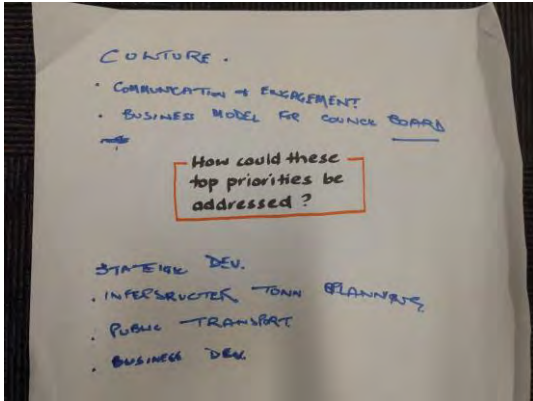
The group requested specific pieces of information from Council, in the interests of transparency. A summary list of information requests include:

- Audit reports and recommendations (required to fulfil scope)
- Actions taken to date
- Review process
- Tendering process
- Process for whistle blowing for organisational staff?
- Transformational projects list and detail
- Draft minutes of meetings circulated to groups before publically disclosed

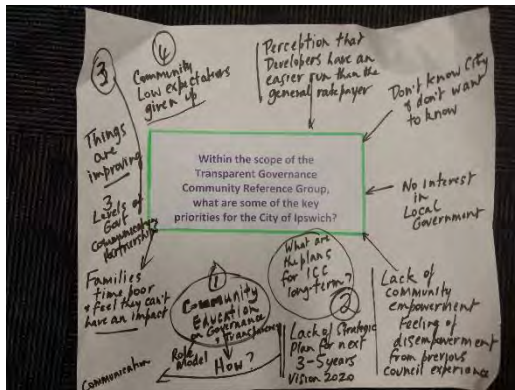
In order to assist the discussion, group members chose to sit randomly at separate tables and were then stepped through a number of activities.

Firstly, each table of members was asked to consider the following question: *Within the scope of the Transparent Governance Community Reference Group, what are some of the key priorities for the City of Ipswich?* Each table of members was then asked to answer the following question: *Of these priorities which are the top three?*

Sub-group	Within the scope of the Transparent Governance Community Reference Group, what are some of the key priorities for the City of Ipswich?	How could these priorities be addressed?
1	<p>1. Culture – change mindsets; good Governance</p> <p>2. Strategic development of City</p>	<p>Improved communication, education and engagement with community; Adopting a business model for Council Board.</p> <p>Effective planning for infrastructure; town planning; public transport; business</p>

	<p>3. Community hubs – new townships information centre to use Council assets; shopping and sporting facilities; meeting centres</p> 	<p>development (in particular CBD). Good governance & business models.</p> <p>Equity across divisions - access to information & assets, mobility, shopping etc</p>  <p>Full sized images are located in item 10.</p>
2	<ol style="list-style-type: none"> 1. Community education on governance and transparency. How? Role models. Communication 2. Lack of strategic plan for the next 3-5 years. Vision 2020 - What are the plans for ICC long-term? 3. Three levels of government – communication, partnerships and collaboration <p>Other issues raised:</p> <ul style="list-style-type: none"> - Families are time poor and feel like they can't have an impact - Things are improving - Community have low expectations. They have given up - Perception that developers have an easier run than the general rate payer - Don't know city and don't want to know - No interest in local government 	<p>Community Reference Groups and Council to increase awareness and education</p> <p>Different levels of government need to work better together</p>

- Lack of community empowerment. Feeling of disempowerment from previous Council experience



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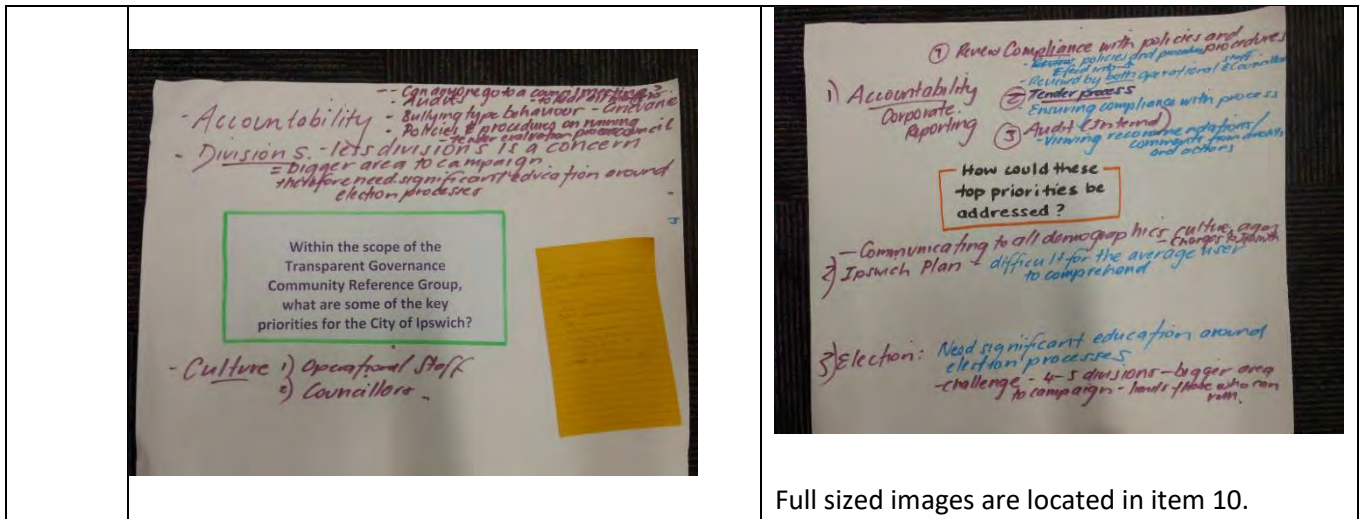
3

1. Accountability:
Can anyone go to a Council meeting?
Bullying behaviours and grievance process
Policies and procedures on running tender evaluation process within Council
2. Election / divisions:
Less divisions is a concern due to bigger area to campaign. Therefore there is a need for significant education around election processes
3. Culture:
1) Operational staff
2) Councillors

Review compliance procedures and policy;
Implement audit reviews and recommendations; Improve tender process

Increase community education regarding election process and new model; Generate a constructive environment

Educate the community about how to generate a constructive culture, appropriate to various age groups and diverse cultures in city.



Full sized images are located in item 10.

8. CLOSE & CHECK-OUT

The Facilitator thanked all members for their contribution and outlined possibilities for next steps:

- A broad proposal regarding the agenda for the next two meetings – agreeing on deliverables and then proposals for addressing deliverables;
- Group communication can continue via email conversations. Draft minutes to follow within two weeks.

9. ACTIONS ITEMS

Action Item 1: Information requests to be distributed to members.

Action Item 2: The next meeting to be held in two months.



Scope of the Transparent Governance Community Reference Group

- ✓ Financial management and budgeting
- ✓ Good governance and leadership, including council committee processes
- ✓ Corporate reporting
- ✓ Customer services, including rates and property services
- ✓ Right to Information and Information Privacy
- ✓ Community leasing of council owned facilities
- ✓ Law enforcement and compliance actions
- ✓ Good neighbourly relations through community information, education and compliance action
- ✓ Business Improvement

A. Decision making structure

Decision Making Structure for Community Reference Groups



B. If Ipswich was 100 people

If Ipswich was a group of 100 people



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016.

All indicators are exclusive of "not stated" and "not applicable" responses.

Work participation rate is the percentage of the total population that is either working or actively seeking work from the age 15 years and over.

* Home ownership – includes either fully owned or mortgaged.

+ of Ipswich households / 2016 Census.

** Qualifications include Certificates, Diplomas, bachelor degrees and post-graduate qualifications (based on population 15 years and over).

Risk a Gov.
(improve)

Ipswich as a whole (clear role for Councillors)

What would success look like for the Community Reference Groups?

Good reputation
4 Ipswich

C.S.R.
Moving forward.

Representing
community

Bring outsider
perspective in

'Walk the
talk'

Remove
nepotism

Discuss 'real'
needs of city

Involved in
re-setting Council.

History &
moving forward

Lack of
transparency.

Use of
facilities, community
education

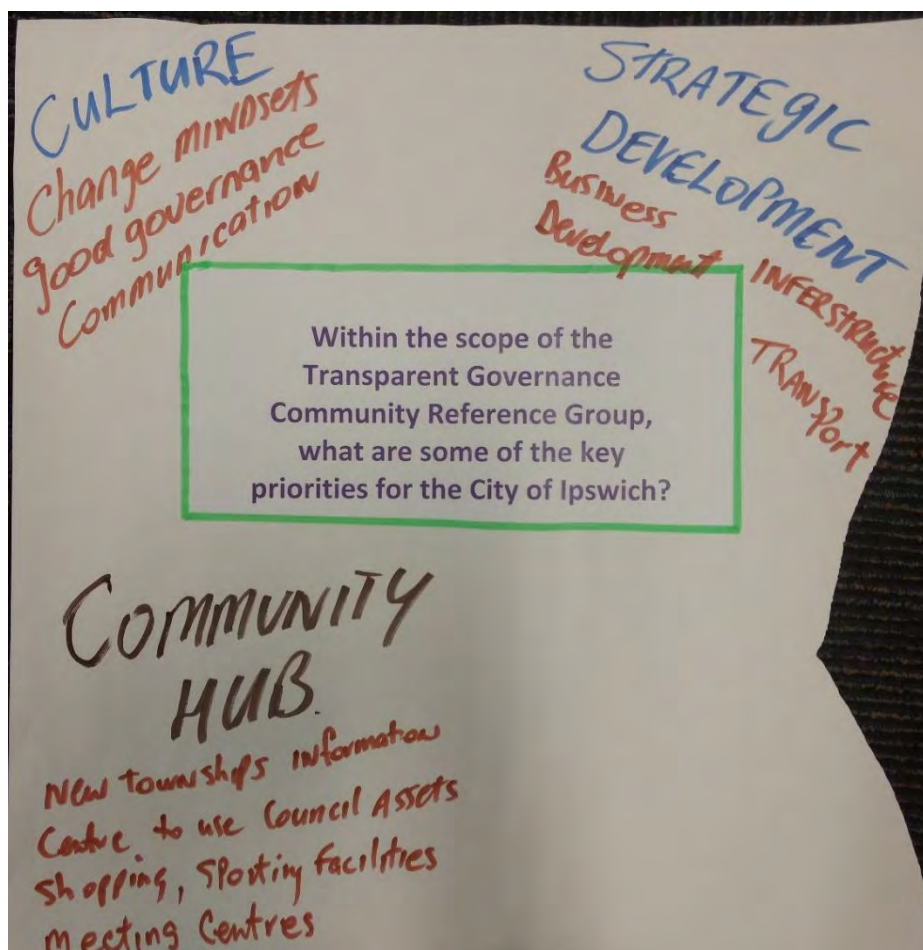
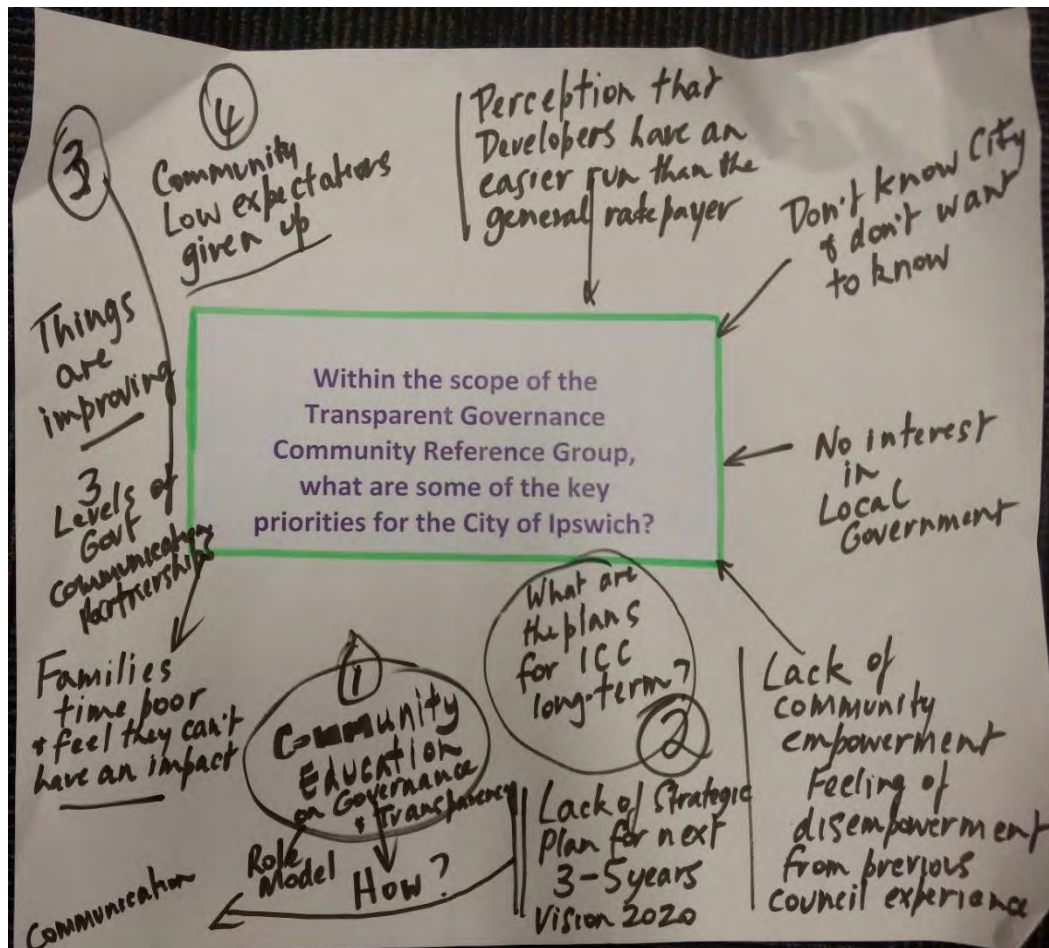
MEETING PRINCIPLES and PRACTICES

- ✓ Speak with intention
- ✓ listen with attention and curiosity
- ✓ be aware of your impact on the whole
- ✓ a leader in every chair
- ✓ we invite and respect collective wisdom
- ✓ we consider the whole community and not just personal interests

Work together
to achieve goals

Protection of
member privacy.

hard to signal
to speak.
Speak in turns.



CULTURE.

- COMMUNICATION + ENGAGEMENT
- BUSINESS MODEL FOR COUNCIL BOARD

How could these
top priorities be
addressed?

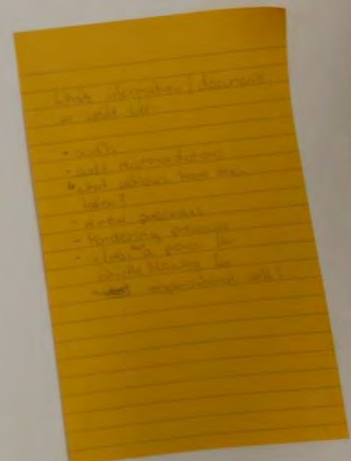
STRATEGIC DEV.

- INFRASTRUCTURE TOWN PLANNING
- PUBLIC TRANSPORT
- BUSINESS DEV.

- Accountability
 - Can anyone go to a council meeting?
 - Audits
 - Bullying type behaviour
 - Policies & procedures on running
 - Grievance
 - Tender evaluation process
- Divisions - less divisions is a concern
 - = bigger area to campaign
 - therefore need significant education around election processes

Within the scope of the
Transparent Governance
Community Reference Group,
what are some of the key
priorities for the City of Ipswich?

- Culture
 - 1) Operational Staff
 - 2) Councillors



- ① Review Compliance with policies and procedures
 - Review policies and procedures
 - Effect into staff
 - Reviewed by both operational & committee
- ② Tender process
 - Ensuring compliance with process
- ③ Audit (Internal)
 - Viewing recommendations/ comments from audits and actions
- 1) Accountability
 Corporate Reporting

How could these top priorities be addressed?

2) Ipswich Plan - Communicating to all demographics - culture, age, charges to Ipswich
 - difficult for the average user to comprehend

3) Election: Need significant education around election processes
 - challenge - 4-5 divisions - bigger area to campaign - limits those who can run.

